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## Host country nationals' attitudes toward expatriates: development of a measure<sup>†</sup>

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A measure assessing host country nationals' (HCNs) perceptions of attitudes and behaviors of the expatriates (ATEX) was developed and validated in two studies. For the first study, interviews were conducted to generate items. A questionnaire involving these items was filled out by 198 HCNs and 26 items were eliminated. For the second study, 228 HCNs filled out a questionnaire that included ATEX and scales for constructs such as personality and attitudes toward diversity. Final version of ATEX was reduced to 24 items loading onto five factors. Examination of the relations between ATEX and several constructs provided support for construct and criterion-related validities of the measure.

**Keywords:** attitudes; expatriates; host country nationals

### Introduction

Expatriates don't act friendly towards us. They don't appreciate our hospitality, help, and support. Even if we help them with something other than work-related responsibilities, they don't render thanks, because they are snooty and feel themselves as superior to us. I don't offer help anymore 'cause they don't deserve it.

The above quote was uttered by a host country national (HCN) employee as a response to a question about his attitudes toward expatriates working in his country. Such attitudes are likely to influence how HCNs perceive and treat expatriates, and consequently, hamper the adaptation process and performance of expatriates. Examination of HCNs' attitudes as a component of the expatriation process stands out as an important area of study. However, there is a paucity of research on HCNs and their attitudes. The aim of this study is to develop and validate a measure of HCN's perception of the attitudes and behaviors of the expatriates with the aim of examining HCNs' attitudes toward expatriates (ATEX).

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 temporary time period' (adapted from Aycan and Kanungo 1997, p. 250). For multinational companies, expatriation serves important purposes such as exerting control in subsidiaries, coordinating and integrating the independent units, and transferring knowledge (Bonache, Brewster and Suutari 2001). With increasing globalization, expatriation has become a crucial practice to develop global business acumen and intercultural competence (Stahl, Chua, Caligiuri, Cerdin and Taniguchi 2009).

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Problems associated with cross-cultural adjustment to the host country are one of the most frequently cited reasons for expatriates' premature return and failure (see Hechanova, Beehr and Christiansen 2003). The specific rates of expatriate failure presented in the previous literature should be interpreted carefully (see Harzing 2002); however, several studies showed that premature return constitutes a very high risk in expatriate assignments (Reiche, Kraimer and Harzing 2011). Even if the expatriate accomplishes the assignment and returns after completing the designated period, experiencing problems during expatriation may cause low performance and lead to decrease in commitment to the parent as well as the host company (Andreason and Kinneer 2005). Turnover of repatriates within few years after the return is also observed frequently and appears as another drawback to the success of the expatriation process (Stahl et al. 2009).

The focus of this study is HCNs' perceptions of the attitudes and behaviors of expatriates. Attitude has been defined in several ways over time; however, the core characteristic of the construct has always involved the assumption that attitudes are fundamentally based on evaluations (Albarracin, Johnson, Zanna and Kumkale 2005). According to a recent definition, an attitude 'represents an evaluative integration of cognitions and affects experienced in relation to an object' (Crano and Prislin 2006, p. 347). Attitudes shape how we perceive the world (Fazio 1995) and play a pivotal role in biasing perceptions of specific attitude objects (Fazio, Ledbetter and Towles-Schwen 2000). Cognitive component of an attitude involves expressions of beliefs about the attitude object and perceptual reactions to the attitude object (Manstead 1996).

Ajzen (2005) stated that measures of attitudes should embody positive or negative evaluations of the attitude object and 'beyond this requirement; however, there is virtually no limitation on the kinds of responses that can be considered' (p. 3). Attitudes refer to overall evaluations of objects (Eagly and Chaiken 1993) and they are based on beliefs, perceptions and affects (Manstead 1996). Since perceptions and beliefs constitute the basis of HCNs' attitudes toward expatriates, to examine those attitudes, ATEX aims to measure HCN's beliefs and perceptions of the attitudes and behaviors of expatriates.

HCNs play an important role in expatriate adjustment process and performance (Hailey 1996; Varma, Toh and Budhwar 2006; Takeuchi 2010) and their attitudes toward expatriates are likely to shape the way they treat expatriates. Depending on their direction and strength, HCNs' attitudes may either facilitate or complicate the adjustment process of expatriates. HCNs' attitudes may also influence their appraisals of expatriates' performance. For example, negative attitudes toward expatriates may lead to negative perceptions and decrease HCNs' likelihood of supporting their socialization and adjustment process. Regardless of the quality of the actual work of expatriates, negative attitudes and perceptions may result in negative performance appraisals for them. However, HCNs constitute a 'neglected stakeholder' in expatriate adjustment research (Takeuchi 2010) and there is only a small body of research focusing on HCNs' perspective and the influence of their attitudes toward expatriates on the expatriation process (e.g. Toh and DeNisi 2003, 2005, 2007; Varma, Pichler, Aycan and Budhwar 2008).

Development of ATEX is expected to fill the void in the expatriation literature and contribute to research on the impact of HCNs' attitudes on expatriates' adjustment and performance. We examined construct validity of ATEX in three ways: (1) testing the correlations between ATEX and individual-difference variables (i.e. personality, attitudes toward diversity and ethnocentrism); (2) examining the differences between the attitudes of HCNs who have and do not have previous experience with expatriates; and (3) testing the correlation between the quality of the experience with expatriates and ATEX. We also examined criterion-related validity by analyzing the relation of the attitudes with HCNs'

intention to provide social support to expatriates and their preference to work with local versus expatriate managers.

