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**ΑΝΑΛΥΣΗ ΣΤΗ ΣΤΑΣΗ ΥΠΑΛΛΗΛΩΝ ΠΟΛΥΕΘΝΙΚΩΝ ΕΤΑΙΡΙΩΝ ΩΣ  
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ΕΠΙΡΡΟΗΣ ΤΗΣ ΕΘΝΙΚΗΣ ΚΟΥΛΤΟΥΡΑΣ**

της

ΑΓΛΑΙΑΣ ΧΑΛΚΙΑ

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## Abstract

This paper aims at identifying issues regarding international performance appraisal, in the light of empirical investigation into the influence of national culture. This is achieved through the participation of a small sample of Greek employees of a multinational subsidiary. Results are analyzed and cross-checked with cultural theories (Hofstede, Trompenaars) and international performance appraisal links (Groechl).

Taking into account the small size of the sample, no generalizations will be supported or rejected however an effort to draw inferences is made. Apart from the size bias, it should be taken into consideration that measurement of culture is difficult to achieve, when even its understanding is quite complex.

The results support that Greece is a collectivistic, high uncertainty society and low power distance society. However, evidence does not support its low score on achievement orientation. Various areas of performance appraisal such as multisource assessment, relationship with the appraiser and formality of the appraisal system are further discussed in an effort to explain the attitudes of the employees.

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## **1. INTRODUCTION**

In order for businesses to survive, it is essential to identify global opportunities. Often, businesses that extent their activities globally, do not take into consideration factors such as national culture and its degree of influence on their business practices. In the case of multinational organizations, targets are translated into standardized practices and procedures and while parameters such as legislation are taken into account, differences regarding employee attitudes and preferences are overlooked. Lack of adaptability can lead to non realization of pursued strategic goals resulting in increased cost.

Effective human resources management is substantially affected by the degree of adjustment to national culture and the integration of various cultural dimensions on the application of practices and procedures. Human Resource Management like any other function within the company must develop and adapt if necessary to cultural circumstances and conditions. This is true of all areas of HRM, including performance appraisal, an increasingly important part of the human resource function. Although, many studies have dealt with the issue of international HRM, the area of international performance appraisal is under researched.

However, a basis of research can be found in studies such as those by Trompenaars (1998) and Hofstede (1980) who have tried to break down culture into dimensions and categorize countries in respect of values and attitudes. Many studies concerning the national cultural impact on performance appraisal (Schneider and Barsoux, 1997, Farth et

al. 1991, Snape et al. 1998, Ramamoorthy and Carroll, 1998) have tried to explore how different cultural dimensions influence the appraisal process. These studies have found that employees have different attitudes towards the appraisal performance process depending on their country of origin. Differences between Greece and other countries are indicated in a number of studies (Globe study; House et al., 1999, 2004, Cranet study, Papalexandris et al , 1999, Hofstede, 1980). GLOBE study (House et al., 1999, 2004) positioned Greece low in performance and future orientation, while Cranet study (1999)<sup>1</sup> has shown that in Greece performance appraisals are mostly used for promotion potential as compared to the rest of the EU where the primary reason for using appraisals concerns individual training needs. Furthermore, employee participation in his/her own appraisal is not used a lot in Greece, which causes dissatisfaction, doubts and objections towards performance appraisal results (Papalexandris et al. 2001). It should be noted also that Greece scores high in *society as should be*, which indicates dissatisfaction for *society as it is* (Globe study). This could mean that although culture can influence the way of doing things in the workplace, it doesn't always express peoples' feelings and attitudes.

Through the participation of a multinational Greek subsidiary and the comparison with past studies, an effort is made to pinpoint similarities and differences in attitudes of Greek employees towards performance appraisal. Due to the small number of participating employees, the purpose of the present study is limited to identifying possible key issues indicating ground for further research. Analysis will be made taking into account the limitations of the current and previous studies.

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<sup>1</sup> In Papalexandris N., Chalikias J. & Panayotopoulou L. (2001) Comparative research in HRM practices in Greece and in the EU. Athens, Benos Publications

## **2. LITTERATURE REVIEW**

### **2.1. The Cultural Perspective**

Various efforts have been made to define the dimensions of national culture (Hofstede, 1980, 2001, Trompenaars, 1998). Trompenaars (1998) has compared culture to an onion. Culture just like an onion is composed of different layer-though in the case of culture there are only three layers. The skin of the culture is the outer layer-what people confront first. The middle layer reflects the values and the norms of the community, while the innermost layer is the core of the culture consisted of basic assumptions which can be measured by cultural dimensions. According to Trompenaars (1998), there are seven dimensions that invisibly affect the people within a country. These are: universalism-particularism, individualism-collectivism, neutral-affective, specific-diffuse, achievement-ascription, time (sequential-synchronous), environment (internal-external).

According to Chanchani and Theivanathampillai (2002), Trompenaars dimensions score low on simplicity and are quite complex constructs creating implications for their understanding and application. Also, the dimensions score high in exhaustiveness and low in exclusivity.

Hofstede (2001) has developed five cultural dimensions of his own, however using a different approach. There are three levels of human programming with different degrees of uniqueness: individual, collective, universal. The individual is the “truly unique part”

underlined by the notion that no two people are programmed exactly alike. The collective level of mental programming is shared with people who belong to a certain group but is different with people who belong to other groups. The universal level is the least unique of all levels in which mental programming is shared by everyone. Collective mental programming is what Hofstede defined as *culture*. He identified four cultural dimensions - he later added a fifth one. These are: power distance, uncertainty avoidance, individualism-collectivism, masculinity femininity and the recently added short-term vs long term orientation.

Power distance refers to the degree to which members of an organisation or society expect and agree that power should be unequally shared. A country with low power distance sees a hierarchical relationship as an inequality of roles whereas a country with high power distance considers bosses as authoritarian/ legitimately paternalistic. A power distance index was calculated for each country based on their means for each of the following “items”: a) non managerial employees’ perception that employees are reluctant to disagree with their managers, b) Subordinates’ perception that their boss tends to take decisions in an autocratic or persuasive/paternalistic or a democratic style. The results with the rankings of the fifty countries in terms of power distance can be found in Appendix A.

Uncertainty avoidance indicates the degree to which a national culture values the reduction of uncertainty and ambiguity. Rule orientation, employment stability and stress

are factors used as the basis for identifying the level of uncertainty avoidance for each country.

The third dimension of national culture, individualism, as opposed to collectivism, is reflected in the “relationship between the individual and the collectivity that prevails in a given society” (Hofstede: 2001: 209). In other words, the individualism-collectivism spectrum refers to the degree to which organisational and societal practices encourage and reward collective distribution of resources and collective action (the scorings of each country can be found in the appendix A). Masculinity refers to the extent to which a culture’s dominant values conform to a traditional view of male sex characteristics such as assertiveness and the acquisition of material goods. In a “masculine” society conflicts are resolved by a good fight. Femininity on the other hand reflects dominant values that conform to a traditional view of female sex characteristics that is, an emphasis on caring for others. Unlike in the masculine society, in the feminine one, conflicts are resolved by compromise and negotiation.

The final dimension, long versus short term orientation, was later added to the four dimensions previously mentioned and is based on the teachings of Confucius. “It opposes long-term to short-term aspects of Confucian thinking: persistence and thrift to personal stability and respect for tradition” (Hofstede, 2001:351). Countries which have scored low in long-term orientation have the following characteristics: expectation of quick results, respect for traditions, investment in mutual funds, reciprocation of greetings and favours. On the other hand, societies with high scores in long term

orientation are characterized by persistence, adaptation of traditions to new circumstances, problematic reciprocation considerations and investment in real estate.

Hofstede's cultural dimensions have been extensively criticised by various scholars. Dorfman and Howell (1988) have argued that the scales used should have been independent, that there are problems with the items they are composed of and that they are inappropriately labelled (Jaeger (1986) and Triandis (1982)). The authors also claim that the uncertainty avoidance scale is composed of items that reflect "seemingly disparate constructs" such as level of perceived stress and beliefs regarding whether rules should be broken. Another example demonstrating the fallacy of the scales is the fact that the individual-collectivism scale contains items relevant only to the respondents preferred job goals.

An additional criticism involves implications arousing by the sample used; that is, middle class male employees. Moon and Choi (2001) raise questions as to the pairing and individuality of the dimensions. Are power distance and collectivism really independent? On the other hand, is it really necessary to pair individualism and collectivism? Hofstede has introduced the short-term vs long term dimension as an independent and unique dimension but Moon and Choi express their doubts as to whether that is the case or not. Furthermore, the authors do not consider security, technology, law and religion as appropriate means of measuring uncertainty avoidance. Finally, the variable of masculinity-femininity is considered an inappropriate factor in measuring culture for a society. Insufficient construct validity of Hofstede's cultural instrument is also pointed

out by Blodgett et al. (2008) as it cannot be applied on an individual level. Also, studies targeted at cross-checking Hofstede's country indices have proven to be contradicting (Huettinger, 2008, Kolman et al., 2002).

Lewis (1996) has classified national cultures into three categories (linear-active, multi-active and reactive) each composed of different characteristics related to work style, perception of time, human relationships and preferred approaches to the collection and communication of data.<sup>2</sup> Linear active societies respect authority, are unemotional, relatively patient and keen to keep their private lives to themselves. Furthermore, they prefer to base their decisions on firm data rather than hunches or personal recommendations. Lewis has assigned the English speaking nations and much of Northern Europe to this category. On the other hand, countries within Southern Europe, Africa, the Middle East and Latin America belong to the multi-active categories where social norms include a greater willingness to display emotion rather than logic in terms of persuasion. Other characteristics involve little delegation of authority thus making alteration of plans and procedures an easy process diminishing the need to consult others. The final cultural category, the reactive culture, poses emphasis on listening, integrity, reliability and the avoidance of confrontation in relationships with others. Countries belonging in this category are Turkey, Russia, Finland as well as some Eastern countries.

