

# The Accuracy of Employee Performance Evaluation Across Global Cultural Dimensions & Moderating Effects of Rater Personality Traits



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## Research Purpose & Objectives

The effectiveness of a performance management strategy is impacted by a variety of factors, examined through many different research studies:

- the accuracy and reliability of the tools used, such as forms and rating scales
- the process and the context in which the evaluations are conducted
- the accuracy and reliability of the raters/evaluators, typically supervisors

The proposed study will examine two elements and their impact on the accuracy of employee performance ratings:

- The global cultural dimensions of the rater's country of origin
- The personality traits of the individual raters

## Review of the Literature

Hofstede (1980) found that organizational values vary globally and culturally across several dimensions:

- Individualism/Collectivism
- Power Distance
- Masculinity/Femininity
- Uncertainty Avoidance
- Time Orientation

Barrick and Mount (1991) and Ones, Dilchert, Viswesvaran, & Judge (2007) are well-known researchers who have examined the impact of personality traits on organizational behavior and decision-making, specifically focusing on the Five-Factor Personality Model (The Big Five):

- Openness to Experience
- Conscientiousness
- Extroversion
- Agreeableness
- Emotional Stability (formerly Neuroticism)

Vipanchi and Roch (2013) investigated the impact of cultural contextual factors on employee performance ratings, and found that rater self-construal significantly affected overall performance evaluations but not for specific performance dimensions.

## Hypotheses

H1: Participants from collectivist countries will demonstrate significantly greater rating leniency than participants from individualist countries.

H2: Participants from high power distance countries will demonstrate significantly less rating leniency than participants from low power distance countries.

H3: Participants with high levels of agreeableness will demonstrate significantly greater rating leniency than participants with low levels of agreeableness.

H4: Participants with high levels of conscientiousness will demonstrate less rating leniency regardless of global cultural dimensions of country of origin and level of agreeableness, acting as a moderator variable.

## Proposed Methodology

Participants:

- Expected sample size: 150, equal m/f
- Participants will be undergraduate and graduate students from several mid-sized colleges and universities in the northeastern U.S. with a diverse global student body.

Materials/Measures:

- Participants will view a 10-minute video, that has been validated and used in several published studies, of a 3-person team working together on a simulation exercise for rating each team member
- A five-point rating scale will be used, with 1 representing the lowest level of performance and 5 representing the highest level of performance

Procedure:

- The study will be conducted via an online survey instrument
- The survey will begin with an informed consent page, followed by the video that participants will view and rate each team member on the performance dimensions of communication skills, collaboration, and decision making
- Participants will also take a Big Five personality assessment and provide their scores as well as demographic data:
  - age range
  - gender
  - country of permanent residence

## Research Goals & Real World Implications

- Research Plan
  - Submit proposal to UB IRB in the Spring 2019 semester
  - Collect data in summer-fall of 2019
  - Submit data findings in poster for Faculty Research Day 2020
  - Develop and submit manuscript for publication in summer 2020
- Research Implications
  - These findings will be critical for effectively managing employee performance in an increasingly global workplace
  - Also important to examine is how individual personality traits integrate with country cultural differences
  - There is no existing research that explores both global cultural context and individual rater personality traits collectively



## References

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