### ***HCNs in the expatriation process***

There are three lines of research concerning HCNs in the expatriation process: (1) the differences between HCNs and expatriates, (2) the role of HCNs in the cross-cultural adjustment and performance of expatriates, and (3) HCNs' attitudes toward expatriates. In the first line of research, several studies examined the differences between HCNs and expatriates (e.g. Su and Richelieu 1999; Camiah and Hollinshead 2003; Danis 2003). The main differences were listed as culture, language, values, managerial practices, work styles and business ethics. These differences can serve as potential sources of negative or positive attitudes toward expatriates (Ali and Azim 1996; Hailey 1996; Kuehn and Al-Busaidi 2000; Danis 2003). They may lead to problems in communication, especially when they are combined with the language barrier (Watanabe and Yamaguchi 1995).

In the second line of research, the role of HCNs in cross-cultural adjustment of expatriates via interaction and socialization was emphasized (Aycan 1997; Florkowski and Fogel 1999; Caligiuri and Lazarova 2002; Hechanova et al. 2003; Toh and DeNisi 2003, 2005, 2007; Takeuchi 2010). HCNs play a significant role in the socialization of expatriates, since they act as socializing agents for them (Toh and DeNisi 2007). HCNs have to perform as coworkers while working at the same settings with expatriates. They are also important sources of performance appraisal (Caligiuri 1997) and may serve as potential mentors for expatriates (Carragher, Sullivan and Crocitto 2008). Consequently, HCNs' attitudes toward expatriates would influence the quality of work relationship, support and mentorship, and evaluation of expatriates' performance. Even though numerous studies alluded to the importance of HCNs, only a few studies systematically examined attitudes of HCNs toward expatriates (Hailey 1996; Toh and DeNisi 2007; Varma et al. 2006, 2008).

In the third line of research, HCNs' attitudes toward expatriates were examined. HCNs' preference for expatriates instead of local managers (Yu and Pine 1994), their perceptions of factors leading to easier adjustment and increased performance of expatriates (Sinangil and Ones 1997; Vance and Paik 2002), and their attitudes toward compensation policies for expatriates and its influences on their perceptions of justice in the organization have been investigated (Hailey 1996; Chen, Choi and Chi 2002; Toh and DeNisi 2003; Leung, Zhu and Ge 2009).

### ***Factors affecting HCNs' attitudes toward expatriates***

Construct validity of ATEX was tested using personality and other attitudes of HCNs (i.e. openness to experience, extraversion, attitudes toward diversity and ethnocentrism), and previous work experience with expatriates. Due to lack of research specifically addressing our topic of interest, the literature review presented here is based on diversity management literature and the general social psychology literature about attitudes toward out-group members, such as minorities and foreigners.

### ***Personality and attitudes***

Several researchers have examined the relation between personality variables and attitudes toward minorities and foreigners (e.g. Heaven and Quintin 2003). Some studies considered racism and prejudice as related to personality (e.g. Guindon, Green and Hanna 2003;

Umbach and Milem 2004). Building on this research, this study suggests that various dimensions of personality are relevant to attitudes towards expatriates.

*Openness to experience* is one of the big five personality dimensions of Costa and McCrae (1992). People high in openness have curiosity about the world, interest in new experiences, imagination and insightfulness (McCrae and John 1992). McCrae (1996) investigated social consequences of being high or low on this personality trait and concluded that openness influenced cultural innovation, political ideology, social attitudes, marital choice and interpersonal relations. Specifically, he argued that people high in openness to experience were more likely to adapt to new ideas and lifestyles in their environments. They were also likely to be less conservative in terms of political ideology. Consistent with these arguments, Bouncken, Ratzmann and Winkler (2008) concluded that individuals high in openness had more positive attitudes toward diversity. It was also found that openness to experience was negatively correlated with aversive racism (Silvestri and Richardson 2001).

Further research revealed that being low in openness to experience, conscientiousness and extraversion affected generalized prejudice indirectly through right-wing authoritarianism, whereas agreeableness had an indirect effect through social dominance orientation (Ekehammar, Akrami, Gylje and Zakrisson 2004). In another study, it was found that Whites who were open to experience were 'less rigid in their use of Black stereotypes and more open to stereotype-disconfirming information' (Flynn 2005, p. 823). Their openness to experience scores correlated with their explicit racial attitudes toward Blacks.

A study examining the altruistic behaviors of HCNs toward expatriates revealed that openness to experience of HCNs was positively associated with HCNs' adjustment to interacting with expatriates (Wang 2008). In this study, HCNs who are high in openness to experience are expected to be more comfortable with working with expatriates, more likely to enjoy working with people from different cultures and, therefore, have more positive attitudes toward them, compared to HCNs who are low in openness to experience. This relationship was examined as evidence for the construct validity of ATEX.

*Hypothesis 1:* There is a positive correlation between HCNs' openness to experiences and ATEX.

