

Review Article

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The Transformative Impact of Cultural Values on HRM: Shaping Global Practices

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This study explores the transformative impact of cultural values on human resource management practices through the lens of Hofstede's cultural dimensions individualism-collectivism, power distance, and uncertainty avoidance. Drawing on a comprehensive review, the study analyzes how cultural values affect key HR functions, including HR planning, training and development, performance appraisal, compensation and rewards, recruitment and selection, and career planning. The findings reveal that while some practices are universally applied, their implementation vary significantly across cultural contexts. For instance, individual performance-based reward systems may be more effective in individualistic cultures, whereas collectivist societies benefit more from team-based incentives. The paper reveals the importance of culturally sensitive HR strategies. It also identifies key areas for future empirical research and calls for greater integration of cultural awareness into HR policies and organizational strategies.

Keywords: Culture, HRM, Individualism-collectivism, Power distance, Uncertainty avoidance**JEL Classification:** J53, M12, M54**ORCID¹:** 0009-0000-2794-5563 / **ORCID²:** 0000-0003-0425-4967**Received Date:** July 30, 2025**Accepted Date:** September 2, 2025**How to Cite this Article:** Uslu, M., & Özutku, H. (2025). The transformative impact of cultural values on HRM: Shaping global practices. *International Journal of Management and Administration*, 9(18), 145–162. <https://doi.org/10.29064/ijma.1754176>

INTRODUCTION

Globalization, increased competition among companies, and the emergence of new markets have raised questions about the effectiveness of human resource management (HRM) across different cultures. This inquiry has also triggered a search at both national and international levels for the most effective HRM practices (Kim et al., 2022). While factors such as legal regulations, economic conditions, technological advancements, and labor dynamics significantly influence HRM practices, cultural factors have emerged as equally critical variables (Yao et al., 2023). These developments have led to increased academic and scientific interest in both theoretical and empirical studies related to culture, leadership, management, and effective HRM. The diversification of management approaches due to cultural differences has necessitated a deeper examination of the topic. Research has shown that a "one-size-fits-all" approach to HRM rarely yields optimal outcomes across different cultural settings (Brewster et al., 2016; Sanders & De Cieri, 2021). This has led to a growing body of academic and practical interest in how culture affects management, leadership, and HR practices.

Despite increasing interest, a clear understanding of how specific cultural values influence HRM practices remains limited. Many organizations still rely on standardized HR strategies that may not align with the cultural expectations of employees, especially in multicultural or international contexts. This gap points to a strong need for research that systematically examines the link between cultural values and HRM practices. Examining the reflections of cultural values on HR is important from many perspectives. First and foremost, organizations are social and

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economic entities composed of people, and these individuals are the fundamental building blocks shaping organizational dynamics. Employees engaged in labor-intensive, production-oriented activities are human, as are the administrators and managers conducting management activities. Just as human behaviors, attitudes, emotions, and thoughts in an organizational environment are critical for organizational performance, the cultural values shaping these employees' emotions, thoughts, attitudes, and behaviors are equally critical (Ristino & Michalak, 2018). Beyond this, adopting an approach that ignores the cultural values of customers, who are external to the organization, can seriously harm organizational performance. In this ecosystem formed by people, approaches that are unaware of their cultural values are unsuitable for organizational performance (Schein, 1996). If an individual or group is to be managed effectively, the prerequisite is to know and understand that individual or group well. This is similar to a doctor's effort to make a detailed diagnosis before beginning treatment.

Recognizing the impact of cultural values on HRM can help reduce conflicts, improve person-organization fit, and enhance communication and collaboration in multicultural settings (Ardıç et al., 2016; Liu et al., 2018). To develop an understanding in which different cultural perspectives can coexist and be harmonized, it is beneficial to understand individuals' cultural values. Considering the effects of cultural differences enables managers to create more effective communication and collaboration environments (Zhang, 2023), which can increase employee satisfaction and contribute to productivity gains in organizations. In this regard, identifying which leadership or managerial behaviors are more effective in organizations and interpreting them according to cultural values can provide valuable management tools. From an international HR perspective, understanding cultural values is especially critical in multinational enterprises for identifying which cultural values align best with which leadership behaviors, determining conflict resolution methods, and developing strategies to enhance performance (Liu et al., 2018; Testa, 2009). For example, some cultures emphasize individual success, while others prioritize group success. These different values can determine which HRM practices are prioritized. Therefore, knowing individuals' cultural value orientations is important for designing effective HRM strategies (Liu et al., 2018).

