

Culture As A Catalyst: Unveiling The Nexus Between Health Services Performance Management and National Identity

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Abstract

The study aims to examine the effects of performance management in health care via the prism of national culture. The study presents a review synthesis of a research report on performance evaluation. The research method used is narrative review. In today's corporate environment, when firms are increasingly competing worldwide, this is a must. As a result, workers and company executives alike must grapple with how easily rules and procedures created in one country may apply to other nations' operations. Some have argued for worldwide standardization in this field to save money and take advantage of economies of scale. Researchers in international business and cultural studies have suggested that cultural differences influence every company's activity. In contrast, some others have urged adopting organizational procedures when enterprises move across international borders. This article presents a meta-ethnographic synthesis of research on professional contacts with performance evaluation. Forty-four papers were analyzed. The results study show that performance management organizations affect the results of evaluations and give some good ideas for more research. The implication of the result is that performance management organizations have an impact on the outcomes of evaluations.

Keywords: business, health-related, organizational processes, performance management.

JEL: A11, A13

A. INTRODUCTION

Regarding the growing globalization of business and people's interconnectedness globally, health services management strategies and practices have become even more difficult to implement successfully when teams are from different countries (Wiley et al., 2015). One of the problems was sparked by the growing body of information showing that individuals from different nations have varied work-related national cultures (Gahan et al., 2009). The same management rules, procedures, and control structures affect individuals from diverse cultural backgrounds (Wiewiora et al., 2013). Cultural variations mean that management strategies in one place cannot work well in another. According to research, it may even be completely out of alignment and malfunctioning in rare instances (Shenkar, 2001). Differences in culture may arise both inside an organization (e.g., from employee work habits) and

between organizations and the labor market (MacIntosh & Doherty, 2010).

With the globalization of business and the interconnection of individuals, it is harder to apply management policies and practices in various nations successfully. International workers' distinct country cultures and their varying reactions to the same management methods and control frameworks inspired this task (Smith & Stewart, 2011). Because of cultural variations, management strategies in one nation may not work in another. Studies show it may be misplaced and malfunctioning sometimes. Internal (e.g., employed work-related behaviors) and external (connections between organizations and the labor market) cultural variations may arise. The same research estimates that just a handful of studies have explored the connection between country cultures and essential HRM controls as

performance management, including responses to cross-national applications. The authors concluded that more research is needed to address the issue. This paper fills in the void left by the previous work.

Standardization, or the universal application of policies and procedures across cultural barriers, is a consequence of several variables, including cost-effectiveness, speed in decision-making, the mobility of human resources, and exerting control over such boundaries. Many multinational organizations (MNCs preferred it). If MNCs are to function beyond national borders and overcome the conflict between standardization and adaptability, a greater awareness of national cultural variations is a significant opportunity for MNCs. Reducing costs (standardization) or meeting market demands (adaptation), or both, might lessen the burden of product development (transnational strategy). Cultures might differ in terms of standardization and adaptability choices. Even something as basic as performance management may not suit all cultures and geographies.

A community's well-being depends on its culture, which comprises various attitudes, behaviors, and ideas. We see it as a reflection of "the changing ideas and practices of society." National culture is the "collective mental programming that differentiates one group from another." Performance management is a strategy for enhancing organizational performance through performing individuals and teams. Performance evaluation drives performance management. Performance evaluation is commonly confused with performance management, despite its mention of workers' supervisors assessing and grading them in hindsight during or after a review meeting.

We have hailed performance management as a critical factor in boosting productivity in firms and gaining a competitive edge over their rivals. When companies operate in the United States or Eastern Europe, performance appraisal results allow strong differentiation and affirmation for employees. This affirmation exemplifies the difficulty of

implementing universal performance management concepts in a multinational corporation. The same firm may have different results in Asia and Indonesia. Why do MNCs' home-country performance management tools differ from those used in specific host countries? Various explanations have been proposed, including market maturity and stage of development (including the caliber of business leaders), organizational culture, and key players' competence (including training and development). However, others have suggested that national culture is to blame. National cultures have a significant role in organizations. This paper strives to provide policy adjustments for national cultures unique to the country of origin for countries that apply the notion of universalism across nations (of origin and host). There is much study on MNC practices and policies in their home countries, but there are gaps in Asian countries where MNCs operate.