*Extraversion* is defined as a sense of sociability (Costa and McCrae 1992). Research revealed that extraverted individuals have a general tendency to seek social stimulation and behave in assertive, energetic and outgoing ways (McCrae and John 1992). Extraverts have tendencies toward liberalism, realism, hedonism and non-religiousness (Wilson and Brazendale 1973) and positive attitudes toward diversity (Bouncken et al. 2008), and they are less likely to have aversive racism (Silvestri and Richardson 2001).

It can be expected that more extraverted HCNs feel more comfortable working with expatriates compared to introverted HCNs, because of their attributes such as warmth, assertiveness, excitement seeking and positive affectivity. Having such characteristics may lead to a general tendency to approach expatriates in a friendly manner and to perceive their presence as a positive opportunity, rather than a threat. If found, the relationship between extraversion and attitudes toward expatriates would be an evidence of construct validity of ATEX.

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

Other dimensions of personality, i.e. agreeableness, neuroticism and conscientiousness, were not included in the hypotheses because of the lack of consistent findings relating these dimensions to attitudes toward expatriates.

*Attitudes toward diversity* are based on recognition and acceptance of differences and similarities of other people (Miville et al. 1999). It was found that attitudes toward diversity were positively correlated with racial identity, autonomy, mature and healthy aspects of empathy, and favorable attitudes toward feminism and androgyny, whereas they were negatively correlated with homophobia and dogmatism (Miville et al. 1999). Negative attitudes toward diversity were associated with high absenteeism and turnover intention, and low organizational commitment of local employees in diverse work settings (Alserhan, Forstenlechner and Al-Nakeeb 2010).

It was expected that HCNs who have more positive attitudes toward diversity will have positive attitudes toward expatriates. The positive relationship between attitudes toward diversity and ATEX would be an indicator of construct validity.

*Hypothesis 3:* There is a positive correlation between HCNs' attitudes toward diversity and ATEX.

*Ethnocentrism* is viewed as ethnic group self-centeredness leading to out-group negativity (Bizumic and Duckitt 2007). High levels of ethnocentrism result in increased in-group identification and discrimination against other groups (Perreault and Bourhis 2010), which can also lead to absence of cooperation with members of out-groups (Hammond and Axelrod 2006). Billiet, Maddens and Beerten (2003) found that ethnocentric people who had strong national identities were generally more likely to have negative attitudes toward foreigners. Florkowski and Fogel (1999) found that when expatriates perceived HCNs as ethnocentric, they experienced difficulty of adjustment and low levels of commitment to host company.

In this study, it was expected that HCNs high in ethnocentrism would have negative attitudes toward expatriates, as a result of their general negative attitudes toward out-groups.

*Hypothesis 4:* There is a negative correlation between HCNs' ethnocentrism and ATEX.

#### *Previous work experience with expatriates*

The presence and quality of previous work experience with expatriates was examined to test the construct validity of ATEX. On the basis of the Contact Hypothesis, Allport (1979) argued that direct contact among members of conflicting social groups decreases prejudice and hostility among those groups, depending on the quality of contact. The influence of the contact on relationships also depends on societal factors (e.g. history of groups and population of the minority group) and situational factors (e.g. context of contact) (see Stein, Post and Rinden 2000).

Several studies showed that having previous experience or contact with foreigners was related to a rise in positive attitudes toward them (e.g. Miville et al. 1999; Strauss and Connerley 2003). This idea can be applied to the case of HCNs and expatriates. HCNs who have any kind of prior knowledge about the culture of expatriates use socialization tactics for interacting with them more frequently than HCNs who have less knowledge (Selmer 2001). The study of Emerson, Kimbro and Yancey (2002) showed that individuals who had prior interracial contact in their school or living environment were more open to take part in multiracial occasions, have friends from different ethnic or religious groups, and marry a person from a different race.

*Hypothesis 5:* HCNs who have previous work experience with expatriates have more positive attitudes toward them, compared to those who do not have previous experience with expatriates.

Research revealed that frequency of contact does not significantly affect creation of positive attitudes, although the quality of contact has a crucial role (Schwartz and Simmons 2001). Increased quality of contact with its members increases the likelihood of having positive attitudes toward a group (2001).

*Hypothesis 6:* For the HCNs who have previous work experience with expatriates, quality of experience correlates positively with ATEX.

### ***Behavioral intentions resulting from attitudes toward expatriates***

Researchers have studied the power of attitudes to predict behaviors and developed several theories and models to explain this relationship, such as the Theory of Reasoned Action (Ajzen and Fishbein 1980). Most of these models agreed that attitudes influence behaviors, whereas behaviors can be consistent as well as inconsistent with the attitudes. However, the general tendency is having behavior patterns consistent with attitudes (Ajzen 2005). HCNs' tendency to provide social support to expatriates and their preference for expatriate versus local managers were examined with regard to these theories.

The importance of socialization of expatriates to facilitate their cross-cultural adjustment has been emphasized by several researchers (e.g. Waxin 2004; Toh and DeNisi 2007). The intention of HCNs to provide social support to the expatriates in their social life is important because the expatriates' efforts alone are not sufficient for a successful adjustment process. All types of social support (i.e. instrumental, emotional and informational) have crucial value for expatriates. Toh and DeNisi (2007) defined HCNs as socializing agents for expatriates. Varma et al.'s (2006) study revealed that HCNs' intention to provide social support was likely to decrease when the expatriate was perceived as an out-group member. In another study, Varma et al. (2008) found that Turkish HCNs had willingness to provide role information about their positions 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 rather than supervisors.

