

**CULTURAL AND BUREAUCRATIC CONTROL IN  
MNEs: THE ROLE OF EXPATRIATE  
PERFORMANCE MANAGEMENT**

**Marilyn S. Fenwick, Helen L. De Cieri  
& Denice E. Welch**

*Working Paper 42/98  
June 1998*

**ABSTRACT**

This conceptual paper examines the role of performance management in the development and maintenance of cultural control in multinational enterprises. A framework is presented showing elements of cultural control and their links with the performance management process, as part of bureaucratic control within multinational enterprises.

**Key Results**

The framework proposes an ongoing socialization role for performance management in MNEs. Implications for control in MNEs are discussed and research questions posed for empirical investigation of the framework.

## CULTURAL AND BUREAUCRATIC CONTROL IN MNEs: THE ROLE OF EXPATRIATE PERFORMANCE MANAGEMENT

Managers in multinational enterprises (MNEs) must balance the tensions inherent in the simultaneous need for global integration and local sensitivity in an increasingly diverse and complex international business environment. The dilemma is to allow sufficient autonomy at the subsidiary level to cater for local responsiveness, while maintaining overall control without constraining effective performance

However, performance management and control presents specific challenges. As Pucik (1985) suggests, five major features of an MNEs operations summarize the MNE performance control challenge. First, MNE management must focus simultaneously on global performance (the 'whole' of the MNE) *and* subsidiary or regional performance (the 'parts'). Second, performance data obtained from one subsidiary/region may not be comparable with that obtained from another due to local differences. The third feature is that separation by time and distance further complicates judgments about the degree of fit between expatriate performance and the long-term strategy of the MNE. Fourth, success may be defined differently according to the economic or political volatility of the system in which the subsidiaries operate. Finally, the level of market maturity may vary between each subsidiary and the parent organization and more time may be required to generate results in some subsidiaries.

This paper is based on two fundamental observations drawn from the extant literature : first, that an integrative approach to performance management in MNEs is necessary and desirable; and second, that changes to the mix of control used in MNEs are evident, with a trend towards less tangible (cultural) controls. We focus on the role of performance management in the control systems of MNEs, and the use of staff transfers in the form of expatriate assignments for control purposes. In particular, we explore issues relating to the use of cultural control in MNEs.

With regard to our first observation, we suggest that *performance management* integrated with other management policies and practices is an essential, complementary bureaucratic control mechanism in a strategy of cultural control. In the context of international human resource management (IHRM), performance management provides expatriates with socialization, control and support for the duration of the international assignment (Black, Gregersen & Mendenhall, 1992; Gregersen, Hite & Black, 1996; Harvey, 1997). Thus, it forms part of the "glue technology" of the MNE (Evans, 1992: 85). This has implications for management in an international business environment with diverse cultures and organizational forms.

With regard to our second observation, we suggest that an increasingly common approach for MNE management to achieve control of organizational and individual performance is through increasing emphasis on *cultural control*, defined as a combination of personal control and control by socialization (Baliga & Jaeger, 1984). Typically, this is accomplished by transferring staff from headquarters to international subsidiaries. The apparent assumption is that expatriates highly committed to the headquarters way of doing things will inculcate host country and third country nationals with organizational values and practices. Such control relies on a level of self-management and control of performance through the internalization of MNE goals, objectives and practices. Self-managed performance will contribute to MNE performance by mitigating against control problems of coordination, consistency and compliance inherent in MNEs .

Our paper contributes by addressing a gap in the IHRM literature. While there has been substantial research on organizational and individual control (see for example, Child, 1973; Pucik, 1986; Scullion, 1994), and on organizational commitment (see for example, Mathieu & Zajac, 1990; Mowday, Porter & Steers, 1982; Palich, Hom & Griffeth, 1995), little has been done to explore the application of expatriate assignments for organizational development purposes such as subsidiary control and performance management. Nor has the role of performance management been discussed as part of the technology of cultural control.

In order to develop issues relevant to performance management and cultural control in MNEs, we have constructed a framework (shown in Figure 1) of key elements and their inter-relationships. These are discussed in the following sections.

## THE MNE CONTROL MIX

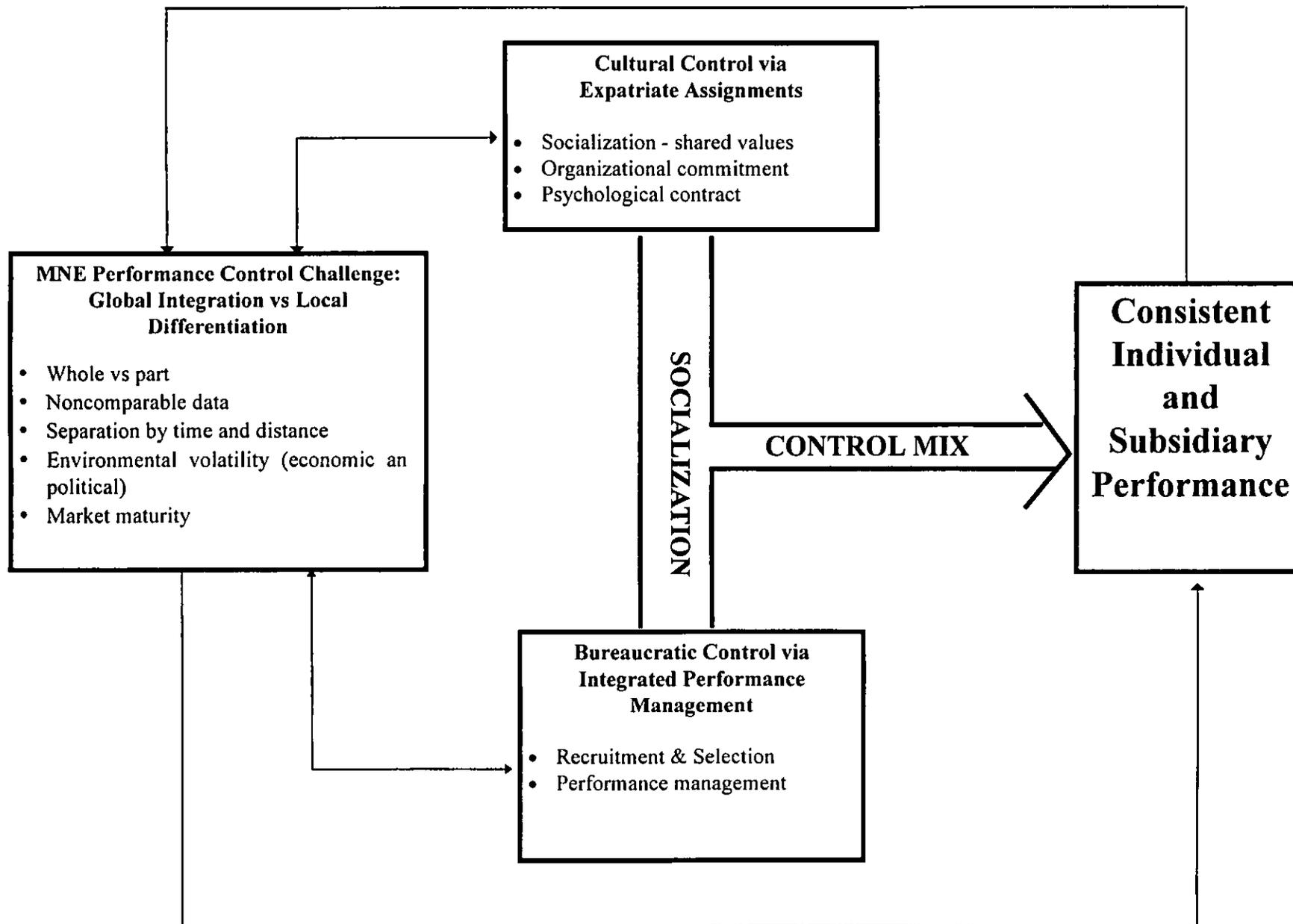
Organizational control is generally accepted as an important component of the managerial function: it is responsible for ensuring that the organization's strategic goals are met and that deviations from standards are corrected for effective performance outcomes (Jaeger & Baliga, 1985). In this context, according to Ouchi (1977), there are two phenomena that can be monitored and evaluated: behavior and output. Thus, control mechanisms that measure and monitor performance are designed and implemented so that behaviors and outputs are linked with MNE strategy. By its very nature, the control function involves the exercise of influence, if not power. It is this characteristic which gives control its negative connotation of deliberate manipulation of organization members.