Examples were used to evaluate a global corporation's performance management methods that follow standard operating procedures (SOPs) in all the countries in which it does business. These SOPs will include representatives from Europe (Netherlands) and Indonesia (subsidiary host) to better understand the MNC activities in this respect (Indonesia). As shown above, global organizations do not consistently implement performance management practices using the same structure across national borders. This paper examines how national cultures affect performance differentials across borders. National culture is a significant issue, but we have linked the connection between individuality and collectivism to performance management. We examined performance management in the Netherlands and Indonesia in this research, emphasizing performance assessment. In nations outside of the European Union, research into the influence of national culture on performance assessment and management is scarce (House, 2004), regarding performance

appraisal. In countries outside the European Union, there are differences in performance appraisal in Indonesia based on the nation's culture. This paper aims to expand knowledge of the relationship's influence on Asian countries, including Indonesia. The method details how to achieve this aim. Researchers have examined how national culture influences performance management outcomes for multinational corporations for the first time. This paper contributes mainly to two fronts: expanding and verifying that national cultures influence multinational firms' performance assessment and management outcomes. The aforementioned holds accurate for Asian countries, notably Indonesia, despite the lack of study on the subject.

A wide range of people is likely to be interested in this paper, including Those in the human resources field who know that their professional rights depend on building and implementing effective performance management technologies that may be used throughout the organization in diverse locations to boost productivity. So, internationally mobile workers may use the same tools in multiple locales and expect a culturally friendly result. Executives, line managers, and employees (many of whom may come from a variety of nations) should accept the fact that individuals may be products of their own cultures and that their actions may affect performance evaluations in cultures that are the same as, similar to, or unique from their own. In order to better understand their audience, academics, educators, and writers might use this tool. They will use the study results to construct or test theories about country cultures and performance management. I understudied some elements of national culture in extant literature. Investors and business leaders from around the world are interested in establishing or expanding their operations in Asia. Recent research on emerging fast-growing economies has cited Indonesia as one of the largest Asian economies. A major issue for countries' governments and politicians is whether they should promote the "importation" of other cultures that might harm their own.

According to previous research, just a few studies have examined management frameworks, such as performance management across national boundaries, that are linked to cultural differences. This study attempts to close the hole left by the previous study.

B. LITERATURE REVIEW

This section reviews previous studies related to country culture and performance management. Performance management is evaluated based on Specific, measurable, attainable, reasonable, and time-bound (SMART) indicators. Scholars have discovered a correlation between cultural aspects and work behaviors, workgroup relationships, employee motivation, and job satisfaction. This evaluation emphasizes performance management. Various variables, including country culture, may produce different behaviors shown in connection to the dimensions.

Afsar & Masood (2018) studied how uncertainty avoidance affects work habits using the dimensions. Uncertainty avoidance is important in decision-making, recruiting, career planning, and job security. In civilizations that don't fear uncertainty as much, these activities might raise questions. Afsar & Masood (2018) argue that societies with a high uncertainty avoidance index are uneasy, and people seldom quit positions on their own out of fear of the unknown. People fear management action when they disobey work regulations. He argues that this explains why higher-scoring nations have more workplace norms. People from higher-scoring nations work harder (or are busier). They also value knowledge and specialization, whereas those from lower-scoring nations are more tolerant of uncertainty and disarray. Using identical reasoning, managers from cultures that are more open to ambiguity may be more active in strategy. Those who are more ready to cope with uncertainty are motivated by a feeling of achievement and

concentrate more on the decision-making process than its substance.

The power gap concept shows itself in employee interactions, organizational structure, and decision-making in the workplace (Han et al., 2014). When there is a huge power gap, subordinates, and superiors regard each other as having distinct statuses, and systems and procedures reflect this. So are communication channels, which usually run from supervisors to subordinates. This makes it difficult to transfer Western management paradigms like Management by Objectives (MBO). In lesser power distance settings, subordinates and superiors regard hierarchies as tools to define responsibilities, and most workers consider themselves equals. These organizations communicate and decide together. Seniority and classes seldom alter how individuals utilize amenities and services. In societies with a narrower power gap, those with more and less power are more reliant on one other.

Katz (2001) states that societies that emphasize masculinity at work favor recognition, the possibility to earn a lot of money and advance, and difficulties. Feminists seek healthy working relationships, family-friendly housing, and job stability. Masculine cultures prefer conflict over agreement and compromise when settling staff concerns. Similarly, male cultures promote justice and remuneration for achievement, whereas feminist civilizations value fairness and sameness. Feminist cultures enjoy more free time and more professional women. Feminist organizations want lesser numbers. In a male-dominated culture, women are favored. Fewer women are in professional occupations, more seek higher pay, and more choose huge enterprises. Hofstede said the masculinity/femininity axis is applied in conflict management and reward management (De Mooij & Hofstede, 2010).