In this study, it was expected that HCNs behave consistently with their attitudes. Specifically, it was asserted that HCNs who have positive attitudes toward expatriates would be more likely to state that they were willing to provide social support to expatriates. Furthermore, HCNs can have a tendency to strive for localization of the managerial positions, thus they may prefer local managers rather than foreign managers (Kuhlman and Hutchings 2009). HCNs who have positive attitudes toward expatriates were expected to prefer expatriate managers over local managers, in line with the expectations of attitude–behavior consistency. These relationships indicated in Hypotheses 7 and 8 were tested to examine the criterion-related validity of ATEX.

*Hypothesis 7:* HCNs who have positive attitudes toward expatriates are likely to have intention to provide social support to them.

*Hypothesis 8:* HCNs who have positive attitudes toward expatriates are likely to prefer to work with expatriate managers compared to local managers.

ATEX was developed and validated in two studies. The first study was dedicated to item generation and elimination using two independent datasets. The second study was the validation study, during which items were eliminated further, validity of the measure was tested and dimensionality of the measure was examined.

### Study 1: item generation and elimination

Study 1 consisted of two steps. First, items were generated on the basis of interviews conducted with 15 HCNs and 10 expatriates. Consequently, 60 items were generated. Second, 198 HCNs responded to a questionnaire involving the 60-item version of ATEX and 26 items were eliminated on the basis of their responses.

### Method

#### Sample

For item generation, 25 individuals were interviewed. The sample consisted of 15 Turkish HCNs and 10 expatriates who were working in Turkey at the time of data collection. The HCN sample consisted of 10 interviewees having experience with expatriates and 5 interviewees having no experience with expatriates with the aim of understanding the opinions of HCNs in both cases (see Table 1). All respondents were selected via convenience sampling, especially due to lengthy time requirements of interviews and low

Table 1. Demographic characteristics of participants in all samples of the study.

	Study 1			Study 2 (HCNs)
	Interviews (HCNs)	Interviews (Expatriates)	Questionnaire (HCNs)	
Sample size	15	10	198*	228
Sex				
Male	8	7	112	104
Female	7	3	84	123
Nationality of participants				
Turkish	15	–	198	228
European	–	6	–	–
North American	–	3	–	–
Egyptian	–	1	–	–
Age (in years)				
Mean	41.87	34.00	30.34	30.68
SD	12.75	6.65	6.06	6.42
Education (%)				
Less than University degree	20.0	–	7.1	14.6
University degree	60.0	–	60.4	67.4
Graduate degree	20.0	–	32.4	18.0
Work experience (in months)				
Mean	222.36	–	92.88	106.57
SD	156.84	–	79.81	79.81
Work experience with expatriates (%)				
Yes	66.7	–	58.9	55.6
No	33.3	–	41.1	44.4
Currently working with expatriates (%) (Among those having work experience with them)				
Yes	–	–	46.9	49.2
Position of the expatriates vis-à-vis HCN (%)				
Higher	100	–	92.9	91.5
Same	30**	–	6.3	6.8
Lower	20**	–	0.9	1.7

Note: –, Not measured/Not applicable. \*Two participants did not report their sex. \*\*They had work experience with different expatriates at different levels.

accessibility of expatriates. Because of the difficulty in reaching expatriates working in private companies in high-level positions, four of expatriate interviewees were foreign teachers working in Turkey. This situation can be perceived as a limitation, but actually served to increase the heterogeneity of the sample and improve the generalizability of the scale to different employee groups.

For item elimination, an online questionnaire involving the 60-item version of ATEX was developed. The final sample consisted of 84 female and 112 male respondents (two respondents did not report their sex) with a mean age of 30.34 ( $SD = 6.06$ ). Sixty percent of them had undergraduate degree and 30 percent had master's degree. Sixty-five percent of them were working for privately held multinational companies primarily involved in foreign markets, whereas the rest of them were working for public or family-owned companies primarily involved in the local market. Almost, 70% of the participants were holding non-managerial positions at the time of data collection, whereas the rest of them were holding managerial positions. Sixty percent of the participants had experience with expatriates as subordinates of the expatriates. Table 1 presents the demographic information for the two samples used in item generation and initial item elimination.

#### *Measurement for item generation*

Two sets of interview questions were prepared for HCNs and expatriates, separately. All interviews were conducted as structured interviews. For HCNs, interviews started with demographic questions (see Table 1) and continued with questions on their opinions about expatriates. Interviewees were asked to complete a sentence beginning with 'Expatriates are ...' using descriptions and/or adjectives. Another sentence they were asked to complete was 'Compared to the local managers, expatriates are ...'. As a next step, interviewees were asked to evaluate the descriptions and adjectives as positive, negative or neutral attributes. For example, if they stated 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 their specific needs for learning Turkish, familiarizing themselves with 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 there had been an opportunity to make a choice. They explained reasons for their preferences in detail.

For expatriates, demographic questions were followed by questions to understand how expatriates perceived HCNs' attitudes and intentions. Similar to the HCNs, expatriates were asked to complete the sentences beginning with 'I think the opinions of HCNs 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 as positive, negative or neutral attributes one by one. 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 perceptions of the reasons behind supportive or non-supportive behavior of HCNs were questioned. The 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.

### *Measurement for item elimination*

The questionnaire used for initial item elimination consisted of two sections, in addition to the section measuring demographics.

