

Attitudes towards Expatriates:  
Development of a Measure

by

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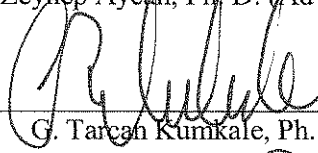
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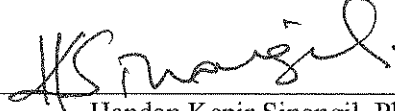
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## STATEMENT OF AUTHORSHIP

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## ABSTRACT

In this study a measure for assessment of host country nationals' attitudes towards expatriates (ATEX) was developed. The study consisted of four phases. In the first phase, in-depth interviews with 10 expatriates and 15 host country nationals (HCNs) were conducted and items of ATEX were generated based on the interview outcomes. In the second phase, the 60-item version of ATEX was filled out by 198 HCN participants for potential expatriate managers assigned from developed countries to developing countries. Following the analysis of results, item elimination was conducted. In the third phase, the remaining 34 items of ATEX were evaluated by 44 participants as positive or negative attributes of expatriates. In the main study, 228 participants filled out a questionnaire including 34-item version of ATEX. Personality, ethnocentrism, universal-diverse orientation, preference to work with expatriates and intention to provide social support to expatriates were also assessed through this questionnaire. After factor analyses, final version of ATEX was reduced to 24 items which loaded on to five factors. ATEX correlated significantly with openness to experience, extraversion, universal-diverse orientation and ethnocentrism. These correlations provided support for the convergent validity of ATEX. Discriminant validity of ATEX was supported by two findings. Having previous work experience with expatriates led to positive attitudes towards expatriates and quality of the experience correlated with ATEX. Criterion-related validity was supported by the findings that intention to provide social support to expatriates and preference to work with expatriate managers correlated with ATEX. Since there was lack of such a measure in expatriation literature, ATEX has the potential to be a reference point for further research on this issue and contribute to practitioners by providing them information about specific areas that require training for expatriates and HCNs.

**Keywords:** Expatriate, expatriation, attitudes, host country nationals

## ÖZET

Bu çalışmada, yabancı yöneticilere yönelik tutumları ölçen yeni bir ölçek geliştirilmiştir. Çalışma dört safhadan oluşmuştur. Birinci safhada, 10 yabancı çalışan ve 15 Türk çalışan ile geniş kapsamlı görüşmeler yapılmış ve ölçeğin maddeleri oluşturulmuştur. İkinci safhada, 198 katılımcı ölçeğin 60 maddeli ilk versiyonunu gelişmiş ülkelerden gelip gelişmekte olan ülkelerde görev alan yabancı yöneticiler için doldurmuştur. Bu safhadan sonra ilk madde elemesi yapılmıştır. Üçüncü safhada, kalan 34 maddenin yabancı yöneticiler için olumlu ya da olumsuz özellikler olarak algılanıp algılanmadığı 44 katılımcı tarafından belirtilmiştir. Temel çalışmada, 228 katılımcı geliştirilen ölçeğin 34 maddeli versiyonunu içeren bir anketi doldurmuşlardır. Bu anket ile ayrıca katılımcıların kişiliği, etnik merkezliği, evrensellik – çeşitlilik eğilimi, yabancı yöneticilerle çalışma tercihi ve onlara sosyal destek sağlama niyeti ölçülmüştür. Faktör analizlerinin sonrasında ölçeğin son versiyonu 5 faktöre yüklenen 24 madde olarak ortaya çıkmıştır. Geliştirilen tutum ölçeği ile deneyime açıklık, dışa dönüklük, evrensellik – çeşitlilik eğilimi ve etnik merkezlik arasında istatistiksel olarak anlamlı korelasyonlar bulunmuştur. Bu bulgular ölçeğin birleşen geçerliği için destek sağlamıştır. Ölçeğin ayırdedici geçerliğini destekleyen iki bulgu vardır. Yabancı yöneticilerle daha önce deneyim sahibi olmanın onlara karşı daha olumlu tutumlara yol açtığı bulunmuş ve bu deneyimin niteliği ile ölçek skoru arasında istatistiksel olarak anlamlı korelasyon bulunmuştur. Ölçüt geçerliği ise ölçek skoru ile yabancı yöneticilere sosyal destek sağlama niyeti ve onlarla çalışma tercihi arasındaki anlamlı korelasyonlarla desteklenmiştir. Literatürde böyle bir ölçeğin bulunmaması nedeniyle, geliştirilen ölçeğin bu konudaki araştırmaların artmasına katkıda bulunması beklenmektedir. Ayrıca, yabancı yöneticiler ya da onlarla çalışan yerel çalışanlar için hazırlanacak eğitim programlarının geliştirilmesinde alandaki uygulamacılara da fayda sağlama potansiyeli vardır.

**Anahtar Sözcükler:** Tutumlar, yabancı yöneticiler

## **DEDICATION**

*To Tomris Danişment, my altruistic mother*

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## ACRONYMS

*ATEX* Attitudes towards Expatriates

*HCN* Host Country National

*VPS* Values, Practices and Systems

*UDO* Universal-Diverse Orientation

## Chapter 1

### INTRODUCTION

The landscape of business in the twenty-first century is defined by three main characteristics: Globalization, hyper-competition and rapidly changing technology (Hitt, Ireland & Hoskisson, 2005). These characteristics have led to important changes in the way we understand appropriate and effective ways of doing business. In the global arena, not only local employees but also employees from other countries can easily be hired by a company. Especially multinational companies prefer to put foreign managers in charge of different subsidiaries of their companies with the aim of conveying information and improving the performance and finally, gaining competitive edge in the global market (Aycan, 1997a). In 1991, it was estimated that over 80.000 employees in U.S. firms were working as expatriates in more than 130 countries (Arvey, Bhagat & Salas, 1991, cited in Guzzo, Noonan & Alron, 1994, p.617).

Expatriates are defined as “employees of business or government organizations who are sent by their organization to a related unit in a country which is different from their own, to accomplish a job or organization-related goal for a pre-designated temporary time period of usually more than six months and less than five years in one term” (Aycan & Kanungo, 1997, p.250). The current state of affairs in the world, especially in the world of business, is very important in the expatriation process and is very influential in shaping the host country nationals’ (HCNs) perceptions of expatriates. Increasing ethnic and

religious conflicts in the world, as well as anti-Americanism fueled by the second Iraq War have the potential to influence the attitudes of HCNs towards expatriates from Western countries. On the other hand, Western business world is not envied as much as it was before. Previously, Western ways of doing business were perceived as the most appropriate ways which should be adopted by other countries for making correct managerial decisions and establishing the most effective systems of business. However, scandals such as the Enron case influenced the view of Western understanding of business by other people negatively and resulted in decline in trust and respect towards Western business people. With regard to current trends in the world leading to prejudice towards others, examination of HCN influence on expatriates appears as a crucial topic in the study of expatriation since HCNs are involved in many aspects of expatriation and play a crucial role in the effectiveness of this process.

Attitudes of HCNs towards expatriates may be expected to influence the way HCNs will treat expatriates and as a result, influence socialization, adjustment and even the performance of expatriates. Attitudes of HCNs towards expatriates become particularly important in an era where micro-nationalism, religious conservatism and intolerance among members of different civilizations are on the rise. Furthermore, there is paucity of research on this topic and lack of a measure developed for assessing HCNs' attitudes towards expatriates stands out.

Eagly and Chaiken (1993) define attitude as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor" (p.1). Katz and Stotland (1959, cited in Ajzen, 1996) argued that attitudes are composed of cognitive, affective and behavioral components.

Furthermore, in Fishbein Model (1967, cited in Ajzen, 1996) it is suggested that the attitude toward an object is a function of the intensity of belief about the object and the evaluative aspect of the belief. In the study of attitudes of HCNs towards expatriates, it is important to emphasize that attitudes may develop without working with any expatriates and may alter positively or negatively after interacting or working with an expatriate. However, according to the Theory of Reasoned Action, attitude toward the behavior and subjective norms predict the intention and intention predicts the behavior (Ajzen & Fishbein, 1980).

In general, managers from developed countries are preferred for assignments in developing countries (Scullion & Brewster, 2001; Shimoni, Ronen & Roziner, 2005; Tung, 1982). Developed and developing countries differ in terms of the economic and political environments, socio-cultural environments and internal work cultures (Kanungo & Jaeger, 1990). They have different firm-specific capabilities, institutional environments (Makino, Isobe & Chan, 2004) and managerial practices (Newman & Nollen, 1996). Due to these differences and the context of this research, the present study aimed at constructing and validating a measure of HCN attitudes towards expatriates from developed countries assigned to developing countries.

It is expected that construction of a measure will contribute to future research on this topic and will lead to better understanding of expatriate adjustment and performance. Furthermore, as a practical contribution, it is expected that the measure of Attitudes towards Expatriates (ATEX) will be used for increasing the effectiveness of cross-cultural training programs designed for either expatriates or HCNs. Based on the attitude assessments, content of cross-cultural training programs can be tailored as needed. Attitudes of HCNs can be

measured prior to the arrival of the expatriates and focus of the training programs can be determined according to the potential problems between expatriates and HCNs. These programs can help expatriates in forming realistic expectations (e.g. Eschbach, Parker & Stoeberl, 2001) or can be used for increasing cultural awareness and tolerance and decreasing racial prejudice among HCNs (Hogan, 2005). For example, if it is known that a manager from Germany will be assigned to the company, HCNs can be asked to fill out ATEX for a potential expatriate. Mean scores might provide information about their general attitudes towards this person. Specific training programs can be designed with the aim of shaping the false beliefs and negative attitudes of HCNs or informing expatriates about the general perspective of HCNs.

Organizations attach great importance to expatriation due to long-term benefits. For expatriates, increased compensation packages including high salaries, private cars and high quality housing conditions can be considered as factors making expatriation attractive (for a review see Bonache & Fernandez, 1997). Both organizations and expatriates make investments in terms of time and money. Expatriates take serious risks including psychological costs by leaving their countries, living, and working in a different environment. Not only does the expatriate, but also his/her family should experience major life changes (see Pellico & Stroh, 1997).

In spite of the investments and expectations, premature return before accomplishing the goals set by the organization is observed frequently. For example, it is claimed that 30 percent of assignments of American expatriates fail (Baruch, Steele & Quantrill, 2002) and 30 to 40 percent of repatriates, employees returning to the parent country after accomplishment of the overseas assignment,



leave their company within two years after return (Dowling, Schuler & Welch, 1994, cited in Baruch et al., 2002). In conclusion, it is obvious that there is low return on investments leading to the disappointment of companies. Even if the expatriate does not return earlier than the determined date, experiencing problems during expatriation may cause low levels of performance during and after the overseas assignment and lead to decrease in commitment to the parent as well as to the host company (Andreason & Kinneer, 2005). Premature returns, leaving the company during repatriation and low performance during expatriation constitute most critical incidents of failure in return on investments (see Aycan, 1997a, 1997b; Hechanova, Beehr & Christiansen, 2003; Martinko & Douglas, 1999).

In general, researchers interested in expatriation investigated the processes in expatriation which lead to successful vs. unsuccessful outcomes, such as good adjustment and high performance versus poor adjustment and low performance (Aycan, 1997a). In the study of expatriation, cultural differences appear as a very important factor influencing many aspects of the expatriation process (e.g. Aycan, 1997a, 1997b; Manev & Stevenson, 2001; Martinko & Douglas, 1999; Owen & Scherer, 2002; Waxin, 2004). Adjustment of expatriates in the host country is one of the most frequently studied topics, which has a critical role in the success of expatriates (e.g. Hechanova et al., 2003).

Adjustment, socialization and performance of expatriates cannot be treated as processes independent from the influence of HCNs. However, there is only a small body of research which focuses on HCNs' perspective and the influence of their attitudes towards expatriates which inevitably impact the way HCNs treat expatriates (e.g. Hailey, 1996; Varma, Toh & Budhwar, 2006).

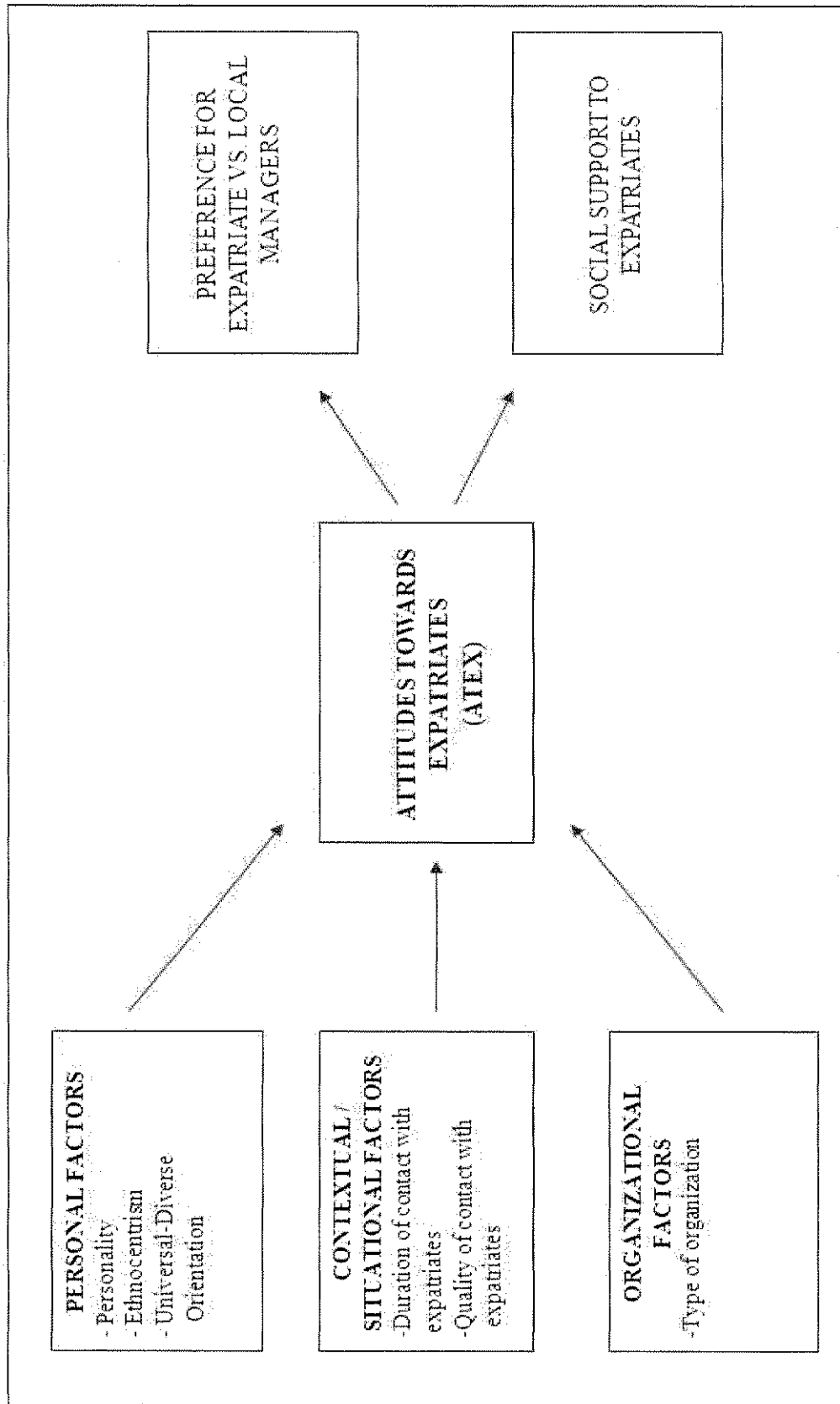
Therefore, it is expected that the present study will contribute to the research on this topic.

Present studies in expatriation literature that examined HCNs can be summarized under three main topics. Firstly, several researchers (e.g. Camiah & Hollinshead, 2003; Danis, 2003; McDonald & Kan, 1997; Stening, Everett & Longton, 1983; Su & Richelieu, 1999) studied the differences between HCNs and expatriates. The differences consisted of culture, language, values, managerial practices, work styles and business ethics. These differences can be interpreted as one of the main reasons behind potential conflicts between HCNs and expatriates. They are especially important for expatriates going from developed countries to developing countries because these countries differ highly in many ways, such as cultural values (Kanungo & Jaeger, 1990). Secondly, HCN perspective in expatriation constitutes another area of research. Their preference for expatriates instead of local managers (e.g. Yu & Pine, 1994; Zeira & Harari, 1979), their perceptions of factors leading to easier adjustment and increased performance of expatriates (Sinangil & Ones, 1997) and their attitudes towards compensation policies for expatriates (Hailey, 1996; Toh & DeNisi, 2003) are investigated. Moreover, it is claimed that HCNs' suggestions for cross-cultural training of expatriates may influence the effectiveness of training programs positively (Vance & Ensher, 2002; Vance & Paik, 2002, Vance & Ring, 1994). Thirdly, the crucial role of HCNs in cross-cultural adjustment of expatriates via interaction and socialization is emphasized by several studies (e.g. Aycan, 1997a, 1997b; Caligiuri & Lazarova, 2002; Florkowski & Fogel, 1999; Hechanova et al., 2003; Shim & Paprock, 2002). Even though numerous studies mentioned the importance of HCNs and many studies focused on HCN perspective in

expatriation, researchers examined the attitudes of HCNs towards expatriates and how HCNs categorize expatriates in few studies (Hailey, 1996; Varma, et al., 2006). Furthermore, intention of HCNs to support the expatriates based on attitudes and ingroup vs. outgroup categorization has not been investigated adequately so far (Toh & DeNisi, 2007; Varma et. al, 2006; Varma, Pichler, Aycan & Budhwar, 2008).

In the present study, ATEX will be validated by examining its relations with several constructs. Firstly, convergent validity will be examined through testing the correlations between the measure and three personality dimensions (openness to experience, extraversion and neuroticism), attitudes towards diversity and ethnocentrism. Secondly, discriminant validity will be tested by looking at the differences between the attitudes of (1) HCNs who have previous experience with expatriates and who do not have, (2) who have experience with expatriates in different durations, (3) reporting different degrees of quality in their experience with the expatriates and (4) working in companies primarily involved in international versus domestic business. Finally, the relation of the measure with HCNs' intention to provide social support to expatriates and their preference for local vs. expatriate managers will be analyzed in order to test the criterion-related validity.

Figure 1.1: The Proposed Model



## Chapter 2

### LITERATURE REVIEW

#### 2.1 Expatriate Assignments from Developed to Developing Countries

In several studies expatriates from developed countries assigned to developing countries are investigated (Clegg & Gray, 2002; Selmer, 2006; Shimoni et al., 2005). This aspect of expatriation is important because these expatriates constitute a great majority. Expatriates from developed countries are expected to contribute to the subsidiaries in developing countries by conveying new and effective ways of doing business. They can play a role in the start-up of operations or in the development of the subsidiaries through sharing their technical expertise (Tung, 1982).