Issues of communication have also been dealt by Hall et al (1990), in what is termed the “context dimension”. In high-context societies, primary meanings are conveyed non verbally, contextually and situationally. In other words, non-verbal communication is

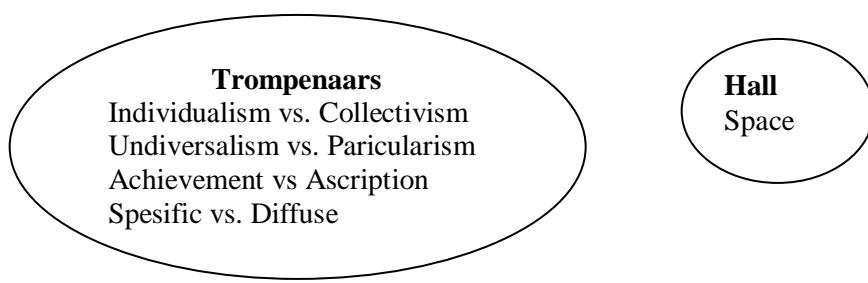
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<sup>2</sup> See Taylor S. (2002) People Resourcing, CIPD Press page 452

appreciated and people understand the importance of what is implicit or not said. On the other hand, in low-context societies, primary meanings are conveyed verbally or through writing. Besides the “context dimension”, Hall has developed two more dimensions: time and space. Within the time dimension, cultures are divided into monochromic and polychromic. Monochromic cultures are characterized by promptness, preciseness and a sequential way of doing things whereas polychromic cultures are characterized by unpreciseness, multi-tasking and a synchronous way of doing things. The third dimension, space, deals with the issue of proxemics that is, the appropriate interpersonal length of distance.

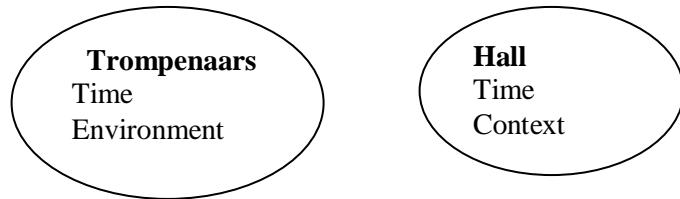
It has been argued that cultural attributes in the theories of cultural dimensions frequently overlap with one another in concept and function. In an effort to provide an inter-theoretical framework, Moon and Choi (2001) have tried to categorize Halls' and Trompenaars' dimensions under Hofstede's dimensions in an effort to indicate how the various variables overlap with each other. The following diagrams depict the relationship of the cultural theories as far as uncertainty avoidance and collectivism vs. individualism are concerned.

### **Individualism vs. Collectivism**



**Figure 1. Trompenaars and Hall on Individualism vs Collectivism. Adapted from Moon and Choi (2001)**

## Uncertainty Avoidance



**Figure 2** Trompenaars and Hall on Uncertainty Avoidance. Adapted from Moon and Choi (2001)

It should be noted that although Hofstede's cultural dimensions underlie many of the concepts found in other cultural theories, they cannot explain Trompenaars' neutral versus affective dimensions.

Moon and Choi (2001) further identify several differences and similarities between Hofstede's and Trompenaars' cultural dimensions. Both Trompenaars and Hofstede agree that individual culture puts the individuals before the group while collectivistic cultures regard individuals as a part of a group. However, Trompenaars stresses that individualism refers to people putting their own interests and those of their families ahead of the interests of others while collectivism refers more on the interests of individuals within a group. Trompenaars thus refers to an individualistic society in a more egoistic sense than Hofstede.

In addition to the aforementioned theories, Schwartz (1992) has developed an alternative theory upon which there are seven basic cultural values. These are: conservation,

hierarchy, intellectual autonomy, affective autonomy, competency, harmony, egalitarian compromise. These values are further structured in two bipolar dimensions of superior order: Autonomy versus conservation, hierarchy and competency versus egalitarian compromise and harmony.

Culture related studies often prove to be contrasting (Imm Ng et al., 2006), while Hofstede's research (1980) and categorization of countries based on proposed dimensions, has received extensive criticism (Blodget et al, 2007, Moulettes, 2007, McSweeny, 2002). Beardwell and Holden (2001) have argued that "measuring attitudes in human beings are difficult enough, but the application of numerous cultural values to the equation makes the work of disentangling one value from another extremely difficult , if not impossible" (Beardwell and Holden,2001:642). They stress that focus on bipolar dimensions poses difficulties; individualism can have differing interpretations from one society to another. Also, the authors go further into arguing that Hofstede and Trompenaars assume a clear relationship between attitudes and behaviours while ignoring the wider context of culture, and failing to locate values in "real historical development patterns and relationships between social groups and institution" (Beardwell and Holden, 2001:643). Finally, one should take into consideration issues arising from ascribing one culture to a whole national context.

## **2.2. The Institutional Perspective.**

The institutional perspective expresses the alternative view to the cultural perspective and argues that there are institutional structures that govern the way organisations operate around the world; “The influence of national and regional institutions and the historical traditions from which they have emerged is important in understanding why institutions differ around the world” (Beardwell and Holden, 2001:643). Taylor (2002:456) notes that although international companies can enforce their own cultural norms to some extent, they are always obliged to manage with the requirements of a country’s legal system. Taylor further identifies three different models of employment regulation that have developed in different countries. The first model involves systems with common-law origins such as the UK, USA and other Anglo-Saxon countries. In a situation like that, the law’s aim is to avoid great involvement concerning the condition and terms in the workplace. The second model involves codified systems mostly found within the European Union, such as the Eastern European countries and also the far Eastern countries (China, Japan).

In the case of codified systems, the state poses the minimum possible number of standards by which companies must abide, and supports the system through frequent policing. The final model, theocratic systems, involves religious principles and sacred texts governing employment regulation and contractual relationships. The Islamic states of the Middle East and South-East Asia are examples where theocratic systems prevail. In such countries, changing the regulations becomes quite difficult since laws derive from

ancient scripts and hold great power. Consequently, it is important to know the various types of existing systems in order to better understand a country.

The institutional perspective's strength, it has been claimed, lies with avoiding culturally based value judgements. However, Beardwell and Holden (2001) argue that significant work using an institutional perspective does at a certain degree on the interpretation of culture. Also, isn't a country's culture depicted at some extent on its regulation and laws? Finally, is judging a country by its "institutions" enough for better understanding the country and its people?

Although both the cultural and the institutional perspective provide a useful insight into understanding the culture of a country, thus helping the process of adaptation of the various managerial processes to fit the needs and the special characteristics of this country, there are several issues to be taken into consideration by managers such as dealing with variations in organisational climate, individual differences, managerial issues, communication styles. The bottom line, once again lies with listening and knowing the employees, their needs and expectations.

## **2.3 International HRM**

Every company that operates in a multinational environment has come face to face with the dilemma of globalisation vs. localization influencing the HR function among others. Brewster (2002) stresses a number of issues for companies that operate internationally.

How can a company that wants to be sympathetic to local cultures, still ensure that it gains optimum value from its internalisation? What is the relationship between the strength of organisational culture and national cultures? It has been argued (Evans and Lorange, 1989) that in geocentric or global companies the corporate culture attempts to override or compensate for the peculiarities of national culture.

HRM practices play an important role, and recognising which of these practices should be decided for the organisation as a whole or locally is crucial for the organisation. Two major studies in the area of international HRM are the Globe project (House et al., 1999, 2004) and the Cranet study (Papalexandris et al , 1999).

### ***GLOBE project***

The GLOBE (Global Leadership and Organisational Behaviour Effectiveness) (House et al. 1999) involves a cross-cultural study of the inter-relationships between organisational leadership, societal and organisational culture. Over 60 nations and 800 organisations have participated in the study. Nine dimensions of societal culture, indicating perceptions of middle managers about the way their societal culture is and should be, have been developed. These dimensions are: uncertainty avoidance, power distance, the individualism-collectivism spectrum, family/organisational collectivism, gender egalitarianism, assertiveness, human orientation, performance orientation and humane orientation.

Apart from uncertainty avoidance, power distance and assertiveness (within the masculinity dimensions) which have been developed by Hofstede (1980), the other dimensions are independent and used for the Globe study in particular. Papalexandris et al. (2002) provides definitions of the rest of the dimensions used. Performance orientation refers to the extent to which an organisation or society encourages and rewards group members for performance improvement and excellence

Future orientation refers to the degree to which individuals in organisations/societies engage in future-oriented behaviours such as planning and investing in the future. Institutional collectivism reflects the degree to which organisational and societal institutional practices encourage and reward collective distribution of resource and collective action whereas family collectivism reflects the extent to which individuals express pride, loyalty and cohesiveness in their organisations or families. The final dimension, gender egalitarianism involves the degree to which an organisation/society minimizes gender role differences.

In the GLOBE study, Greece has low mean scores in “*Society as it is*” and highest scores in “*Society as it should be*”. The following table (Table 1) shows the mean scores and ranking of Greece in each of the nine dimensions in relation to the other participant countries.

**Table 1 Ranking of Greece in relation to other countries. Adapted from Papalexandris et al. (2002)**

Societal Cultural Dimension	Society as is	Country ranking (N=61)	Society should be	Country ranking (N=61)	Differences as is & as should be
	Score	Rank	Score	Rank	Score
Performance orientation	3.20	61	5.81	40	2.61
Future orientation	3.40	51	5.19	48	1.79
Assertiveness	4.58	59	2.96	57	-1.62
Institutional collectivism	3.25	61	5.40	5	2.15
Gender egalitarianism	3.48	27	4.89	16	1.41
Humane orientation	3.34	59	5.23	49	1.89
Power distance	5.40	21	2.39	52	-3.01
Family collectivism	5.27	35	5.46	42	0.19
Uncertainty avoidance	3.39	57	5.09	17	1.70

Papalexandris et al. (2002) argues that the explanation of the Greek results could lie on the fact that the respondents were mostly university graduates and worked in some of the best firms in Greece, thus having high expectations about an ideal societal culture.

### *Cranet study*

The Cranet study is set in a European context and attempts to compare HRM practices across 13 European countries (Austria, Belgium, Bulgaria, Cyprus, Czech republic, Denmark, Estonia, Finland, France, GDR, Germany, Greece, Ireland, Italy, Northern Ireland, Norway, Portugal, Slovenia, Spain, Sweden, Switzerland, The Netherlands, Turkey and UK). The Cranet study focuses on the organisational level and covers issues

such as human resource management strategy, recruitment and selection, training and development, pay and benefits, employee relations and communication.