*ATEX.* The first version of ATEX was developed on the basis of the responses gathered during the interviews conducted in the item generation step. This version consisted of 60 items, 21 of which were negatively worded. Respondents rated them on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

*Social desirability.* The seven-item short form of the Social Desirability Scale developed by Crowne and Marlowe (1964) was used to assess social desirability tendencies of participants. Participants indicated if items such as 'I like to gossip sometimes' were *true* or *false* for themselves. The internal consistency of the scale was  $\alpha = 0.52$ . Reliability of this measure could not be improved despite various attempts (e.g. item elimination).

### *Procedure*

For item generation, interviews were conducted at different places such as interviewees' offices, meeting rooms of their companies or their places of residence. All interviews were manually recorded. Interviews took approximately 25–30 minutes each. For item elimination, approximately 1000 individuals were reached via snowballing through personal contacts. They received the e-mails introducing the aim of the study briefly and involving the link to the online questionnaire uploaded to questionpro.com. A total 202 of them filled in the questionnaire corresponding to a response rate of 20%. Data from four participants could not be used due to extensive missing data. It took approximately 10–15 minutes to complete the questionnaire.

## **Results**

The primary aim of the study was to develop a measure of HCNs' perception of the attitudes and behaviors of expatriates as the basis of HCNs' attitudes toward expatriates. Before continuing data collection with the purpose of testing the validity of the measure, the initial item selection procedure was conducted with the data collected during the first study. 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 (DeVellis 2003). In addition to these criteria, three items that could not be specifically considered as items representing attitudes toward expatriates were eliminated. Due to insufficient sample size, these items could not be factor analyzed in Study 1. Out of 60 items of the first version of ATEX, 26 items were eliminated and the second version of the scale consisted of 34 items ( $\alpha = 0.88$ ) with a mean score of 3.28 (SD = 0.41). The composite score for these remaining items were calculated and the composite score for the 34-item ATEX did not correlate with social desirability,  $r = -0.126$ ,  $p > 0.05$ . Therefore, these 34 items were included in the second study.

## **Study 2: validation study**

### *Method*

#### *Sample*

A total of 228 respondents filled out the questionnaire. The final sample consisted of almost equal number of female and male respondents with a mean age of 30.68

(SD = 6.42). Most of the 228 respondents had a bachelor's degree. Eighty-six percent of participants were working in private or foreign companies, and almost half of the participants were employed in companies primarily involved in the local market, whereas the other half were employed in companies primarily involved in foreign markets. Most participants were holding non-managerial positions. More than half of them had work experience with expatriates. Among them, the majority had experience with expatriates in positions higher than their own and almost half of them were still working with expatriates at the time the study was conducted. See Table 1 for detailed information.

### Measurement

The questionnaire consisted of eight sections, in addition to the section measuring demographics.

*ATEX.* ATEX consisted of 34 items, 15 of which were negatively worded. Respondents rated each item on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).<sup>1</sup>

*Openness and extraversion.* The short form of the Turkish adaptation of NEO-PI-R (Costa and McCrae 1992) by Gulgoz (2002) (NEO-FFI-TR) was used. Reliability scores for the measure were 0.70 for extraversion and 0.71 for openness to experience. The form consisted of 60 items measuring five dimensions of personality and participants rated each item on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

*Attitudes toward diversity.* Ten items of the 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 a reliability coefficient of 0.80 and consisted of 'realistic appreciation' (cognition), 'comfort with difference' (feeling) and 'diversity of contact' (behavior) subscales (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 whole scale was  $\alpha = 0.82$ . Cronbach's  $\alpha$  values were 0.84 and 0.81 for comfort with difference and diversity of contact subscales, respectively. The realistic appreciation subscale was not involved in the study due to the irrelevance of the items with the current research.

*Ethnocentrism.* The Generalized Ethnocentrism Scale developed by Neuliep and McCroskey (1997) was used to measure the construct. Participants rated the items on a five-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The 24 items of the scale were translated and back translated. The internal consistency of the scale was  $\alpha = 0.68$ . Eight items were removed because they either had low item-total correlations or were difficult to comprehend and respond to. The remaining items were the most appropriate items. The internal consistency became  $\alpha = 0.84$  after elimination.

*Previous work experience with expatriates.* Participants responded to the question 'Did you work or are you working with any expatriates?' by choosing yes or no. For the respondents who had experience working with expatriates, further questions addressed the duration of their working with expatriates, and the organizational level of the expatriates in comparison to the respondents.

*Quality of work experience with expatriates.* Participants who had previous work experience with expatriates were asked to evaluate the quality of their experience on a 5-point scale ranging from 1 (*very negative*) to 5 (*very positive*).

*Social support.* The four-item scale ( $\alpha = 0.78$ ) developed by Caplan, Cobb, French, Van Harrison and Pinneau (1980) was used. In addition to these items, five items were developed by the present researchers based on the interview responses obtained during item generation. Respondents rated their level of willingness to engage in specific actions with their potential expatriate managers on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Factor analysis revealed a single factor for this measure and the internal consistency was  $\alpha = 0.87$ .

*Preference to work with expatriates.* To measure the preferences, two sentences were presented: 'I would prefer to work with a foreign manager' and 'I would prefer to work with a local manager'. Respondents rated these items using a 7-point scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The expatriate preference score was calculated by subtracting the local manager score from the foreign manager score. Higher scores indicated higher preference for expatriates.