Workplaces utilize individualism and collectivism. High scores on Hofstede's Individualism Index (IDV) indicate individualism in Western societies (Minkov, 2017). According to the survey, these individuals rely less on their

organization and are more likely to value their own time, the flexibility to perform their duties their own way, and hard work that makes them feel fulfilled. Collectivist workers from outside the West had lower IDV scores. Therefore, personal time, independence, and job difficulties are more essential to them. So, workers from collectivist cultures value training, decent work circumstances, and the opportunity to utilize their abilities. In collectivist civilizations, he added that personnel are regarded in terms of the collective and what the group wants. Hard talks are avoided when making choices regarding promotions, hiring, and performance evaluations. Individualists want the employee-company relationship to be built on rules, employment contracts, and getting things done above creating connections.

In collectivist cultures, professional women receive familial support, says Minkov (2017). In individualist nations, women's careers are generally placed on hold for family responsibilities. Without considering culture, she found it difficult to describe the employment positions of women in Asia and Western Europe. In a similar work (House, 2004), she suggested that teaching techniques must be altered depending on cultural differences since distance and studying alone are harder in collectivist societies and vice versa. Distance-learning approaches, like blended learning at work, may operate in individualist societies but not collectivist ones.

Designers of systems with cultural biases shouldn't expect them to perform effectively in other nations if they don't account for cultural variances in how individuals work. Servage (2005) utilized this theory to study e-learning and culture. Not paying attention to cultural elements might make it tougher to tailor e-learning technologies to learners' demands, they added. So, researchers on international information systems should consider how culture impacts nations. Information science-

influenced work methods in one culture must be adapted to other cultures.

As seen through the lens of performance evaluation, performance management is the focus of this section's theoretical and conceptual underpinnings. In this section, we bring the theoretical foundations that define the relationship between national culture and organizational processes, like performance management, into clearer relief.

For decades, the notion of culture and its application have undergone significant development, resulting in concepts that are now universally accepted. From an anthropological standpoint, Sewell's (2005) work on culture may be linked back to a focus on society's ways of living and the symbols and meanings of systems in existence. Barrios (2016) well documented anthropological conceptualization. Mostly, we might better understand a comprehensive perspective on culture with the aid of Ferraro (2021). Thanks to the work of Max Weber (2001) and Emile Durkheim (2014), sociology has also become interested in the study of culture. Rahimic (2013) studied and advanced the concept of culture into management, bringing greater clarity to employee behavior at work. Their cultural context influences Grill and colleagues' (2019) leaders' actions and behaviors, just as their context influences national cultural practices, such as performance management.

According to Lewis (2004), over one hundred and sixty-four different definitions of "culture" are in circulation. This shows that the areas of anthropology, history, philosophy, and sociology all have their unique take on what the term "culture" means. Many scholars have had difficulty separating the influence of culture in advance because of the prevalence of this finding in explaining disparities in how things are done (De Mooij & Hofstede, 2010). Recent research reveals that the term "culture" can never be used without eliciting an array of competing answers, which summed up the difficulty of having a single definition of culture. In White's (2016) words, many civilizations rely on attitudes, customs, and beliefs

to function properly. They passed the beliefs and habits of a community down from one generation to the next, and this is what he meant when he said that "culture" is about. "Culture" is defined by Inglehart (2020) as a system of "historically developed values, attitudes, and meanings that people of society gain and share in order to affect their dual lifestyle of financial and spiritual values.

One of its most often accepted definitions is the common arrangement of a collection of ideas that includes a community's common intellectual, moral, and aesthetic norms and the meanings given through communicative behaviors (Smith & Stewart, 2011). This study was started because we wanted to learn more about how performance management policies are used in different countries of origin and host countries, which sometimes have different cultures from the countries of origin that required research.