After a multidimensional analysis the thirteen countries were divided into four clusters:

**Central Southern cluster:** Germany, Austria, Spain, Czech Republic, Slovenia, Italy and Portugal.

**Easter cluster:** Bulgaria, Estonia, Greece, Cyprus, Ireland, Northern Ireland and Turkey

**Nordic cluster:** Denmark, Finland, Norway and Sweden.

**Western cluster:** UK, Switzerland, Belgium, The Netherlands and France.

Again many differences in HR practices can be seen among the Eastern cluster (Greece belongs in that cluster) and the Western cluster. Characteristically, the Easter cluster has shown very weak position of HRM, average formalisation of HR policies and low employee involvement in HRM. On the contrary the Western cluster is characterized by very strong position of HRM, high formalization of HR policies and practices and very high employee involvement in HRM.

As a result of cultural differences among countries, significant problems may arise for a company operating in a multinational environment. Among the various practices within HR that can be influenced by cultural variations, appraisal performance seems to be the most vulnerable.

Magnusson et al (2008) reviewed the validity of cultural frameworks such as Hofstede's, Trompenaars, Schwartz's and Globes as well as the institutional environment. The results of their research indicated that cultural distance constructs based on Hofstede and Trompenaars are characterized by weaker validity than the cultural constructs expressed by Schwartz. Also institutional distance constructs have limited use as they are often linked to economic development rather than culture.

An effort has been made by Bjorkman and Budhwar (2007) to examine the linkage between HRM practices implemented by overseas firms and organizational performance. Their findings indicate that introduction of HRM practices from the foreign parent organization is negatively associated, while local adaption is positively related to the performance of foreign firms.

## 2.4 International Performance Appraisal

Although many studies have treated with international HRM, few of them have been concerned with international appraisal (Schneider and Barsoux, 1997, Farh et al., 1991, Snape et al., 1998, Amba-Rao et al., 2000). In an effort to explore aspects of appraisal in a cross-cultural context, Groechl (2003) used key dimensions (such as power distance, uncertainty avoidance, masculinity and individualism) to underlie issues within the stages and functions of the appraisal process. The author stresses that the key purpose of an appraisal should be the improvement and development of people and their performance. However, this could create restrictions and problems if put in a different cultural context

due to different value systems which would influence interpretations of performance mainly but also interpretations of information about the behaviour, and different attitudes towards evaluators. Groechl (2003) , gives an example of Sneiders' and Barsouxs' (1997) findings, indicating that in the majority of Western organisations, the main focus of appraisals is the appraisee's performance whereas Asian firms focus on employees' personalities and characteristics. The author further argues that appraisals can be culturally influenced in each of the following stages and functions: focus of assessment, assessment methods and criteria, implementation of appraisal systems, choice of appraiser, reviewing past performance.

Taking into account Hofstede's individualism vs. collectivism continuum, Groechl (2003) claims that "the focus of assessment in appraisals in individualistic societies might be more performance oriented, whereas collectivistic societies might emphasize personal relationships and organisational integration and harmony", thus posing problems when the evaluator comes from a different country. As far as assessment methods and criteria are concerned, it should be noted that given the cultural background of the employee, different management styles could be preferred, thus affecting the choice of the appropriate measurement method. Furthermore, managerial competencies can be highly influenced by the national culture of the organisation. A company characterized by a high masculinity culture would appreciate traits such as leadership, independence, challenge and recognition whereas a company characterized by low masculinity would appreciate traits such as co-operation and group decision making.

While implementing an appraisal system a company operating in a multi-cultural environment should take into account that national culture highly influences the degree of formality preferred. Highly individualistic companies would prefer formal appraisal systems as opposed to informal appraisal systems appreciated more in collectivistic cultures (Ramamoorthy and Carroll, 1998). Also, more formalized and standardized appraisal systems could be more appropriate in countries with high uncertainty avoidance. Another important criteria to take into account, is the choice of the appraiser.

According to Hofstede (1994), in low power distance cultures employees feel equal to superiors and thus would prefer a more participative approach, including in their evaluation peers and subordinates. The opposite would apply to employees coming from high power distance countries. Funakawa (1997) argues that multi-source feedback can help the employees in overcoming initial ethnocentric limitations and enhance them in achieving a “geocentric mindset by providing combined input and feedback from both home and host-country sources.

Stark et al. (1998) have conducted a study to examine systematic links between characteristics of national cultures and the nature of performance systems as preferred or resisted by various societies. They found out that familiarity with the appraiser will affect feedback ratings more strongly in particularistic cultures. On the other hand, the relationship between feedback on the dimension of concern and quality is universal no matter what the culture. Stark interestingly notes that cultures which have both achievement and masculine values appear to support acceptance of performance appraisal

since they want to know how they perform. Reviewing past performance is another method that could be proven to be problematic. Groeschl (2003) notes that the feedback process is negatively affected in cultures where there is no or little attention to the past. On the contrary, career development and goal setting make little or no importance in cultures where the future is viewed as fatalistic. In collectivistic societies, discussing performance can often be viewed by the subordinate as an unacceptable loss of fate that is why self-rating is higher in individualistic cultures.

Woodford and Maes (2002) bring forward the issue of national regulation and laws and how these influence the administration of employee performance evaluations. Performed evaluations can be an invaluable resource for defending employment decisions in some countries. The evaluation system of a company operating in a multi-national context has to ensure that employee evaluations fulfil both organisational and legal purposes but also to be firmly linked to the overall strategic organisational objectives. Moreover, the authors suggest that managers should receive training on cultural differences such as work ethics, communication styles and business customs and also to learn how to communicate expectations clearly.

## **2.5 Multinational Companies (MCNs) and Human Resource Management**

According to Lawler (1999), a crucial issue in HRM and host-country nationals (HCNs) is the extent to which an MNC elects to transfer its national or global HRM system to a particular subsidiary or allow the subsidiary to develop (or maintain existing) employment practices rooted in indigenous practices. The author further identifies various factor that influence that extent: the structure of the MCNs' structure, the significance of a given subsidiary to the MNC's overall operations, the importance of specific employee behaviors as the MNC's source of competitive advantage, the degree to which the MNC controls the subsidiary and the degree to which host-country culture and employment laws differ from those of the MNC's home country (as quoted in Taylor, Beechler, and Napier, 1996).

Yamin (2001) argues that foreign subsidiaries, due to environmental fragmentation, tend to organisationally “isolate” from other parts of the multinational corporation, and in an effort to compensate for their isolation, develop close links with the host country thus “emerging” in local and regional environments. Nevertheless, although there may be signs of adaptability from the part of the subsidiary in various areas, among which consumer issues, the same cannot be said regarding management practices especially HR. For example when a foreign company promotes a product in the host company, the consumers are not asked to change their culture, but simply accept the product within their culture. However, when an employee gets evaluated on criteria which are controversial to his own culture it is not the same. If the employee has been raised in a highly collectivistic culture, it is difficult to put leadership skills upon team-work skills

and that of course if the performance criteria are communicated clearly. If not, confusion may arise creating problems in many areas.

Myloni (2002) has conducted a study in an effort to identify how HRM practices in subsidiaries of MNCs in Greece differ from those in local Greek companies. These differences appear in many of the HRM aspects such as planning of staffing requirements, use of different selection methods, and offer of benefits. Some differences appear stronger than others. For example, performance appraisal, where although the relative use of most of the appraisal methods are administered by both subsidiaries and local firms, written reports, personal interviews between superiors and subordinates and checklist forms with grades are much more used in subsidiaries than local firms. Non-written feedback is very common in both cases. Furthermore, the author stresses that although the employee's superior is clearly the person responsible for appraisal in both cases, there are significant differences on how important the employee's own view or their peers or subordinate's view are for their appraisal.

Also, according to Triandis and Vassiliou (1972, quoted in Myloni, 2002), a high degree of protection, support and devotion to their in-group is indicated by Greeks thus dealing the out groups with hostility. Myloni (2002) accounts such differences to some characteristics of the Greek firms which can be an important influencer in its management practices. The small size, the fact that many of the Greek companies are family owned and their inability for strategic long-term planning are factors that can differentiate Greek local firms from MNCs operating in Greece.

### **3. METHODOLOGY**

The purpose of the current study is to examine the effect of national culture on performance appraisal. In particular, the attitude of Greek employees working for a multinational organization in Greece, towards performance appraisal will be analyzed in the light of cultural categorization theories. Because of the small size of the sample, no statistical analysis has taken place but rather a presentation of the answers. An effort will be made to identify issues, and whether results accord those of past research. Although generalizations will be made, these are only in the light of the current dissertation and serve as a means to identify points for future research.

#### **3.1 The Organization**

The participating organization is a multinational organization in the area of consumer health products, operating in more than 60 countries worldwide and employing approximately 114.000 people. In Greece, it employs 430 people.

#### **3.2 The Sample**

Forty two employees have participated in the current research, 15 women, 27 men. Sixteen work in managerial positions while twenty people work in sales. As far as age is concerned 11 employees are under 30, 19 employees are under 40 and 12 employees are under 50. Only 4 people have lived in other countries for a period of less than two years. Thirty three employees have been working in the organization for more than four years.

All of the employees are Greek, an important characteristic indicating possible influence of national culture.

### 3.3 The Method

A questionnaire was selected as a method of collecting information. The questionnaire can be found in appendix C. Descriptive data on the participants such as sex, age, years of experience have been used but a number of questions relating to work abroad, to the job position and nationality have been used for cross-checking . Since the purpose was to explore attitudes and preferences likert scales and multiple choice questions were used as being the most appropriate for that purpose. Each question represents an independent variable in an effort to identify links with the cultural dimensions. The end product was a questionnaire composed of fifteen questions designed after careful consideration based on existing theories on cultural dimensions (Hofstede, Trompenaars), international and European HRM studies such as the Globe and the Cranet study as well as on research carried out by Groechl (2003) who has particularly explored international performance appraisal. The following table (table 2) includes the studies and particular research used for the design of the questionnaire per question.