### *Procedure*

A total of 68 respondents were reached via personal contacts and they filled out the questionnaire as hard copy. The rest of the respondents filled it out online. In the latter case, the link to the questionnaire web site on surveymonkey.com was sent to various professional online groups with unknown number of members. Therefore, it was hard to estimate the response rate. It took approximately 20–25 minutes to complete the questionnaire.

### *Results*

Before hypothesis testing, two sets of data in Study 1 ( $N = 198$ ) and Study 2 ( $N = 228$ ) were combined to conduct the factor analysis. Two items were initially eliminated because of near-zero item-total correlation. Exploratory factor analysis with a varimax rotation was conducted for the remaining 32 items of ATEX. The factor analysis revealed seven orthogonal factors having eigenvalues over one and explaining a total of 52.08% of the variance. Six items were eliminated due to loading on multiple factors. In addition, two items were eliminated due to mismatch to the overall content and the factor meaning, because the meanings of statements were not coherent with either any specific factors or the complete scale. The second factor analysis revealed five orthogonal factors explaining 49.33% of the variance (Table 2).

The first factor was labeled as 'adaptation' and consisted of six 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  $\alpha = 0.69$ . Sample items were: 'They can't adapt to the corporate culture' and 'They are prejudiced about our culture and they regard their own cultures as superior'.

The second factor was labeled as 'transformational capacity'. It contained five items and explained 10.59% of the variance. Internal consistency among items was  $\alpha = 0.75$ . Items were related to expatriates' success in developing new models for work and sharing their knowledge and experience with the HCN employees, such as 'They transfer the knowledge and experience they gained from different cultures to our organization'.

The third factor was labeled as 'openness'. It consisted of six items about expatriates' openness to different ideas and working with HCNs. Internal consistency was  $\alpha = 0.66$  and this factor explained 6.12% of the variance. Sample items were: 'They are not in favor of traditions and they are receptive to innovation' and 'They are flexible'.

Table 2. Principal components factor analysis of ATEX with varimax rotation: the final structure.

Items	Factor loadings				
	1	2	3	4	5
<i>Factor 1: Adaptation</i>					
They strain in adapting to the rules of our country; they do not adopt and apply the rules (R)	0.71	0.07	0.00	0.14	0.02
They cannot adapt to the corporate culture (R)	0.70	0.12	0.01	0.13	-0.06
They are prejudiced about our culture and they regard their own cultures as superior (R)	0.65	0.01	0.26	0.00	0.22
They inevitably experience cultural conflict with employees in our country (R)	0.63	0.08	0.09	-0.08	0.22
They are not interested in learning our culture (R)	0.60	0.20	0.15	-0.05	0.02
It's difficult for them to adapt to the conditions in our country (e.g. political and economical instability) (R)	0.53	-0.17	-0.12	0.10	0.19
<i>Factor 2: Transformational capacity</i>					
They are good role models for their subordinates	0.03	0.74	0.06	0.18	0.23
They lead to positive changes in working order/environment	0.05	0.72	0.11	0.13	0.22
They transfer the knowledge and experience they gained from different cultures to our organization	0.12	0.61	0.08	-0.07	-0.26
They know how to encourage employee efficiency and quality, and how to motivate the employees	0.12	0.56	0.37	0.25	0.04
They deserve their positions because of their success	0.05	0.52	0.03	0.25	0.37
<i>Factor 3: Openness</i>					
They are not in favor of traditions and they are receptive to innovation	-0.09	0.07	0.73	0.25	0.03
They are flexible	0.04	0.02	0.69	0.02	0.23
They are open to different opinions	0.13	0.11	0.60	0.43	0.06
Their behavior is business oriented	0.35	0.16	0.50	-0.29	-0.16
They are congenial and friendly with their coworkers	0.20	0.30	0.50	0.16	0.12
They are open to their coworkers	0.14	0.25	0.42	0.40	-0.07
<i>Factor 4: Professionalism</i>					
They remain calm when they face problems	0.02	0.03	0.08	0.65	0.04
They are good team players	0.11	0.36	0.22	0.62	-0.04
They are successful in differentiating personal and business relationships	0.05	0.05	-0.02	0.61	0.06
They have self-confidence	-0.01	0.10	0.18	0.61	-0.12

(Continued)

Table 2 – continued

Items	Factor loadings				
	1	2	3	4	5
They value training and personal development	0.04	0.39	0.30	0.44	-0.17
<i>Factor 5: Perceived justice of expatriate privileges</i>					
Their salaries are higher than what they deserve (R)	0.25	0.09	0.05	0.00	0.65
It's not necessary to prefer them over local managers, except for the positions requiring specialization and specific knowledge (R)	0.13	0.12	0.16	-0.12	0.62
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 $\alpha$	0.69	0.75	0.66	0.68	0.25*

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

The fourth factor was named as 'professionalism'. It consisted of five items indicating different aspects of professionalism of expatriates, such as 'being good team players', 'valuing training and personal development' and 'being successful in differentiating personal and business relationships'. Internal consistency of this factor was  $\alpha = 0.68$  and it explained 5.80% of the variance.