Various studies in the literature examine the connection between HRM and cultural values either directly or indirectly. Most focus on the effects of national culture on HRM practices. Key areas include recruitment, training, development, career planning, leadership styles, communication, and motivation (Reiche et al., 2009; Yao et al., 2023).

Additionally, these studies investigate how cultural values shape approaches to management decisions, performance management, and organizational structuring (Reiche et al., 2009; Sparrow & Wu, 1998). Additionally, researchers have explored how cultural values influence management decisions, performance evaluation systems, and organizational structuring (Reiche et al., 2009; Sparrow & Wu, 1998). A recurring criticism in the literature is the assumption that Anglo-Saxon management concepts are universally applicable across cultures. However, cultural differences challenge this universality and emphasize that HRM approaches may vary significantly from one cultural context to another. In this context, understanding the culture-HRM link is crucial for theoretical and practical advancements in the field. This necessitates close examination of the culture-HRM connection. To address this need, this study aims to examine cultural values and their reflections in HRM practices. The main research questions are: Which cultural values affect which HRM practices, and how? What are some culture-related application examples? Thus, the driving force behind this study is to present research that clarifies the culture-HRM link. Methodologically,

this is a conceptual study that synthesizes existing theoretical and empirical work. The aim is to offer a holistic understanding of the culture-HRM relationship, and to provide a foundation for developing culturally sensitive HRM strategies.

This study has several significant contributions. First, it presents a comprehensive work examining culture-HRM practices that reflect different perspectives and implications found in the literature. It is expected to contribute to the coherence of the field and increase the knowledge base. Second, by presenting management, HRM, and leadership activities that align with cultural values, it will provide concrete tools for managers and HR professionals in practical organizational settings. Finally, the study aims to raise cultural awareness in organizations and contribute to the design of HRM practices based on this awareness.

2. METHOD

This study is review-type research that conceptually examines the impact of cultural values on HRM practices. In the study, Hofstede's (2001) cultural dimensions, individualism-collectivism, power distance, and uncertainty avoidance serve as the primary framework. Scientific studies such as articles, books, and reports within the relevant literature were systematically reviewed. Google Scholar was primarily used for the search due to its comprehensive database coverage, with a focus on academic sources published mostly within the last twenty years. The effects of cultural values on HRM functions were analyzed under key topics such as recruitment, training and development, performance appraisal, compensation, and career planning.

The detailed literature analysis aims to highlight the diversity, commonalities, and gaps in HRM practices across different cultures. No primary data were collected; instead, a synthesis of data obtained from secondary sources was conducted. The limited availability of primary data and the highly diverse nature of culture were decisive factors in choosing this methodological approach. This approach was selected to conceptually understand the culture-HRM relationship and to provide a comprehensive contribution to the field. The methodological process of the study is summarized in Figure 1.