Differences between developed and developing countries play a crucial role in expatriation because perceived cultural distance is an important factor in cross-cultural adjustment of expatriates (Aycan, 1997a). These differences are based on economic and political environment, socio-cultural environment and internal work culture. For example, in developed countries, predictability of events is relatively high, uncertainty avoidance is relatively low, power distance is relatively low, masculinity is relatively high and causality and control of outcomes are primarily internal. However, developing countries have relatively low levels of predictability of events and masculinity, and relatively high levels of uncertainty avoidance and

power distance. In these countries, causality and control of outcomes are assumed to be primarily external (Kanungo & Jaeger, 1990).

Consistent with these ideas, Tung (1998) found that expatriates in developing countries were more likely to suffer from dysfunctional emotion-focused coping mechanisms (e.g. increased alcohol consumption). Therefore, it may be concluded that positive attitudes of HCNs and support from them are more important for expatriates from developed countries who are assigned to developing countries instead of developed countries.

## **2.2 Managerial Differences among Developing and Developed Countries**

Differences in managerial styles constitute an important element in HCN – expatriate comparisons especially when expatriates from economically developed countries are assigned to developing countries. Managers from developed and developing countries differ in conflict handling styles (Wang, Lin, Chan & Shi, 2005), leadership practices (e.g. Ardichvili & Kuchinke, 2002; House, Hanges, Javidan, Dorfman & Gupta, 2002), business ethics (e.g. McDonald & Kan, 1997) and management practices (e.g. Newman & Nollen, 1996).

Ali and Azim (1996), for instance, found that Western expatriate managers perceive managerial problems which may be experienced during work in a different way than Arab local managers do. In terms of personal problems like sensitivity to comments and weak inner work incentives, expatriate managers were more sensitive than Arab managers are but they were similar in degrees of

sensitivity towards organizational/societal problems such as centralization of authority and inadequate planning and information systems. Another study revealed that managerial values, practices and systems (VPSs) of Hungarian managers, systems meaning operational procedures and structures used in resolving organizational problems, were oriented to the accumulation and exercise of power, whereas those of Western expatriates were oriented to the organizational performance. In addition, VPSs of Hungarian managers were narrowly oriented toward output whereas Western expatriates' VPSs were reflecting a broader range of issues, including market related concerns. Finally, uncertainty avoidance in future plans appeared more frequently in Hungarian managers compared to Western expatriates (Danis, 2003).

Results of these studies provide evidence for differences in managerial perspectives of local and expatriate managers. Since expatriates are generally assigned for top-level positions, the managerial differences among developed and developing countries are important in expatriation. These differences should be considered for ATEX, because it is developed in a developing country, to which expatriates from developed countries are more likely to be assigned.

### **2.3 Importance of HCN Attitudes for Expatriates' Performance and Adjustment**

Social support in the local unit and perceived acceptance by HCNs constitute important factors leading to positive outcomes in cross-cultural adjustment (Aycan, 1997a, 1997b). In-country support for expatriates appears as

a factor leading to decrease in premature return, increase in performance and increase in psychological well-being (Andreason, 2003; Caligiuri & Lazarova, 2002; Hechanova, et al., 2003; Lee & Larwood, 1983; Louis, 1980; Wang, 2002). These findings were replicated in studies on minorities and in general, results revealed that acculturation and perceived social support from nationals lead to better psychological adjustment (e.g. Kovacev & Shute, 2004). In relation to outgroup vs. ingroup categorization of expatriates, it is claimed that HCNs who tend to perceive expatriates as outgroup members are less likely to engage in socializing behavior whereas among them, the ones who desire to affiliate with outgroup members are more likely to provide help and support to expatriates (Toh & DeNisi, 2007).

In their study, Sinangil and Ones (1997) examined HCNs' perceptions of the factors contributing to better adjustment and increased performance of expatriates. Results showed that job knowledge and motivation were perceived as the most crucial factors whereas family situation was perceived as the least. Other factors included relational skills, flexibility/adaptability and extra-cultural openness. Furthermore, this research showed that the ratings for expatriates provided by HCNs on these five dimensions correlated with expatriate adjustment and their intentions to stay in the foreign country. Therefore, it is apparent that adjustment is important for evaluations of expatriates by HCNs.

In various studies, results revealed that organizational attachment of expatriates to the parent as well as to the host company was influenced by the level of social interaction with HCNs (e.g. Jun, Lee & Gentry, 1997; Tsui, Egan



& O'Reilly III, 1992). Resultant socialization and adjustment lead to decreased turnover intention of expatriates (Louis, 1980; Martinko & Douglas, 1999).

A specific area, in which attitudes towards expatriates play an important role is performance appraisal. Results of the study of Gregersen, Hite and Black (1996) supported that raters who were more knowledgeable about the countries of expatriates and who had previous experience with expatriates were more likely to provide performance appraisal scores which were closer to perceived accuracy of performance. Additionally, Caligiuri (1997) argued that halo effect possibly arising from geographic distance between the countries of the expatriate and HCNs was likely to influence the accuracy of performance appraisal of expatriates by HCNs negatively. In her study, peers' and leaders' performance appraisal scores for expatriates were highly correlated on the contrary of the general findings in performance appraisal literature. Consistent with these findings, Martinko and Douglas (1999) claimed that performance attributions of HCNs for their compatriots are more likely to be accurate compared to HCNs' performance attributions for expatriates. Results of the study of Arthur and Bennett (1997) revealed that the way expatriates consider the job performance factors (e.g. job specific proficiency and personal discipline) was influenced by their nationality as well as the culture of the nation they were assigned for the overseas job.

HCNs may attach negative meanings to expatriation procedure and these opinions may lead to perceptions of conflict of interest and threat to their own career development. As a result, working with expatriates may cause decrease in

motivation and productivity of HCNs (Hailey, 1996). Tsui et al. (1992) concluded that increase in diversity at the work place leads to decrease in psychological attachment among workers and this situation may raise possible problems in the host company.

Perceived or expected differences between HCNs and expatriates, and the interpretation of the concept of expatriation from HCN perspective constitute important factors in attitude formation (Hailey, 1996). In the literature about minorities, it is emphasized that perceived threat arising from presence of minorities leads to negative attitudes towards them (Corenblum & Stephan, 2001; Cottrell & Neuberg, 2005; Semyonov, Rajjman, Tov & Schmidt, 2004). Preference of upper managerial boards for expatriate managers instead of local managers may be interpreted as a threat by HCNs in managerial and non-managerial positions due to the perception of expatriate manager as a barrier indicating decreased possibility of promotion for higher positions (Hailey, 1996; Watanabe & Yamaguchi, 2005). Moreover, compared to nationals, expatriates are paid more and are provided with better benefits, e.g. high-quality housing conditions, private cars and so on (see Bonache & Fernandez, 1997). When nationals compare their own conditions to those of expatriates, they may perceive an unfair situation and react negatively to this unbalanced situation and, as a result, they may develop negative feelings (Hailey, 1996; Toh & DeNisi, 2003).

For instance, in their study comparing values and attitudes of Indian, Pakistani and Bangladeshi expatriates with Omani locals, Kuehn and Al-Busaidi (2000) found that most of the Omani locals agreed with the statements that

“Foreign workers are just here to make money” and “Expatriates have more authority and responsibility than Omanis” whereas expatriates mostly did not agree with these statements. HCNs’ agreement with these statements demonstrated their negative attitudes towards expatriation.

On the other hand, locals may also have positive opinions about expatriation which may result in positive attitudes towards expatriates. Yu and Pine (1994) asked local and expatriate respondents from hospitality industry to rate several statements related to expatriation. Results indicated that locals were more likely to agree with the statements “The presence of expatriates is important to the quality of services of luxury hotels in Hong Kong” and “Expatriates are employed to develop local hotel managers” compared to the expatriates. However, expatriates’ ratings for the statement “More locals should be used at the top managerial grade” were higher than HCNs’ ratings.

In summary, importance of the attitudes of HCNs cannot be underestimated. HCNs’ attitudes are effective in adjustment and performance of expatriates. They are expected to influence the level of social support provided by HCNs and increased social support leads to better adjustment of expatriates, as discussed previously. Negative HCN attitudes may affect the HCNs by decreasing their productivity and motivation.

## 2.4 Factors Affecting Attitudes towards Expatriates

One of the main reasons behind conflicts among host country nationals and expatriates is the differences among them. Differences in culture, managerial attitudes and practices, work values, business ethics and life styles should be considered as potential sources of negative or positive attitudes towards expatriates (e.g. Ali & Azim, 1996; Culpan & Culpan, 1993; Danis, 2003; Hailey, 1996; Kuehn & Al – Busaidi, 2000; Lee & Larwood, 1983; McDonald & Kan, 1997; Owen & Scherer, 2002; Stening et al., 1983). Additionally, these differences lead to problems in communication, especially when they are combined with language barrier (e.g. Watanabe & Yamaguchi, 1995).

Culture is a crucial factor in expatriation process which influences each aspect of expatriation experience (Aycan, 1997a, 1997b). Increase in cultural differences leads to difficulties in acceptance of expatriates by HCNs, in interaction between two groups and in adjustment of expatriates, so that culture of origin directly influences interaction adjustment of expatriates (Waxin, 2004). In addition, increased cultural distance appears as a barrier between expatriates and HCNs for e.g., Western managers in Russia (Camiah & Hollinshead, 2003), in India (Varma et al., 2006, Waxin, 2004), in Turkey (Culpan & Culpan, 1993), in Asia (Hailey, 1996) and in Japan (Greenland & Brown, 1999).

McDonald and Kan (1997) compared business ethics perceptions of expatriate managers vs. local managers. Respondents rated degrees of ethicality of several scenarios and results indicated significant differences between

perceptions of local and expatriate managers in Hong Kong. It is important to emphasize that comparisons among American and British expatriates versus local managers from Hong Kong revealed greater difference than comparisons of local managers from Hong Kong with Chinese and Macau managers.

Attitudes towards expatriates are influenced by several factors such as personality characteristics of HCNs, their attitudes towards diversity and level of ethnocentrism. Having previous experience or contact with expatriates and the quality of these previous experiences may also affect the attitudes towards them.

#### **2.4.1 Personality and Attitudes**

Several researchers examined the relation between personality variables and attitudes towards people from minorities, including foreigners (e.g. Dunbar, 1995; Heaven & Quintin, 2003). Some of them evaluated racism and prejudice as results of several psychopathological problems (Guindon, Green & Hanna, 2003; Sawyerr, Straus & Yan, 2005; Umbach & Milem, 2004). These studies suggest that various dimensions of ATEX may be relevant to ATEX and they can be tested to provide convergent validity of the measure.

*Openness to experience* is one of the big five personality dimensions of Costa and McCrae (1992) and its facets are identified as fantasy, aesthetics, feelings, actions, ideas and values. McCrae (1996) investigated social consequences of being high or low on this personality trait and he concluded that openness influences “cultural innovation, political ideology, social attitudes,

marital choice and interpersonal relations” (p.323). Specifically, he argued that people who are open to experiences are more likely to adapt to new ideas and life styles in their environments and less conservative in terms of political ideology. Consistent with these arguments, Silvestri and Richardson (2001) found that openness to experience was negatively correlated with aversive racism.

Ekehammar, Akrami, Gylje and Zakrisson (2004) examined the way Big Five personality traits lead to generalized prejudice involving racism, sexism, prejudice towards homosexuals and mentally disabled people. Their study included social dominance orientation and right-wing authoritarianism as mediating variables between personality and prejudice. Results revealed that openness to experience, conscientiousness and extraversion affected generalized prejudice indirectly through right-wing authoritarianism whereas agreeableness had indirect effect through social dominance orientation. Openness to experience and agreeableness were negatively correlated with the mediating variables.

In another study, Flynn (2005) found that White individuals with higher openness to experience scores were “less rigid in their use of Black stereotypes and more open to stereotype-disconfirming information” (p.823). Specifically, their openness to experience ratings correlated with their explicit racial attitudes towards Blacks. Finally, Thompson, Brossart, Carlozzi and Miville (2002) found that openness to experience correlated with universal-diverse orientation (will be examined in detail below) of counselor trainees.

Thus, it is expected that HCNs who score higher on openness to experience scale are more comfortable with working with expatriates and hence

have more positive attitudes towards them, compared to HCNs who score lower in openness to experience scale. This relationship will be examined as an evidence for the convergent validity of the measure.

*Hypothesis 1:* There is a positive correlation between ATEX and openness to experience.

*Extraversion* is viewed as a sense of sociability, in general and its facets are identified as warmth, gregariousness, assertiveness, activity, excitement-seeking and positive emotions. *Neuroticism* is defined as emotional disorganization and consists of the facets anxiety, hostility, depression, self-consciousness, impulsiveness and vulnerability (Costa & McCrae, 1992).

Wilson and Brazendale (1973) investigated the relations among Big Five personality traits and conservatism, realism, militarism, anti-hedonism, ethnocentrism and religion-puritanism. Results revealed an association between extraversion and liberalism, realism, hedonism and non-religiousness. Individuals high in extraversion had the tendency towards these ways of thinking. Additionally, neuroticism was found to be associated with ethnocentrism and intolerance to minority groups. Furthermore, Silvestri and Richardson (2001) found that extraversion was negatively related to aversive racism. Their findings revealed positive correlation between racial identity and neuroticism. On the basis of this finding, they argued that negative affect toward people from other ethnicities and anxiety about racial issues may arise from neuroticism, which is “a general tendency to experience sadness, anger, anxiety and fear” (p.74).

Based on previous findings, it is expected that more extravert HCNs feel more comfortable while working with expatriates compared to introvert HCNs, because of their attributes like warmth, assertiveness, excitement seeking and positive emotions. Therefore, extravert HCNs are expected to have positive attitudes towards expatriates, as another indication of convergent validity of ATEX.

*Hypothesis 2:* There is a positive correlation between ATEX and extraversion.

Neurotic HCNs' have general tendencies related to sadness, anger, anxiety and fear. They are expected to feel uncomfortable due to presence of expatriates in work setting. They generally experience high levels of uncertainty avoidance. It leads to avoiding situations in which a person from an unfamiliar culture is in charge and that person might have difficulties in foreseeing the expectations of the employees or coworkers.

*Hypothesis 3:* There is a negative correlation between ATEX and neuroticism.

Two other dimensions of personality, agreeableness and conscientiousness will not be included in the hypotheses, because of the lack of consistent findings relating to attitudes towards diversity.



### 2.4.2 Attitudes towards Diversity

On the basis of Vontress' ideas (1979; cited in Miville, Holloway, Gelso, Pannu, Liu, Touradji & Fuertes, 1999) about similarities and differences of people, Miville et al. (1999) concluded that similarities are the aspects which constitute the common characteristics arising from being human whereas differences consist of cultural factors such as race, ethnicity or gender and individual differences such as family or personality. Finally, in their article introducing the construct, they defined universal-diverse orientation as "an attitude toward all other persons that is inclusive yet differentiating in that similarities and differences are both recognized and accepted; the shared experience of being human results in a sense of connectedness with people and is associated with a plurality or diversity of interactions with others" (p.292).

In their study, Miville et al. (1999) examined the relationships between universal-diverse orientation and several constructs. Results revealed that universal-diverse orientation was positively correlated with racial identity, autonomy, mature and healthy aspects of empathy, favorable attitudes toward feminism and androgyny, and negatively correlated with homophobia and dogmatism. Strauss and Connerley (2003) investigated the way universal-diverse orientation was related to race, gender, agreeableness, openness to experience and degree of previous exposure to diversity. Agreeableness was the most important predictor of this orientation and openness to experience was related to universal-diverse orientation. Results revealed a significant difference in levels of universal-diverse orientation of white vs. non-white participants in behavior

component, but no significant difference in cognition and feeling components. However, gender groups did not differ in universal-diverse orientation. Finally, exposure to diversity was related only to the behavioral component of universal-diverse orientation. Besides, findings of the study of Thompson et al. (2002) supported that universal-diverse orientation and openness to experience are strongly related.

Thus, it is expected that HCNs who have high levels of universal-diverse orientation will have positive attitudes towards expatriates, as a result of their ideas and expectations in favor of diversity and universality and possibly their personality characteristics indicating openness to experience. In the current study, universal-diverse orientation will be used for examination of convergent validity of ATEX.

*Hypothesis 4:* There is a positive correlation between ATEX and universal – diverse orientation so that individuals high in UDO are more likely score high in ATEX compared to those lower in UDO.

### **2.4.3 Ethnocentrism**

Levine and Campbell (1972) defined the term ethnocentrism as "an attitude or outlook in which values derived from one's own cultural background are applied to other cultural contexts where different values are operative" (p.12). Furthermore, they identified two forms of ethnocentrism; naive and complex. In the naive form of ethnocentrism, the person perceives his/her culture's values as

objective reality, which is also valid in other contexts consisting of objects and events he has never been exposed to. On the other hand, in the complex form of ethnocentrism, the person is aware of different perspectives present in other cultures, but he perceives them as “incorrect, inferior or immoral”.

By analyzing data from the 1995 Belgian General Election Survey, Billiet, Maddens and Beerten (2003) examined the differences in intensity of national identity of Belgians as main nation and people from Flemish or Walloon subnations. In addition, they investigated the relation of national identity with attitudes toward foreigners. Results showed that citizens having strong national identities were generally more likely to have negative attitudes towards foreigners. Furthermore, researchers found that the preference to define the nation in ethnic-cultural terms rather than in civic or republican terms was related with negative attitudes toward foreigners. In another study, Duckitt and Parra (2004) found that ethnocultural evaluation, namely ingroup attitude, was associated with outgroup attitudes.

Florkowski and Fogel (1999) found that perceived level of ethnocentrism of HCNs had an influence on adjustment of expatriates and their commitment to host company. Especially when cultural distance is low, perceived local ethnocentrism leads to more difficult work adjustment of expatriates and lower levels of commitment to the host company. In addition, expatriates may react negatively to ethnocentric attitudes of HCNs. Results showed that European expatriates were more likely to react to it compared to the American expatriates. In the current study, it is expected that HCNs high in ethnocentrism will have

negative attitudes towards expatriates. Ethnocentrism will be evaluated as another possible indicator of convergent validity of ATEX.

*Hypothesis 5:* There is a negative correlation between ATEX and ethnocentrism.

#### **2.4.4 Previous Experience or Contact with Expatriates**

Presence, duration and quality of previous experience with expatriates and type of current business organization will be examined to test the discriminant validity of ATEX. According to the Contact Hypothesis, Williams (1947, cited in Allport, 1979) and Allport (1954, cited in Allport, 1979) direct contact among members of conflicting social groups leads to decrease in prejudice and hostility among those groups, depending on the quality of contact inevitably. In addition to this argument, it is claimed that the influence of the contact on relationships also depends on societal, situational and personal variables (see Stein, Post & Rinden, 2000).

Several studies showed that having previous experience or contact with foreigners is related with rise in positive attitudes towards them (e.g. Miville et al., 1999; Wright, Aron, Mc-Laughlin-Volpe & Ropp, 1997) and this idea is applicable to the case of HCNs and expatriates. HCNs having any kind of prior knowledge about the culture of expatriates use socialization tactics for interacting with them more frequently than HCNs having less knowledge (Selmer, 2001) and this finding can be interpreted as a sign of having positive attitudes towards expatriates. Moreover, Greenland and Brown (1999) stated that minimal previous contact with an

ethnic group leads to inter-group anxiety when confronted with a member of that group. The study of Emerson, Kimbro and Yancey (2002) showed that individuals who have prior interracial contact in their school or living environment were more open to take part in multiracial occasions, to have friends from different ethnic or religious groups and to marry a person from a different race. Brown, Eller, Leeds and Stace (2007) found that increased quantity of contact with a member of an outgroup led to more positive attitudes towards whole outgroup.