Finally, the fifth factor was labeled as 'perceived justice of expatriate privileges' and consisted of two items: 'Their salaries are higher than what they deserve' and 'It's not necessary to prefer them over local managers, except for the positions requiring specialization and specific knowledge'. The items were significantly correlated,  $r = 0.25$ ,  $p < 0.01$ , and this factor explained 4.62% of the variance.

The internal consistency of the 24-item final version of ATEX scale (9 negatively worded items and 15 positively worded items) was  $\alpha = 0.83$ . Internal consistency among items was calculated and then overall scale score and subscale scores were computed for each factor on the basis of averages of responses. Intercorrelations among all variables were calculated (see Table 3).

Hypothesis 1 stated that there would be a positive correlation between ATEX and openness to experience and it was supported by the data. Hypothesis 2 stated that there would be a positive correlation between ATEX and extraversion, and results revealed that both correlations were significant. Hypothesis 3 stated that there would be a positive correlation between ATEX and attitudes toward diversity. The significant correlation between ATEX and this construct supported this hypothesis. Hypothesis 4 stated that there would be a negative correlation between ATEX and ethnocentrism. Results supported this hypothesis; ATEX and ethnocentrism correlated significantly.

Hypothesis 5 stated that HCNs who had previous work experience with expatriates would have more positive attitudes toward them, compared to those who do not have previous experience with expatriates. To test this hypothesis, independent samples  $t$ -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 5 was supported. The average ATEX score of

Table 3. Descriptive statistics and intercorrelations among all study items.

	Mean	SD	1	2	3	4	5	6	7	8
Scale scores										
1. ATEX	3.36	0.38	–	0.28**	0.20**	0.26**	–0.25**	0.48**	0.34**	0.31**
2. Extraversion	51.78	8.55		–	0.35**	0.33**	–0.20**	0.16*	0.32**	0.14
3. Openness to experience	51.50	9.63			–	0.51**	–0.41**	0.29**	0.33**	0.11
4. Attitudes toward diversity	3.93	0.61				–	–0.57**	0.29**	0.41**	0.35**
5. Ethnocentrism	2.32	0.48					–	–0.32**	–0.29**	0.20*
6. Preference to work with expatriate over local managers	–0.11	2.49						–	0.23**	0.42**
7. Intention to provide social support	3.79	0.61							–	0.39**
8. Quality of experience <sup>a</sup>	3.74	0.85								–

Notes:  $N = 228$ . \*  $p < 0.05$ ; \*\*  $p < 0.01$ .<sup>a</sup> For participants having experience with expatriates,  $N_1 = 127$ .

the participants having experience with expatriates was 3.41 (SD = 0.40), whereas the average score was 3.31 (SD = 0.36) for participants without prior experience with expatriates.

Hypothesis 6 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, the quality of the experience was significantly correlated with ATEX. As a result, Hypothesis 6 was supported. All these findings provided support for the construct validity of ATEX.

Hypothesis 7 stated that there would be a positive correlation between ATEX and intention to provide social support to expatriates. This correlation was also significant. Hypothesis 8 stated that there would be a positive correlation between ATEX and strength of preference score for expatriate managers compared to local managers. This correlation was significant. Both these findings constituted evidence for the criterion-related validity of ATEX.

## **Discussion**

The aim of this study was to develop a measure of HCNs' perceptions of the attitudes and behaviors of expatriates. The first version of ATEX consisted of 60 items. After the initial item elimination, 34 items remained. These items were used for the validation study. From this set of 34 items, two items were eliminated due to low item-total correlation and eight items were eliminated due to loading on multiple factors. The final version of ATEX consisted of 24 items, 9 of which were negatively worded.

Factor analysis revealed that the final version of ATEX consisted of five dimensions: adaptation (six items), transformational capacity (five items), openness (six items), professionalism (five items) and perceived justice of expatriate privileges (two items) (see Table 2). ATEX was not initially designed as a multidimensional construct, therefore, factor analysis was conducted only for exploratory purposes. Even though these components seem meaningful, we do not suggest using them as separate scales for several reasons. First, we did not have a particular factor structure in mind at the beginning of our study. Before recommending the use of this structure, future studies with different samples should check for its stability. Second, items loaded on each factor did not produce high internal consistency estimates. Reliability scores for each dimension were moderate, ranging from 0.66 to 0.75, but the reliability score for the whole measure was high ( $\alpha = 0.83$ ). Third, 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. Openness to experience did not correlate significantly with perceived justice of expatriate privileges and transformational capacity. Attitudes toward diversity did not correlate significantly with openness. Consequently, use of all items in ATEX as a unidimensional rather than a multidimensional measure is more meaningful as a diagnostic tool to understand HCNs' attitudes toward expatriates.

In general, data supported our hypotheses and provided evidence for the construct and criterion-related validities of ATEX. ATEX had significant positive correlations with openness to experience, extraversion and attitudes toward diversity, and negative correlation with ethnocentrism. These correlations supported the construct validity of the measure. Individuals who were either high in openness to experiences, high in extraversion or who had positive attitudes toward diversity were more likely to have high

ATEX scores, whereas those with ethnocentric attitudes were less likely to have high ATEX scores.

ATEX scores of the HCNs who had previous work experience with expatriates were higher than those without previous work experience with expatriates. The quality of the work experience with expatriates correlated positively with ATEX scores. These findings further supported the construct validity of ATEX. Consistent with the Contact Hypothesis (Allport 1979), having prior work experience with expatriates led to positive attitudes toward them and the quality of this experience played an important role in formation of positive attitudes.