The important point, according to Jaeger and Baliga (1985:118), is that: "control systems do not exist in 'isolation' in the organization. Rather, they are embedded in an overall organizational system which fits with the control system being used". This is particularly pertinent for the MNE, in its quest for coordination, consistency and compliance of behavior and outcomes throughout its global operations: at headquarters and at each subsidiary level. The control challenge for the MNE is to achieve the correct balance between conflicting pressures. On the one hand, close monitoring is required to ensure minimum levels of duplication, wastage and ineffective processes. On the other hand, autonomy is required to allow for responsiveness and discretion; to coordinate global activities, yet allow for local responsiveness (Bartlett & Ghoshal, 1987; Doz & Prahalad, 1984; Mintzberg, 1991).

In their review of the control literature, Fenwick, Welch and De Cieri (1993) concluded that control mechanisms may be generally divided into two categories, as shown separately in Figure 1: 'cultural' and 'bureaucratic'. Child (1973) identified two approaches to organizational control: personal control systems (that is, direct supervision) and bureaucratic control systems (that is, rules, regulations and procedures). Edström and Galbraith (1977) added a third system: control by socialization, a form of informal control through the internalization of behaviors and rules that negates the need for procedures, hierarchical communication and surveillance. Baliga and Jaeger (1984), in combining the personal system with the control by socialization system, argued that the resultant cultural control systems relied on organization members' internalizing and being morally committed to the norms, values, objectives and "ways of doing things (Jaeger & Baliga, 1985:119). They regarded bureaucratic (formal) and cultural control (informal) as mutually exclusive control options. Pucik and Katz (1986) suggested that some form of control 'mix' which combines elements of both bureaucratic and cultural control systems is often found. This latter view seems robust in the context of changes in the endogenous environment such as increasingly diverse forms of MNE and changes in the exogenous environment such as increased competition and volatility (Schuler, Dowling & De Cieri, 1993).

It would seem that, in practice, MNEs attempt to achieve an optimal mix, with bureaucratic control (such as budgets and reporting systems, and formal structure) supported by cultural control (staff movements, and informal networks). Indeed, in the current climate of flatter organizational structures and devolution of responsibility through decentralization, cultural control becomes an important supporting mechanism for such MNEs (see Marschan, Welch & Welch, 1996).

Figure 1. Control in multinational enterprises: The role of expatriate performance management



Consistent performance across cultural and functional boundaries might, however, be difficult to achieve in organizations opting for cultural control through commitment to organizational norms, values and objectives, and practices (Meyer, Allen and Gellatly, 1990). Welch and Welch (1997:680) argue that “despite what overt behavioral displays and verbal utterances might indicate, people are bound to differ in the extent to which they internalize the company’s values and are thereby committed to upholding them”.

## CULTURAL CONTROL VIA EXPATRIATE ASSIGNMENTS

In their study of MNE staff transfers<sup>1</sup> as a control mechanism, Edström and Galbraith (1977) identified three reasons for staff transfers: first, to fill positions in developing countries; and, second, to develop managers’ international experience. The third reason was to develop the organization by modifying and sustaining the structure and decision processes. In particular, according to Ondrack (1985a, 1985b), international staff transfers assist in developing a dependable informal control system for the MNE’s global operations, as well as a network of personal contacts that enables the bypassing of bureaucratic procedures when necessary, thus making the organization more responsive.

No amount of plans, reports, or correspondence can replace competent and committed management in the various parts of the company, and the personal contacts, consultations, and exchange of views which underlie a control system and breathe life into it (Brooke & Remmers, 1970: 91).

As shown in Figure 1, cultural control via expatriate assignments relies, first, upon the development of shared values and organizational knowledge through the socialization of the expatriate and its related concept, the psychological contract. Second, it relies upon a high level of expatriate commitment to the MNE. Third, it relies upon the expatriate’s ability and willingness to diffuse the requisite values to others in the organization. Each of these is discussed below.

### Shared Values

Given the increased value diversity inherent in international operations, the extent to which individuals adopt and share values is central in any discussion of cultural control. A value has been defined as a lasting belief that “a specific mode of conduct or end-state of existence is personally or sociably preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach, 1973: 5). Strong organizational value systems have often been linked with higher levels of employee commitment through internalization and identification (Zeffane, 1994). Schultz concluded that interrelationships of values and basic assumptions are not harmonious, as implied by Schein (1992), but included certain inconsistencies (Schultz, 1990, cited in Stahlberg, 1992). However, individual inconsistencies in values may not necessarily undermine or prevent cultural control.

The extent to which the value-sharing aspect of organizational culture can be managed is related to whether culture is viewed as something an organization *is* or something it *has*. Practices may be seen as one aspect of the ‘culture’ Gestalt - something that an organizational culture *has* – and therefore, as somewhat manageable (Hofstede, 1992). This implies that behavior can be controlled through socialization in the workplace, provided that the requirement to engage in appropriate organizational practices falls within members’ zones of indifference. The zone of indifference is the range of contributions an individual is willing to make without subjecting these to critical evaluation - that is, to which the person is indifferent. Practices falling into the zone are agreed to, those falling outside the zone may or may not be agreed to or may precipitate exit from the organization (Barnard, 1936).

