

Arman, G. & Aycan, Z. (2013). Host country nationals' attitudes towards expatriates: Development and validation of a measure. *International Journal of Human Resource Management*, 24 (15), pp. 2927 – 2947.

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

Items	Factor Loadings				
	1	2	3	4	5
Factor 1 : Adaptation					
They strain in adapting to the rules of our country; they don't adopt and apply the rules. (R)	0.71	0.07	0.00	0.14	0.02
They can't 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 Turkish employees. (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
Factor 2 : Transformational Capacity					
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
Factor 3 : Openness					
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
Factor 4 : Professionalism					
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
They attach importance to training and personal development.	0.04	0.39	0.30	0.44	-0.17
Factor 5: Perceived Justice of Expatriate Privileges					
They get higher salaries than what they deserve. (R)	0.25	0.09	0.05	0.00	0.65
It's not necessary to choose them over Turkish 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	.69	.75	.66	.68	.25*

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