Consistent with the Contact Hypothesis and the findings, it is expected that HCNs who have previous contact with expatriates are more likely to have positive attitudes towards expatriates. Specifically, it is expected that increased duration as well as increased quality (Schwartz & Simmons, 2001) of previous contact with expatriates will lead to increased scores on ATEX.

*Hypothesis 6:* HCNs who have previous work experience with expatriates have more positive attitudes towards them, compared to those who do not have previous experience with expatriates.

*Hypothesis 7:* Among the HCNs who have previous work experience with expatriates, HCNs having longer experience will have higher scores on ATEX compared to the HCNs having shorter experience with expatriates.

*Hypothesis 8:* Among the HCNs who have previous work experience with expatriates, HCNs reporting experience higher in quality will have higher scores on ATEX compared to the HCNs who report experience in lower degrees of quality.

Another implication of the Contact Hypothesis is expected to appear when companies doing global business are compared with companies doing domestic business. Examples of companies in international business might be MNCs or local companies involved in imports whereas the local companies involved only in domestic business are examples for other type. Even if there are not any expatriates who are currently working or who previously worked in the MNC, employees of companies which are global in terms of primary business activity are more likely to have a reasonable level of contact with employees in other countries via internet or via hearing about them from their managers or coworkers. Therefore, it is expected that employees of global business companies have more positive attitudes towards expatriates compared to the employees of domestic business companies.

*Hypothesis 9:* HCNs working for companies which are primarily involved in global business have more positive attitudes towards expatriates compared to those working for companies primarily involved in domestic business.

## **2.5 Behaviors Affected by Attitudes towards Expatriates**

Attitudes are concerned with the predictive power of attitudes, which will indicate the criterion-related validity of ATEX. Namely, they intended to explain how the attitudes towards a specific concept, object, institution, ethnic or religious group influence the way it is treated by individuals. For this purpose, several theories and models are developed by attitude researchers, such as the Theory of Reasoned Action (Ajzen & Fishbein, 1980). Most of these models agreed that attitudes influence behaviors whereas the behaviors can be consistent as well as inconsistent with the attitudes. However, the general tendency is having behavior patterns consistent with attitudes (Ajzen, 1996; Ajzen & Fishbein 2005). Since attitudes are “predisposition(s) to like or dislike (an) entity” (Krosnick, Judd & Wittenbrink, 2005, p.22), from a general perspective, main types of expected behaviors with regard to attitudes are approach or avoidance (Ajzen, 1996, Ajzen & Fishbein 2005; Krosnick, et al., 2005). HCNs’ tendency to provide social support to expatriates and their preference for expatriate vs. local managers will be examined with regard to these theories.

### **2.5.1 Providing Social Support to Expatriates**

Importance of socialization of expatriates for the sake of cross-cultural adjustment is emphasized before. At this point, intention of HCNs for supporting the expatriate in his or her social life gains importance, because efforts of expatriate are not sufficient alone for a successful socialization process. All types of social support (instrumental, emotional and informational) have crucial value

for expatriates. Toh and DeNisi (2007) defined HCNs as socializing agents for expatriates. Consistent with their claims about ingroup-outgroup categorization and its influence on providing social support to expatriates, results of the study by Varma et al. (2006) revealed that intention to provide social support is likely to decrease when perceived outgroup membership of an expatriate is higher. In a recent study, Varma et al. (2008) found that Turkish HCNs had willingness to provide role information to expatriates if they perceived that these expatriates were in their own social circle. In addition, they preferred to provide role information as well as social support to subordinate expatriates instead of supervisors.

In conclusion, it is expected that HCNs will aim at behaving consistent with their attitudes. Therefore, it is asserted that HCNs who have positive attitudes towards expatriates are more likely to state that they are willing to provide social support to expatriates.

*Hypothesis 10:* There is a positive correlation between ATEX and intention to provide social support to expatriates.

### **2.5.2 Preference to Work with Expatriates**

Consistent with the claims about attitude – behavior consistency, another response expected from people who have positive attitudes towards expatriates is that they will have preference for expatriates over local managers.



*Hypothesis 11:* There is a positive correlation between ATEX and strength of preference to work with expatriate managers compared to local managers.

## Chapter 3

### METHOD

ATEX was developed and validated in four phases. The first phase was devoted to item generation; interviews were conducted for this phase. After this phase, first version of ATEX consisting of 60 items was developed. The second phase aimed at item elimination resulting in the development of the second version of ATEX consisting of 34 items. Third phase was conducted to differentiate positive, negative and neutral items of ATEX and be certain about the clearness of connotations. In the fourth phase, factorial structure of the measure was examined, further items were eliminated and validity of the measure was tested.

#### 3.1 Phase 1 - Item Generation

*Sample.* To generate items, 25 individuals were interviewed. The sample consisted of 15 HCNs and 10 expatriates. The sample was obtained through personal contacts.

HCN sample consisted of 7 females and 8 males with a mean age of 41.87 years ( $SD = 12.75$ ). Out of 15 HCN participants, 3 were high school graduates, 9 were university graduates and 3 had a master's degree. All interviewees were

white-collar employees working in companies involved in different sectors such as advertisement, consulting, health, tourism, textile, pharmacy, finance, tobacco, insurance and manufacturing. Duration of their total work experience ranged from 1.5 years to 42 years with a mean duration of 18.53 years ( $SD = 13.07$ ). During their work life, 10 of the interviewees experienced working with expatriates whereas 5 of them had no experience with expatriates. Among 10 interviewees having experience with expatriates, 7 reported that the expatriates they worked with had the positions higher than their level. One interviewee reported that the expatriates he worked with had same or higher level positions compared to his position and 2 interviewees reported that they worked with expatriates who had higher, lower or same level positions. Their duration of working with expatriates ranged from 2.5 months to 28 years with a mean duration of 15.2 years (182.35 months) ( $SD = 139.76$ ). All of them had experience with expatriates coming from developed countries, i.e. USA, Germany, Australia, Netherlands, England, France and Switzerland and among them two interviewees had experience with Russian, Chinese and Korean expatriates. (See Table 3.1 for the demographic information for all phases)

Expatriate sample consisted of 3 French, 2 American, 1 Spanish, 1 German, 1 Egyptian, 1 Norwegian and 1 Venezuelan expatriate currently working in Turkey. Three of them were female. Their ages ranged from 28 to 50 with a mean of 34 years ( $SD = 6.65$ ). Five of them were employed by multinational companies, 4 of them were teachers working for several schools and one of them was working for an NGO. Among six expatriates working for

companies and the NGO, 5 had managerial positions whereas the other one was employed in a mid-level position. Minimum duration of working in Turkey was 2 months and maximum duration was 7 years with a mean duration of 31.3 months (SD=28.8). For six of the expatriates, Turkey was the first foreign country to which they were assigned. Three of them were assigned to another country and one of them was assigned to two other countries prior to their current assignment.

*Measurement.* Two different sets of interview questions were prepared separately for HCNs and expatriates (See Appendices A and B). All interviews were conducted as structural interviews.

Both HCNs and expatriates were asked about their demographic information. For HCNs, this part consisted of questions about their age, level of education, duration of total work experience, sector information and experience of working with expatriates. If they had worked with expatriates, questions about duration of their experience with expatriates, the relative level of expatriates' positions, intensity of their working with expatriates and nationalities of those expatriates were directed to them. Interviews were continued by asking questions about their ideas about expatriates. Interviewees were asked to complete a sentence beginning with "Expatriates are..." Another sentence they were asked to complete was "Compared to the local managers, expatriates are..." All responses were recorded manually by the interviewer and as a next step, interviewees were asked to evaluate these descriptions and adjectives as positive, negative or neutral. For example, if they told that "Expatriates are naïve", they

were later asked if “being naïve” was a positive, negative or neutral attribute of the expatriates. Following questions were asked to assess their intentions to provide support to expatriates in specific needs for learning Turkish, learning the town and getting help for legal problems or other potential needs. Finally, they were asked if they would prefer to work with a foreign or local manager, if they would have the opportunity to make a choice. They explained reasons for their preferences in detail.

Demographic questions for expatriates consisted of age and country. They were asked questions about the characteristics of their current job and position, duration of their current stay in Turkey and their prior overseas assignments. Following questions aimed at understanding HCNs attitudes and intentions as perceived by the expatriates. Initial questions trying to address this issue were “Do you think expatriates are appreciated by HCNs?” and “How do you think HCNs think of you or other expatriates in Turkey?” After these questions, similar to the HCNs, expatriates were asked to complete the sentences beginning with “I think the opinions of host country nationals about me or expatriates are that we are ....” and “I think an HCN would think that compared to Turkish managers, foreign managers are ...” Expatriates were asked to complete these sentences with descriptions and/or adjectives. Subsequently, they evaluated the adjectives and descriptions they listed one by one as positive, negative or neutral. Afterwards, they were asked if they spend more time with other expatriates or Turkish employees/friends, especially out of work setting. They were also asked to define specific situations in which they were in need of support and HCNs did

or did not provide it. Their guesses on reasons behind supportive or non-supportive behavior of HCNs were questioned. Final question was about their opinion about HCNs' preference to work with a foreign manager or a local manager if they had the opportunity to choose their manager.

*Procedure.* Interviews were conducted at different places such as interviewees' offices, meeting rooms of their companies, houses of interviewees or cafes. All interviews were manually recorded. Interviews took approximately 25-30 minutes each.

### **3.2 Phase 2 – Initial Item Elimination**

*Sample.* The questionnaire was created online and the link was spread via e-mail lists to individuals meeting sample criteria (i.e. white-collar employees holding low or mid-level positions, working for either local companies or MNCs). As a result, approximately 1000 individuals received the e-mails and 202 of them filled in the questionnaire online with a response rate of 20%. Four of these questionnaires could not be used due to extensive missing data. The final sample consisted of 84 female and 112 male respondents with a mean age of 30.34 (SD = 6.06). Majority of the respondents had a bachelor's degree. (See Table 3.1 for detailed information)

Their total duration of working ranged from 6 months to 36 years with a mean of 92.88 months (SD=79.81). Sixty-eight percent of the participants were

holding non-managerial positions at public companies, private companies, foreign companies or family-owned companies. Most of the respondents were working for private companies. Primary type of business was classified as three types; primarily internal market, external and internal market and primarily external market. Almost half of the participants reported that the primary type of business in their companies was internal market and 46.2 % reported that primary type of business was internal market. Fifty-two percent of the participants had prior overseas life experience whereas forty-eight percent of them had not. Among those who had overseas living experience, 53% also worked while living in the foreign country.

Out of all respondents, 58.9 % had experience of working with expatriates and 46.9% of them were still working with expatriates at the time they participated in the study. Duration of working with expatriates ranged from 1 month to 24 years with a mean of 32.6 months (SD=46.54). In 92.9% of the cases, expatriate had superior position compared to the respondent. Apart from working with expatriates, 70.9% of the respondents who had not any experiences of working with expatriates reported that they interacted with expatriates in other settings.

*Measurement.* The questionnaire consisted of four sections (see Appendix C).

*Demographics*

Demographics consisted of questions about age, sex, duration of total work experience, duration of experience in current company, level of education, current position (managerial or non-managerial), type of current company (public, private, foreign, family-owned) and primary business area of current company (internal market, both internal and external markets, external market).

*ATEX*

First version of ATEX was developed on the basis of the responses gathered during the interviews conducted in the first phase. This version consisted of 60 items 21 of which were negatively worded. Respondents rated them on a five point scale ranging from “strongly disagree”(1) to “strongly agree”(5).

Since ATEX was aimed to focus on expatriates from developed countries assigned to developing countries, participants were specifically asked to evaluate the items with regard to the expatriate managers coming from North America or Western Europe. Even though most expatriates employed in Turkey are from developed countries, especially the respondents without prior experience with expatriates had to be informed about the specific characteristics of the population.



*Social Desirability*

The 7 item short form of the Social Desirability Scale developed by Crowne and Marlowe (1964) was used to assess social desirability tendencies of participants. Participants commented on the items such as “I like to gossip sometimes” as true or false for themselves. The internal consistency of the scale was  $\alpha = .52$ .

*Overseas Experience and Experience with Expatriates*

In this phase, participants were asked if they had lived in another country. Those who had were also asked about the duration of this experience and if they worked there. Remaining questions were about experience of working with expatriates. Respondents who worked with expatriates were asked about the duration, current status (if they were still working with expatriates or not), nationalities of the expatriates they worked with and relative position of the expatriates (lower – same – superior). In addition, they were asked to evaluate the quality of their experience on a five point scale ranging from “very negative”(1) to “very positive”(5) and to evaluate the intensity of their working on a five point scale ranging from “very rarely”(1) to “very frequently”(5). Finally, all respondents were asked if they had interacted with any expatriates apart from working at the same company.

*Procedure.* All respondents filled out the questionnaire online, after receiving the e-mail involving the link. It took approximately 10-15 minutes to complete the questionnaire.

### 3.3 Phase 3 - Item Classification

*Sample.* After item elimination, the questionnaire involving remaining 34 items of ATEX was distributed via e-mail to approximately 200 individuals. Forty-four of them filled in the questionnaire, indicating a response rate of 22%.

The sample consisted of 44 respondents and most of them female. Their ages ranged from 24 to 44, with a mean of 27.23 years ( $SD=4.9$ ). Twenty-four of them were currently working, two of them were not working and eighteen of them were graduate students. Sixteen of them had no work experience. Durations of total work experience of remaining 28 respondents ranged from 5 months to 23 years, with a mean of 59.46 months ( $SD=69.04$ ). Thirty-five respondents had a university degree and 9 participants had a master's degree. Among those who had work experience, nineteen respondents had experience of working with expatriates whereas nine respondents did not experience working with expatriates. Half of the respondents reported that they had overseas life experience and among them, eight respondents worked there while they were living in a foreign country. (See Table 3.1 for detailed information)

*Measurement.* The questionnaire consisted of 34-item version of ATEX which was obtained after item elimination, and background questions (see Appendix D). Respondents were asked to evaluate each item of ATEX as positive, negative or neutral. They were warned against making the evaluations on the basis of their opinions about expatriates, e.g. even if they did not think that

expatriates are disciplined, they had to consider it as “positive” if they thought it would be a positive characteristic for an expatriate. For this purpose, they used a five-point scale ranging from “very negative”(1) to “very positive”(5).

Demographic questions consisted of age, sex, level of education, work experience, experience with expatriates and overseas life experience.

*Procedure.* All respondents received the questionnaire as an e-mail attachment and those who filled the questionnaire out, e-mailed it back to the researcher. It took 5 to 10 minutes to complete the questionnaire.

#### **3.4 Phase 4 - Validation Study**

*Sample.* Respondents filled out the questionnaire as hardcopies or via internet. Response rate could not be estimated at this phase. The final sample consisted of almost equal female and male respondents with a mean age of 30.68 (SD = 6.42). Most of the 228 respondents had a bachelor’s degree.

Their total duration of working ranged from 7 months to 33 years with a mean of 8.88 years (106.57 months) (SD=79.81). Most participants (69.7%) were holding non-managerial positions. Among all respondents, majority was working for private companies. In addition, 46.7 % of the respondents reported that the companies they work for was primarily involved in internal market whereas the percentages for “external and internal market” and “primarily external market” were 49.3 and 4, respectively. Thirty-one percent of the

participants had prior overseas life experience. Among those who had overseas living experience, 45.6% also worked while they were living in a foreign country.

Almost half of the respondents had experience of working with expatriates and half of them were still working with expatriates at the time they participated in the study. Duration of working with expatriates ranged from 1 month to 25 years with a mean of 30.9 months (SD=41.95). In a great majority of the cases, expatriates had superior position compared to the respondent. Apart from working with expatriates, half of the respondents who had not any experiences of working with expatriates reported that they interacted with expatriates in other settings. (See Table 3.1 for detailed information)

*Measurement.* The questionnaire consisted of nine sections (see Appendix E).

### *Demographics*

Demographics consisted of questions about age, sex, duration of total work experience, duration of experience in current company, level of education, current position (managerial or non-managerial), type of current company (public, private, foreign, family-owned) and primary business area of the current company (internal market, both internal and external markets, external market).

*ATEX*

ATEX consisted of 34 items 15 of which were negatively worded. Respondents rated each item on a five-point scale ranging from “strongly disagree” (1) to “strongly agree” (5).

*Social Desirability*

The 7 item short form of the Social Desirability Scale developed by Crowne and Marlowe (1964) was used to assess social desirability tendencies of participants. Participants commented on the items such as “I like to gossip sometimes” by defining them as true or false for themselves. The internal consistency of the scale was  $\alpha = .41$ . Scores for this scale were not included in the results due to low reliability.

*Preference for Local and Expatriate Managers*

Two sentences were presented: “I would prefer to work with a foreign manager” and “I would prefer to work with a local manager”, and respondents rated both of them using a 7-point scale ranging from “strongly disagree”(1) to “strongly agree”(7). The difference was calculated by subtracting “local manager” score from “foreign manager” score and this score was used as “expatriate preference score”. Higher score indicated higher preference for expatriates.

*Personality*

The short form of the Turkish adaptation of NEO-PI-R by Gulgoz (2002) was used. Reliability scores for NEO-FFI-TR were .60 for neuroticism, .70 for

extraversion and .71 for openness to experience. The form consisted of 60 items and participants rated each one on a 5-point scale ranging from “strongly disagree” (1) to “strongly agree” (5).

### *Social Support*

The 4-item scale developed by Caplan, Cobb, French, Van Harrison and Pinneau (1980, cited in Varma et al., 2006) was used which had a Cronbach  $\alpha$  value of .78. In addition to these items, five additional items (items 3,4,5,7 and 9) (see Appendix F) were included by the present author based on the interview responses obtained in the first phase. Respondents rated their level of willingness to engage in specific actions with their potential expatriate manager on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The internal consistency of the 9-item scale was  $\alpha = .87$ .

### *Universal – Diverse Orientation*

10 items of short form of Miville-Guzman Universality Diversity Scale (M-GUDS-S) (Fuertes, Miville, Mohr, Sedlacek and Gretchen, 2000) were used to assess this orientation. Respondents rated the statements on a scale ranging from 1 (strongly disagree) to 5 (strongly agree). The scale had reliability coefficient .80 and consisted of realistic appreciation (cognition), comfort with difference (feeling) and diversity of contact (behavior) subscales. Reliability coefficients for subscales were .70, .71 and .77, respectively. (Fuertes et al., 2000; Strauss and Connerley, 2003). The items were translated and back translated. For the present research, ‘comfort with difference’ and ‘diversity of contact’ subscales were used and the internal consistency of the scale was  $\alpha = .82$ , whereas

Cronbach  $\alpha$  values were .84 and .81 for 'comfort with difference' and 'diversity of contact' subscales, respectively. 'Realistic appreciation' subscale was not involved in the study due to the irrelevance of the items with the current research.