**Table 2 Research upon which the questionnaire has been based.**

Question 1	Bjerke and Meer (1993), House et al (1999), Von Glinow et al (1999) Wu (2004), Taylor (1991), Gomez Mejia and Welbourne (1991), Snape et al (1998)
Question 2	Nikandrou et al (2005), Sauers et al (2009), Hofstede (1994), Farh et al (1991) Bjerke and Meer (1993) , House et al (1999), Snape et al (1998)
Question 3	Nikandrou et al (2005) , Sauers et al (2009), Hofstede (1994), Farh et al ( 1991), Bjerke and Meer (1993) , House et al (1999), Snape et al (1998)
Question 4	Patz (1975), Stiles et al (1997)

Question 5	Amba Rao et al (2000), House et al (1999), Lunnan and Traavik (2009), Snape et al (1998), Chandrakumara and Sparrow (2004)
Question 6	Amba Rao et al (2000), Schneider and Barsoux (1997), Lindholm et al (1999) Hofstede (1984), Rodriguez (1998), Snape et al (1998)
Question 7a	Amba Rao et al (2000), Bjerke and Meer (1993), Shih et al (2004), House et al (1999), Hofstede (1984), Taylor (1991), Gomez Mejia and Welbourne (1991) Snape et al (1998), Chandrakumara and Sparrow (2004)
Question 7b	Bjerke and Meer (1993), House et al (1999), Taylor (1991), Gomez Mejia and Welbourne (1991), Ramamoorthy and Carroll (1998), Snape et al (1998)
Question 7c	Bjerke and Meer (1993), House et al (1999)
Question 7d	Sauers et al (2009), Ramamoorthy and Carroll (1998), House et al (1999), Chang et al (2007), Kim et al (1990), Shen (2004), Snape et al (1998), Chandrakumara and Sparrow (2004)
Question 7e	Cross-checking question-indicating influence of organizational culture
Question 7f	Sauers et al (2009), Shih et al (2004), Papalexandris and Panayotopoulou (2004), House et al (1999), Cranet Study (1999), Snape et al (1998) Chandrakumara and Sparrow (2004)
Question 7g	Bjerke and Meer (1993), Schneider and Barsoux (1997), Lindholm et al (1999), Snape et al (1998), Chandrakumara and Sparrow (2004)
Question 7h	House et al (1999), Hofstede (1984) Taylor (1991), Gomez Mejia and Welbourne (1991)
Question 7i	House et al (1999), Hofstede (1984), Taylor (1991), Gomez Mejia and Welbourne (1991)

### 3.4 Bias

Firstly, the number of the participants is small for producing inferences, however useful for identifying possible differences. Also, the participant organization is a large multinational organization which is characterized by its unique organizational culture and thus creates processes and procedures to express and transport this culture to its employees. As a consequence the effect of the national culture is reduced, and new values are now adapted. Finally, culture as a notion is difficult to classify and break down, thus perplexing any culture related research especially when cultural theories have consistently received criticism.

#### 4. PRESENTATION OF RESULTS

Regarding the importance of harmony in the workplace and whether it is considered more important than performance, 55% of the respondents consider harmony to be more important as opposed to performance which was preferred by 33% (figure 3).

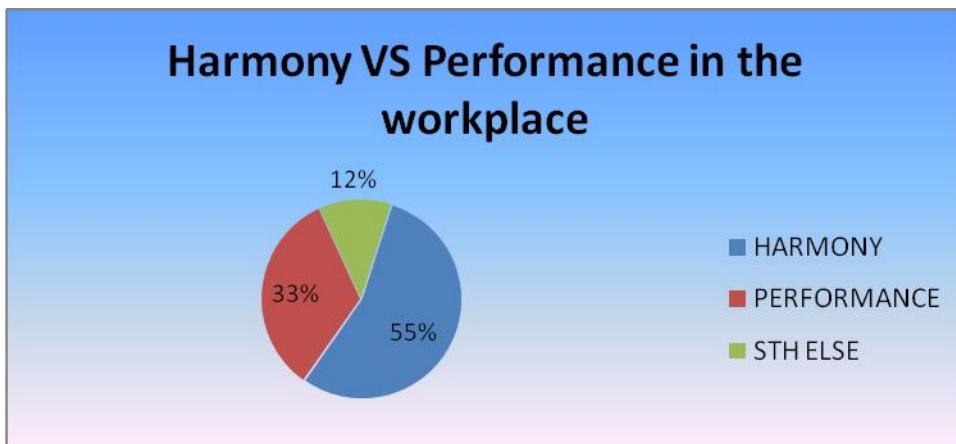
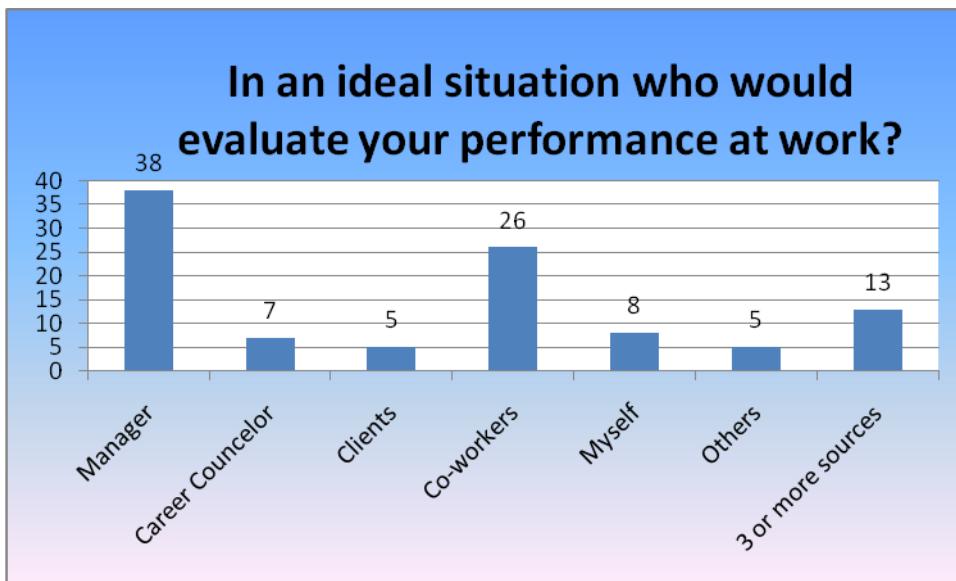


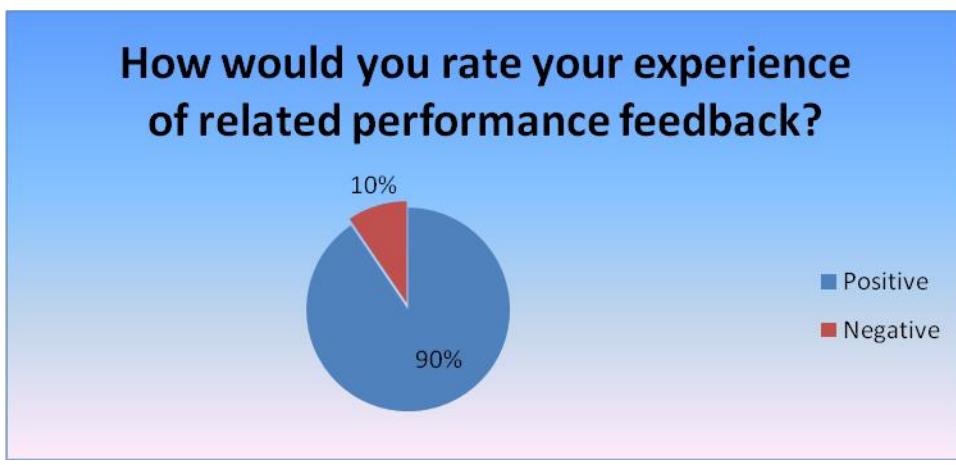
Figure 3 Harmony vs Performance in the workplace

Breaking down the results even more it can be pointed out that out of the 17 respondents who work in sales, 9 employees preferred harmony over 8 employees who chose performance as being more important.



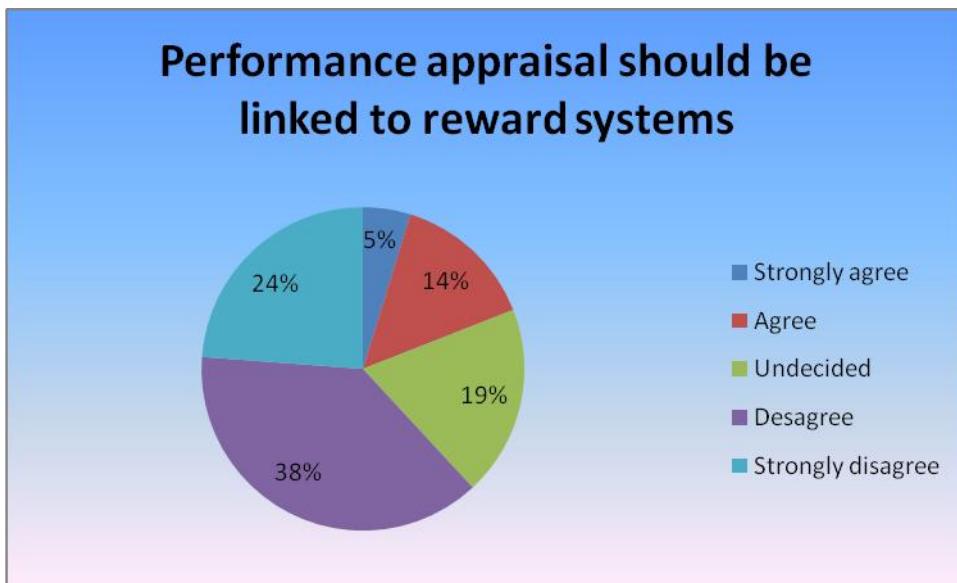
**Figure 4 Identity of Appraiser**

Taking into account the results presented on the table above, 13 out of 42 respondents prefer to be evaluated by 3 or more sources. Respondents who belong in this category have mostly selected their manager, co-workers and themselves as the ideal combination of appraisers. Only 12 out of 42 employees selected their line manager as their sole appraiser.