C. RESEARCH METHODS

This article presents a review synthesis of a research report on performance evaluation. The current study focused on qualitative studies describing health services performance management and their performance evaluation. We carefully examined professional perceptions of performance evaluation to see whether they affected the assessment results of organizations operating in various nations. By integrating the opinions of specialists with various roles and responsibilities, we may get a better understanding of how individuality and communalism within the framework of national culture impact performance management activities. A few websites are used to find sources for papers that have been synthesized, such as Scopus, WOS, Google Scholar, and others

The method for synthesizing the literature and reviewing the article is described in the form of diagrams as follows:

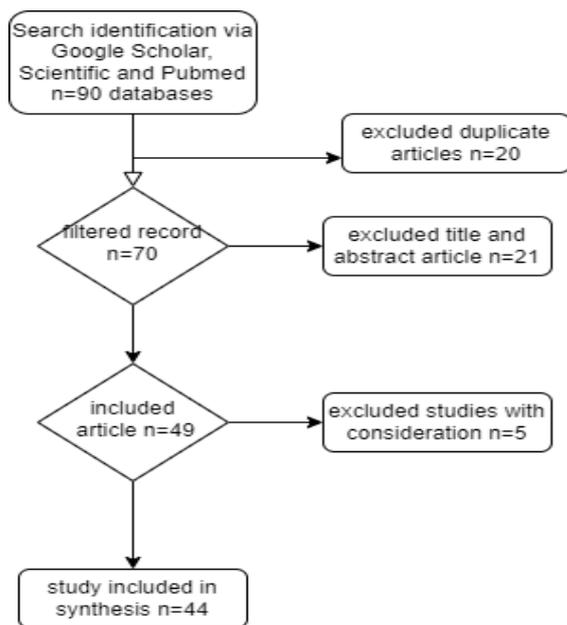


Figure 1. Research Method

D. RESULTS AND DISCUSSION

We cover the results of studies on national culture and MNC health-related operations in this section. According to the analytical framework established in previous sections, the focus of the results and discussion is to distinguish between the influence of national cultures on MNC offices in host countries and policies planned at the head office in the United Kingdom. The pursuit of cost-effectiveness and a desire for a patriotic spirit might lead MNCs to allow local laws and practices to take precedence over those of their home countries (Itika, 2011). According to information on the ground, locals still make up approximately 90% of the workforce in host nations, where cross-fertilization of experts from other nations is a feature of MNCs, according to Reiche et al. (2019). Besides what country managers believe are sensible policies that promote local employment and national sovereignty, this element is also influenced by (Fransen, 2013), as is what they see as reasonable judgments made in the best interests of society by the country managers themselves (Reinhardt et al., 2020). Because of this, multinational corporations must know the cultures of the nations where they do business.

Several scholars, including Luo & Shenkar (2017), have noted that institutions and culture in the area have been observed. Help multinationals' worldwide organizational methods, which often must be harmonized with local cultures. They found this to be the case. In the works of Giuliani & Macchi (2014), we can conclude that MNCs absorb local cultural qualities in ways that restrict or affect MNC procedures as they progress from their initial country. MNCs' capacity to transmit some of their major strengths to other nations is affected by various factors, including variations in national cultures between the company's home country and the countries where it operates. According to their research, its inability to understand the cultural norms and values of the countries in which it operates hampered a company's ability to operate effectively. This means that a company's success is limited to its ability to operate effectively in its country.

According to Gertsen & S oderberg (2010), MNCs' bottom line and acceptability that adapted to host country cultures, conditions, and settings performed better. Human resource management experts, such as Caprar (2011) and others, have argued that, while the cultural conditions of an MNC's native country may influence its practices and theories when applied to other cultures, they cannot and should not do so. According to Smith and colleagues (2011), national culture is more than other institutional and organizational strategy-level elements. Their study explains why there is little evidence of universally applicable HR practice and why "the combined push for uniform policies based mostly on home country lines" faces significant obstacles." considering the following, Lawler et al. (2011) argued that MNCs should be able to deviate from business policies planned in the country of origin and adopted in the host environment depending on national culture and institutional factors. Another reason for this difficulty is cultural differences, as Lawler et al. (2011) stated. They

said that one of the most difficult aspects of international management is adapting models produced in one part of the globe to the other. Other writers have claimed that cultural norms and organizations influence management procedures, such as performance appraisals and evaluations, in different countries. As globalization takes root, more attention must be given to culture's effect on business.

Further arguments point out that techniques developed in Western cultures can be difficult to replicate in other cultures. This difficulty may lead to the search for 'culture-fit models' that universally explain effectiveness in applying Human Resources Management (HRM) practices across different countries. Their study concludes that culture affects every aspect of HRM, culture affects every aspect of HRM. In addition, Meyer et al. (2011) found that MNCs face operational challenges. These challenges have multiple identities—global, national, and organizational—and MNCs' introduction of change efforts and individualistic incentives in host countries. For example, they disrupt the collectivist culture of peace, causing the latter to attempt to implement such programs in ways that respect local realities (Meyer et al., 2011).