---

<sup>1</sup> Following the bulk of the extant IHRM literature, we use ‘staff transfers’ as interchangeable with ‘expatriate assignments’.

The distinction between shared values and shared practices is therefore an important one, as it influences the members' zone of indifference. For example, a commitment to shared values may require a broader zone of indifference, as it effectively requires agreement to more than work practices. Of course, such control may have a negative connotation, implying programmed behavior that could only occur if the process were one-way (Willmott, 1993). Hofstede (1992) stated that shared values are the core of an organization's culture. In a view consistent with that of Ouchi (1977), he suggested that *shared values* are not directly observable by outsiders and, therefore, uncontrollable. Rather, *shared perceptions of daily practices*, observable as behavior consistent with the values, should be considered.

### **Organizational Commitment**

*Organizational commitment* has been described as both an input and an outcome for expatriate performance and cultural control. According to Coopey and Hartley, organizational commitment has been variously defined according to two main themes: those involving affective attachment and identification "connoting a sense of devotion, loyalty or allegiance" (1991: 19); and those which focus on behavioral acts and consistencies. The most frequently cited and enduring definition of organizational commitment is that of Porter and others (Mowday, Porter & Steers, 1982; Porter, Steers, Mowday & Boulian, 1974), who referred to organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982: 27).

Evans (1992: 89) said of organizational performance control, "one should not delegate or give up hierarchic control to someone who does not have the capacity for self-control". The comment by Brooke and Remmers (1970) cited above emphasizes organizational commitment as essential in the cultural control of MNE performance. Organizational commitment has received much attention in recent research (Mathieu & Zajac, 1990). In addressing the attitudinal - behavioral dichotomy presented in definitions of organizational commitment, they concluded the construct to be an inter-relationship of both dimensions. Of particular relevance to this paper is the behavioral outcome of commitment - adherence to a consistent level and standard of activity.

In practical terms, both attitudinal and behavioral commitment are expected of expatriate employees in MNEs. A widely held, yet relatively untested, view in international HRM literature has been that expatriate managers are more committed to the MNE than host country nationals. In one study comparing the related concept of loyalty of expatriate managers with that of HCNs, Banai and Reisel (1993) found no support for that view.

The extent to which loyalty or allegiance is achieved may be culturally determined (Baligh, 1994; Downes, 1996; Randall, 1993; Rokeach, 1973). Rokeach (1973) linked values, with attitudes and beliefs, to culture. For example, some religious beliefs may preclude the development of affective attachment to an organization (Palich, Hom & Griffeth, 1995). Mathieu and Zajac (1990) grouped the antecedents of commitment into personal characteristics and situational variables. However, Zeffane (1994) argued that researchers have not yet reached any substantial agreement on the order of these two categories.

The evolution of human resource management has included a progression through compliance-based to employee commitment-based achievement of organizational goals (Guest, 1989; Zeffane, 1994). Ogilvie (1986) concluded that human resource management practices can best influence commitment levels when offered as a systematic and pervasive program rather than as the addition of random interventions such as a new benefit or a new training program. The ideal scenario for building high commitment levels would be for senior management to identify organizational commitment as a critical element of business strategy and to support such an effort. Subsequent development of human resource management practices that consider individual employees' different needs and preferences might therefore be valuable.

## **Psychological Contract**

Length of service and its attendant investments (cf. Becker's 'side-bets', exchange-based approach) influence the development of organizational commitment (Becker, 1960; Hrebiniak and Alutto (1972). Related to this view of organizational commitment is the notion of a psychological contract. This term is used to describe an employee's belief regarding the terms and conditions of a reciprocal exchange agreement between that employee and the employer (Robinson & Rousseau, 1994). Psychological contracts may be transactional (based on economic exchange theory) or relational (based on social exchange theory). The latter form has been linked to organizational commitment (Rousseau, 1989, 1995).

Psychological contracts recognize that most people seek to balance their contributions (what they put into an organization) and their inducements (what they get from the organization in return). "Within the boundaries of the psychological contract therefore, employees will agree to do many things in and for the organization because they think they should" (Schermerhorn, Hunt & Osborn, 1982: 480). This implies that adherence to organizational practices, an essential outcome of cultural control, requires the individual to operate within a relatively narrow zone of indifference (Baliga & Jaeger, 1984). Interestingly, while psychological contracts are by definition subjective and therefore different for each individual, employers may reflect organizational values, goals and objectives during the negotiation process. Thus, a certain degree of standardization can often be found (Shore & Tetrick, 1994). However, the subjective nature of the psychological contract makes it highly susceptible to perceived violation, and may act as a mediator between expatriates and commitment to their organizations (Guzzo, Noonan & Elfron, 1994).

## **Socialization**

Socialization has been defined as "a process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge for assuming an organizational role and for participating as an organization member" (Lois, in McDonald & Gantz, 1991: 72). Thus, it may be considered part of information technology within MNEs.

Socialization of staff provides what Bartlett and Ghoshal (1987) termed the "coordination glue" which binds the organization together. Similarly, Evans (1992: 88) suggested that the integration challenge comprised three elements: "direction (goal visions, targets), control, and coordination". He postulated that MNE management will implement the "differentiated network structure" so labeled by Bartlett and Ghoshal (1989). They subsequently identified a clear, shared understanding of the company's mission and objectives; the visible behavior and public actions of senior management; and the organization's personnel policies, practices, and systems as three important tools affecting the psychology, or culture (Hofstede, 1992), of the organization (Bartlett and Ghoshal, 1992). Network relationships will be characterized by a shared superordinate vision, individual self-control, and the capacity to negotiate individual differences. In achieving integration of coordination and control, senior management must pay close attention to the "steering mechanisms" of the firm; strategic and operational goal-setting and "control mechanisms ("values")" (Evans, 1992: 96).

As suggested in Figure 1, expatriates themselves must first be socialized before they can socialize others. Thus, our framework presents socialization as the motif in this discussion of cultural control in MNEs. It is considered as both the outflow of the control mix and a key driver of expatriate and subsidiary performance. Edström and Galbraith (1977) hypothesized that managers in some organizations are transferred in order to develop a control process based on socialization. The importance of expatriates in facilitating control continues to be emphasised in more recent research such as that by Kobrin (1988), Scullion (1994), Torbjörn (1994) and Roth (1995). For example, Roth (1995) stressed the value of expatriate assignments for developing potential chief executive officers' awareness and understanding of the interdependencies and interpersonal networks in MNEs in order to control operations effectively.