#### *Overseas Experience and Experience with Expatriates*

Participants were also asked if they had lived in another country. Those who lived were also asked about the duration of this experience and if they worked there. Remaining questions were about experience of working with expatriates. Respondents who worked with expatriates were asked about the duration, current status (if they were still working with expatriates or not), nationalities of the expatriates they worked with and relative position of the expatriates (lower – same – superior). In addition, they were asked to evaluate the quality of their experience on a five point scale ranging from "very negative"(1) to "very positive"(5) and evaluate the intensity of working with expatriates on a five point scale ranging from "very rarely"(1) to "very frequently"(5). Finally, all respondents were asked if they had interacted with any expatriates apart from working at the same company.

#### *Ethnocentrism*

The Generalized Ethnocentrism Scale ( $\alpha = .92$ ) developed by Neuliep and McCroskey (1997) was used to measure the construct. Participants rated the items on a five-point scale ranging from 'strongly disagree'(1) to 'strongly agree'(5). The 24 items of the scale was translated and back translated. The internal consistency of the scale was  $\alpha = .68$  however after elimination of 8 items, it became  $\alpha = .84$ . Items 2, 3, 11, 15, 16, 18, 20 and 21 were removed due to low

item-total correlations or being difficult to comprehend and respond to.

Remaining items were best representing items in terms of content.

*Procedure.* Sixty-eight respondents filled out the questionnaire as hardcopy and rest of the respondents filled it out online, after receiving the e-mail involving the link. It took approximately 20-25 minutes to complete the questionnaire.



**Table 3.1***Demographics of all phases of the study*

	<i>Phase 1 (HCNs only)</i>	<i>Phase 2</i>	<i>Phase 3</i>	<i>Phase 4</i>
Sample Size	15	198	44	228
<b>SEX</b>				
Male	53.3%	51.5%	22.7%	45.6%
Female	46.7%	42.4%	77.3%	53.9%
<b>AGE (in years)</b>				
Minimum	26	17	24	20
Maximum	65	51	44	54
Mean	41.87	30.34	27.23	30.68
SD	12.75	6.06	4.9	6.42
<b>EDUCATION</b>				
Middle School Degree	-	-	-	0.9%
High School Degree	20.0%	7.1%	-	13.7%
University Degree	60.0%	60.4%	79.5%	67.4%
Master's Degree	20.0%	29.4%	20.5%	16.7%
Doctorate Degree	-	3.0%		1.3%
<b>WORK EXPERIENCE (in months)</b>			*	
Minimum	18	6	5	7
Maximum	504	432	276	396
Mean	222.36	92.88	59.46	106.57
SD	156.84	79.81	67.79	79.81
<b>POSITION</b>				
Managerial	-	32.0%	-	29.4%
Non-Managerial	-	68.0%	-	69.7%
<b>TYPE OF THE CURRENT COMPANY</b>				
Public	-	9.6%	-	7.5%
Private	-	65.0%	-	60.5%
Foreign	-	17.8%	-	25.9%
Family-Owned	-	7.6%	-	6.1%

Note. \*In this sample, 28 out of 44 respondents had work experience.

- not measured

Table 3.1 cont'd

	<i>Phase 1 (HCNs only)</i>	<i>Phase 2</i>	<i>Phase 3</i>	<i>Phase 4</i>
<b>PRIMARY TYPE OF BUSINESS</b>				
Internal Market	-	46.2%	-	46.7%
Internal and External Market	-	4.6%	-	4.0%
External Market	-	49.2%	-	49.3%
<b>OVERSEAS LIFE EXPERIENCE</b>				
Yes	-	52.0%	45.5%	31.0%
No	-	48.0%	54.5%	69.0%
<b>OVERSEAS WORK EXPERIENCE</b> <i>(Among those having overseas life experience)</i>				
Yes	-	53.0%	40.0%	45.6%
No	-	47.0%	60.0%	54.4%
<b>EXPERIENCE WITH EXPATRIATES</b>				
Yes	66.7%	58.9%	67.9%	55.6%
No	33.3%	41.1%	32.1%	44.4%
<b>CURRENTLY WORKING WITH EXPATRIATES</b>				
Yes (Among those having experience with them)	-	46.9%	27.6%	49.2%
No (Among those having experience with them)	-	53.1%	72.4%	50.8%
<b>DURATION OF WORKING WITH EXPATRIATES</b> <i>(in months)</i>				
Minimum	2.5	1	-	1
Maximum	336	288	-	300
Mean	182.35	32.6	-	30.9
SD	139.76	46.54	-	41.95
<b>POSITION OF THE EXPATRIATES</b> <i>(Among those having experience with them)</i>				
Higher	100%	92.9%	-	91.5%
Same	30%	6.3%	-	6.8%
Lower	20%	0.9%	-	1.7%
<b>INTERACTION WITH EXPATRIATES</b>				
Yes (Among those without experience with them)	-	70.9%	-	50.0%
No (Among those without experience with them)	-	29.1%	-	50.0%

Note. \*\* Among those having work experience  
- not measured

## Chapter 4

### RESULTS

#### 4.1 Initial Item Elimination

Primary aim of the study was to develop a measure of attitudes towards expatriates from developed countries assigned to developing countries. Prior to continuing data collection with the purpose of testing the validity of the measure, initial item selection procedure was conducted for the data collected during the second phase. At this step, items were eliminated on the basis of four criteria: high item skewness, high item kurtosis, significant correlation with the social desirability scale and low item variance. In addition to these criteria, the items that could not be considered as attributes of Western expatriates assigned to developing countries were eliminated.

Items which correlated significantly with the social desirability scale (at  $p < .05$  and below) were eliminated. Items 18, 21, 23, 30, 43, 44, 51 and 52 were eliminated because they were not characteristics or behaviors of expatriates from developed countries. Item 10 was eliminated because its opposite was also included in the measure. Item 39 was eliminated because it was biased and leading the participants to a high extent. Items 9, 22, 36 and 37 correlated significantly with

Table 4.1

*Item Analyses of ATEX Version 1*

Items	Mean	SD	Skewness	Kurtosis	Std. Error	Item-Total Correlation	SD <sup>a</sup> - Item Correlation
1	3.87	0.62 <sup>vr</sup>	-0.67	1.36 <sup>kr</sup>	0.34	0.43	-0.04
2	3.89	0.67 <sup>vr</sup>	-0.56	0.87	0.34	0.37	-0.04
3	<b>3.55</b>	<b>0.72</b>	<b>0.04</b>	<b>-0.21</b>	<b>0.34</b>	<b>0.47</b>	<b>0.09</b>
4	3.98	0.70 <sup>vr</sup>	-0.24	-0.18	0.34	0.42	0.05
5	<b>3.39</b>	<b>0.75</b>	<b>-0.17</b>	<b>-0.02</b>	<b>0.34</b>	<b>0.52</b>	<b>0.04</b>
6	<b>3.50</b>	<b>0.83</b>	<b>-0.27</b>	<b>0.01</b>	<b>0.34</b>	<b>0.48</b>	<b>0.14</b>
7	3.97	0.78	-0.78	1.07 <sup>kr</sup>	0.34	0.19	0.04
8	3.46	0.93	-0.07	-0.54	0.34	0.54	-0.01
9	<b>3.38</b>	<b>1.04</b>	<b>-0.23</b>	<b>-0.79</b>	<b>0.34</b>	<b>-0.29</b>	<b>0.15*</b>
10	2.52	0.97	0.19	-0.69	0.34	0.00	-0.09
11	3.60	0.83	-0.63	0.79	0.34	0.51	0.17 <sup>*</sup>
12	<b>4.03</b>	<b>0.72</b>	<b>-0.45</b>	<b>0.63</b>	<b>0.34</b>	<b>0.36</b>	<b>0.10</b>
13	<b>4.09</b>	<b>0.71</b>	<b>-0.56</b>	<b>0.47</b>	<b>0.34</b>	<b>0.48</b>	<b>0.06</b>
14	<b>3.03</b>	<b>1.00</b>	<b>-0.04</b>	<b>-0.39</b>	<b>0.34</b>	<b>0.40</b>	<b>0.09</b>
15	<b>3.48</b>	<b>0.84</b>	<b>-0.22</b>	<b>-0.07</b>	<b>0.34</b>	<b>0.43</b>	<b>0.11</b>
16	4.02	0.76	-0.59	0.28	0.34	0.24	0.15 <sup>*</sup>
17	<b>3.23</b>	<b>1.09</b>	<b>-0.39</b>	<b>-0.50</b>	<b>0.34</b>	<b>0.50</b>	<b>-0.08</b>
18	3.29	1.06	-0.30	-0.54	0.34	0.35	-0.10
19	<b>3.41</b>	<b>0.99</b>	<b>-0.33</b>	<b>-0.45</b>	<b>0.34</b>	<b>0.53</b>	<b>0.02</b>
20	<b>3.10</b>	<b>1.12</b>	<b>-0.21</b>	<b>-0.87</b>	<b>0.34</b>	<b>0.52</b>	<b>-0.07</b>
21	3.20	0.81	-0.33	0.19	0.34	0.14	0.10
22	<b>3.32</b>	<b>0.74</b>	<b>-0.29</b>	<b>0.59</b>	<b>0.34</b>	<b>0.51</b>	<b>0.23*</b>
23	2.55	0.79	0.74	0.35	0.34	0.00	-0.14
24	3.95	0.70 <sup>vr</sup>	-1.25 <sup>sk</sup>	3.52 <sup>kr</sup>	0.34	0.35	-0.03
25	<b>3.48</b>	<b>0.83</b>	<b>-0.25</b>	<b>-0.30</b>	<b>0.34</b>	<b>0.50</b>	<b>0.09</b>
26	3.70	0.70 <sup>vr</sup>	-0.63	0.96	0.34	0.45	0.08
27	<b>3.80</b>	<b>0.77</b>	<b>-0.74</b>	<b>0.87</b>	<b>0.34</b>	<b>0.38</b>	<b>0.01</b>
28	3.77	0.87	-0.95	1.13 <sup>kr</sup>	0.34	0.60	-0.06
29	<b>3.68</b>	<b>0.75</b>	<b>-0.46</b>	<b>0.48</b>	<b>0.34</b>	<b>0.60</b>	<b>0.07</b>
30	3.37	0.83	0.17	-0.21	0.34	0.53	0.07

Note. N = 198 ;<sup>vr</sup> items low in variance; <sup>sk</sup> items above 1; <sup>kr</sup> items above 1; \* p<.05

<sup>a</sup>SD = Social Desirability; Bold items are not eliminated

Table 4.1(cont'd)

Items	Mean	SD	Skewness	Kurtosis	Std. Error	Item-Total Correlation	SD <sup>a</sup> - Item Correlation
31	3.16	0.94	0.03	-0.35	0.34	0.52	0.22 <sup>*</sup>
<b>32</b>	<b>3.60</b>	<b>0.72</b>	<b>-0.33</b>	<b>0.39</b>	<b>0.34</b>	<b>0.47</b>	<b>0.11</b>
33	3.52	0.83	-0.32	0.04	0.34	0.55	0.18 <sup>*</sup>
<b>34</b>	<b>3.66</b>	<b>0.76</b>	<b>-0.48</b>	<b>0.38</b>	<b>0.34</b>	<b>0.60</b>	<b>0.01</b>
<b>35</b>	<b>2.42</b>	<b>1.00</b>	<b>0.12</b>	<b>-0.77</b>	<b>0.34</b>	<b>0.34</b>	<b>0.02</b>
<b>36</b>	<b>3.07</b>	<b>0.80</b>	<b>0.06</b>	<b>0.19</b>	<b>0.34</b>	<b>0.50</b>	<b>-0.00<sup>*</sup></b>
<b>37</b>	<b>3.36</b>	<b>1.04</b>	<b>-0.49</b>	<b>-0.21</b>	<b>0.34</b>	<b>0.44</b>	<b>-0.12<sup>*</sup></b>
<b>38</b>	<b>2.66</b>	<b>0.83</b>	<b>0.14</b>	<b>-0.46</b>	<b>0.34</b>	<b>0.11</b>	<b>0.07</b>
39	3.19	0.93	0.07	-0.93	0.34	0.23	0.03
<b>40</b>	<b>3.70</b>	<b>0.74</b>	<b>-0.58</b>	<b>0.70</b>	<b>0.34</b>	<b>0.43</b>	<b>-0.12</b>
41	3.86	0.75	-0.70	1.07 <sup>kr</sup>	0.34	0.50	-0.07
<b>42</b>	<b>2.60</b>	<b>0.94</b>	<b>0.33</b>	<b>-0.58</b>	<b>0.34</b>	<b>0.00</b>	<b>-0.10</b>
43	3.41	0.98	-0.43	-0.35	0.34	0.25	-0.07
44	3.53	0.74	-0.29	0.22	0.34	0.43	0.01
<b>45</b>	<b>2.89</b>	<b>1.05</b>	<b>0.08</b>	<b>-0.57</b>	<b>0.34</b>	<b>0.47</b>	<b>-0.11</b>
<b>46</b>	<b>3.64</b>	<b>0.86</b>	<b>-0.54</b>	<b>0.56</b>	<b>0.34</b>	<b>0.44</b>	<b>-0.01</b>
47	3.31	0.65 <sup>vr</sup>	-0.01	-0.15	0.34	0.49	0.01
<b>48</b>	<b>2.75</b>	<b>0.91</b>	<b>0.33</b>	<b>-0.48</b>	<b>0.34</b>	<b>0.35</b>	<b>0.01</b>
<b>49</b>	<b>3.17</b>	<b>0.96</b>	<b>-0.21</b>	<b>-0.06</b>	<b>0.34</b>	<b>0.54</b>	<b>0.07</b>
<b>50</b>	<b>3.49</b>	<b>0.81</b>	<b>-0.47</b>	<b>0.14</b>	<b>0.34</b>	<b>0.46</b>	<b>-0.04</b>
51	3.61	0.74	-0.26	0.30	0.34	0.53	0.13
52	2.62	0.78	0.49	-0.36	0.34	0.17	0.06
53	3.94	0.60	-0.53 <sup>vr</sup>	1.48 <sup>kr</sup>	0.34	0.41	0.00
<b>54</b>	<b>3.56</b>	<b>0.70</b>	<b>-0.12</b>	<b>0.40</b>	<b>0.34</b>	<b>0.58</b>	<b>0.06</b>
<b>55</b>	<b>2.16</b>	<b>0.95</b>	<b>0.67</b>	<b>0.11</b>	<b>0.34</b>	<b>0.15</b>	<b>0.07</b>
<b>56</b>	<b>3.24</b>	<b>0.76</b>	<b>-0.32</b>	<b>0.55</b>	<b>0.34</b>	<b>0.49</b>	<b>0.10</b>
<b>57</b>	<b>2.63</b>	<b>0.92</b>	<b>0.10</b>	<b>-0.40</b>	<b>0.34</b>	<b>0.39</b>	<b>-0.07</b>
58	3.94	0.54	-0.42 <sup>vr</sup>	1.75 <sup>kr</sup>	0.34	0.28	-0.05
59	3.47	0.68	-0.07 <sup>vr</sup>	-0.15	0.34	0.49	-0.05
<b>60</b>	<b>2.91</b>	<b>0.97</b>	<b>-0.09</b>	<b>-0.64</b>	<b>0.34</b>	<b>0.32</b>	<b>0.01</b>

Note. N = 198; <sup>vr</sup> items low in variance; <sup>sk</sup> items above 1; <sup>kr</sup> items above 1; \* p<.05

<sup>a</sup>SD = Social Desirability; Bold items are not eliminated

social desirability scale but they were evaluated as important items which might be worth for including in the main study.

## 4.2 Item Classification

Results revealed different distributions for each item's perception as very positive, positive, neutral, negative or very negative characteristics of expatriates (Table 4.2). After this phase, it was determined if positive – negative connotations were clearly perceived. Ambiguity in connotation could be used as another item elimination criterion but none of the items was eliminated due to this reason.

## 4.3 Item Elimination in the Main Study

Item analysis was conducted for the data collected in the main study. Correlation with social desirability scale was not considered as a criterion due to low reliability of the social desirability scale in the main study ( $\alpha=.41$ ). Items 24 and 27 were eliminated because of low item-total correlation. Items 5, 8, 18 and 29 were slightly curtostic and therefore retained (See Table 4.3).

In the following step, factor analyses with varimax rotation were conducted for the remaining 32 items of ATEX. The initial factor analysis revealed 7 orthogonal factors having eigenvalues over 1 and explaining a total of 52.08% of variance (Table 4.4). Items 7, 15, 25, 26, 28 and 31 were eliminated due to loading on multiple factors. Additional two items (11 and 19) were eliminated due to mismatch to the overall content and factor meaning. The final factor analysis revealed 5 orthogonal factors explaining a total of 49.33% of variance (Table 4.5).