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

The scale was developed in Turkey and generalizability to different cultures might be a problem. However, this problem is common to all measures developed in the USA or Europe. It should be noted that almost all of the participants were working and living in Istanbul, a city known as the third largest metropolitan area in Europe, after London and Moscow (<http://en.wikipedia.org/wiki/Istanbul>). Half of the participants had overseas life and work experience. More than half of them had worked with expatriates. Participants of this study were from Turkey, but they were likely to have very similar mind-sets and life styles with white-collar, middle-, upper-income professionals working in global corporations. Thus, we argue that the final version of ATEX can be applicable for all expatriates regardless of their cultural backgrounds or the HCNs' cultural backgrounds. Nevertheless, cross-cultural validation is required to use ATEX for studies or training programs in different cultures, just like any measure developed in a single country.

The study had several limitations. The sample was not a random sample and it was mostly reached via convenience sampling and snowballing. HCNs without any prior experience with expatriates were hesitant to participate in the study. They claimed that they did not have anything to tell. Consistent with their own assumptions, those HCNs produced limited responses. This limitation arose from the difficulty of imagining how it would be to work with expatriates or how expatriates would behave. Nevertheless, the target of attitudes in an attitude measure may be a phenomenon that is not experienced by the respondent (e.g. abortion).

The internal consistency of the Marlowe–Crowne Social Desirability Scale was  $\alpha=0.52$ , and it could not be improved despite various attempts such as item elimination. We opted for retaining this measure despite its low  $\alpha$  because the items that were eliminated due to high correlation with the social desirability measure seemed prone to socially desirable responding (e.g. 'They don't shun from taking responsibility'). We also computed the correlation of each item of ATEX with the composite score of two items in the social desirability scale, which had the highest intercorrelation,  $r = 0.26$ ,  $p < 0.01$ . The decision regarding the elimination of the items remained the same after this additional analysis. Despite the failure of social desirability scale, social support scale enriched during this study yielded good results.

Development of ATEX was an important initial step toward understanding the attitudes of HCNs. ATEX can be used for further research on expatriate adjustment and performance, since attitudes toward expatriates can explain the variance in performance and adjustment of expatriates. The relations between HCNs' attitudes and adjustment and

performance of expatriates, and mediating roles of potential factors such as providing social support to expatriates should be examined in detail. Future studies can address the influence of HCNs' attitudes on perceived organizational support and expatriates' organizational citizenship behaviors as well as their adjustment to the new country (e.g. Liu 2009). Moreover, potential influences of attitudes of HCNs on their own performance and organizational commitment in work settings involving expatriates can also be studied (e.g. Shay and Baack 2004). HCNs' attitudes toward expatriates from culturally distant versus close countries, and toward male versus female expatriates can be examined in detail (Varma et al. 2006). Given that HCNs' attitudes and their willingness to provide social support to expatriates correlated significantly in this study, future studies can focus on the effects of positive or negative attitudes on the ease of expatriates' role transition with the help of HCNs (Toh and DeNisi 2007; Takeuchi 2010).

Measuring HCNs' attitudes can have influences on HR practices as well. The benefits of cross-cultural training programs for expatriates are well known (see Vance and Paik 2002). HCNs should receive cross-cultural training for easier adjustment to work with expatriates (Toh and DeNisi 2005), and training programs can be tailored according to their responses to ATEX. To improve the effectiveness of the training programs, ATEX can be used as a diagnostic tool for development of specific programs for expatriates. The benefits of assigning host country mentors to expatriates were emphasized by Carraher et al. (2008). Attitudes may also have an influence on the quality and effectiveness of HCN mentorship provided to expatriates. Thus, measuring the attitudes beforehand may help with selecting an appropriate mentor for a specific expatriate and increase the chances of creating a high quality mentor-mentee relationship.

Another important contribution of this study was the further development of the social support scale used in the main study. The original social support scale of Caplan et al. (1980) consisted of four items. The remaining five items were developed on the basis of the responses in the interviews conducted for the first study. This new measure had a good internal consistency and a single strong factor structure. The additional items were: 'I'd allow him/her to use my car', 'I'd help him/her to familiarize himself/herself with the town', 'I'd inform him/her about the appropriateness of his/her behaviors' and 'I'd introduce him/her to my social settings'.

Further research should primarily focus on the cross-cultural validation of the scale. This scale should also be tested for different target groups of expatriates to map the nature of attitudes of particular HCNs toward particular expatriates. Research can also be conducted by manipulating several characteristics of the hypothetical potential expatriates assigned to a local organization. These results would provide deeper information about attitudes toward expatriates from different nations, genders, age groups, educational backgrounds or organizational levels.

## Note

1. All questionnaires used for data collection, except for the interviews with the expatriates, were administered in Turkish. The final version of ATEX consisting of 24 items was translated to English for the present manuscript. In addition to the translation and back translation procedure, 16 bilingual graduate students responded to both versions two weeks apart, to compare their responses to Turkish and English items. In both questionnaires, the items were presented in random order for any participant. Results of paired samples *t*-test revealed that the total scores of English and Turkish versions of ATEX were not different,  $t(15) = 1.536$ ,  $p = 0.15$ .

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