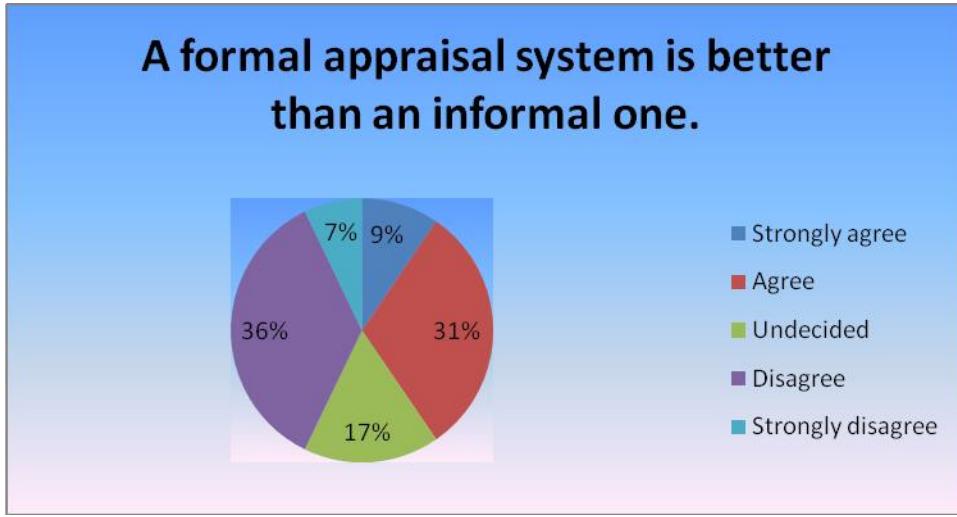
**Figure 5 Characterization of the experience of related performance feedback**

Nearly all of the participants rate their experience as a positive experience.



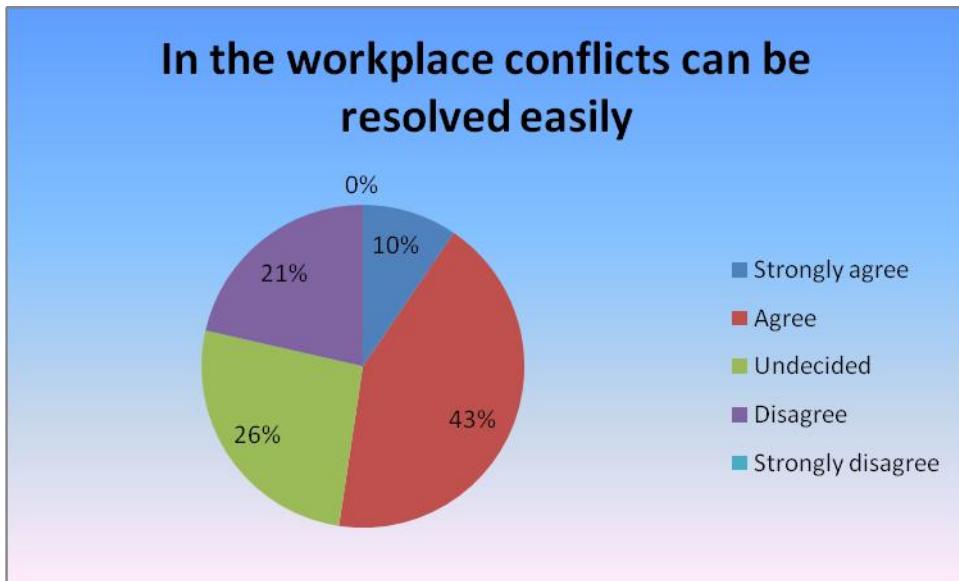
**Figure 6 Link between performance appraisal and reward systems**

The results indicated mixed responses with regard to linkage of performance appraisal to reward systems. While more than half the respondents didgree (52%), a significant 19% disagree, while 19% are undecided.



**Figure 7 Formal vs informal appraisal system**

Most of the participants (67%) feel that a formal appraisal system is preferable to an informal system, 17% are undecided while 16% disagree.



**Figure 8 Resolution of Conflicts**

69% of the respondents agree that conflicts in the workplace can be resolved easily, while 26% are undecided, and a significant percentage of 31% disagree.



**Figure 9 Leadership skills vs team-work skills**

With regards to leadership skills being appreciated more than teamwork skills, the sample is somewhat torn. 26% of respondents agree with the statement above, 43% disagree and 29% are undecided. Taking into account that 88% of the respondents feel that performance criteria are communicated clearly, this heterogeneity will be further analyzed in the section “discussion”.

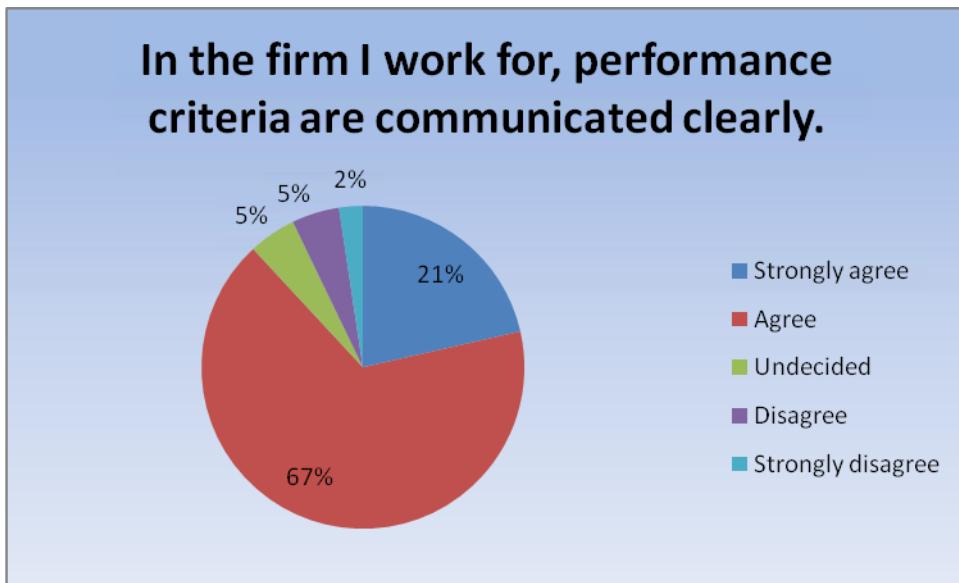


Figure 10 Communication of performance criteria

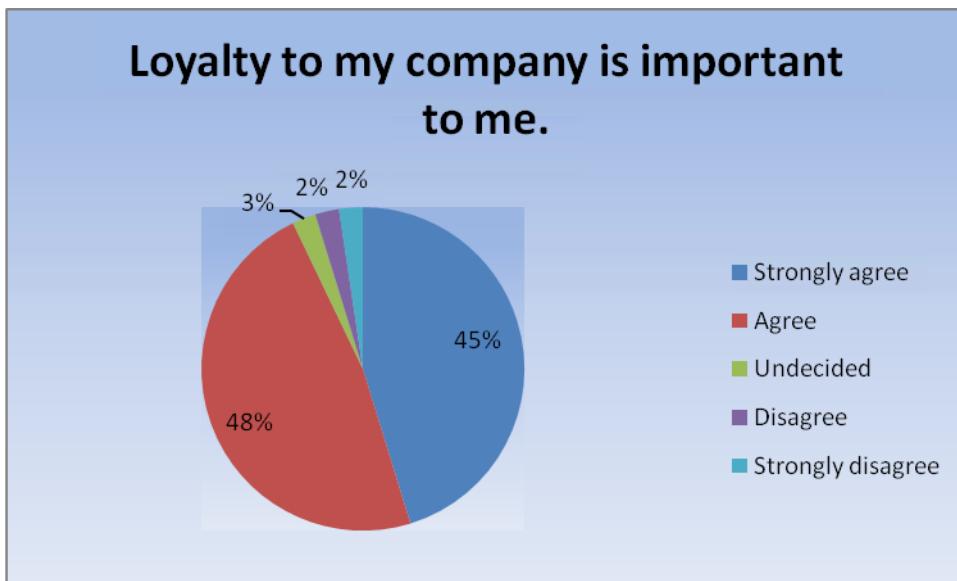


Figure 11 Importance of loyalty to the company

When respondents were asked to identify whether loyalty to and from the company is important to them, their responses were similar with 90-93% agreeing to the above statement.



Eukóva 12 Importance of loyalty from the company

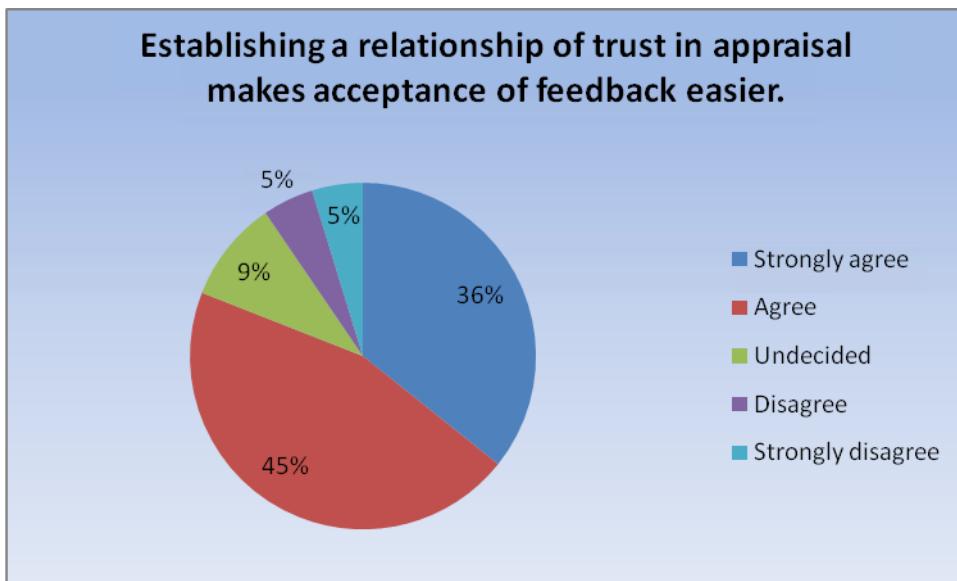


Figure 13 Importance of trust towards the appraiser

Most of the employees (81%) feel that establishing a relationship of trust in appraisal makes acceptance of feedback easier.