Table 4.2

*Distribution of positive-negative perceptions of items*

Items	Very Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Very Positive (%)
1.Çalışma sistemlerinde olumlu değişiklikler yaratmaları	0.0	6.8	15.9	47.7	29.5
2.Elemanları için iyi birer rol modeli olmaları	0.0	4.5	27.3	52.3	15.9
3.Buldukları pozisyonu başarılı oldukları için hak etmiş olmaları	0.0	4.5	15.9	50.0	29.5
4.Ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) zor adapte olmaları	18.2	45.5	31.8	4.5	0.0
5.Geldikleri kuruma farklı kültürlerden getirdikleri bilgi ve deneyimi aktarmaları	0.0	11.4	15.9	45.5	27.3
6. Elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilmeleri	2.3	9.3	11.6	37.2	39.5
7.Yalnızca kendi dönemlerinde sorun çıkmasını engellemeyi amaçlayıp, sonrasını önemsememeleri	43.2	40.9	9.1	2.3	4.5
8. Eğitime ve kişisel gelişime önem vermeleri	2.3	0.0	4.5	36.4	56.8
9. Yalnızca iş odaklı davranmaları	13.6	56.8	15.9	13.6	0.0
10. Kendilerine güvenmeleri	2.3	2.3	15.9	59.1	20.5
11. Buraya gelirkenki en önemli hedeflerinin buradan sonra daha iyi olduğunu düşündükleri bir ülkeye gidebilmek olması	15.9	29.5	40.9	11.4	2.3
12. Esnek olmaları	4.5	11.4	18.2	40.9	25.0
13. Kültürümüze karşı önyargılı olmaları ve kendi kültürlerini üstün görmeleri	68.2	22.7	4.5	2.3	2.3
14. Gelenekçi olmayıp yeniliğe açık olmaları	4.7	4.7	14.0	41.9	34.9
15. İşi sahiplenmeyip, her şey için maddi karşılık beklemeleri	43.2	36.4	13.6	0.0	6.8
16. Çalışma arkadaşlarına karşı açık davranmaları	2.3	2.3	9.1	59.1	27.3
17. Kurum kültürüne adapte olamamaları	27.3	54.5	11.4	4.5	2.3
18. Başka fikirlere açık olmaları	2.3	2.3	6.8	43.2	45.5
19. Yeterince pratik olmaları	25.0	52.3	13.6	2.3	6.8
20. İyi takım oyuncusu olmaları	2.3	2.3	9.1	50.0	36.4
21. Hak ettiklerinden daha fazla maaş almaları	29.5	36.4	25.0	6.8	2.3
22. Çalışma arkadaşlarına karşı yakın ve sıcakkanlı olmaları	2.3	9.1	22.7	61.4	4.5
23. Kültürümüzü öğrenmeye karşı ilgisiz olmaları	25.0	45.5	27.3	0.0	2.3
24. Yönetim tarzlarını buldukları kültüre göre değiştirmeleri	4.5	9.1	34.1	34.1	18.2
25. Dürüst ve güvenilir olmaları	4.5	4.5	6.8	40.9	43.2
26. Çalışma arkadaşlarına karşı hoşgörülü olmamaları	47.7	40.9	6.8	0.0	4.5
27. Ast/üst farkına (hiyerarşiye) önem vermemeleleri	9.1	18.2	34.1	22.7	15.9
28. Buraya geldiklerinde gördükleri saygıyı ülkelerinde görmedikleri için burada "ne oldum" delisi olmaları (şımarmaları)	43.2	38.6	13.6	0.0	4.5
29. Sorunlar karşısında soğukkanlılıklarını koruyabilmeleri	2.3	2.3	4.5	50.0	40.9
30. Ülkemizin kurallarına uyum sağlamakta zorlanmaları, kuralları benimsememeleri ve uygulamamaları	20.5	59.1	13.6	4.5	2.3
31. Buldukları ortamlarda onlarla çalışmanın zevkli olması	0.0	2.3	22.7	61.4	13.6
32. Özel uzmanlık ve bilgi gerektiren pozisyonlar dışında da Türk yöneticilerden daha çok tercih edilmeleri	22.7	27.3	29.5	15.9	4.5
33. Kişisel ilişki ile iş ilişkisini ayırmada başarılı olmaları	2.3	2.3	15.9	50.0	29.5
34. Türk çalışanlar ile kültür çatışması yaşamalarının kaçınılmaz olması	6.8	36.4	45.5	4.5	6.8

Note. N = 44

Table 4.3

*Item Analyses of ATEX Version 2*

Items	Mean	SD	Skewness	Std. Error	Kurtosis	Item-Total Correlation
1	3.62	0.78	-0.39	0.12	0.57	0.49
2	3.41	0.86	-0.33	0.12	0.05	0.46
3	3.55	0.88	-0.43	0.12	0.13	0.42
4	2.60	0.98	0.37	0.12	-0.50	0.19
5	3.99	0.76	-0.81	0.12	1.22 <sup>kr</sup>	0.23
6	3.47	0.92	-0.24	0.12	-0.19	0.54
7	3.21	1.03	-0.39	0.12	-0.44	0.47
8	4.04	0.73	-0.76	0.12	1.41 <sup>kr</sup>	0.41
9	2.66	1.05	0.16	0.12	-0.85	0.34
10	4.04	0.70	-0.40	0.12	0.37	0.25
11	2.47	0.95	0.21	0.12	-0.61	0.27
12	3.12	0.97	-0.08	0.12	-0.55	0.38
13	2.74	1.08	0.17	0.12	-0.78	0.49
14	3.57	0.82	-0.41	0.12	0.12	0.39
15	3.31	1.01	-0.30	0.12	-0.54	0.53
16	3.45	0.86	-0.29	0.12	-0.37	0.47
17	3.56	0.85	-0.54	0.12	0.39	0.43
18	3.74	0.74	-0.74	0.12	1.08 <sup>kr</sup>	0.54
19	3.22	1.04	-0.37	0.12	-0.63	0.45
20	3.68	0.75	-0.46	0.12	0.39	0.50
21	2.46	1.01	0.19	0.12	-0.77	0.36
22	3.22	0.83	-0.07	0.12	0.03	0.54
23	3.35	1.01	-0.56	0.12	-0.15	0.45
24	2.72	0.87	0.33	0.12	-0.28	0.07 <sup>h</sup>
25	3.29	0.74	-0.13	0.12	0.39	0.47
26	3.59	0.76	-0.57	0.12	0.43	0.50
27	2.71	0.96	0.20	0.12	-0.71	0.10 <sup>h</sup>
28	3.18	0.99	-0.28	0.12	-0.39	0.54
29	3.61	0.74	-0.66	0.12	1.21 <sup>kr</sup>	0.26
30	3.43	0.87	-0.53	0.12	-0.04	0.43
31	3.51	0.75	-0.37	0.12	0.45	0.59
32	2.37	1.09	0.55	0.12	-0.49	0.29
33	3.75	0.80	-0.65	0.12	0.57	0.25
34	2.98	0.94	-0.11	0.12	-0.74	0.40

Note. N = 426; <sup>kr</sup> items above 1; <sup>h</sup> items low in item-total correlation



Table 4.4

*Principal Components Factor Analysis of ATEX with Varimax Rotation:  
The Original Structure*

Items	Factor Loadings						
	1	2	3	4	5	6	7
<b>Factor 1</b>							
30. ülkemizin kurallarına uyum sağlamakta zorlanırlar. kuralları benimsemez ve uygulamazlar.	<b>0.70</b>	0.05	0.01	0.13	0.10	0.03	0.04
17. kurum kültürüne adapte olamazlar.	<b>0.70</b>	0.13	0.02	0.10	0.14	-0.07	-0.08
34. Türk çalışanlar ile kültür çatışması yaşarlar.	<b>0.66</b>	0.12	0.14	-0.10	-0.19	0.16	0.15
13. kültürümüze karşı önyargılıdır ve kendi kültürlerini üstün görürler.	<b>0.59</b>	0.02	0.26	-0.05	0.22	0.25	0.07
28. buraya geldiklerinde gördükleri saygıyı kendi ülkelerinde görmedikleri için burada "ne oldum" delisi olurlar (şımarırlar).	<b>0.54</b>	0.07	0.17	0.12	0.14	0.19	<b>0.39</b>
4. ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) adapte olmakta zorlanırlar.	<b>0.54</b>	-0.14	-0.09	0.07	-0.02	0.01	0.17
23. kültürümüzü öğrenmeye karşı ilgisizdirler.	<b>0.48</b>	0.15	0.12	-0.07	0.41	0.00	0.02
26. çalışma arkadaşlarına karşı hoşgörülü değildirler.	<b>0.48</b>	<b>0.32</b>	0.19	-0.06	0.27	0.13	-0.21
15. işi sahiplenmez. her şey için maddi karşılık beklerler.	<b>0.44</b>	0.25	0.06	0.16	<b>0.37</b>	0.24	-0.01
<b>Factor 2</b>							
2. elemanları için iyi birer rol modeli olurlar.	0.00	<b>0.75</b>	0.06	0.14	0.08	0.14	0.12
1. çalışma sistemlerinde olumlu değişiklikler yaratırlar.	0.04	<b>0.72</b>	0.10	0.10	0.11	0.08	0.16
6. elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilirler.	0.09	<b>0.58</b>	0.38	0.19	0.06	0.01	-0.05
5. kurumumuza farklı kültürlerden getirdikleri bilgi ve deneyimi aktarırlar.	0.14	<b>0.56</b>	0.07	-0.06	0.00	-0.26	-0.11
3. buldukları pozisyonu başarılı oldukları için hak etmişlerdir.	0.02	<b>0.52</b>	0.01	0.25	0.10	0.19	0.32
31. ile aynı ortamda olmak ve onlarla birlikte çalışmak zevklidir.	0.20	<b>0.38</b>	<b>0.37</b>	<b>0.34</b>	0.14	-0.03	0.08
<b>Factor 3</b>							
14. gelenekçi değildirler. yeniliğe açıktırlar.	-0.13	0.05	<b>0.71</b>	0.24	0.21	-0.03	0.04
12. esneklerdir.	0.06	0.06	<b>0.71</b>	0.00	-0.03	0.03	0.17
18. başka fikirlere açıktırlar.	0.12	0.12	<b>0.59</b>	0.43	0.09	0.04	0.04
22. çalışma arkadaşlarına karşı yakın ve sıcakkanlıdır.	0.21	0.33	<b>0.52</b>	0.14	0.05	0.00	0.08
9. yalnızca iş odaklı davranırlar.	0.25	0.12	<b>0.47</b>	-0.30	0.25	0.06	-0.17
16. çalışma arkadaşlarına karşı açık davranırlar.	0.16	0.27	<b>0.45</b>	0.39	-0.17	0.19	-0.14

Note. N = 426

Table 4.4 (cont'd)

Items	Factor Loadings						
	1	2	3	4	5	6	7
<b>Factor 4</b>							
29. sorunlar karşısında soğukkanlılıklarını korumayı başarırlar.	0.05	0.06	0.10	<b>0.65</b>	-0.04	-0.07	0.07
10.kendilerine güvenirlir.	-0.02	0.08	0.13	<b>0.61</b>	0.29	-0.28	-0.04
33. kişisel ilişki ile iş ilişkisini ayırmada başarılıdır.	0.02	0.07	0.00	<b>0.60</b>	0.04	0.22	-0.04
20. iyi takım oyuncusudurlar.	0.09	0.38	0.23	<b>0.57</b>	0.11	0.03	-0.13
25. dürüst ve güvenilirlerdir.	0.24	<b>0.37</b>	0.22	<b>0.42</b>	-0.32	0.23	0.08
8. eğitime ve kişisel gelişime önem verirler.	0.00	0.38	0.27	<b>0.38</b>	0.26	-0.01	-0.26
<b>Factor 5</b>							
19. yeterince pratik değildirler.	0.23	0.10	0.16	0.14	<b>0.64</b>	0.06	0.20
7. yalnızca kendi dönemlerinde sorun çıkmasını engellemeyi amaçlar; sonrasını önemsemmezler.	0.20	0.17	0.09	0.16	<b>0.50</b>	<b>0.35</b>	0.11
<b>Factor 6 -</b>							
11.buraya gelirken aslında buradan sonra daha iyi olduğunu düşündükleri bir ülkeye gidebilmeyi hedeflerler.	0.18	0.03	0.04	0.01	0.10	<b>0.75</b>	-0.04
<b>Factor 7</b>							
32. özel uzmanlık ve bilgi gerektiren pozisyonlar dışında. Türk yöneticilerden daha çok tercih edilmemelidirler.	0.17	0.15	0.16	-0.09	0.08	-0.10	<b>0.71</b>
21. hak ettiklerinden daha fazla maaş alır.	0.20	0.11	0.03	-0.05	0.27	0.40	<b>0.45</b>
Percentage of explained variance	7,31	2,99	1,47	1,46	1,23	1,18	1,02
Eigenvalues	22,84	9,33	4,60	4,56	3,86	3,70	3,19

Note. N = 426

Table 4.5

*Principal Components Factor Analysis of ATEX with Varimax Rotation:  
The Final Structure*

Items	Factor Loadings				
	1	2	3	4	5
<b>Factor 1 : Adaptation</b>					
30. ülkemizin kurallarına uyum sağlamakta zorlanırlar. kuralları benimsemez ve uygulamazlar.	<b>0.71</b>	0.07	0.00	0.14	0.02
17. kurum kültürüne adapte olamazlar.	<b>0.70</b>	0.12	0.01	0.13	-0.06
13. kültürümüze karşı önyargılıdır ve kendi kültürlerini üstün görürler.	<b>0.65</b>	0.01	0.26	0.00	0.22
34. Türk çalışanlar ile kültür çatışması yaşarlar.	<b>0.63</b>	0.08	0.09	-0.08	0.22
23. kültürümüzü öğrenmeye karşı ilgisizdirler.	<b>0.60</b>	0.20	0.15	-0.05	0.02
4. ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) adapte olmakta zorlanırlar.	<b>0.53</b>	-0.17	-0.12	0.10	0.19
<b>Factor 2 : Transformational Capacity</b>					
2. elemanları için iyi birer rol modeli olurlar.	0.03	<b>0.74</b>	0.06	0.18	0.23
1. çalışma sistemlerinde olumlu değişiklikler yaratırlar.	0.05	<b>0.72</b>	0.11	0.13	0.22
5. kurumumuza farklı kültürlerden getirdikleri bilgi ve deneyimi aktarırlar.	0.12	<b>0.61</b>	0.08	-0.07	-0.26
6. elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilirler.	0.12	<b>0.56</b>	0.37	0.25	0.04
3. buldukları pozisyonu başarılı oldukları için hak etmişlerdir.	0.05	<b>0.52</b>	0.03	0.25	0.37
<b>Factor 3 : Openness</b>					
14. gelenekçi değildirlen, yeniliğe açıktırlar.	-0.09	0.07	<b>0.73</b>	0.25	0.03
12. esneklerdir.	0.04	0.02	<b>0.69</b>	0.02	0.23
18. başka fikirlere açıktırlar.	0.13	0.11	<b>0.60</b>	0.43	0.06
9. yalnızca iş odaklı davranırlar.	0.35	0.16	<b>0.50</b>	-0.29	-0.16
22. çalışma arkadaşlarına karşı yakın ve sıcakkanlıdırlar.	0.20	0.30	<b>0.50</b>	0.16	0.12
16. çalışma arkadaşlarına karşı açık davranırlar.	0.14	0.25	<b>0.42</b>	0.40	-0.07
<b>Factor 4 : Professionalism</b>					
29. sorunlar karşısında soğukkanlılıklarını korumayı başarırlar.	0.02	0.03	0.08	<b>0.65</b>	0.04
20. iyi takım oyuncusudurlar.	0.11	0.36	0.22	<b>0.62</b>	-0.04
33. kişisel ilişki ile iş ilişkisini ayırmada başarılıdırlar.	0.05	0.05	-0.02	<b>0.61</b>	0.06
10.kendilerine güvenirlen.	-0.01	0.10	0.18	<b>0.61</b>	-0.12
8. eğitime ve kişisel gelişime önem verirler.	0.04	0.39	0.30	<b>0.44</b>	-0.17
<b>Factor 5: Perceived Justice of Expatriate Privileges</b>					
21. hak ettiklerinden daha fazla maaş alırlar.	0.25	0.09	0.05	0.00	<b>0.65</b>
32. özel uzmanlık ve bilgi gerektiren pozisyonlar dışında. Türk yöneticilerden daha çok tercih edilmemelidirler.	0.13	0.12	0.16	-0.12	<b>0.62</b>
Percentage of explained variance	22.22	10.58	6.11	5.80	4.62
Eigenvalues	5.33	2.54	1.47	1.39	1.11
Cronbach's alpha	.69	.75	.66	.68	.25*

Note: N = 426; \* This coefficient represents the inter-item correlation between the two items.

The first factor was labeled as “Adaptation” and consisted of 6 items related to the adaptation and adjustment of expatriates to the host country and host company. This factor explained 22.22% of the variance and the internal consistency among items was  $\alpha=.69$ . Sample items were “Expatriates cannot adapt to the corporate culture” and “Expatriates are biased against our culture and regard their own culture as superior”.

The second factor was labeled as “Transformational Capacity”. It contained 5 items and explained 10.59% of variance. Internal consistency among its items was as  $\alpha=.75$ . Items were related to expatriates’ success in developing new models for work and sharing their knowledge and experience with the HCN employees; such as “Expatriates bring the knowledge and experience they gained in different cultures to our company”.

The third factor was labeled as “Openness”. It consisted of 5 items about expatriates’ openness to different ideas and working with HCN. Internal consistency was  $\alpha=.66$  and this factor explained 6.12% of the variance. Sample items were “Expatriates are not traditional and are open to change” and “Expatriates are flexible”.

The fourth factor was named as “Professionalism”. It consisted of 5 items indicating different aspects of professionalism of expatriates such as “being good team players”, “attaching importance to training and personal development” and “being capable of keeping work related relationships and personal relationships separate from each other.” Internal consistency of this factor was  $\alpha=.68$  and it explained 5.80% of variance.

Finally, the fifth factor was labeled as “Perceived Justice of Expatriate Privileges” and consisted of two items: “Expatriates’ salary levels are higher than the levels they deserve” and “Expatriates should not be preferred over Turkish managers except for positions requiring specific specialization and knowledge.” The items were significantly correlated ( $r = .25, p < 0.01$ ) and this factor explained 4.62% of the variance.

The internal consistency of 24-item (9 negatively worded items and 15 positively worded items) final version of ATEX scale was  $\alpha = .83$ . Internal consistency among items was established and then overall scale score and sub-scale scores were computed for each factor. Negatively worded items were reverse coded to ensure that a high score on the overall scale and the sub-scales indicated positive attitudes towards expatriates.

#### 4.4 Relations among the Study Variables

Intercorrelations among all variables were calculated (see Table 4.6). ATEX correlated significantly with most of the variables, consistent with our expectations. Five components of ATEX did not correlate with other variables in a consistent pattern. These components correlated significantly with each other in general. However, “Professionalism” did not correlate significantly with “Adaptation” ( $r = .06, p > 0.05$ ) and “Perceived Justice of Expatriate Privileges” ( $r = .00, p > 0.05$ ). The correlation between “Openness” and “Perceived Justice of Expatriate Privileges” was also insignificant ( $r = .13, p > 0.05$ ).

#### 4.5 Factors Affecting Attitudes towards Expatriates

Hypothesis 1 stated that there would be a positive correlation between ATEX and openness to experience and it was supported by these data ( $r = .20, p < 0.01$ ). Hypothesis 2 stated that there would be a positive correlation between ATEX and extraversion, and results revealed that this correlation was significant ( $r = .28, p < 0.01$ ). Hypothesis 3 stated that there would be a negative correlation between ATEX and neuroticism. However, the correlation was not significant ( $r = -.07, p > 0.05$ ). Hypothesis 4 stated that there would be a positive correlation between ATEX and attitudes towards diversity. The significant correlation between ATEX and UDO ( $r = .26, p < 0.01$ ) supported this hypothesis. Hypothesis 5 stated that there would be a negative correlation between ATEX and ethnocentrism. Results supported this hypothesis, ATEX and ethnocentrism correlated significantly ( $r = -.25, p < 0.01$ ). Supported hypotheses revealed overall support for the convergent validity of ATEX.