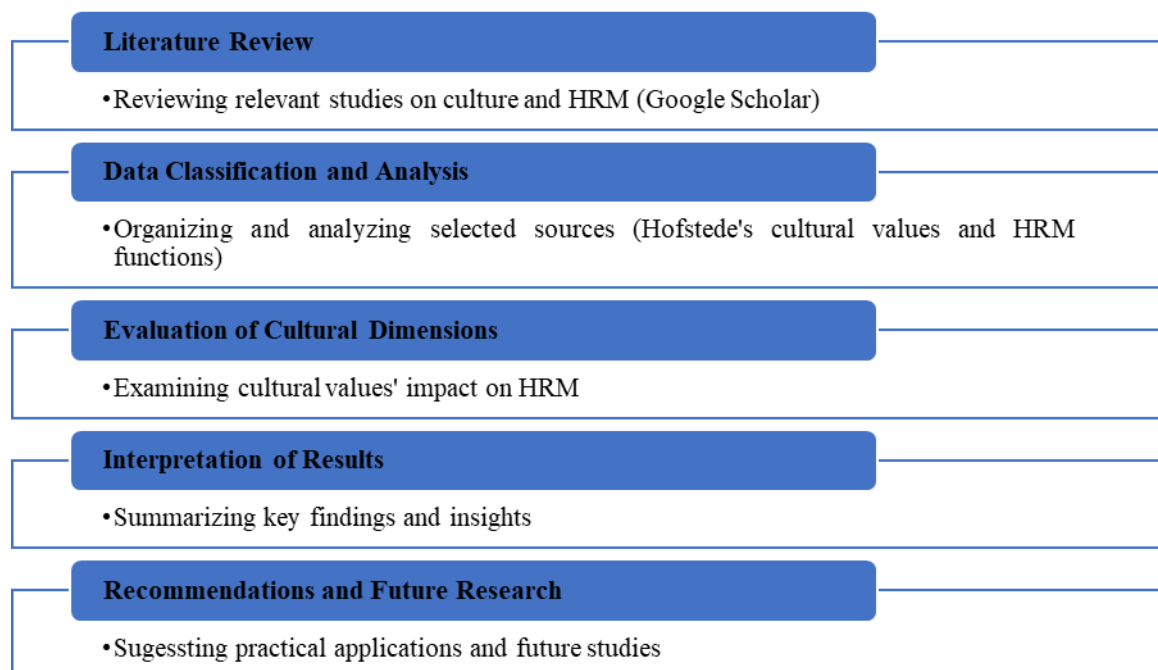


Figure 1: Methodological Process of the Study

3. CONCEPTUAL FRAMEWORK

3.1. HRM and International HRM

HRM is a strategic approach aimed at managing human capital effectively and efficiently, an essential element in achieving organizational goals. It includes processes such as recruiting a sufficient number of employees, conducting training and development activities, managing compensation, and planning careers (Uyargil et al., 2010). The successful execution of these processes plays a critical role in increasing employee satisfaction. Higher satisfaction levels, in turn, enhance employee motivation and performance. It also contributes significantly to the organizational success that leads to competitive advantage (Görmüş, 2009). In today's world, information and technology are advancing rapidly and can be easily replicated. In such a landscape, gaining a competitive edge largely depends on HRM practices that ensure the effective use of human resources.

With globalization removing borders and enabling companies to operate in international markets, HRM practices implemented at the national level have become insufficient. In this context, the concept of International HRM, which takes into account different cultures and legal frameworks, has gained importance (Cieri et al., 2007). Differences between countries are not only geographical but also cultural. According to Peltonen (2006), International HRM is a branch of management studies that examines the design and effects of organizational HR practices in cross-cultural contexts. Its primary objective is to help multinational companies succeed globally by effectively managing a culturally diverse workforce and capitalizing on the opportunities these differences present (Schuler & Tarique, 2007).

For example, certain cultures place greater emphasis on individual achievements, while others prioritize group success. These cultural distinctions influence which HRM practices are emphasized. Therefore, understanding individuals' cultural value orientations is essential for designing effective HRM strategies (Liu et al., 2018). In this process, recognizing, managing, and integrating cultural differences into HRM practices is crucial to the success of International HRM.

3.2. Culture and Cultural Values

Culture, defined as the shared values, assumptions, thoughts, and behavioral patterns of a group or community, is a broad phenomenon that guides collective behaviors (Borgerhoff Mulder et al., 2006). Culture shapes how individuals and groups think, perceive, and form attitudes toward events and phenomena. Because of this, it plays a crucial role in understanding and interpreting human behavior, especially in achieving organizational performance goals. Due to its importance, culture has been extensively studied in previous research at societal (national), organizational, and individual levels (Hall, 1976; Hofstede, 2001; House et al., 2004; Trompenaars & Hampden-Turner, 2011).

Culture has been analyzed across various dimensions, resulting in multiple typologies. Some of the most well-known include Hofstede's cultural dimensions theory, Trompenaars and Hampden-Turner's (2011) Cultural Dimensions, Hall's (1976) distinction between high- and low-context cultures, and the GLOBE Project (Global Leadership and Organizational Behavior Effectiveness). Each typology contains dimensions with overlapping as well as distinct focuses and applications. For example, Hofstede (2001) explains culture through dimensions such as power distance, individualism vs. collectivism, masculinity vs. femininity, and long-term vs. short-term orientation,

primarily focusing on the impact of national culture on individual and organizational behaviors. In contrast, Trompenaars and Hampden-Turner (2011) describe culture in terms of dimensions like universalism vs. particularism, individualism vs. communitarianism, and affective vs. neutral, detailing how cultural differences affect business relationships and managerial preferences.