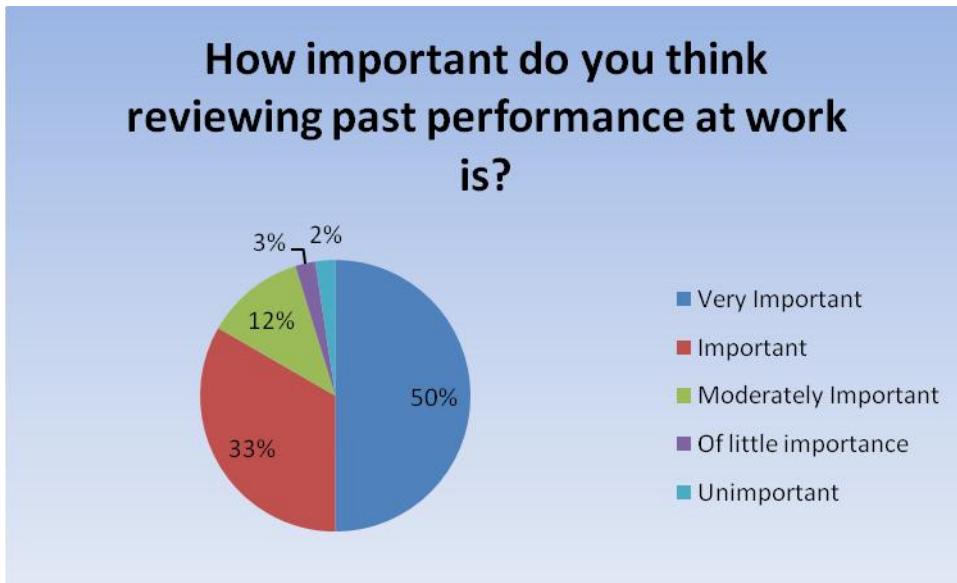


Figure 14 Review of past performance

Half of the respondents feel that reviewing past performance at work is very important, 33% feel it's important while 5% feel it is unimportant or of little importance.

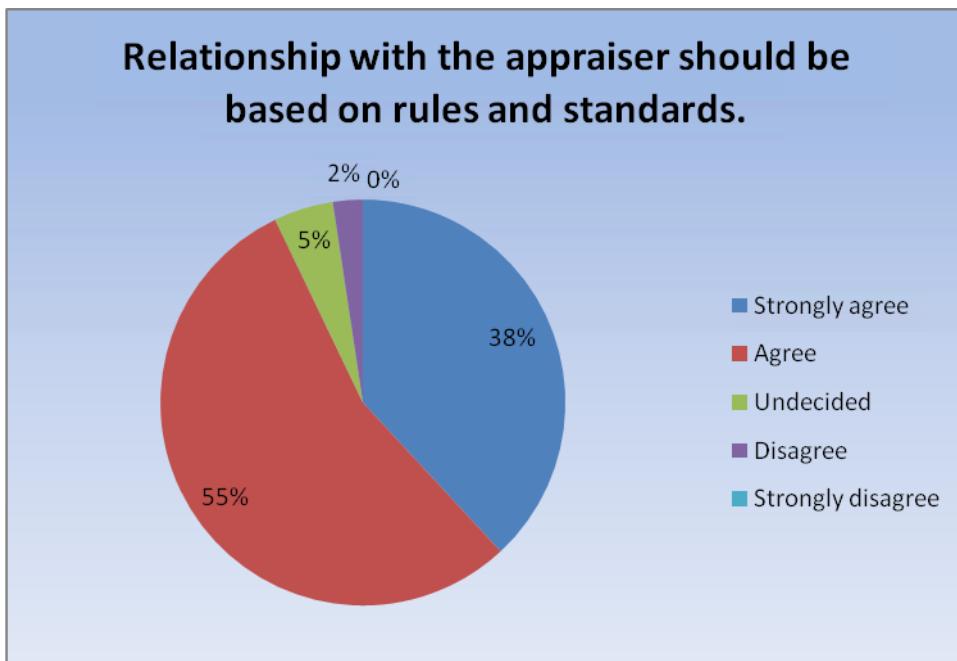


Figure 15 Rules and standards based appraisal

Nearly all the employees (97%) agree that the relationship with the appraiser should be based on rules and standards, while 55% strongly agree with that statement.

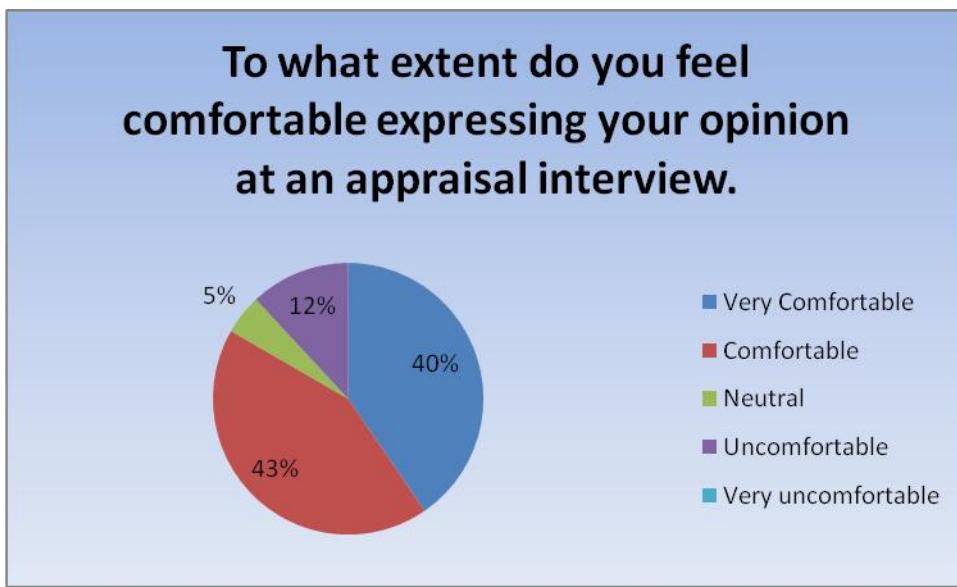


Figure 16 Expression of opinion in appraisal interview

A staggering 83% of the participating employees feel comfortable expressing their opinion at an appraisal interview. While 12% is low, it is however significant as the participating organization is a multinational subsidiary reflecting an employee friendly work culture.

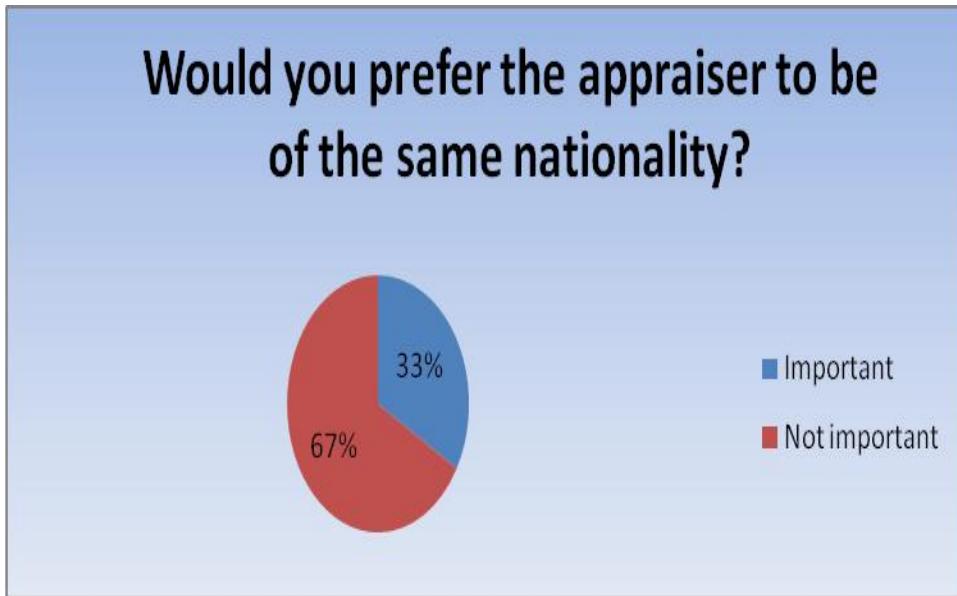


Figure 17 Nationality of Appraiser

As far as the nationality of the appraiser is concerned as well as whether the employees prefer him/ her to be of the same nationality, 67 % indicated that it is not important as opposed to 33%.

## **5. DISCUSSION**

### **5.1 Collectivism-Individualism**

Hofstede's (2001) research has indicated that Greece is a highly collectivistic society.

According to Groechl (2003), the focus of assessment in individualistic societies might be more performance oriented whereas collectivistic societies might emphasize personal relationships, organisational integration and harmony. The results of the current study do not fully support this argument as 55% of respondents chose harmony over performance. However, an indication of Groechl findings may be the fact that nearly half of the employees who work in sales prefer harmony. Sales is a performance oriented division and thus departmental targets and training should influence employees' preferences something which is not supported by the results. Preference of sales employees towards harmony is an issue which needs to be further analyzed.

Also, the percentage of those who consider performance more important (33%) might be influenced either by organizational culture or departmental perspective (for example sales). Myloni's (2002) research has indeed indicated differences in HR and performance appraisal between subsidiaries of MNCs in Greece and Greek local companies. When analyzing practices and procedures in Multinational organizations often national culture is integrated into the organizational culture. Current findings indicating a preference towards harmony support finding of the Globe study where Greece has scored low (3.20) in performance orientation.

Team-work skills are thought to be appreciated more (43%) than leadership skills, however due to the large number of undecided respondents it cannot be claimed as evidence of the collectivistic character of Greece.

According to Ramarmouthy and Caroll (1998) individualistic cultures would prefer formal appraisal systems whereas collectivistic societies would prefer informal systems. Taking into account that Greece is categorized as having collectivistic culture, this is not supported by current findings as 67% of the respondents prefer formal systems. The results however, support Hofstede's claims (1980) that high uncertainty avoidance cultures prefer formal appraisal systems.