When considering the role of performance management in expatriate socialization and support, the content and stages of organizational socialization warrant attention. In Louis's (1980: 231) terms: "Ideally, during

socialization, especially during the encounter stage, the newcomer's role-relevant abilities are identified, others' expectations are conveyed and negotiated, and incentives and sanctions are clarified, with the aim of enhancing motivation to perform". Such content areas are contained in an integrated performance management system. Stages of socialization include the transition from newcomer to insider and the subsequent addition of new roles to "portfolios of life roles". It would seem that socialization must be ongoing as MNE management adapt strategies and practices in anticipation of or response to changes in their exogenous and endogenous environments (Schuler et al., 1993). Welch and Welch (EMJ 1997) question the *degree* to which a person needs to be socialized (inculcated) in order to be effective in ensuring compliance. We also question the nature and level of socialization required.

## **INTEGRATED PERFORMANCE MANAGEMENT AS A BUREAUCRATIC CONTROL**

Considering the above, socialization prior to the expatriate assignment may not be sufficient to maintain commitment. For example, one Australian MNE using expatriate assignments as a control mechanism structures a period of several months home visit for a "culture fix" (Welch, Fenwick & De Cieri, 1994: 485). A more formal strategic alternative is to introduce elements of bureaucratic control to reinforce socialization and commitment, as Figure 1 indicates. One such mechanism used to measure and monitor performance is performance management.

Ouchi (1977) described the control process as 'people treatment' which consists of selection/screening; training (skills and values); and monitoring (behavior and output). These activities are often determined, and commonly performed, by the human resource management (HRM) function. Strategic international human resource management (SIHRM) is comprised of MNE strategies and practices that mirror the relationship between HRM and strategy in domestic (single-country) organizations (Schuler et al., 1993).

Performance management, as an element of SIHRM, is the process of transforming strategic objectives into action, monitoring progress, and rewarding results (Cannon, 1992; Fenwick & De Cieri, 1995a; Hitchcock, 1992). The term has been defined as

a process for establishing shared understanding about what *is* to be achieved, and an approach to managing and developing people in a way which increases the probability that it *will* be achieved in the short and longer term" (Armstrong, 1994: 23).

It has been described as the process which converts core values into standards, and vision and behavior into activities and tasks with a view to continuous improvement (Cannon, 1992). As stated in the introduction, the added structural complexity of an MNE appears the consequence of seeking to balance the loose-tight management required to enact the aphorism "think global, act local". This, with the control function previously discussed, presents a major challenge to achieving effective performance management (Adler, 1990; Bartlett & Ghoshal, 1987; Prahalad & Doz, 1987; Schuler et al, 1991; Welch et al., 1994).

The characteristics of an *integrated* HRM performance management system are: links to the organizational strategy; setting individual performance goals; providing feedback on progress towards goal achievement; providing opportunities for improvement through appraisal feedback and training and development (T&D); and, links between results and rewards (Bevan & Thompson, 1991; Hitchcock, 1992). These characteristics reflect Ogilvie's (1986) views about HRM and building commitment, and each is briefly outlined below.

### **Links with MNE Strategy**

Bevan and Thompson (1991) stressed the need to develop a shared vision of the organization's objectives. The necessity for strategy to be clearly articulated and communicated throughout the organization as an ongoing activity has been emphasised in management literature (Hitchcock, 1992; Peters & Waterman, 1980; Mintzberg, 1994; Wright & McMahan, 1992). Communicating strategy in MNEs is more complicated due to their competitive arena and the latitude, inherent in their strategies, to respond to competition differently, both strategically and organizationally (Bartlett & Ghoshal, 1992; Schuler et al.,

1993). Even with recent advances in information technology, face-to-face communication is still necessary to assure and monitor understanding of HRM strategy as part of the HRM strategy. Language is an important dimension. The ability to diffuse values depends on communication skills, including the ability to communicate in the language of the subsidiary *and* the common company language (Marschan, Welch & Welch, 1996).

### **Setting Individual Performance Goals**

This process should occur with extensive employee involvement and in the context of both the immediate position and the whole organization (Bevan & Thompson, 1991; Hitchcock, 1992). The identification of relevant, practical and reliable performance criteria upon which performance goals are based is difficult enough in domestic organizations. The need for both quantitative and qualitative criteria has been emphasised, and a behaviorally-based approach is widely supported (Bernardin & Beatty, 1984; Kaplan & Norton, 1992; Schuler et al., 1991; Smith, 1976). Therefore, performance criteria in MNEs must recognize the constraints on strategy-level performance appraisal and management shown in Figure 1.

### **Providing Feedback on Progress Towards Goal Achievement**

Feedback provided through the performance appraisal activity is central to performance management and has two distinct purposes, evaluation and development (Cascio, 1991). In addition to generating a consistent set of performance standards, better performance appraisal systems can enhance productivity by giving ongoing feedback (Day, 1989) and by assessing performance and not personal characteristics (Fox, 1987; Kramer, McGraw & Schuler, 1997). The extent to which the process is interpreted with distrust or as an insult differs across cultures (Adler, 1990; Dowling et al., 1994; Imada, Van Slyke & Hendrick, 1985).

In addition to the international environment and performance criteria that have been discussed above, great physical distance, which often exists between subsidiaries and the parent organization, can result in lack of meaningful, effective observation, support and supervision of expatriates. Opportunities for thorough headquarters performance reviews may also be minimal due to both distance and time-zone differentials (Dowling et al., 1994; Howard, 1987). Failure to provide such feedback might violate the psychological contract between the expatriate and the MNE, in addition to preventing corrective action in the event of ineffective performance. These problems highlight the difference between domestic and international performance management in terms of being able to deliver timely, relevant, and therefore effective, feedback (Cascio, 1991; Harvey, 1997).

### **Providing Opportunities for Improvement Through Appraisal Feedback and Training and Development**

As previously mentioned, performance appraisal feedback has a developmental purpose. A great deal of training and development has focused on developing expatriates' ability to adjust to a new culture. Certainly, cross-cultural adjustment has been shown to influence performance (see for example, Black & Mendenhall, 1991; Mendenhall & Oddou, 1985; Tung, 1982). However, providing opportunities for improvement through appraisal feedback and T&D is an ongoing performance management activity aimed at continuous improvement and socialization to desired organizational practices. In the context of socialization and support, ongoing access to T&D for expatriates appears necessary to manage performance both within headquarters and in the overseas location. This is particularly relevant when organizational development requires 're-socialization' as policies and practices change. Again, the role of such re-socialization is questioned by Welch and Welch (1997) who comment that it may be psychologically difficult for those who are 'true believers' to modify or alter value systems.

A significant control issue in international performance management is the issue of conflicting expatriate loyalty to the subsidiary and headquarters. While this may also be identified as an issue between divisions and headquarters of a large domestic organization, again the broader perspective, scope and activities required, and greater risk exposure in the international environment differentiate domestic T&D from that in

MNEs. It has been suggested that T&D may also facilitate the development of dual allegiance in expatriates, thus ensuring balanced bonds with both headquarters and subsidiary (Black et al., 1992).