Although each cultural typology has a different focus, all offer broad implications for the regulation of both management and interpersonal relations. A comparison of the most commonly referenced cultural typologies is presented in Figure 2.

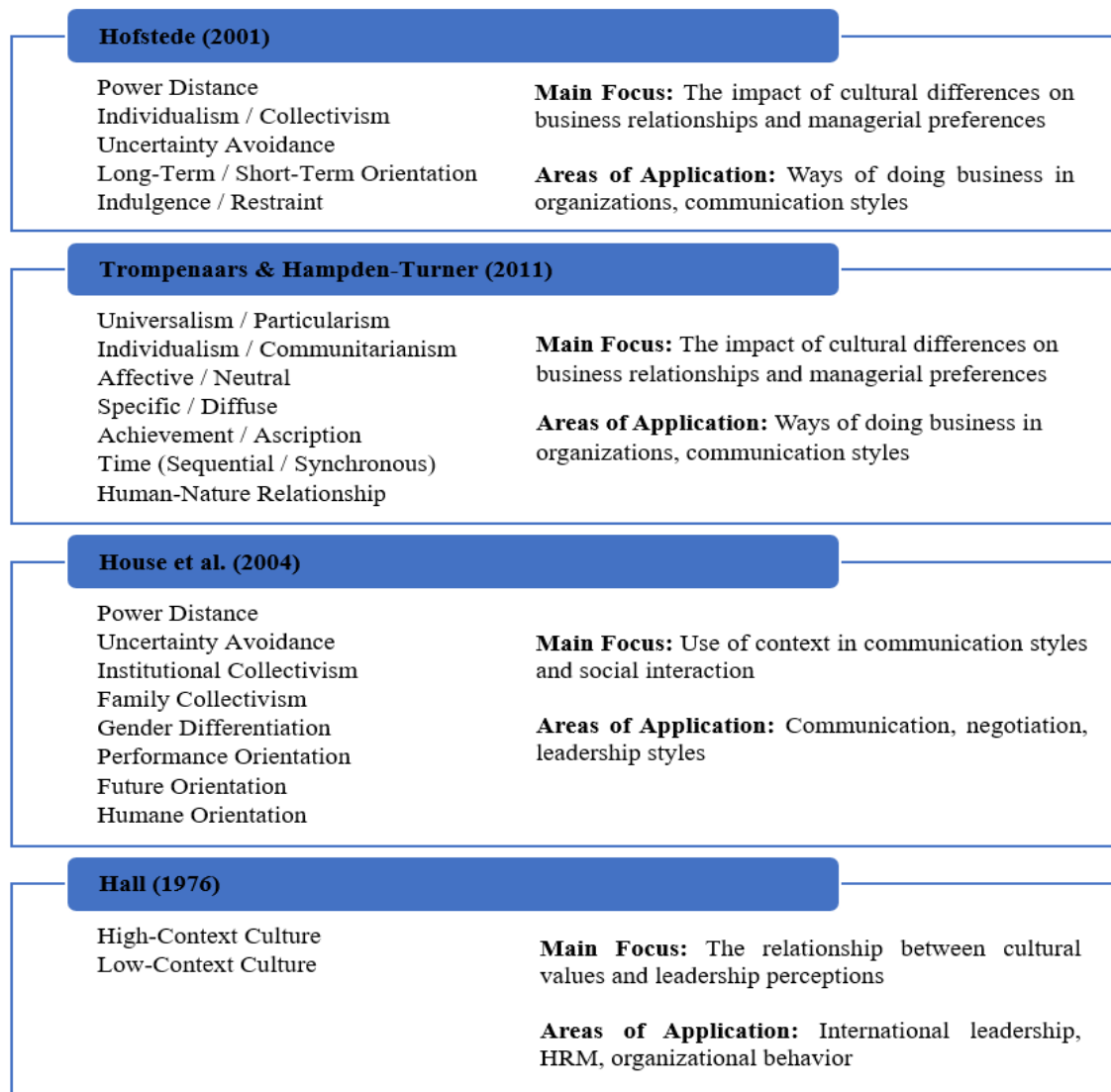


Figure 2: Common Cultural Typologies

Although many dimensions of cultural orientations have been discussed, within the context of this study, only those that stand out and whose interaction with HRM can be directly observed are addressed. For example, Hofstede's (2001) typology is among the most widely recognized. Regarding the relationship between HRM and leadership, the dimensions of individualism/collectivism, power distance, and uncertainty avoidance can be highlighted (Uslu & Ardic, 2022; Uslu, 2013).

3.2.1. Individualism/Collectivism

Individualism is a cultural value characteristic of societies where individual interests are considered more important

than societal interests, personal success is prioritized, and individuals are encouraged rather than the collective (Hatch & Cunliffe, 2013). In such societies, there is a strong focus on the self, and individuals make their own decisions. Personal achievement, self-sufficiency, individual rights, and freedom are emphasized (Bakan et al., 2004). These societies maintain clear boundaries between family and work life; rewards and punishments are mostly individual, and employees are evaluated based on their own performance rather than group affiliation. Countries with high individualism include the USA, Australia, the UK, the Netherlands, and several other European countries (Hofstede, 2001).

Collectivism, by contrast, is a general characteristic of societies where social or group interests are considered more important than individual interests, are widely accepted, and social success is prioritized (Hatch & Cunliffe, 2013). In collectivist cultures, individuals define themselves as members of a group. Loyalty, commitment, and harmony toward the group, workplace, or family are emphasized (Bakan et al., 2004). Strong bonds with family and friends exist, and behaviors that disrupt group harmony are generally frowned upon. Unlike the self-focus of individualism, collectivism stresses a “we” orientation. In such societies, respect for hierarchy and authority is common in the workplace, and team performance is prioritized. Countries with strong collectivist values include Asian countries such as Japan and China, Turkey, and some Middle Eastern countries (Hofstede, 2001).

3.2.2. Power Distance