According to Papalexandris et al. (2002) it is very common for employees in Greece to object to performance appraisal results and doubt its objectivity since the chance to participate themselves in the procedure is lower than in other countries. Only 8 out of 42 employees chose self rating as a means of assessment which indicates that if given the chance to participate, they wouldn't prefer it.

Other evidence supporting the fact that Greece is a highly collectivistic society concerns the importance assigned to loyalty to and from the company. The vast majority of the respondents (90-93%) has stated that loyalty from and to the company is important to them. Taking into account the fact that most of the Greek businesses are family owned and that Greece has scored quite highly in family collectivism (5.27) according to the GLOBE study could reflect also the reason why Greece scores that high in collectivism.

However, the score of Greece in the same study concerning institutional collectivism was significantly lower (3.25).

Kasspidou and Varsakelis have used a sample of 478 firms in an effort to examine the extent to which the national culture factor has affected the performance of foreign affiliates in Greece. Using a combination of Hofstede's (1980) study and that of Kogut and Singh (1988) (deviation of each country from Greece's rankings), the authors have shown that the higher the national culture distance between the country of origin of the foreign firm from Greece, the higher the performance of the Greek affiliate. Furthermore, the higher the score on the individualism dimension of the foreign firm, the higher the performance of its affiliate in a collectivistic society.

## 5.2 Uncertainty Avoidance

According to Hofstede (1980), Greece has scored high on uncertainty avoidance and by taking into account the high-uncertainty characteristics assigned to Greece, a preference should be indicated towards a formal appraisal system as well as for the relationship with the appraiser to be based on rules and standards. Indeed, a strong preference (97%) was shown for the relationship with the appraiser to be based on rules and standards and 67% of the sample indicated a preference for a formal appraisal system supporting the claim that Greece is a high uncertainty avoidance country. However, it should be noted that the role of SME'S in the national economy is vital, since the main business model in

Greece is the micro enterprise which employees less than ten people indicating that people pursue careers characterized by uncertainty.

This particular dimension has received lots of criticism. Dorfman and Howel (1988) claim that the uncertainty avoidance scale is composed of items that reflect “seemingly disparate constructs” such as level of perceived stress and beliefs regarding whether rules should be broken something which could indicated fallacy concerning his research. Furthermore, the research undertaken by the Chinese Culture Connection group ( Lowe and Oswick, 1996, quoted in Mc Sweeney, 2002), has identified the uncertainty avoidance dimension as irrelevant to Chinese populations and therefore “downgraded UA from being a universal dimension of national cultures to a non-universal dimension”. Also, none of the factors of that research were found to be correlated to uncertainty avoidance.

### **5.3 Power Distance**

According to Hofstede (1994) in low power distance cultures, employees feel equal to superiors and thus would prefer a more participative approach. Taking into consideration that Greece is considered a high power distance society, a preference is expected towards two or less sources of assessment. This is supported as only 13 out of 42 employees have indicated a preference for three or more sources. Also, it would be expected that the respondents would not feel confident to express their opinions in an appraisal interview which is not the case, as 83% of the respondents feel confident.

Papalexandris et al. (2002) argue that it would be wrong in general to conclude that the Greek society is a formal society where people's opinion is not considered and people are kept at a distance from their superiors. The authors further stress the fact that industrial relations have always been a difficult area for large firms and workforce unions have always fought fiercely, and the answer to why power distance is so high in Greece could lie on the fact that the Greeks desire a more participatory and egalitarian society.

#### **5.4 Achievement Orientation**

Linking reward systems to performance appraisal would be a characteristic of a society that is oriented towards achievement. Greece has scored low on this dimension characterized by low achievement orientation. The results of the current study are somewhat mixed as 52% of the respondents oppose to such a statement, 19% agree and a further 19% are undecided. This does not necessarily mean that Greece is a low achievement society.

It should be noted that according to the Cranet study, the percentage scores of Greece in use of appraisal in promotion potential and in individual related pay are 83% and 70% respectively when the average scores of the rest of the European Union countries are 62% and 52%. At the same time the EU countries score higher (89%) than Greece (70%) in the use of appraisal in individual training needs. These results indicate that although the Greeks do not like performance appraisal to be linked to reward system, most of the Greek companies use performance appraisal in that way. It could be argued that such a result could indicate an inclination of Greece for the focus of performance appraisal to be

more on development and less on pay incentives. Research undertaken by Papalexandris et. al. (2002) has indicated that “in many cases HR managers find it difficult to apply performance appraisal and it results in tension and face problems in implementing it as a means to control or enhance performance”.

Piggot-Irving (2003) has argued that relationships based on high trust and openness are among the significant features of appraisal effectiveness as they can lead to problem resolution and improved performance. Trust is more important when appraisals are used for promotions or administrative decisions than when used as a basis for individual feedback. Most of the respondents (81%) support that performance appraisal procedure becomes more effective when the relationship with the appraiser is based on trust. Taking into account the fact that performance appraisal in Greece is used mostly for reward purposes, then this would mean that in order for the performance appraisal process to be effective, the companies should try through training to create relationships of trust.

## 5.5 General Observations

According to Kanugo and Joeger (1990), the internal work culture highly influences human resource management practices. They authors have developed a model of cultural fit which makes the assumption that the “sociocultural environment affects internal work culture and ultimately human resource management practices” (in Jackson, 2002:33). If that is the case, then we are talking about a natural process adaptation of the organisational culture to the national culture. This however, could be applicable in cases where the company makes no effort for the organisational culture to be maintained. Most of the multinational companies engage in training and development programs in order to

exclude such a possibility and in order to make sure that the organisational culture is kept intact.

Rosenzweig and Signh (1991) have argued that even when a multinational company adapts a global strategy, there is still a need to attempt to understand the culture of the host country and to localise their competitive strategy on the basis of national characteristics. Schneider and de Meyer (1991) have noted that the strategic interpretation and strategic response cannot be separated in that organisational and national culture are inextricably linked as key elements in the overall strategic equation (in Sweeney and Hardake, 1994). Rao and Hashimoto (1996) have claimed that the organisational culture of a foreign firm is a dominant form of control and it is more likely to result in high performance when it reinforces the national culture. A mismatch between management practices and the national culture of the affiliate is likely to reduce performance.

So what type of organisational culture should a company enhance taking into account the national characteristics of a country and in particular in this case, Greece? According to Joiner (2002), the high power distance and low uncertainty avoidance culture of Greece could mean that Trompenaar's Eiffel Tower type of organisational culture would be more appropriate. The Eiffel Tower (a role oriented culture) places a strong emphasis on the hierarchy and an orientation towards the task. This type symbolises the typical bureaucracy- a tall organisation, narrow at the top and wide at the base where roles and tasks are clearly defined and co-ordinated from the top. Joiners' (2000) results have indicated that the organisational culture/ Greek societal value fit is associated with lower

reported job stress but not increased managerial performance. Choosing the right type of organisational culture based on the national characteristics would be a fine solution if only one knew with the certainty the national characteristics. For example, Joiner based his assumption on the fact that Greece is a high power distance and high uncertainty avoidance culture. What if Greece isn't? The results of the current study have indicated problems with the research indicating that Greece is a high power distance and highly uncertainty avoidance society. So how is it possible to base an organisational culture strategy on something that is surrounded by so much uncertainty?

Results of cultural studies should be further scrutinized as factors such as gender may influence attitudes and preferences. Stedham and Yamamura (2004) researched the influence of gender on cultural dimensions and concluded that gender affects individualism/ collectivism and power distance dimension.

There is also the general issue of the practical difficulties in measuring and analysing cultures as well as categorising and clustering people according to their nationality. How can someone identify all the dimensions of culture? Brewster and Hegewish (1994) note that national differences do not equate with cultural differences and “culture” is an extremely difficult concept to define. It could be that identifying differences does not necessarily imply similarities where differences are not found and vice-versa. Also, some cultures are more complex than others and each culture could have several unique characteristics. Furthermore, history and tradition can be deeply rooted in some cultures whereas for others it is not that important.

## **6. CONCLUSION**

Globalisation has emerged to “unite” people under common goals and values. However, one culture can be extremely different from another, and cultural characteristics cannot be changed easily. Culture expresses the way in which people think and act and is what separates one nation from another. The purpose of the current study was to identify important issues related to international performance appraisal in line with cultural theories. Due to bias already referred to, generalizations have not been possible; however points of interest have come up.

The results have supported both supported and rejected past cultural theories. Most of the existing research regarding international performance appraisal is based on cultural dimensions. However, much criticism has been assigned to cultural theories , indicating that it might not be the appropriate basis for cross-cultural research on performance appraisal. Also, each culture is different and for one to understand the various elements of culture it is necessary to study its history, its people and all the elements entailed in that. Each culture is unique and should not be treated as if it is similar to others. It is natural for differences to exist among cultures, and it is natural for culture to influence the attitudes of employees within a business.

The extent of the influence depends on many factors such as the national distance, the organisational culture, the type of the organisation. Multinational companies should be careful for mismatch among the organisational and the national culture not to occur, since when different national and organisational cultural values come into contact, conflict

tends to emerge. Taking into account that quite often people within the same culture differ, perhaps the best way for a company that operates in a multinational environment to understand its employees, is to empower its employees in expressing their needs and preferences.