### **Links Between Results and Rewards**

Linking expatriate rewards to performance has been problematic due to difficulties in establishing valid and reliable performance criteria, as outlined earlier. For MNEs, additional problems in rewarding expatriates have concerned internal and external equity; taxation and the cost of allowances; relocation; housing and education (Fenwick & De Cieri, 1995b; Harvey, 1993). An important performance management requirement for MNEs which exemplifies the difference between intra-and inter-national performance management is the need to ensure that individuals are not financially disadvantaged by accepting an international assignment, moving to another location or re-entering headquarters (Crandall & Phelps, 1991; Dowling et al., 1994). In terms of integrated performance management, the major concern about this imperative is that there is often no link to expatriate performance.

### **CONSISTENT INDIVIDUAL AND SUBSIDIARY PERFORMANCE**

The view that positive organizational commitment of individuals tends to improve organizational effectiveness and efficiency has been one of the most contentious in this field (Zeffane, 1994). However, Naumann has concluded that, at least, the contention that performance leads to satisfaction has generally been supported in research. "Therefore, an individual's performance level is generally thought to be positively associated with satisfaction, commitment and involvement" (1992: 512). In their discussion of the relationship between organizational commitment and organizational adaptability, Angle and Perry (1981) suggested that there is some ideal or optimal level of commitment required for effectiveness. That is, enough commitment to elicit necessary employee behaviors beyond explicit role requirements, but not so much as to provoke the hiatus of individual judgment in favor of organizational principles. In terms of expatriate management, this optimal level has been identified as "dual allegiance"; a simultaneous, balanced commitment to both the headquarters and the subsidiary (Black et al., 1992). However, we believe that this raises the questions of whether dual allegiance is desirable and or achievable in all circumstances? Black et al.'s (1992) view seems to conflict with the notion of cultural control which implies commitment to the headquarters as the priority; the tension typifies the 'think global - act local dilemma'. However, from a control perspective, the concept of dual allegiance does not preclude adherence to headquarters' policies and practices or sensitivity to local conditions.

As Figure 1 indicates, in MNEs applying cultural control, the performance management concept might require broadening to include recruitment and selection. When hiring, an organization may select members on the basis of skills and existing personal work-related values - that is, *buying values*; or it may hire people and attempt to socialize them towards a set of required values - that is, *making values* (McDonald & Gandz, 1992). In this way, HRM managers play a critical role as 'gatekeepers' for the organizational culture. They may consciously maintain hero models for the organization which are then reflected in HRM practices such as recruitment and selection. Selecting those with the 'right' values, or the potential to acquire those values, is a strategy for preserving the culture (Hofstede, 1992). Again, the process is not unidirectional - an individual may also select an organization on the basis of its perceived 'right' values. Whether a 'make-values' or 'buy values' approach is adopted during the selection process, an organization requires some degree of socialization, and training programs may be used to achieve this. Recruitment and selection is only one aspect of the HR staffing role. Placement of staff is also a factor - that is, matching individuals, skills and job requirements - and this is critical when the organization has diverse operations in different countries.

### **CONCLUDING REMARKS AND IMPLICATIONS FOR FUTURE RESEARCH**

We have proposed a framework drawn from our observations of extant international management literature. The framework predominantly takes an organizational perspective, a reflection of the common themes in

this discourse, which places the individual as *object* (cf. Coates, 1994). The relationships between elements presented in our framework, particularly between organization and individual, require further investigation. For example, meeting the performance expectations of both headquarters and host country superiors becomes a career development issue for expatriates (Feldman & Thomas, 1992).

We suggest a number of areas requiring attention in future research. Researchers may elect to further explore each of the framework elements, or links between the elements. We present our framework as an exploratory model of the role of performance management in MNE control systems. It is likely, and to be encouraged, that researchers will seek to adapt and revise the framework, as understanding of the field develops. In order to do so, researchers may choose to develop research questions, or specific propositions or hypotheses, that operationalize their particular research focus. As an example, research in progress involving case studies of Australian MNEs will generate data to extend and develop the ideas discussed in this paper, by exploring the following broad research questions:

1. To what extent is cultural control explicit in the control strategies of MNEs?
2. What is the role of IHRM policies and practices such as performance management in the control mix of MNEs?
3. How is cultural control achieved and maintained in MNEs?

Complexities of operating in the global marketplace - with its features of increasing levels of competition, rapid pace of change and high levels of uncertainty and ambiguity - make it difficult for MNEs to continually realign for 'fit' (Fenwick et al., 1993). The relevant extant literature on the topic of MNE control reveals two major issues: first, that despite the growing body of research on the subject of MNE control and coordination, an integrative approach has yet to emerge. This may be partly explained by the seeming preoccupation in the field of international business with the development of theoretical advances on the formulation aspects of strategy rather than on the implementation side, especially international coordination mechanisms (Martinez & Jarillo, 1991). Second, while control remains a critical component of the managerial role, the way it is achieved in MNEs appears to be changing from a previous bias towards direct mechanisms to reliance on more indirect methods, such as through staff transfers.

Cultural control will be increasingly employed in MNEs as a means of dealing with changing organizational forms and increasing diversity to achieve the desired consistency, coordination and compliance of behavior and outcomes throughout global operations. Despite their cost, suggestions that some managers and researchers see control as a somewhat disreputable purpose for the employment of expatriates (Scullion, 1994), and suggestions that they may be no more loyal to the MNE than local managers (Banai and Reisel, 1993), expatriates continue to be regarded as best able to "transfer the corporate culture to local people, who can later convey it to other local people" (Solomon, 1994: 97). This technology reflects age-old practice, not confined to the modern MNE. The desired behaviors and outcomes of cultural control through expatriate assignments are self-managed performance linked to the MNE strategy and the socialization, both for the expatriate and for subsidiary staff, as shown in Figure 1. Integrated performance management is one bureaucratic control mechanism, an element of "glue technology" (Evans, 1992: 85), by which expatriate organizational commitment might be developed and maintained. Thus, an appropriate MNE control mix of cultural control, complemented by integrated performance management as a bureaucratic control, might be achieved.

## REFERENCES

- Adler, N. 1990. International Dimensions of Organizational Behavior, 2nd ed., Boston: PWS-Kent.
- Allen, N.J & Meyer, J. P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63: 1-18.