Hypothesis 6 stated that HCNs who had previous work experience with expatriates would have more positive attitudes towards them, compared to those who do not have previous experience with expatriates. To test this hypothesis, t-test was conducted and ATEX scores of the participants who had experience with expatriates was compared to the ATEX scores of the participants who had no experience with expatriates. Results showed that ATEX scores of these groups differed significantly [ $t(221) = 1.997, p < 0.05$ ], hence Hypothesis 6 was supported. Average ATEX score of the participants having experience with expatriates was 3.41 (SD = 0.4) whereas

Table 4.6

*Intercorrelations among the study variables*

Scale Scores	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
1.ATEX	3.36	0.38		0.67**	0.72*	0.76**	0.56**	0.47**	-0.07	0.28**	0.20*	0.26**	0.23**	-0.19**	-0.25**	0.48**	0.34**	-0.13	0.31**	-0.05	
2.Factor1	3.05	0.60			0.22*	0.33**	0.06	0.39**	-0.12	0.24**	0.17*	0.22**	0.25**	0.11	-0.27**	0.30**	0.18**	-0.25**	0.30**	-0.07	
3.Factor2	3.64	0.62				0.44**	0.38**	0.26**	-0.04	0.16*	0.11	0.19**	0.17*	0.14*	-0.13*	0.38**	0.28**	0.03	0.21*	-0.07	
4.Factor3	3.35	0.53					0.42**	0.13	-0.06	0.17**	0.13*	0.11	0.04	0.14*	-0.04	0.38**	0.22**	-0.15	0.29**	0.06	
5.Factor4	3.82	0.48						0.00	0.10	0.27**	0.19**	0.16*	0.13	0.13	-0.15*	0.25**	0.27**	0.08	0.13	-0.01	
6.Factor5	2.52	0.88							-0.11	-0.01	0.04	0.16*	0.13*	0.12	-0.23**	0.23**	0.13*	-0.11	0.10	-0.08	
<b>Personality</b>																					
7.Neuroticism	48.32	10.04								-0.92	0.08	-0.14*	-0.16*	-0.07	0.06	-0.11	0.00	-0.11	0.04	-0.08	
8.Extraversion	51.78	8.55								0.35**	0.35**	0.33**	0.29**	0.23**	-0.20**	0.16*	0.32**	-0.10	0.14	0.27**	
9.Openness to Experience	51.50	9.63										0.51**	0.45**	0.37**	-0.41**	0.29**	0.33**	0.00	0.11	0.24**	
<b>Universal-Diverse Orientation</b>																					
10.UDO	3.93	0.61											0.80**	0.80**	-0.57**	0.29**	0.41**	-0.12	0.35**	0.24**	
11.UDO - Comfort with Difference	4.05	0.76												0.28**	-0.58**	0.20*	0.26**	-0.10	0.15	0.14	
12.UDO - Diversity of Contact	3.82	0.76													-0.34**	0.27**	0.39**	-0.09	0.40**	0.24**	
<b>Ethnocentrism</b>																					
13.Ethnocentrism	2.32	0.48														-0.32**	-0.29**	0.02	0.20*	-0.03	
<b>Strength of Preference</b>																					
14. Preference to work with expatriates	-0.11	2.49															0.23**	0.01	0.42**	0.04	
<b>Social Support</b>																					
15. Intention to provide social support	3.79	0.61																0.05	0.39**	0.23**	
<b>Experience with Expatriates</b>																					
16.Duration of experience <sup>1</sup>	30.91	41.95																		-0.12	-0.18
17.Quality of experience <sup>1</sup>	3.74	0.85																			0.24**
18. Intensity of experience <sup>1</sup>	3.05	1.34																			

Note. N = 228; \*p < .05; \*\*p < .01; \*\*\*p < .001. <sup>1</sup> For participants having experience with expatriates; N<sub>i</sub> = 127

the average score was 3.31 (SD= 0.35) for participants without prior experience with expatriates.

Hypothesis 7 stated that among the HCNs who had previous work experience with expatriates, HCNs who had longer experience would have higher scores on ATEX compared to the HCNs who had shorter experience with expatriates. However, results showed that ATEX score and duration of experience with expatriates were not significantly correlated ( $r = -.13, p > 0.05$ ), therefore Hypothesis 7 was not supported.

Hypothesis 8 stated that among the HCNs who had previous work experience with expatriates, HCNs who reported experiences higher in quality would have higher ATEX scores compared to the HCNs who reported experiences in lower degrees of quality. As expected, quality of the experience was significantly correlated with ATEX ( $r = -.31, p < 0.01$ ). As a result, Hypothesis 8 was supported.

Hypothesis 9 stated that HCNs working for companies, which were primarily involved in global business, would have more positive attitudes towards expatriates compared to the HCNs working for companies primarily involved in domestic business. With respect to three types of organizations, analysis of variance (ANOVA) was run. It was found that ATEX scores of participants working for companies primarily involved in global business, domestic business or both did not differ significantly [ $F(2, 226) = 0.65, p > 0.05$ ]. Hence, Hypothesis 9 was not supported. The fact that Hypotheses 6 and 8 were supported provided partial evidence for the discriminant validity of ATEX.



#### 4.6 Behaviors Affected by Attitudes towards Expatriates

Hypothesis 10 stated that there would be a positive correlation between ATEX and intention to provide social support to expatriates. This correlation was also significant ( $r = .34, p < 0.01$ ). Hypothesis 11 stated that there would be a positive correlation between ATEX and strength of preference for expatriate managers compared to local managers. This correlation was significant ( $r = .48, p < 0.01$ ). Both these findings constituted the evidence for the criterion-related validity of ATEX.

Two dimensions of personality, agreeableness and conscientiousness were not included in hypotheses. However, we looked at the correlations between them and the study variables for exploratory purposes (see Table 4.7).

**Table 4.7***Correlations of Agreeableness and Conscientiousness with the Study Variables*

	Conscientiousness	Agreeableness
<b>Mean</b>	52.54	48.73
<b>SD</b>	8.40	9.78
Agreeableness	0.16*	1.00
1.ATEX	0.01	0.10
2.Factor1	0.03	0.08
3.Factor2	0.04	0.06
4.Factor3	0.06	0.01
5.Factor4	0.20**	0.02
6.Factor5	0.01	0.06
7.Neuroticism	-0.07	0.01
8.Extraversion	0.15*	0.05
9.Openness to Experience	0.13	-0.00
10.UDO	0.17*	0.07
11.UDO - Comfort with Difference	0.19**	0.02
12.UDO - Diversity of Contact	0.08	0.10
13.Ethnocentrism	-0.12	-0.16*
14. Preference to work with expatriates	-0.15*	0.01
15. Intention to provide social support	0.22**	0.20**
16.Duration of experience <sup>1</sup>	0.08	0.15
17.Quality of experience <sup>1</sup>	0.00	0.00
18. Intensity of experience <sup>1</sup>	0.06	0.09

Note. N = 228; \*p < .05; \*\*p < .01; <sup>1</sup> For participants having experience with expatriates; N<sub>i</sub> = 127

## Chapter 5

### DISCUSSION

Aim of this study was to develop a measurement of attitudes towards expatriates from developed countries assigned to developing countries. First version of ATEX consisted of 60 items. After the initial item elimination, 34 items remained. These items were used for the main study. From this set of 34 items, 2 items were eliminated due to low item-total correlation and 8 items were eliminated during factor analyses due to loading on multiple factors. Final version of ATEX consisted of 24 items nine of which were negatively worded.

Factor analyses revealed that the final version of ATEX consisted of five dimensions: Adaptation (6 items), Transformational Capacity (5 items), Openness (6 items), Professionalism (5 items) and Perceived Justice of Expatriate Privileges (2 items). ATEX was not designed as a multidimensional construct, therefore factor analyses were conducted only for exploratory purposes. Even though these components seem meaningful, we do not suggest use of them as separate scales. There are several reasons for not recommending use of ATEX in that way. Firstly, we did not have a particular factor structure in mind to start with. Before recommending the use of this structure, future studies with different samples should check for its stability. Secondly, items loaded on each factor did not produce high internal consistency estimates. Reliability scores for each dimension were low but reliability score for the whole measure was high. Thirdly, correlations of factor scores with other variables did not have a consistent pattern for each dimension. For

example, extraversion did not correlate significantly with “Perceived Justice of Expatriate Privileges” dimension. Openness to experience did not correlate significantly with “Perceived Justice of Expatriate Privileges” and “Transformational Capacity” dimensions. Universal – diverse orientation did not correlate significantly with “Openness” dimension. Finally, use of all items in ATEX is more meaningful as a diagnostic tool to understand the attitudes, consistent with our primary aim.

In general, data supported our hypotheses and provided evidence for the convergent, discriminant and criterion-related validity of ATEX. ATEX had significant positive correlations with openness to experience, extraversion, universal-diverse orientation and significant negative correlation with ethnocentrism. These correlations supported the convergent validity of the measure. Individuals who were high in openness to experiences and extraversion and who had positive attitudes towards diversity were more likely to have high ATEX scores, whereas those with ethnocentric attitude were less likely to have high ATEX scores.

ATEX scores of the HCNs having previous work experience with expatriates were higher than those without previous work experience with expatriates. Quality of the work experience with expatriates correlated with ATEX scores. These findings supported the discriminant validity of ATEX. Consistent with the Contact Hypothesis (Williams, 1947; Allport, 1954 both cited in Allport, 1979), having prior work experience with expatriates led to positive attitudes towards them and quality of this experience played an important role in formation of positive attitudes.

Positive correlations between ATEX and willingness to provide social support to and to work with expatriates constituted evidences for the criterion-related validity of ATEX. Consistent with the Theory of Reasoned Action (Ajzen & Fishbein, 1980), individuals who scored high in ATEX were more likely to support expatriates during their socialization and prefer to work with expatriates rather than local managers.

Contrary of our hypothesis, neuroticism and ATEX did not correlate significantly. Ekehammar et al. (2004) found that neuroticism had significant effect on generalized prejudice consisting of racism, anti- homosexualism, sexism and prejudice against mentally disabled people. However, detailed analyses showed that neuroticism and racism dimension were not significantly correlated. Silvestri and Richardson (2001) found significant positive correlation between neuroticism and racial identity. However, aversive racism and neuroticism were not significantly correlated. There were different findings in the previous research. Some of them were consistent with our hypothesis and some of them were consistent with our finding that did not support the hypothesis. Further research is required to understand the relationship between neuroticism and prejudice. In this study, not neuroticism but openness to experience and extraversion were the personality dimensions that were significantly related with attitudes towards expatriates.

Duration of work experience with expatriates did not correlate significantly with ATEX but quality of experience did. Inconsistent with our expectation, ATEX scores of HCNs having longer experience with expatriates did not differ significantly from ATEX scores of HCNs having shorter

experience with them. Therefore, we can conclude that quality of the experience is more important than the duration of the experience with expatriates and it is one of the main factors determining attitudes towards expatriates (Schwartz & Simmons, 2001).

Intensity of working with expatriates could serve as another source of information indicating the actual amount of work experience with expatriates. Employees of a company may have very limited work experience with high-level expatriates but they may specify that they have been working with an expatriate for long years. In that case, long duration cannot mean that the individual has work experience with expatriates. As another measure of experience, intensity could be expected to correlate significantly with ATEX, consistent with the Contact Hypothesis. However, intensity of working with expatriates and ATEX did not correlate significantly.

ATEX scores of participants working in different types of organizations, i.e. domestic, international or both did not differ significantly. This hypothesis was based on the assumption that individuals working for companies involved in international business were more likely to have contact with foreigners and they would have more positive attitudes towards foreign managers than individuals working in companies involved in domestic business would. Results revealed that this assumption was not correct. Working in an organization with international business practices was not important to form positive attitudes towards expatriates, unless there was an individual contact with expatriates,

Our initial aim was to develop a measure on attitudes towards expatriates from developed countries assigned to developing countries. The majority of the

initial pool of 60 items was developed to describe the characteristics of this group of expatriates. However, content of the finally remaining 24 items were not necessarily limited to this group. Therefore, final version of ATEX can be relevant for different HCN groups regardless of the expatriates' home countries. This scale seems to be equally useful to gauge the attitudes of for example, American HCNs towards a Chinese expatriate as well as the attitudes of American HCNs towards a Canadian expatriate.

The study had several limitations. The sample size was large but it was not reached through random sampling. Since the scale was developed in Turkey, generalizability might be a problem. Cross-cultural validation is required for using ATEX for research or training programs in different cultures.

During the first phase, reaching the sample posed a serious difficulty. Expatriates were hard to contact with. Even if they were reached, they were either very busy or unwilling to participate in the study. The expatriate sample was recruited through personal contacts, mainly through individuals working in the same companies with them. Therefore, their responses were likely to suffer from social desirability even though they were informed that their responses were confidential. Because of the difficulty in reaching expatriates working in private companies in high-level positions, four participants were foreign teachers working in Turkey. This situation can be a limitation but actually served to increase the heterogeneity of the sample and generalizability of the scale to different employee groups. Another limitation was conducting the interviews in English. Communication between the researcher and French expatriates was particularly difficult.

Interviewed HCNs were easier to reach. However, HCNs without any prior experience with expatriates were hardly convinced to participate in the study. They claimed that they could not have anything to tell. Consistent with their assumptions, the ones convinced to participate in the study produced limited responses. This limitation arose from the fact that they could not imagine how it would be to work with expatriates or how expatriates would behave. Nevertheless, their responses contributed to the study by introducing their perspective.

In the main study, responses of 68 participants who filled out hardcopy questionnaires were likely to suffer from social desirability because these participants received the questionnaires in their companies. Their concerns about the confidentiality of their responses might affect their honesty while responding. The Generalized Ethnocentrism Scale developed by Neuliep and McCroskey (1997) and short form of Miville-Guzman Universality Diversity Scale (Fuertes et al., 2000) were not used before in Turkish language. They were translated and used for this study and lack of prior adaptation study might be a problem.

Development of ATEX was an important initial step towards understanding the attitudes of HCNs. ATEX can be used for further research in the area of attitudes towards expatriates. This measure can be used as a diagnostic tool for development of specific cross-cultural training programs for expatriates. Primary aim of these training programs can be preparation of expatriates for negative attitudes of HCNs. HCNs can be also trained for easier adjustment to work with expatriates even though they dislike expatriates according to the ATEX scores.



Another important contribution of this study was the further development of the social support scale used in the main study. Original social support scale of Caplan et al. (1980) consisted of four items, which were “help to make work life easier for him/her at your own accord”; “be easy to talk to”; “help the co-worker out when things get tough without being asked” and “listen to the co-worker’s personal problems if approached”. Remaining five items were developed on the basis of the responses in the interviews conducted for the first phase. Analyses revealed single factor structure and internal consistency for 9-item social support scale was  $\alpha = .87$ . This version of the scale can be used in further research (see Appendix E).

Further research should primarily address the cross-cultural validation of the scale. This scale should be also tested for different expatriate groups by asking the participants to fill out ATEX specifically for e.g. expatriates from Italy and expatriates from New Zealand. Research can be conducted by manipulating age, sex and nations of the hypothetical expatriates. These results would provide deeper information about attitudes towards male or female expatriates from distant vs. closer cultures.

**APPENDICES**

## APPENDIX A

## Interview Questions for Host Country Nationals

1. Sizi biraz tanıyabilir miyim? Eğitim hayatınız?
2. Kaç yıldır iş hayatındasınız? Kaç yıldır bu şirkettesiniz / bu pozisyonundasınız?
3. Yabancı bir yönetici ile birebir çalışma deneyiminiz oldu mu?

EXPATRIATE İLE BİREBİR ÇALIŞMA DENEYİMİ OLMUŞSA :

- Bu çalışanlar size göre hangi düzeydeydi? (Alt/Aynı/Üst)
- Yabancı uyruklu kişilerle çalışma deneyiminizin süresi ne kadar?
- Bu kişilerle gündelik işiniz dahilinde ne kadar yoğunlukta çalışıyorsunuz/ çalıştınız?

EXPATRIATE İLE BİREBİR ÇALIŞMA DENEYİMİ OLMAMIŞSA:

- Diyelim ki şirketinizde sizin bölümünüze yabancı bir müdürün geleceğini öğrendiniz, tepkiniz ve beklentileriniz nasıl olurdu?

4. “Yabancı uyruklu yöneticiler .....” cümlesini nasıl tamamlarsınız? Aklınıza gelen tüm tanımlamaları ve sıfatları sıralayınız.
5. “Yabancı uyruklu yöneticiler, Türk yöneticilere göre .....” cümlesini nasıl tamamlarsınız?
6. Yukarıda (ilk cümlede) saydığımız özelliklerin üzerinden geçelim. Sizce bunlardan hangileri olumlu, hangileri nötr, hangileri olumsuz?  
→ *Böyle biri gelse bazı konularda yardıma ihtiyacı olabilir. Örneğin...*
7. Bu kişi Türkçe’yi öğrenme konusunda yardıma ihtiyaç duysaydı ne yapardınız?
8. Bu kişiye şehri tanıtmak için yardımcı olur muydunuz? Nasıl?
9. Bu kişinin resmi işlerle ilgili herhangi bir sorunu olsa yardımcı olur muydunuz? Nasıl?
10. Bir tercih yapma imkanınız olsa yöneticinizin yabancı mı Türk mü olmasını istersiniz?
11. Neden? Detaylı anlatır mısınız? (Daha önceki deneyimleriniz ya da deneyim olmadan oluşan fikirleriniz doğrultusunda)

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**APPENDIX B****Interview Questions for Expatriates**

1. What is your present job and position? For how long?
2. Is this your first expatriation experience? Can you please tell me how many expatriation assignments have you experienced before. Where and for how long?
3. Do you think expatriates are appreciated by HCNs?
4. How do you think HCNs think of you or other expatriates in Turkey?
5. Can you please complete the sentence using several adjectives:  
“I think the opinions of nationals about me or expatriates are that we are ....”
6. Can you please complete the sentence using several adjectives or descriptions  
“I think an HCN would think that compared to Turkish professors, foreign professors are ....”
7. Can you please evaluate the adjectives you listed one by one as positive, negative or neutral?
8. In general, do you spend time with expatriates or Turkish people/professors?
9. Can you define any specific situations in which you were in need of support and HCNs provided it? (e.g. Information about city, teaching language, etc.)
10. Can you define any specific situations in which you were in need of support and HCNs did not provide it? Why do you think they didn't help you?
11. In your opinion, if HCNs had the opportunity to choose their manager, would they prefer a foreign manager or a local manager?
12. What would be the reasons behind their preference?

## APPENDIX C

**Questionnaire used for Phase 2 – Initial Item Elimination**

Değerli katılımcı,

Bu anket Koç Üniversitesi Psikoloji bölümü yüksek lisans öğrencisi Gamze Arman tarafından yürütülen bitirme tezi kapsamında hazırlanmıştır. Bu araştırmanın amacı, gelişmiş Batılı ülkelerden gelen yabancı yöneticilere yönelik tutumları incelemektir. Anket için yalnızca 10 dakikanızı ayırmanız yeterli olacaktır. Bu araştırmaya katılımınız gönüllüdür ve katkılarınız çok değerlidir.

Anketi doldururken dikkat edilmesi gereken konular:

- Bu anketi dolduracak kişilerin en az 6 aylık iş deneyimlerinin olması ve şu anda aktif olarak iş hayatında olmaları gerekmektedir.
- Anketin hiçbir yerine kişi veya firma ismi **yazılmayacaktır.**
- Araştırmadaki hiç bir sorunun **doğru** veya **yanlış** yanıtı **yoktur.**
- Araştırmanın sağlıklı sonuçlara ulaşması, tüm soruların cevaplanmasına ve cevapların samimi olmasına bağlıdır.
- Herhangi bir sorunuz olduğunda, bize danışmak konusunda tereddüt etmeyiniz.