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## **APPENDICES**

## Appendix A-Scores of 53 countries on Hofstede's four cultural dimensions

### Power Distance Index Values (adapted from Hofstede-2001:87)

<b>Rank</b>	<b>Country</b>	<b>Actual PDI</b>
1	Malaysia	104
2/3	Guatemala	95
2/3	Panama	95
4	Philippines	94
5/6	Mexico	81
5/6	Venezuela	81
7	Arab Countries	80
8/9	Ecuador	78
8/9	Indonesia	78
10/11	India	77
10/11	West Africa	77
12	Yugoslavia	76
13	Singapore	74
14	Brazil	69
15/16	France	68
15/16	Hong Kong	68
17	Colombia	67
18/19	Salvador	66
18/19	Turkey	66
20	Belgium	65
21/23	East Africa	64
21/23	Peru	64
21/23	Thailand	64
24/25	Chile	63
24/25	Portugal	63
26	Uruguay	61

27/28	Greece	60
27/28	South Korea	60
29-30	Iran	58
29/30	Taiwan	58
31	Spain	57
32	Pakistan	55
33	Japan	54
34	Italy	50
35/36	Argentina	49
35/36	South Africa	49
37	Jamaica	45
38	United States	40
39	Canada	39
40	Netherlands	38
41	Australia	36
42/44	Costa Rica	35
42/44	Germany(F.R)	35
42/44	Great Britain	35
45	Switzerland	34
46	Finland	33
47/48	Norway	31
47/48	Sweden	31
49	Ireland	28
50	New Zealand	22
51	Denmark	18
52	Israel	13
53	Austria	11

## Uncertainty Avoidance Index Values (adapted from Hofstede (2001:151))

<b>Rank</b>	<b>Country</b>	<b>Actual UAI</b>
1	Greece	112
2	Portugal	104
3	Guatemala	101
4	Uruguay	100
5/6	Belgium	94
5/6	Salvador	94
7	Japan	92
8	Yugoslavia	88
9	Peru	87
10/15	Spain	86
10/15	Argentina	86
10/15	Panama	86
10/15	France	86
10/15	Costa Rica	86
16/17	Turkey	85
16/17	South Korea	85
18	Mexico	82
19	Israel	81
20	Colombia	80
21/22	Venezuela	76
21/22	Brazil	76
23	Italy	75
24/25	Pakistan	70
24/25	Austria	70
26	Taiwan	69
27	Arab Countries	68
28	Ecuador	67
29	Germany (F.R.)	65
30	Thailand	64
31/32	Iran	59
31/32	Finland	59
33	Switzerland	58
34	West Africa	54
35	Netherlands	53
36	East Africa	52
37	Australia	51
38	Norway	50
39/40	South Africa	49

39/40	New Zealand	49
41/42	Indonesia	48
41/42	Canada	48
43	United States	46
44	Philippines	44
45	India	40
46	Malaysia	36
47/48	Great Britain	35
47/48	Ireland	35
49/50	Hong Kong	29
49/50	Sweden	29
51	Denmark	23
52	Jamaica	13
53	Singapore	8

## Individualism Index Values (adapted from Hofstede (2001:215))

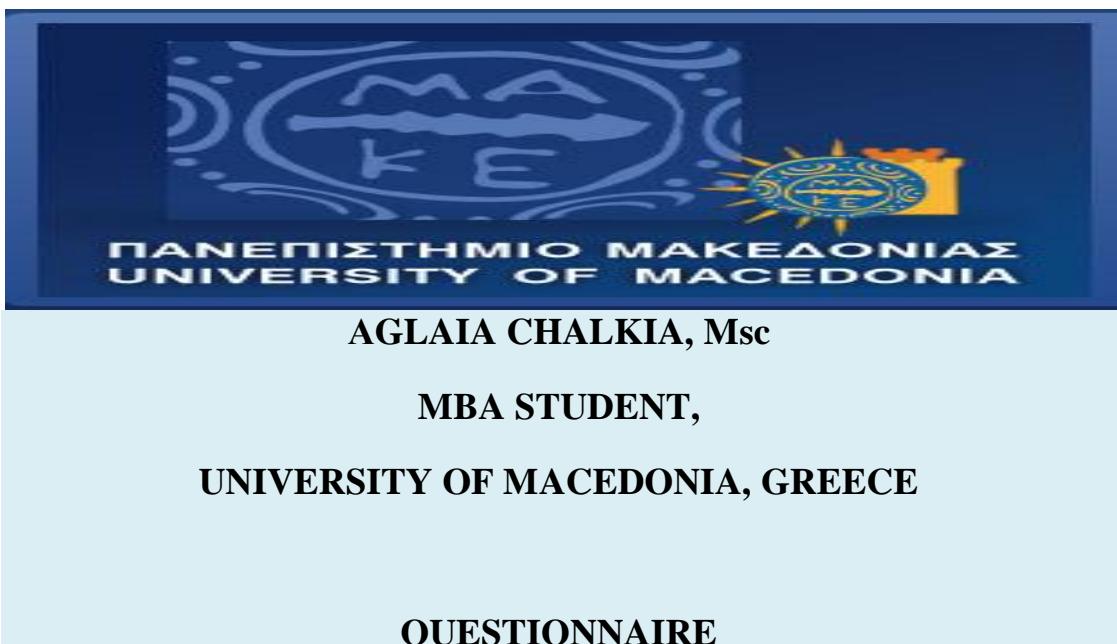
<b>Rank</b>	<b>Country</b>	<b>Actual ID</b>
1	United States	91
2	Australia	90
3	Great Britain	89
4/5	Canada	80
4/5	Netherlands	80
6	New Zealand	79
7	Italy	76
8	Belgium	75
9	Denmark	74
10/11	Sweden	71
10/11	France	71
12	Ireland	70
13	Norway	69
14	Switzerland	68
15	Germany	67
16	South Africa	65
17	Finland	63
18	Austria	55
19	Israel	54
20	Spain	51
21	India	48
22/23	Japan	46
22/23	Argentina	46
24	Iran	41
25	Jamaica	39
26/27	Brazil	38
26/27	Arab countries	38
28	Turkey	37
29	Uruguay	36
30	Greece	35
31	Philippines	32
32	Mexico	30
33/35	Yugoslavia	27
33/35	Netherlands	53
33/35	East Africa	52
36	Malaysia	26
37	Hong Kong	25
38	Chile	23
39/41	Singapore	20

39/41	Thailand	20
39/41	West Africa	20
42	Salvador	19
43	South Korea	18
44	Taiwan	17
45	Peru	16
46	Costa Rica	15
47/48	Pakistan	14
47/48	Indonesia	14
49	Colombia	13
50	Venezuela	12
51	Panama	11
52	Ecuador	8
53	Guatemala	6

## Masculinity index values (adapted from Hofstede (2001:286)

<b>Rank</b>	<b>Country</b>	<b>Actual MI</b>
1	Japan	95
2	Austria	79
3	Venezuela	73
4/5	Italy	70
4/5	Switzerland	70
6	Mexico	69
7/8	Ireland	68
7/8	Jamaica	68
9/10	Great Britain	66
9/10	Germany	66
11/12	Philippines	64
11/12	Colombia	64
13/14	South Africa	66
13/14	Ecuador	63
15	United States	62
16	Australia	61
17	New Zealand	58
18/19	Greece	57
18/19	Hong Kong	57
20/21	Argentina	56
20/21	India	56
22	Belgium	54
23	Arab countries	53
24	Canada	52
25/26	Malaysia	50
25/26	Pakistan	50
27	Brazil	49
28	Singapore	48
29	Israel	47
30/31	Indonesia	46
30/31	West Africa	46
32/33	Turkey	45
32/33	Taiwan	45
34	Panama	44
35/36	Iran	43
35/36	France	43
37/38	Spain	42

## Appendix B-Sample of the questionnaire



AGLAIA CHALKIA, Msc

MBA STUDENT,

UNIVERSITY OF MACEDONIA, GREECE

### QUESTIONNAIRE

**The answers of the respondents and the details of the participating organizations will be kept confidential.**

**I WOULD LIKE TO THANK YOU FOR YOUR PARTICIPATION IN MY RESEARCH PROJECT**

Please don't forget to save the questionnaire once you complete it and send it to: [t\\_chalkia@hotmail.com](mailto:t_chalkia@hotmail.com). You can also email me in case you need more details about a particular question.

## A. GENERAL INFORMATION

**Age :**

**Nationality:**

**Sex:**  **Female**       **Male**

**Job post:**

**Work experience in total (years):**

**Years of employment at current organization:**

**Have you ever undertaken assignments for your employers in other countries?**  **Yes**       **No**

**Which countries?**

**For how long?**

**Have you ever worked in another country?**       **Yes**       **No**

**Where?**

**For how long?**

## B. PERFORMANCE APPRAISAL QUESTIONS

### 1. Please tick the statement that matches your view:

- a) Good performance is more important than harmony in the workplace
- b) Harmony is more important than good performance in the workplace
- c) If something else is more important in the workplace

Please state what it is.....

Explanation: Harmony in the workplace is expressed by minimal tension and conflict between individuals, management and employees.

### 2. In an ideal situation, who would evaluate your performance at work?

- a) Line Manager
- b) Career Counsellor
- c) Clients
- d) Co-workers
- e) Self
- f) Others

**3. How would you rate your experience of performance related feedback at your current job?**

- a) More negative than positive
- b) More positive than negative

**4. Would you prefer an appraiser to be of the same nationality as you?**

- a) I would prefer this
- b) Nationality would make no difference

**5. To what extent do you feel comfortable expressing your opinion in an appraisal interview? (1= Very Comfortable, 2= Comfortable, 3 =neutral 4 =uncomfortable 5=very uncomfortable)**

1  2  3  4  5

**6. How important do you think reviewing past performance at work is?**  
(1= Very Important, 2= Important, 3 =moderately important, 4 =of little importance, 5=unimportant)

1  2  3  4  5

**7) To what extent do you agree with the following:**

(1= Strongly agree, 2= Agree, 3 = undecided, 4 =Disagree, 5= Strongly disagree)

- |   | 1                        | 2                        | 3                        | 4                        | 5                        |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Relationship with the appraiser should be based on rules and standards.                | <input type="checkbox"/> |
| b) Leadership skills are appreciated in my workplace more than teamwork skills.           | <input type="checkbox"/> |
| c) In the workplace conflicts can be resolved easily.                                     | <input type="checkbox"/> |
| d) A formal appraisal system is better than an informal one.                              | <input type="checkbox"/> |
| e) In the firm I work for, performance criteria are communicated clearly                  | <input type="checkbox"/> |
| f) Performance appraisal should be linked to reward systems.                              | <input type="checkbox"/> |
| g) Establishing a relationship of trust in appraisal makes acceptance of feedback easier. | <input type="checkbox"/> |
| h) Loyalty to my company is important to me.  | <input type="checkbox"/> |
| I) Loyalty from my company is important to me.  | <input type="checkbox"/> |

THANK YOU FOR YOUR PARTICIPATION!