- Angle, H. & Perry, J. 1981. An empirical assessment of organizational commitment and organizational effectiveness. Administrative Science Quarterly, 26: 1-13.
- Armstrong, M. 1994. Performance Management, London: Kogan.
- Baliga B.R. & Jaeger A.M. 1984. Multinational corporations: control systems and delegation issues. Journal of International Business Studies, 15 (2): 25-40.
- Baligh, H. H. 1994. Components of culture: Nature, interconnections, and relevance to the decisions on the organization structure. Management Science, 40 (1): 14-27.
- Banai, M. & Reisel, W.D. 1993. Expatriate managers' loyalty to the MNC: myth or reality? an exploratory study. Journal of International Business Studies, 24 (2): 233-248.
- Barnard, C. 1936. The functions of the executive, Cambridge, Mass: Harvard University Press.
- Bartlett C.A. & Ghoshal S. (Eds.). 1992. Transnational management: Text, cases and readings in cross-border management, Homewood Ill: Irwin.
- Bartlett C.A. & Ghoshal S. 1989. Managing across borders: The transnational solution, Boston: Harvard Business School Press.
- Bartlett C.A. & Ghoshal S. 1987. Managing across borders: new organizational responses. Sloan Management Review, 29 (1): 43-53
- Becker, H. 1960. Notes on the concept of commitment. American Journal of Sociology, 66: 32-42.
- Bernardin, H. J. & Beatty, R. W. 1984. Performance appraisal: Assessing people at work, Boston: Kent.
- Bevan, S. & Thompsom, M. 1991. Performance management at the cross-roads. Personnel Management, 23: 36-39.
- Black, J.S., Gregersen, H.B. & Mendenhall, M.E. 1992. Global assignments. Successfully expatriating and repatriating international managers, San Francisco: Jossey-Bass.
- Black, J. S. & Mendenhall, G. 1991. The U-curve adjustment hypothesis revisited: a review and theoretical framework. Journal of International Business Studies, 22 (2): 225-247.
- Brooke, M.Z. & Remmers, H.L. 1970. The strategy of multinational enterprise, London: Longman.
- Cannon, F. 1992. Performance management: A new perspective. Executive Development, 5 (4): 11-15.
- Cascio, W. F. 1991. Applied psychology in personnel management, 4th ed., Reston: Reston Publishing.
- Child J. 1973. Strategies of control and organizational behavior. Administrative Science Quarterly, 17, March : 1-17.
- Coates, G. 1994. Performance appraisal as icon: Oscar-winning performance or dressing to impress? International Journal of Human Resource Management, 5 (1): 167- 191.
- Coopey, J. & Hartley, J. 1991. Reconsidering the case for organisational commitment. Human Resource Management Journal, 1 (3): 18-32.
- Cornish, G. & Adams, G. 1993. Trends in remuneration: The concept of 'Total Quality Pay'. Asia Pacific Journal of Human Resources, 31 (2): 75-86.

- Crandall, L. P. & Phelps, M. I. 1991. Pay for a global work force. Personnel Journal, February: 28-33.
- Day, D. 1989. Performance management year-round. Personnel, 66 (8): 43-45.
- Dowling, P.J., Schuler, R.S. & Welch, D.E. 1994. International dimensions of human resource management, 2nd ed., Belmont, Ca: Wadsworth.
- Downes, M. 1996. SIHRM: Overseas staffing considerations at the environmental level. Journal of International Management, 2 (1): 31-50.
- Doz, Y. & Prahalad, C.K. 1984. Patterns of strategic control within multinational corporations. Journal of International Business Studies, 15 (2): 55-72.
- Edström, A. & Galbraith, J.R. 1977. Transfer of managers as a coordination and control strategy in multinational organizations. Administrative Science Quarterly, 22 (2): 248-263.
- Evans, P. 1992. Management development as glue technology. Human Resource Planning, 15(1): 85-106.
- Feldman, D. C. & Thomas, D. C. 1992. Career management issues facing expatriates. Journal of International Business, 23(3): 271-293.
- Fenwick, M. & De Cieri, H. 1995a. Building an integrated approach to performance management using critical incident technique. Asia Pacific Journal of Human Resources, 33 (3): 76-91.
- Fenwick, M. & De Cieri, H. 1995b. An integrative approach to international compensation: meeting emerging challenges. Paper presented at the 21st Annual Conference of the European International Business Academy, 10-12 December 1995, Urbino, Italy.
- Fenwick, M. Welch, D. & De Cieri, H. 1993. Organisational control through staff transfers: a concept revisited. Paper presented at the 19th European International Business Academy Annual Conference, December 12-14, Lisbon, Portugal.
- Fox, W. 1987. Improving performance appraisal systems. National Productivity Review, 7 (1): 20-27.
- Gregersen, H. Hite, J. & Black, S. 1996. Expatriate performance appraisal in U.S. multinational firms. Journal of International Business Studies, 27 (4): 711-738.
- Guest, D. 1989. Personnel and HRM: Can you tell the difference? Personnel Management, January: 48-51.
- Guzzo, R. Noonan, K. & Elfron, E. 1994. Expatriate managers and the psychological contract. Journal of Applied Psychology, 79 (4): 617-626.
- Harvey, M. 1993. Empirical evidence of recurring international compensation problems. Journal of International Business Studies, 24 (4): 785-799.
- Harvey, M. 1997. Focusing the international performance appraisal process. Human Resource Development Quarterly, 8 (1): 41-62.
- Hitchcock, D. E., 1992. The engine of empowerment. Journal for Quality and Participation, 15 (2): 50-58.
- Hofstede G. 1992. Cultures and organizations: Software of the mind, UK: McGraw-Hill.
- Howard, C. 1987. Out of sight - Not out of mind. Personnel Administrator, 32 (6): 82-90.

- Hrebiniak, L. & Alutto, J. 1972. Personal and role-related factors in the development of organizational commitment. Administrative Science Quarterly, 17: 555-572.
- Imada, A., Van Slyke, M. & Hendrick, H. 1985. Applications of assessment centres multinationally: The state of the art, obstacles and cross-cultural implications. Journal of Management Development, 4 (4): 54-67.
- Jaeger A.M. & Baliga B.R. 1985. Control systems and strategic adaptation: lessons from the Japanese experience. Strategic Management Journal, 6 (2): 115-134.
- Kaplan, R. & Norton, D. 1992. The balanced score-card - Measures that drive performance. Harvard Business Review, Jan-Feb: 71-79.
- Kramer, R. McGraw, P. & Schuler, R. 1997. Human Resource Management in Australia, Melbourne: Addison Wesley Longman.
- Kim, W.C. & Mauborgne, R.A. 1993. Procedural justice, attitudes, and subsidiary top management compliance with multinationals' corporate strategic decisions. Academy of Management Journal, 36 (3): 502-526.
- Kobrin S. 1988. Expatriate reduction and strategic control in American multinational corporations. Human Resource Management, 27 (1): 63-75.
- Louis, M. R. 1980. Surprise and sense-making: What newcomers experience in entering unfamiliar organizational settings. Administrative Science Quarterly, 25: 226-249.
- McDonald, P. & Gandz, J. 1992. Getting value from shared values. Organizational Dynamics, Winter: 64-77.
- Marschan, R., Welch, D. & Welch, L. 1997. Language: The forgotten factor in multinational management. European Management Journal, 15 (5): 591 - 598.
- Marschan, R., Welch, D. & Welch, L. 1996. Control in less-hierarchical MNC structures: The role of personal networks and informal communication. International Business Review, 5 (2): 137 - 150.
- Martinez, J.I. & Jarillo, J.C. 1991. Coordination demands of international strategies. Journal of International Business Studies, 22 (3): 429-444.
- Mathieu, J. & Zajac, D. 1990. A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. Psychological Bulletin, 108 (2): 171-194.
- Mendenhall, M. E., & Oddou, G. 1985. The dimensions of expatriate acculturation: A review. Academy of Management Review, 10: 39-47.
- Meyer, J. P., Allen, N. & Gellatly, I. R. 1990. Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. Journal of Applied Psychology, 75 (6): 710-720.
- Morgan, P. 1986. International HRM: Fact or fiction? Personnel Administrator, 31 (9): 43- 47.
- Mowday, R. Porter, L. & Steers, R. 1982. Employee-organizational linkages, New York: Academic Press.
- Mintzberg, H. 1991. The effective organization: forces and forms. Sloan Management Review, Winter: 54-67.