**Araştırmaya katıldığınız için yürekten teşekkür ederiz.**

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## BÖLÜM 1

**İlk olarak kendinizle ilgili bir takım bilgileri yazmanızı isteyeceğiz.**

1. Yaşınız: \_\_\_\_\_
2. Cinsiyetiniz : \_\_\_\_ Erkek \_\_\_\_ Kadın
3. Ne kadar süredir çalışma hayatı içindesiniz? \_\_\_\_\_ yıl (veya \_\_\_\_\_ ay)
4. Ne kadar süredir aynı kurumda çalışıyorsunuz? \_\_\_\_\_ yıl (veya \_\_\_\_\_ ay)
5. Eğitim durumunuz (aldığınız en son diploma derecesini işaretleyiniz):  
 ilk \_\_\_\_ orta \_\_\_\_ lise \_\_\_\_ meslek lisesi \_\_\_\_  
 üniversite \_\_\_\_ yüksek lisans \_\_\_\_ doktora \_\_\_\_
6. Şu anda çalıştığınız kurumdaki pozisyonunuz : \_\_\_\_ Yönetici \_\_\_\_ Yönetici değil
7. Şu anda çalıştığınız kurum: \_\_Kamu \_\_Özel \_\_Yabancı ortaklı \_\_Aile şirketi
8. Kurumunuz hangi piyasaya yönelik olarak çalışmaktadır?  
 \_\_\_\_ Esas olarak iç piyasa  
 \_\_\_\_ Hem iç hem dış piyasa  
 \_\_\_\_ Esas olarak dış piyasa

## BÖLÜM 2

Son yıllarda, uluslararası şirketler yöneticilerini dünyanın farklı bölgelerinde çalışmaya yollamaktadır. Bazılarımız farklı milletlerden olan böyle kişilerle çalıştık ya da halen çalışmaktayız. Yabancı uyruklu çalışanları ve yöneticileri daha iyi anlamak amacıyla, öncelikle sizin potansiyel bir yöneticiye ilişkin duygu ve düşüncelerinizi anlamak istiyoruz. Daha önce yabancı bir yönetici ile çalışma deneyiminiz olmamışsa bile; **Kanada, Amerika, İngiltere, Almanya** gibi ülkelerden gelen bir yöneticiyi düşünerek, onunla ilgili beklentilerinizi bizimle paylaşmanızı rica ediyoruz.

Lütfen her bir cümleye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

Genel olarak *KUZEY AMERİKA VEYA BATI AVRUPA'DAN GELEN*

**YÖNETİCİLER :**

- \_\_\_ 1. ... rasyonel düşünürler.
- \_\_\_ 2. ... ne istediklerini bilirler ve iyi anlatırlar.
- \_\_\_ 3. ... çalışma sistemlerinde olumlu değişiklikler yaratırlar.
- \_\_\_ 4. ... prensip sahibi insanlardır.
- \_\_\_ 5. ... elemanları için iyi birer rol modeli olurlar.
- \_\_\_ 6. ... buldukları pozisyonu başarılı oldukları için hak etmişlerdir.
- \_\_\_ 7. ... kurumumuza farklı kültürlerden getirdikleri bilgi ve deneyimi aktarırlar.
- \_\_\_ 8. ... elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilirler.
- \_\_\_ 9. ... yalnızca iş odaklı davranırlar.
- \_\_\_ 10. ... yönetim tarzlarını buldukları kültüre göre değiştirMEZler.
- \_\_\_ 11. ... sorumluluk almaktan çekinMEZler.
- \_\_\_ 12. ... kendilerine güvenirlere.
- \_\_\_ 13. ... eğitime ve kişisel gelişime önem verirler.
- \_\_\_ 14. ... esneklerdir.
- \_\_\_ 15. ... gelenekçi değillerdir, yeniliğe açıklardır.
- \_\_\_ 16. ... sonuç odaklılardır.
- \_\_\_ 17. ... amaçları, yalnızca kendi dönemlerinde sorun çıkmasını engellemektir;  
sonrasını önemsemezler.
- \_\_\_ 18. ... tezcanlı değillerdir, işleri ağırdan alırlar.
- \_\_\_ 19. ... işi sahiplenmez, her şey için maddi karşılık beklerler.
- \_\_\_ 20. ... yeterince pratik değillerdir.
- \_\_\_ 21. ... kendilerini işlerine adarlar.
- \_\_\_ 22. ... dürüst ve güvenilirlerdir.
- \_\_\_ 23. ... kurallara sıkı sıkıya bağlılardır ama açıklık veya esneklik yakaladıklarında  
kullanırlar.
- \_\_\_ 24. ... değerlendirmelerinde duygusal değil objektif olmaya önem verirler.
- \_\_\_ 25. ... çalışma arkadaşlarına karşı açık davranırlar.
- \_\_\_ 26. ... sorunları bekletmeden konuşmayı tercih ederler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum
___	27. ... kişisel ilişki ile iş ilişkisini ayırmada başarılılardır.			
___	28. ... üstlerine bağlılardır ama onlardan korkmaz ve gerekirse onlarla tartışırlar.			
___	29. ... başka fikirlere açıklardır.			
___	30. ... çalışma arkadaşlarıyla olan sosyal ilişkilerinde başarılılardır.			
___	31. ... kompleksizlerdir.			
___	32. ... sorunlar karşısında soğukkanlılıklarını korumayı başarırlar.			
___	33. ... astlarından bekledikleri davranışları kendileri de sergilerler.			
___	34. ... iyi takım oyuncusudurlar.			
___	35. ... hak ettiklerinden daha fazla maaş alırlar.			
___	36. ... çalışma arkadaşlarına karşı yakın ve sıcakkanlılardır.			
___	37. ... kültürümüzü öğrenmeye karşı ilgisizlerdir.			
___	38. ... yönetim tarzlarını buldukları kültüre göre değiştirirler.			
___	39. ... alıştığımız şekilde davranMAdıkları için otorite figürü olarak algılanmazlar.			
___	40. ... çalışma arkadaşlarına karşı agresif ve acımasızlardır.			
___	41. ... çalışanlarını ezerler.			
___	42. ... ast/üst farkına (hiyerarşiye) önem verMEZler.			
___	43. ... bazı konularda saf oldukları için çalışanları tarafından istismar edilmeye açıklardır.			
___	44. ... iş-aile dengesine hem kendileri hem çalışanları için önem verirler.			
___	45. ... kültürümüze karşı önyargılılardır ve kendi kültürlerini üstün görürler.			
___	46. ... kurum kültürüne adapte olaMAZlar.			
___	47. ... çalışma arkadaşlarına karşı insancıl ve toleranslılardır.			
___	48. ... ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) adapte olmaları zor olur.			
___	49. ... buraya geldiklerinde gördükleri saygıyı ülkelerinde görmedikleri için burada “ne oldum” delisi olurlar (şımarırlar).			
___	50. ... ülkemizin kurallarına uyum sağlamakta zorlanırlar, kuralları benimsemez ve uygulamazlar.			
___	51. ... yüksek iş ahlakına sahiplerdir.			



*Genel olarak KUZEY AMERİKA VEYA BATI AVRUPA'DAN GELEN YÖNETİCİLERİN :*

- \_\_\_ 52. ... ve bizim sorun olarak gördüğümüz şeyler birbirinden farklıdır.
- \_\_\_ 53. ... iş ciddiyetleri yüksektir.
- \_\_\_ 54. ... buldukları ortamda onlarla çalışmak zevklidir.
- \_\_\_ 55. ... özel uzmanlık ve bilgi gerektiren pozisyonlar dışında Türk yöneticilerden daha çok tercih edilmeleri gerekli değildir.
- \_\_\_ 56. ... meslekleri konusunda derin bilgi ve deneyimleri vardır.
- \_\_\_ 57. ... buraya gelirkenki en önemli hedefleri buradan sonra daha iyi olduğunu düşündükleri bir ülkeye gidebilmektir.
- \_\_\_ 58. ... performans beklentileri yüksektir.
- \_\_\_ 59. ... buldukları ortamda onlarla çalışmak rahattır.
- \_\_\_ 60. ... Türk çalışanlar ile kültür çatışması yaşamaları kaçınılmazdır.

**BÖLÜM 3**

Lütfen aşağıdaki ifadeler hakkındaki görüşlerinizi belirtiniz. Eğer ifade sizin düşüncenize uyuyorsa **DOĞRU**nun altındaki parantezin içine, uymuyorsa **YANLIŞ**ın altındaki parantezin içine bir çarpı koyunuz.

**Doğru Yanlış**

- ( ) ( ) Sorunu olan birisine yardım etmekte *asla* tereddüt etmem.
- ( ) ( ) *Hiçbir zaman* isteyerek birisini üzecek bir şey söylemedim.
- ( ) ( ) Bir şeylerden kurtulmak için *bazen* hasta rolü oynadığım oldu.
- ( ) ( ) Başkalarını kullandığım anlar olmuştur.
- ( ) ( ) Kiminle konuşursam konuşayım, *daima* iyi bir dinleyiciyimdir.
- ( ) ( ) Sevmediğim insanlar da dahil herkese karşı *her zaman* kibar ve dostaneyimdir.
- ( ) ( ) *Bazen* dedikodu yapmayı severim.

<b>BÖLÜM 4</b>
----------------

1. Daha önce yurtdışında yaşama deneyiminiz oldu mu? \_\_\_ Evet \_\_\_ Hayır (4. soruya geçiniz)
2. Ne kadar süre ile yurtdışında yaşadınız? \_\_\_\_\_ yıl veya \_\_\_\_\_ ay
3. Bu dönemde yurtdışında çalıştınız mı? \_\_\_ Evet \_\_\_ Hayır
4. Türkiye'deki iş hayatınızda yabancı uyruklu bir çalışan/yönetici ile çalıştınız mı?  
\_\_\_ Evet \_\_\_ Hayır (11. soruya geçiniz)
5. Bu yabancı uyruklu çalışan/yönetici ile hala çalışmakta mısınız?  
\_\_\_ Evet \_\_\_ Hayır
6. Bu yabancı uyruklu çalışan/yönetici ile ne kadar süre çalıştınız?  
\_\_\_\_\_ yıl veya \_\_\_\_\_ ay
7. Bu yabancı uyruklu çalışanlar/yöneticiler hangi uyruklardan(dı)?  
\_\_\_\_\_
8. Bu yabancı uyruklu çalışan/yönetici size göre hangi pozisyondaydı?  
\_\_\_ Alt \_\_\_ Aynı \_\_\_ Üst
9. Bu yabancı uyruklu çalışan/yönetici ile çalışma deneyiminizi nasıl değerlendirirsiniz?

(Lütfen size en uygun olan seçeneği daire içine alınız.)

1	2	3	4	5
<b>Çok Olumsuz</b>	<b>Olumsuz</b>	<b>Ortadayım</b>	<b>Olumlu</b>	<b>Çok Olumlu</b>
10. Bu kişilerle gündelik işiniz dahilinde ne kadar yoğunlukta çalışıyorsunuz/çalıştınız?				
(Lütfen size en uygun olan seçeneği daire içine alınız.)				
1	2	3	4	5
<b>Çok Az</b>	<b>Az</b>	<b>Ne Az Ne Çok</b>	<b>Sık</b>	<b>Çok Sık</b>

11. Birebir çalışma dışında, şu ana kadar yabancı uyruklu bir çalışan/yönetici ile etkileşim içinde bulundunuz mu? \_\_\_ Evet \_\_\_ Hayır

**Zaman ayırdığınız için çok teşekkür ederiz.**

## APPENDIX D

## Questionnaire used for Phase 3

Değerli Katılımcı;

Bu çalışmanın amacı, Koç Üniversitesi Psikoloji Bölümü yüksek lisans öğrencisi Gamze Arman' ın tez çalışmasında kullanılacak olan bazı ifadelerin, **KUZEY AMERİKA VEYA BATI AVRUPA'DAN GELEN YÖNETİCİLERİN** değerlendirilmesinde **olumlu, olumsuz ya da nötr** olarak sınıflandırılmasıdır.

Lütfen ifadeleri değerlendirirken bu kişiler ile ilgili **kendi fikirlerinizi değil**, ifadeyi genel anlamda bu kişiler için **olumlu va da olumsuz bulup bulmadığınızı** düşünerek cevap veriniz ve **her ifade için sadece bir seçeneği** işaretleyiniz. Örneğin, “disiplinli” olduklarını düşünmüyorsanız bile bunun onlar için olumlu bir özellik olduğuna inanıyorsanız buna göre değerlendirme yapınız.

	Çok Olumsuz	Olumsuz	Ne Olumlu Ne Olumsuz	Olumlu	Çok Olumlu
Çalışma sistemlerinde olumlu değişiklikler yaratmaları					
Elemanları için iyi birer rol modeli olmaları					
Buldukları pozisyonu başarılı oldukları için hak etmiş olmaları					
Geldikleri kuruma farklı kültürlerden getirdikleri bilgi ve deneyimi aktarmaları					
Elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilmeleri					
Yalnızca iş odaklı davranmaları					
Kendilerine güvenmeleri					
Eğitime ve kişisel gelişime önem vermeleri					
Esnek olmaları					
Gelenekçi olmayıp yeniliğe açık olmaları					
Yalnızca kendi dönemlerinde sorun çıkmasını engellemeyi amaçlayıp, sonrasını önemsememeleri					
İşi sahiplenmeyip, her şey için maddi karşılık beklemeleri					
Yeterince pratik olmamaları					
Dürüst ve güvenilir olmaları					
Çalışma arkadaşlarına karşı açık davranmaları					
Sorunları bekletmeden konuşmayı tercih etmeleri					

	Çok Olumsuz	Olumsuz	Ne Olumlu Ne Olumsuz	Olumlu	Çok Olumlu
Kişisel ilişki ile iş ilişkisini ayırmada başarılı olmaları					
Başka fikirlere açık olmaları					
Sorunlar karşısında soğukkanlılıklarını koruyabilmeleri					
İyi takım oyuncusu olmaları					
Hak ettiklerinden daha fazla maaş almaları					
Çalışma arkadaşlarına karşı yakın ve sıcakkanlı olmaları					
Kültürümüzü öğrenmeye karşı ilgisiz olmaları					
Yönetim tarzlarını buldukları kültüre göre değiştirmeleri					
Çalışma arkadaşlarına karşı agresif ve acımasız olmaları					
Ast/üst farkına (hiyerarşiye) önem vermemeleri					
Kültürümüze karşı önyargılı olmaları ve kendi kültürlerini üstün görmeleri					
Kurum kültürüne adapte olamamaları					
Ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) zor adapte olmaları					
Buraya geldiklerinde gördükleri saygıyı ülkelerinde görmedikleri için burada "ne oldum" delisi olmaları (şımarmaları)					
Ülkemizin kurallarına uyum sağlamakta zorlanmaları, kuralları benimsememeleri ve uygulamamaları					
Buldukları ortamlarda onlarla çalışmanın zevkli olması					
Özel uzmanlık ve bilgi gerektiren pozisyonlar dışında da Türk yöneticilerden daha çok tercih edilmeleri					
Buraya gelirkenki en önemli hedeflerinin buradan sonra daha iyi olduğunu düşündükleri bir ülkeye gidebilmek olması					
Türk çalışanlar ile kültür çatışması yaşamalarının kaçınılmaz olması					

### Kişisel bilgiler :

- Yaşınız: \_\_\_\_
- Cinsiyetiniz : \_\_\_\_ Erkek \_\_\_\_ Kadın
- Şu anda aktif olarak çalışmakta mısınız? \_\_\_\_ Evet \_\_\_\_ Hayır \_\_\_\_ Yüksek lisans öğrencisiyim
- Ne kadar süredir çalışma hayatı içindesiniz? \_\_\_\_\_ yıl (veya \_\_\_\_\_ ay)
- Eğitim durumunuz (aldığınız en son diploma derecesini işaretleyiniz):  
ilk \_\_\_\_ orta \_\_\_\_ lise \_\_\_\_ meslek lisesi \_\_\_\_  
üniversite \_\_\_\_ yüksek lisans \_\_\_\_ doktora \_\_\_\_
- Daha önce yurtdışında yaşama deneyiminiz oldu mu?  
\_\_\_\_ Evet \_\_\_\_ Hayır (8. soruya geçiniz)
- Bu dönemde yurtdışında çalıştınız mı? \_\_\_\_ Evet \_\_\_\_ Hayır

8. Türkiye'deki iş hayatınızda yabancı uyruklu bir çalışan/yönetici ile çalıştınız mı?

Evet  Hayır

9. Bu yabancı uyruklu çalışan/yönetici ile hala çalışmakta mısınız?

Evet  Hayır

**Zaman ayırdığınız için çok teşekkür ederiz.**

**Lütfen anketinizi [gamze.arman@gmail.com](mailto:gamze.arman@gmail.com) adresine gönderiniz.**

## APPENDIX E

## Questionnaire used for Phase 4 – Validation Study

Değerli katılımcı,

Bu anket Koç Üniversitesi Psikoloji bölümü yüksek lisans öğrencisi Gamze Arman tarafından yürütülen bitirme tezi kapsamında hazırlanmıştır. Bu araştırmanın amacı, Batılı gelişmiş ülkelerden gelen yabancı yöneticilere yönelik tutumları incelemektir. Anket için yalnızca 20 dakikanızı ayırmanız yeterli olacaktır. Bu araştırmaya katılımınız gönüllüdür. Katkılarınız bizim için çok değerlidir.

Anketi doldururken dikkat edilmesi gereken konular:

- Bu anketi dolduracak kişilerin en az 6 aylık iş deneyimlerinin olması ve şu anda aktif olarak iş hayatında olmaları gerekmektedir.
- Anketin hiçbir yerine kişi veya firma ismi **yazılmayacaktır**.
- Araştırmadaki hiç bir sorunun **doğru** veya **yanlış** yanıtı **yoktur**.
- Araştırmanın sağlıklı sonuçlara ulaşması, tüm soruların cevaplanmasına ve cevapların samimi olmasına bağlıdır.
- Herhangi bir sorunuz olduğunda, bize danışmak konusunda tereddüt etmeyiniz.

**Araştırmaya katıldığınız için yürekten teşekkür ederiz.**

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Tel: 0 212 338 13 53

Koç Üniversitesi / Psikoloji Bölümü

## BÖLÜM 1

**İlk olarak sizden kendinizle ilgili birtakım bilgileri yazmanızı isteyeceğiz.**

1. Yaşınız: \_\_\_\_\_
2. Cinsiyetiniz : \_\_\_\_ Erkek \_\_\_\_ Kadın
3. Ne kadar süredir çalışma hayatı içindesiniz? \_\_\_\_\_ yıl (veya \_\_\_\_\_ ay)
4. Ne kadar süredir aynı kurumda çalışıyorsunuz? \_\_\_\_\_ yıl (veya \_\_\_\_\_ ay)
5. Eğitim durumunuz (aldığınız en son diploma derecesini işaretleyiniz):  
 ilk \_\_\_\_\_ orta \_\_\_\_\_ lise \_\_\_\_\_ meslek lisesi \_\_\_\_\_  
 üniversite \_\_\_\_\_ yüksek lisans \_\_\_\_\_ doktora \_\_\_\_\_
6. Şu anda çalıştığınız kurumdaki pozisyonunuz :  
 \_\_\_\_\_ Yönetici \_\_\_\_ Yönetici değil
7. Şu anda çalıştığınız kurum:  
 \_\_\_\_\_ Kamu \_\_\_\_ Özel \_\_\_\_ Yabancı ortaklı \_\_\_\_ Aile şirketi
8. Kurumunuz hangi piyasaya yönelik olarak çalışmaktadır?  
 \_\_\_\_ Esas olarak iç piyasa \_\_\_\_ Hem iç hem dış piyasa \_\_\_\_ Esas olarak dış piyasa

## BÖLÜM 2

Son yıllarda, uluslararası şirketler yöneticilerini dünyanın farklı bölgelerinde çalışmaya göndermektedirler. Bazılarımız farklı milletlerden böyle kişilerle çalıştık ya da halen çalışmaktayız. Bu yabancı uyruklu çalışanları ve yöneticileri daha iyi anlamak amacıyla, öncelikle sizin potansiyel bir yöneticiye ilişkin duygu ve düşüncelerinizi anlamak istiyoruz. Daha önce yabancı bir yönetici ile çalışma deneyiminiz olmamışsa bile; **Kanada, Amerika, İngiltere, Almanya** gibi ülkelerden gelen bir yöneticiyi düşünerek, onunla ilgili beklentilerinizi bizimle paylaşmanızı rica ediyoruz.