Finally, international human resource management scholars have observed that theories and practices reflect the cultural conditions in which we developed them. As a result, they have cautioned that they should not apply to another culture differently, especially when cultural differences exist between countries.

Contextualizing Performance Management

The degree of an organization's effectiveness and efficiency is not based on its financial resources, technological progress, or corporate strategy but on how effectively and efficiently its people are deployed and used (Evans et al., 2012). As a result, management must assess employee performance and identify what has to be changed to keep them on the groundbreaking off their profession. In this sense, performance refers to "the likelihood of future success in achieving goals

and targets" (Lussier et al., 2017). An individual employee's performance in human resources management is the record of results generated as stated work tasks or activities during a certain time. As a result, the phrase "performance management" has been used to define the relationship between an organization's strategic objectives and the contributions of individual workers. Asaari et al. (2019) described the notion of "performance management" as a framework for directing and motivating employees toward corporate objectives. He described it as an increasing organization. His contribution grew people's and teams' performance and improved outcomes by understanding and controlling performance within an agreed framework of planned objectives, standards, and competence criteria. Performance management helps teams understand what has to be done and how., as well as a strategy for managing people that increases the likelihood of success. Performance management needs a system with the following characteristics: mission statements that are clearly articulated and reinforce the organization's expectations. Corporate scorecards with links to expected contributions from workers and suitable corporate-wide objectives should be communicated regularly—a coherent statement of the relationship between senior executives' performance requirements and their remuneration packages. Specific, Measurable, Attainable, Realistic, Appropriate, and Time-Sound Performance objectives between the supervisor and the employee, as agreed and evaluated regularly. Salary, competency, and growth all have a role in the assessment's appropriateness technique used. As stated by the authors, the four components of a successful performance management tool are planning, supervision, evaluation, and assessment criteria administration. The following is a breakdown of the components.

The first step is to establish a baseline for performance. Talking with one's supervisor and adherence to agreed-upon company scorecards is often the first step in this process. A performance contract explains the link between their efforts and the organization's overarching aim. Specific, measurable, attainable, reasonable, and time-bound (SMART) criteria significantly influence the formulation of these performance objectives.

The next critical step is to provide support for performance, which requires frequent communication between workers and their managers about resources and performance evaluations, most of which are informal. An employee's progress toward previously agreed-upon goals will be assessed, and we will offer help through both direct and indirect methods, such as training and feedback. Also, when previously negotiated objectives are insufficient or excessive, we made changes at this point. However, less experienced personnel (or those with performance issues) may need more frequent reviews (quarterly, monthly, or bimonthly) than the standard midway point in the performance cycle.

As a third step, evaluation and assessment involve taking stock of the period's performance and making any necessary corrections. In this step, employees and managers meet to review the current state of accomplishments, which serves as a springboard for the next stage of the assessment process. There are various ways that an organization may reward or punish an employee at this point. The most prevalent are good (positive remuneration, promotion) or not so good (in terms of demotion and demotion) (in terms of performance improvement programs or disciplinary measures).

A fourth and final step occurs when performance evaluations are completed: managing performance standards. These measures may decide salary and incentives based on performance; setting training and development goals; taking action to enhance performance; or advancing one's career, including being considered for promotions. Harney & Jordan (2008) listed the five main pillars

of performance management as a process that includes agreement, measurement, feedback, positive reinforcement, and conversation. According to Smith and colleagues (2011), a performance management contract is based on "job needs, objectives, performance improvements, and personal development plans." They say that this agreement is the basis for a continuous conversation about performance, which includes "a joint and continuous examination of successes against goals, criteria, and plans."

Performance management includes the inputs for achieving the desired outcomes. Development requirements are determined via this procedure to close the gap between employee competence and the expected competence levels necessary for a desired level of performance. Constant feedback, self-evaluation, and implementation of activities to rectify gaps support the employee's and the organization's future success. This method has to be managed throughout the year for this method to be successful. It can be by both the employee and the supervisor in a dialogue. An employee's position and compensation are assessed in a manner that lets them and the organization know exactly where they stand.