- Naumann, E. 1992. A conceptual model of expatriate turnover. Journal of International Business Studies, 23 (3): 499-531.
- Ogilvie, J. 1986. The role of human resource management practices in predicting organizational commitment. Group & Organization Studies, 11: 335-359.
- Ondrack, D.A. 1985a. International human-resources management in European and North- American firms. International Studies and Management and Organisation, 15 (1): 6-32.
- Ondrack, D.A. 1985b. International transfers of managers in north American and European MNEs. Journal of International Business Studies, 16 (3): 1-19.
- Ouchi, W.G. 1977. The relationship between organizational structure and organizational control. Administrative Science Quarterly, 22 (1): 95-113.
- Palich, L., Hom, P. & Griffeth, R. 1995. Managing in the international context: testing cultural generality of sources of commitment to multinational enterprises. Journal of Management, 21 (4): 671-690.
- Peters, T. & Waterman, R. 1982. In search of excellence, New York: Harper and Row.
- Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P.V. 1974. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59: 603-609.
- Prahalad, C.K. & Doz, Y. 1987. The multinational mission, New York: The Free Press.
- Pucik, V. & Katz, J.H. 1986. Information, control and human resource management in multinational firms. Human Resource Management, 25 (1): 121-132.
- Pucik, V. 1985. Strategic human resource management in a multinational firm. In *Strategic Management of Multinational Corporations: The Essentials*, Wortzel, H. V. & Wortzel, L. H. (Eds.), New York: John Wiley.
- Randall, D. M. 1993. Cross-cultural research on organizational commitment: A review and application of Hofstede's value survey model. Journal of Business Research, 26: 91-110.
- Robinson, S. L. & Rousseau, D. M. 1994. Violating the psychological contract: Not the exception but the norm. Journal of Organizational Behavior, 15: 245-259.
- Rokeach, M. 1973. The nature of human values, Free Press.
- Rousseau, D. M. 1995. Psychological contracts in organizations: Understanding written and unwritten agreements, Thousand Oaks, Sage.
- Rousseau, D. M. 1989. Psychological and implied contracts in organizations. Employee Responsibilities and Rights Journal, 2: 121-139.
- Roth, K. 1995. Managing international interdependence: CEO characteristics in a resource-based framework. Academy of Management, 38(1): 200-231.
- Schein, E.H. 1992. Organizational culture and leadership, 2nd. ed. San Francisco: Jossey-Bass.
- Schermerhorn, J.R, Hunt, J.G. & Osborn, R.N. 1982. Managing organizational behavior, New York: John Wiley and Sons.

- Schuler, R.S. Dowling, P.J. & De Cieri, H. 1993. An integrative framework of strategic international human resource management. Journal of Management, 19 (2): 419-459.
- Schuler, R., Fulkerson, J. R. & Dowling, P. J. 1991. Strategic performance measurement and management in multinational corporations. Human Resource Management, 30 (3): 365-392.
- Schultz, M. 1990. Kulter i organisationer - Funktion eller symbol, Kobenhavn: Handelshojskolens Forlag.
- Scullion, H. 1994. Staffing policies and strategic control in British multinationals. International studies of management and organization, 24 (3): 86-104.
- Shore, L. & Tetrick, L. E. 1994. The psychological contract as an explanatory framework in the employment relationship. In Trends in organizational behavior. Cooper, C. L. and Rousseau, D. M. (Eds.), 1: 91-109.
- Smith, P. 1976. Behaviors, results and organizational effectiveness: The problem of criteria. In Handbook of industrial and organizational psychology. Dunnette, M. (Ed.), New York: Wiley: 745-775.
- Solomon, C.M. 1994. Staff selection impacts global success. Personnel Journal, 73 (1): 88-101.
- Stahlberg, K. 1992. Corporate culture and the internationalization of a firm, Helsinki: Helsinki School of Economics and Business Administration.
- Stopford, J.M. & Wells, L.T. 1972. Managing the multinational enterprise, London, Longman.
- Torbiorn, I. 1994. Operative and strategic use of expatriates in new organizations and market structures. International Studies of Management and Organization, 24 (3): 5-17.
- Tung, R. 1982. Selection and training procedures of U.S., European and Japanese Multinationals. California Management Review, 25 (1): 57-71.
- Welch, D. E., Fenwick M. S., & De Cieri, H. 1994. Staff transfers as a control strategy: An exploratory study of two Australian organizations. The International Journal of Human Resource Management, 5 (2): 473-490.
- Wright, P. & McMahan, G. 1992. Theoretical perspectives for strategic human resource management. Journal of Management, 18 (2): 295-320.
- Willmott, H. 1993. Strength is ignorance; slavery is freedom: Managing culture in modern organizations. Journal of Management Studies, 30 (4) 515-552.
- Zeffane, R. 1994. Patterns of organizational commitment and perceived management style: A comparison of public and private sector employees. Human Relations, 47 (8): 977-1010.