Lütfen her bir cümleye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

Genel olarak **KUZEY AMERİKA VEYA BATI AVRUPA'DAN GELEN**

**YÖNETİCİLER :**

- 1. ... çalışma sistemlerinde olumlu değişiklikler yaratırlar.
- 2. ... elemanları için iyi birer rol modeli olurlar.
- 3. ... buldukları pozisyonu başarılı oldukları için hak etmişlerdir.
- 4. ... ülkemizin koşullarına (örn. siyasi ve ekonomik istikrarsızlık) adapte olmakta zorlanırlar.
- 5. ... kurumumuza farklı kültürlerden getirdikleri bilgi ve deneyimi aktarırlar.
- 6. ... elemanlarını nasıl çalıştırmaları ve motive etmeleri gerektiğini bilirler.
- 7. ... yalnızca kendi dönemlerinde sorun çıkmasını engellemeyi amaçlar; sonrasını önemsemezler.
- 8. ... eğitime ve kişisel gelişime önem verirler.
- 9. ... yalnızca iş odaklı davranırlar.
- 10. ...kendilerine güvenirlir.
- 11. ...buraya gelirken aslında buradan sonra daha iyi olduğunu düşündükleri bir ülkeye gidebilmeyi hedeflerler.
- 12. ... esnektirler.
- 13. ... kültürümüze karşı önyargılıdırlar ve kendi kültürlerini üstün görürler.
- 14. ... gelenekçi değildirlir, yeniliğe açıktırlar.
- 15. ... işi sahiplenmez, her şey için maddi karşılık beklerler.
- 16. ... çalışma arkadaşlarına karşı açık davranırlar.
- 17. ... kurum kültürüne adapte olamazlar.
- 18. ... başka fikirlere açıktırlar.
- 19. ... yeterince pratik değildirlir.
- 20. ... iyi takım oyuncusudurlar.
- 21. ... hak ettiklerinden daha fazla maaş alırlar.
- 22. ... çalışma arkadaşlarına karşı yakın ve sıcakkanlıdırlar.
- 23. ... kültürümüzü öğrenmeye karşı ilgisizdirler.
- 24. ... yönetim tarzlarını buldukları kültüre göre değiştirirler.



1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

Genel olarak **KUZEY AMERİKA VEYA BATI AVRUPA'DAN GELEN**

**YÖNETİCİLER :**

- \_\_\_ 25. ... dürüst ve güvenilirlerdir.
- \_\_\_ 26. ... çalışma arkadaşlarına karşı hoşgörülü değildirler.
- \_\_\_ 27. ... ast/üst farkına (hiyerarşiye) önem vermezler.
- \_\_\_ 28. ... buraya geldiklerinde gördükleri saygıyı kendi ülkelerinde görmedikleri için burada “*ne oldum*” delisi olurlar (şumarırlar).
- \_\_\_ 29. ... sorunlar karşısında soğukkanlılıklarını korumayı başarırlar.
- \_\_\_ 30. ... ülkemizin kurallarına uyum sağlamakta zorlanırlar, kuralları benimsemez ve uygulamazlar.
- \_\_\_ 31. ... ile aynı ortamda olmak ve onlarla birlikte çalışmak zevklidir.
- \_\_\_ 32. ... özel uzmanlık ve bilgi gerektiren pozisyonlar dışında, Türk yöneticilerden daha çok tercih edilmemelidirler.
- \_\_\_ 33. ... kişisel ilişki ile iş ilişkisini ayırmada başarılıdırlar.
- \_\_\_ 34. ... Türk çalışanlar ile kültür çatışması yaşarlar.

**BÖLÜM 3**

Lütfen aşağıdaki ifadeler hakkındaki görüşlerinizi belirtiniz. Eğer ifade sizin düşüncenize uyuyorsa **DOĞRU**nun altındaki parantezin içine, uymuyorsa **YANLIŞ**ın altındaki parantezin içine bir çarpı koyunuz.

**Doğru Yanlış**

- ( ) ( ) Sorunu olan birisine yardım etmekte *asla* tereddüt etmem.
- ( ) ( ) *Hiçbir zaman* isteyerek birisini üzecek bir şey söylemedim.
- ( ) ( ) Bir şeylerden kurtulmak için *bazen* hasta rolü oynadığım oldu.
- ( ) ( ) Başkalarını kullandığım anlar olmuştur.
- ( ) ( ) Kiminle konuşsam konuşayım, *daima* iyi bir dinleyiciyimdir.
- ( ) ( ) Sevmediğim insanlar da dahil herkese karşı *her zaman* kibar ve dostaneyimdir.
- ( ) ( ) *Bazen* dedikodu yapmayı severim.

<b>BÖLÜM 4</b>
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**Yabancı dilden kaynaklanan iletişim sorununuzun olmadığını varsayarsak,** lütfen her bir cümleye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılmıyorum</b>	<b>Ortadayım</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1. \_\_\_ Yabancı uyruklu bir yönetici ile çalışmayı tercih ederim.
2. \_\_\_ Türk bir yönetici ile çalışmayı tercih ederim.

<b>BÖLÜM 5</b>
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Kendinizle ilgili olarak, aşağıdaki ifadelere ne oranda katıldığınızı ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Ortadayım</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1. \_\_\_ Sık sık bir şeylerin ters gitmesinden kaygılanırım.
2. \_\_\_ Neşeli ve canlı bir insanım.
3. \_\_\_ Bir çok entellektüel merakım vardır.
4. \_\_\_ İnsanların iyi niyetli olduğunu varsayarım.
5. \_\_\_ Bir türlü düzenli biri olamıyorum.
6. \_\_\_ Beni kızdırmak zordur.
7. \_\_\_ Kalabalık arkadaş gruplarıyla eğlenmekten hoşlanırım.
8. \_\_\_ Bazen bir şiir okurken ya da bir sanat eserine bakarken içimde bir ürperme ya da bir heyecan dalgası hissederim.
9. \_\_\_ Gerektiğinde iğneleyici ve kırıcı davranabilirim.
10. \_\_\_ Yaptığım her şeyin mükemmel olması için çabalarım.
11. \_\_\_ İnsanlarla konuşurken pot kırmaktan, yanlış bir şey söylemekten korkarım.
12. \_\_\_ Bazen mutluluktan yerimde duramam.
13. \_\_\_ Somut ve gerçekçi olmayan düşüncelere dalmakta zorlanırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum
14.	___			
Koşulları ne olursa olsun diğer insanlardan daha üstün olduğumu düşünmem.				
15.	___			
Bir konuda harekete geçmeden önce daima sonuçlarını düşünürüm.				
16.	___			
Bir tanıdığım topluluk içinde aptalca bir şey söyler veya yaparsa onun için utanç duyarım.				
17.	___			
İnsanlarla çene çalmaktan pek fazla zevk almam.				
18.	___			
Canlı bir hayal dünyam vardır.				
19.	___			
İstediğimi elde etmek için gerekirse insanları istediğim doğrultuda yönlendirmek için kandırmaya hazırım.				
20.	___			
Başladığı işleri her zaman bitiren üretken birisiyim.				
21.	___			
Bazen aklıma korkunç düşünceler gelir.				
22.	___			
Çok aktif bir insanım.				
23.	___			
Felsefi tartışmaları sıkıcı bulurum.				
24.	___			
Dik kafalı ve inatçıyım.				
25.	___			
Tamamen ahlaki ilkelerim doğrultusunda yaşarım.				
26.	___			
Çok fazla stres altında olduğumda bazen hiçbir iş yapamaz olurum.				
27.	___			
Bana heyecan veren şeyleri sık sık yapmak isterim.				
28.	___			
Bazı kokular ya da uzak yerlerin isimleri gibi tuhaf şeyler bende güçlü duygular uyandırabilir.				
29.	___			
Yaşlı ve yoksullar için ne yapsak azdır.				
30.	___			
Ara sıra, düşünmeden hareket ettiğim olur.				
31.	___			
Gelecek hakkında ender olarak endişe duyarım.				
32.	___			
Kısa süreli yalnızlıklardan sonra bile etrafımda birçok insanın bulunacağı yerlere gitmek isterim.				
33.	___			
İnsanlar soyut ve teorik konularda konuştuklarında ilgimi kaybederim.				
34.	___			
Kızmakta haklı da olsam kızgınlığımı ifade etmekten çekinirim.				
35.	___			
Belirli hedeflerim var ve o hedeflere doğru düzenli bir biçimde çalışıyorum.				
36.	___			
İnsanların benimle dalga geçmelerine pek bozulmam.				
37.	___			
Arkadaşlarıma karşı güçlü duygusal bağlılığım vardır.				
38.	___			
Hayal kurarak zaman kaybetmekten hoşlanmam.				

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum
39. ___	Yetenek ve başarılarım hakkında övünmek beni rahatsız etmez.			
40. ___	İşe bir gün gitmemem için gerçekten hasta olmam gerekir.			
41. ___	Kimi zamanlar öylesine utandığım olmuştur ki yer yarılrsa da içine girsem demişimdir.			
42. ___	Birçok insan benim soğuk ve mesafeli olduğumu düşünür.			
43. ___	İnsanlar inandıkları doğruları bir kere oluşturduktan sonra kolay kolay değiştirmemelidir.			
44. ___	İnsanlara hemen güvenirim.			
45. ___	Titiz ve ince eleyip sık dokuyan bir insan olma eğilimim vardır.			
46. ___	Küçük sıkıntılar bile benim için asap bozucudur.			
47. ___	Heyecan verici eğlencelerle dolu olan kalabalık bir yerde tatil yapmak hoşuma gitmez.			
48. ___	Bazen dinlediğim müzikle kendimden geçerim.			
49. ___	Elimden geldiğince başkalarına yardım etmeye çalışırım.			
50. ___	Çalışmaya başlamadan önce çok zaman kaybederim.			
51. ___	İnsanlarla birlikteyken kendi davranışlarımı pek incelemem.			
52. ___	Başka insanlarla uğraşmadan tek başıma çalışmama izin veren işleri tercih ederim.			
53. ___	Evrenin yapısı ve insanoğlunun bugünkü durumu üzerine düşünce üretmek pek az ilgimi çeker.			
54. ___	Birinin bana bir iyilik yapması bende kuşku uyandırır.			
55. ___	Kağıt falında ya da tek başıma oynadığım oyunlarda hile yaptığım olur.			
56. ___	Nadiren korku ve kaygı hissederim.			
57. ___	Yaşadıklarımı ifade etmek için “Muhteşem!” veya “Olağanüstü!” gibi sözcükleri nadiren kullanırım.			
58. ___	Şiir beni pek etkilemez.			
59. ___	İnsanları ufak tefek oyunlarla idare edebilme becerilerimle övünürüm.			
60. ___	Temizlik konusunda çok titiz değilim			

<b>BÖLÜM 6</b>
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**Yabancı dilden kaynaklanan iletişim sorununuzun olmadığını varsayarsak,** aşağıdaki ifadelere ne oranda katıldığınızı ölçeği kullanarak belirtiniz Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Ortadayım</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

*Yabancı bir çalışan/yönetici ile olan ilişkimde :*

1. \_\_\_ Başı sıkıştığında ondan talep gelmeden yardım ederdim.
2. \_\_\_ Onun kişisel sorunlarını dinlerdim.
3. \_\_\_ Arabamı kullanmasına izin verirdim.
4. \_\_\_ Onu şehir hakkında bilgilendirirdim.
5. \_\_\_ Dilimizi öğrenmesine yardım ederdim.
6. \_\_\_ Benimle iletişim kurmasını kolaylaştırırdım.
7. \_\_\_ Onu davranışlarının uygunluğu konusunda bilgilendirirdim.
8. \_\_\_ Yardımlarımla onun iş hayatını kolaylaştırırdım.
9. \_\_\_ Onu kendi sosyal ortamlarıma sokardım.

<b>BÖLÜM 7</b>
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Lütfen her bir cümleye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Ortadayım</b>	<b>Biraz Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1. \_\_\_ Başka bir ırka mensup biri ile tanışmak benim için genellikle rahatsız edici bir deneyimdir.
2. \_\_\_ Sadece aynı ırktan olduğum insanlarla birlikteyken rahat hissederim.
3. \_\_\_ Başka bir ırktan birine kendimi yakın hissetmek benim için çok zordur.
4. \_\_\_ Arkadaşlarımın çoğunun bir çok konuda benimle aynı fikirde olması benim için çok önemlidir.
5. \_\_\_ Başka ırktan kişiler beni çoğunlukla sinirlendirir ve rahatsız eder.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Biraz Katılıyorum	Kesinlikle Katılıyorum
6. ___ Farklı ülkelerden insanlarla tanışmayı teşvik eden bir derneğe/kuruluşa katılmayı isterim.				
7. ___ Farklı ülkelerin müziklerinin çalındığı yerlere gidip dans etmeyi isterim.				
8. ___ Sıklıkla başka ülkelerin müziklerini dinlerim.				
9. ___ Dünyada yaşamış ve yaşamakta olan pek çok uygarlık hakkında bir şeyler öğrenmekle ilgilenirim.				
10. ___ Farklı ırklara mensup insanlarla tanışabileceğim etkinliklere katılırım.				

### BÖLÜM 8

- Daha önce yurtdışında yaşama deneyiminiz oldu mu? \_\_\_ Evet \_\_\_ Hayır  
(4. soruya geçiniz)
- Ne kadar süre ile yurtdışında yaşadınız? \_\_\_\_\_ yıl veya \_\_\_\_\_ ay
- Bu dönemde yurtdışında çalıştınız mı? \_\_\_ Evet \_\_\_ Hayır
- Türkiye'deki iş hayatınızda yabancı uyruklu bir çalışan/yönetici ile çalıştınız mı?  
\_\_\_ Evet \_\_\_ Hayır (11. soruya geçiniz)
- Bu yabancı uyruklu çalışan/yönetici ile hala çalışmakta mısınız?  
\_\_\_ Evet \_\_\_ Hayır
- Bu yabancı uyruklu çalışan/yönetici ile ne kadar süre çalıştınız?  
\_\_\_\_\_ yıl veya \_\_\_\_\_ ay
- Bu yabancı uyruklu çalışanlar/yöneticiler hangi uyruklardan(dı)?  
\_\_\_\_\_
- Bu yabancı uyruklu çalışan/yönetici size göre hangi pozisyondaydı?  
\_\_\_ Alt \_\_\_ Aynı \_\_\_ Üst
- Bu yabancı uyruklu çalışan/yönetici ile çalışma deneyiminizi nasıl değerlendirirsiniz?

(Lütfen size en uygun olan seçeneği daire içine alınız.)

1	2	3	4	5
Çok Olumsuz	Olumsuz	Ortadayım	Olumlu	Çok Olumlu

10. Bu kişilerle gündelik işiniz dahilinde ne kadar yoğunlukta çalışıyorsunuz/çalıştınız?

(Lütfen size en uygun olan seçeneği daire içine alınız.)

1	2	3	4	5
Çok Az	Az	Ne Az Ne Çok	Sık	Çok Sık

11. Birebir çalışma dışında, şu ana kadar yabancı uyruklu bir çalışan/yönetici ile etkileşim içinde bulundunuz mu?

Evet  Hayır

## BÖLÜM 9

Aşağıdaki ifadelere ne oranda katıldığınızı ölçeği kullanarak belirtiniz. Cümlelerin başındaki boşluğa sizin düşüncenizi en iyi şekilde temsil eden sayıyı yazınız.

“Kültür” ile “Türk Kültürü” kast edilmektedir.

1	2	3	4	5
<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Ortadayım</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1.  Diğer kültürlerin çoğu benim kültürüme göre geri kalmıştır.
2.  Diğer kültürlerden insanların, benim kültürümdeki insanlara göre daha iyi hayat tarzları vardır.
3.  Çoğu insan, benim kültürümdeki insanların yaşadıkları gibi yaşama saydı daha mutlu olurdu
4.  Benim kültürüm diğer kültürler için bir rol modeli olmalıdır.
5.  Diğer kültürlerdeki yaşam tarzları en az benim kültürümdeki yaşam tarzları kadar doğru ve geçerlidir.
6.  Diğer kültürler benim kültürüm gibi olmak için çaba sarf etmelidir.
7.  Başka kültürlerin değerleri ve gelenekleri ile ilgilenmem.
8.  Benim kültürümü örnek almak, başka kültürler için mantıklı değildir.
9.  Benim kültürümden insanlar, başka kültürlerden gelen insanlardan çok şey öğrenebilirler.
10.  Diğer kültürlerden insanların çoğu kendileri için neyin iyi olduğunu bilmezler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum
11. ___				
Benim kültürümden insanlar başka kültürlere gittikleri zaman garip ve sıra dışı davranırlar.				
12. ___				
Başka kültürlerin değer ve geleneklerine çok az saygı duyarım.				
13. ___				
Çoğu insan, benim kültürümdeki insanların yaşadıkları gibi yaşasaydı daha mutlu olurdu.				
14. ___				
Benim kültürümdeki insanların hayat tarzları neredeyse en iyi hayat tarzıdır.				
15. ___				
Benim kültürüm, diğer kültürlerin çoğuna göre geri kalmıştır.				
16. ___				
Benim kültürüm diğer kültürler için kötü bir rol modelidir.				
17. ___				
Diğer kültürlerdeki yaşam tarzları benim kültürümdeki yaşam tarzları kadar doğru ve geçerli değildir.				
18. ___				
Bizim kültürümüzün diğer kültürlere benzemesi için çaba sarf etmeliyiz.				
19. ___				
Başka kültürlerin değerleri ve gelenekleri ile çok ilgilenirim.				
20. ___				
Benim kültürümdeki insanların çoğu kendileri için neyin iyi olduğunu bilmezler.				
21. ___				
Diğer kültürlerden insanlar, benim kültürümdeki insanlardan çok şey öğrenebilirler.				
22. ___				
Diğer kültürlerin benim kültürümü örnek almaları akıllıcadır.				
23. ___				
Diğer kültürlerin değer ve geleneklerine saygı duyarım.				
24. ___				
Diğer kültürlerden insanlar benim kültürüme geldikleri zaman garip ve sıra dışı davranırlar.				

**Zaman ayırdığınız için çok teşekkür ederiz.**



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