Factors Affecting the Performance Appraisal Process

What elements influence performance and performance management considering the above? The following is a complete list of Mayer et al. (2016)'s findings: Personal characteristics such as intelligence, mental stability, and physical stamina set one person apart. Another factor is the individual's drive and commitment to their profession and a variety of other factors, such as life circumstances and personal convictions. 2. Job-related aspects include job clarity, leadership and management support, collaboration and team connections, recognition, success and role responsibilities, and autonomy—a solid 3. Management

performance should include training on how to use the tool besides the SMART criteria, ensuring that the process is fair, and tying performance to rewards. They are: [S] Specific: SMART objectives have a specific aim in mind. Instead of saying, "Get better at X task," specify the abilities you want the person to work on. [M] Measurable: How will you evaluate the employee's performance? This might project deliveries or other key performance indicators. [A] Achievable: SMART objectives must be attainable. Are these the basic capabilities of the employee, or do they need more training or guidance? [R] Relevant: Your objectives should align with your company's values and purpose. Employees may struggle to internalize them if they come out of nowhere. [T] Time-bound: SMART objectives should not be indefinite. Establish a clear schedule for analyzing the results to determine if the program was effective. Organizational elements such as employee dedication, work environment, and organizational culture, including the organization's aim and vision, are also important. Shareholder expectations, important benchmarks like pay and compensation philosophy, and national culture all play a role in determining executive compensation. They are also additional organizational elements to consider. According to Andiola (2014), performance assessment increases and declines with feedback's usefulness. The effectiveness of an evaluation depends on whether the person giving feedback, who is often the manager, has good interpersonal and facilitation skills.

Appraisal Critiques and Challenges

There are several issues with a performance assessment that human resource managers in these organizations must continually address to ensure that the appraisal system itself achieves its goal of raising the performance bar in these organizations. According to Yi (2009), performance assessment has implications for both the person and the organization. Poor assessments may lead to incorrect rewards for both great and weak performers, encouraging undesirable behaviors

within an organization. The conclusion of the assessment affects the long-term connection between the company and the employee. Based on findings from Yean's (2016) research, this relationship is based on employees' perceptions of organizational justice, so processes perceived as unfair will cause employees' lack of enthusiasm and engagement. "Organizational justice" means what is how employees' benefits are shared, how fair processes are, how people treat each other, how information is shared, and how employees are treated with respect.

Organizational justice and attempts to enhance assessment are at the core of addressing these issues, despite the implication that job requirements can be conveyed clearly, that evaluations have no moral value, and that most of the organization's goals are "rational" (Yean, 2016). There is also bias, which may be related to both appraisers' and appraisees' lack of training. We will educate once appraisers, but we will also get year-round refresher courses besides the initial training. We must give employees a chance to provide feedback for an evaluation to be accurate. Providing the employee with a chance to contest the appraisal is input. Because Byrne (2005) has highlighted that the performance review, which motivates people and drives organizational performance, will not be as effective without a sense of fairness; instead, it might have the opposite impact if it does not seem fair to employees.

Brown et al. (2017) study shows that 360-degree feedback does not address subjectivity issues. We have found multiple raters to help resolve subjectivity, including occurrences of prejudice about gender. As noted earlier, national culture affects the effectiveness or otherwise of 360-degree rating, which is something to keep in mind. Despite the limitations of utilizing assessment to enhance organizational performance, firms develop, evaluate, reevaluate, or even discard evaluations if they fall short of the targeted mark (Brown et al., 2017). Opponents of

assessment could not devise an alternate feedback-providing technique and objectively justify career advancement and relevant rewards (Taylor, 2013).

E. CONCLUSION

In conclusion, the literature on performance management has shown that ideas of national culture may serve as predictors and buffers for behavioral outcomes in organizations, teams, and individuals. National culture shapes organizational relationships inside and outside of the company. Consider the following remarks on the research's practical implications considering what we have said. The requirement of organizing the company's performance management systems to make it possible to adapt to and follow the cultural norms and values that are already in place so that work relationships, communication, and understanding can be improved when doing things like performance reviews. The requirement to properly explain, and we do not see orient personnel on performance evaluation objectives inside the company as serving victimization aims. This may be accomplished by instructing and introducing supervisors and panel members to approaches and methods for addressing such problems as tough conversations, particularly about race, religion, and informal groups within the organization.

This research does not pretend to be exhaustive concerning its subject, the effect of national cultures on performance management. Human attempts, particularly as it relates to this study, are just one part of a much bigger body of scientific and more pertinent issues in the literature on health services. I intertwined performance management with national cultures. I propose that more research be conducted in the areas relevant to the factors of the study, such as how national culture affects how well health professionals do their jobs.

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