# DEPARTMENT OF MANAGEMENT

## 1998 WORKING PAPERS

- 1/98 Alison Dean, "Issues and Challenges in Training HRM Practitioners by Distance Education" (January, pp.16).
- 2/98 Simon Moss, "Exposing Biased Samples: Derivation of the Sample-Subdivision Method" (January, pp.10).
- 3/98 Ian Roos, "Technical Regulation and Work Autonomy: Human Resource Management in a Specific Pathogen Free Animal Unit" (January, pp.15).
- 4/98 Loong Wong, "The State, Economic Growth and Environment in Malaysia" (January, pp.21).
- 5/98 Tim Haslett, "The Senge Archetypes: From Causal Loops to Computer Simulation" (January, pp.22).
- 6/98 Loong Wong, "Management Theory Meets the 'Other'" (January, pp.15).
- 7/98 Tim Haslett, "Implications of Systems Thinking for Research and Practice in Management" (January, pp.19).
- 8/98 Jan Schapper, "'We had no Choice. It was Inevitable.' Some Thoughts on Parallel Processes Between Researcher and Researched in Response to Organizational Change" (January, pp.17).
- 9/98 Tim Haslett, "The Dynamics of Garbage Collection: A Case Study of Privatization" (January, pp.17).
- 10/98 Tim Haslett, Simon Moss, Charles Osborne and Paul Ramm, "The Application of Local Rules in Self Ordering Systems" (January, pp.17).
- 11/98 Ramanie Samarantunge, "Decentralisation and Development: Partners in the 21<sup>st</sup> Century?" (January, pp.15).
- 12/98 Tim Haslett, "Teaching Systems Thinking and Theory: Management Education at Monash University" (January, pp.11).
- 13/98 Tim Haslett, "Building the Learning Organization - The Practical Steps" (January, pp.10).
- 14/98 Mary Anderson and Daniel Moore "Classroom Globalization, "An Investigation of Teaching Methods to address the phenomemon of Students from Multiple National Cultures in business School Classrooms" (January, pp.7).
- 15/98 Judy H. Gray and Iain L. Densten, "Analysis of Latent and Manifest Variables in a Study of Small Business Strategy" (January, pp.13).
- 16/98 Kathryn M. Antioch, Chris Selby-Smith and Chris Brook, "Pathways to Cost Effective Prevention, Detection and Treatment of Prostrate Cancer in Australia: Achieving Goals for Australia's Health to 2000 and beyond" (January, pp.31).
- 17/98 Chris Selby-Smith, "The Impact of Vocational Education and Training Research on Policy, Practice and Performance in Australia" (January, pp.17).
- 18/98 Mile Terziovski, Amrik Sohal and Simon Moss "Longitudunal Analysis of Quality Management Practices in Australian Organisations (January, pp.14).
- 19/98 Linda Brennan and Lynne Bennington, "Concepts in Conflict: Studies and Customers" (January, pp.15).
- 20/98 Dianne Waddell, "The Role Responsibilities Quality Managers" (January, pp.10).
- 21/98 Dianne Waddell, "Resistance to Change: A Company's Experience" (January, pp.13).
- 22/98 Iain L. Densten and Judy H. Gray, "Is Management-by-Exception a Single Factor? (January, pp.13).
- 23/98 Mile Terziovski, "Best Predictors of High Performance Quality Organisations: Evidence from Australia and New Zealand" (March, pp.16).
- 24/98 Ronald W. Edwards and Peter J. Buckley, "Choice Ownership Mode and Entry Strategy: The Case of Australian Investors in the UK" (January, pp.18).
- 25/98 Tim Haslett and Charles Osborne, "Local Decision Rules: Complexity or Chaos?" (January, pp.14).
- 26/98 Ian Roos and T. Makela, "Employee Reactions to Controlled work Environments: The Dispensing of Anti-Cancer Drugs in Hospital Pharmacies" (January, pp.29).
- 27/98 Tim Haslett, Kosmas X. Smyrnios and Charles Osborne, "A Cusp Catastrophe Analysis of Anxiety Levels" (January, pp.18).
- 28/98 Megan Seen and Anne Rouse, "Quality Certification: Lessons from Three Software Development Organisations" (March, pp.13).
- 29/98 E. Anne Bardoel and Tim Haslett, "The Use of Systems Thinking and Archetypes in Teaching Organisational Behavior" (March, pp.10).
- 30/98 Megan Seen and Anne Rouse, "The Effect of Quality Certification on the Software Development Process" (March, pp.13).
- 31/98 Michael Morrison and Mile Terziovski, "The Relationship Between Quality Management Practices and Learning Outcomes: In the Australian Retail Hardware Sector" (March, pp.15).
- 32/98 Marjorie Jerrard, "Dinosaurs are not Dead - The Success of the AMIEU (QLD) in Coping with Industrial Relations Change and AWAS" (March, pp.20).
- 33/98 Lynne Bennington and James Cummane, "Customer Satisfaction, Loyalty and Public Services" (March, pp.19).

## 1998 WORKING PAPERS

- 34/98 Alison Dean, "Managing Quality Initiatives in Services: JIT Delivers but BPR Fails" (March, pp.11).
- 35/98 Marjorie Jerrard, "A Surprising Struggle? The AMIEU(Qld) and the Fight for Equal Wages in the Meat Processing and Export Industry in the 1950s and 1960s" (March, pp.15).
- 36/98 Julie Wolfram Cox, Helen De Cieri and Marilyn Fenwick, "The Mapping of Strategic International Human Resource Management: Theory Development or Intellectual Imperialism?" (April, pp.23).
- 37/98 Max Coulthard and Timothy James Grogan, "The Impact of a Firm's Strategic Orientation on Environmental Scanning Practices in Two Australian Export Industries" (April, pp.13).
- 38/98 John W. Selsky, "'Even we are Sheeps': Cultural Displacement in Management Education" (April, pp.13)
- 39/98 Rowena Barrett, "Industrial Relations and Management Style in Small Firms" (April, pp.18).
- 40/98 Loong Wong, "Why *Jerry Maguire* succeeds but not *William Lomax*: Management, Cultures and Postmodernism" (April, pp.12).
- 41/98 Sarah Turberville. "The Nature of Employee Financial Participation: Evidence from the Australian Workplace" (June, pp.32).
- 42/98 Marilyn S. Fenwick, Helen L. De Cieri and Denice E. Welch "Cultural and Bureaucratic Control in MNEs: The Role of Expatriate Performance Management" (June, pp.16).
- 43/98 Stuart Orr and Amrik S. Sohal "Technology and Global Manufacturing: Some German Experiences" (June, pp.9).
- 44/98 Stuart Orr and Amrik S. Sohal "Global Manufacturing Issues: The Case of Siemens AG" (June, pp.12).
- 45/98 Robert Millen and Amrik S. Sohal "Planning Processes for Advanced Manufacturing Technology by Large American Manufacturers" (June, pp.15).
- 46/98 Amrik S. Sohal and Lionel Ng "The Role and Impact of Information Technology in Australian Businesses" (June, pp.25).
- 47/98 Marcia Perry, Amrik S. Sohal and Peter Rumpf "Quick Response Supply Chain Alliances in the Australian Textiles, Clothing and Footwear Industry" (June, pp.16).
- 48/98 Andrea Howell and Amrik S. Sohal "Human Resources and training - The Core of Quality Improvement Initiatives" (June, pp.18).
- 49/98 John Gordon and Amrik S. Sohal "Assessing Manufacturing Plant Competitiveness: An Empirical Field Study" (June, pp.19).
- 50/98 Milé Terziovski and Danny Samson "Increasing and Sustaining Performance through an Integrated Quality Strategy" (June, pp.14).