Power distance is defined as the degree to which unequal distribution of power is accepted, relating to individuals' tolerance levels for inequalities in education, gender, economy, status, hierarchy, and other areas within a society (Hofstede, 2001). Some societies and the majority of their members show little or no tolerance for inequalities. Cultures characterized by low power distance have individuals with a low acceptance of hierarchy and superiority within society or organizations (Hatch & Cunliffe, 2013). These societies adopt egalitarian structures, and situations creating inequality are promptly rejected. In low power distance societies, where power inequality is not normalized, status symbols are less emphasized, and decisions in organizations are mostly made democratically (Bakan et al., 2004). Leaders who do not behave like traditional bosses often take on guiding roles, encouraging proactive and confident employees to express their ideas openly. Countries with very low power distance include Denmark, Sweden, the Netherlands, other Northern European countries, and Australia (Hofstede, 2001).

In contrast, societies that accept unequal power distribution and consider it normal are classified as high-power distance societies (Hofstede, 2001). In these societies, status symbols and inequalities are tolerated because individuals regard them as ordinary (Hatch & Cunliffe, 2013). Most members of such societies respect authority, and managers are viewed as authority figures. Criticism and questioning are rare; status and titles are highly emphasized. Subordinates are generally excluded from decision-making, and hierarchy and the chain of command are important. Countries such as China, India, Malaysia, Mexico, Turkey, and many Arab nations exhibit relatively higher power distance compared to other societies (Hofstede, 2001).

3.2.3. Uncertainty Avoidance

Uncertainty avoidance measures the degree to which a society and its members tolerate ambiguity (Hofstede, 2001). In some societies, people dislike uncertainty, avoid risk-taking, and strive to maintain order within their environment.

In societies with high uncertainty avoidance, people generally prefer to live according to traditions and make efforts to reduce uncertainty through planning (Hatch & Cunliffe, 2013). Individuals in these cultures tend to be suspicious of new ideas, and change is harder to accept. From an organizational perspective, decision-making tends to be more centralized, and authoritarian management styles align with high uncertainty avoidance (Bakan et al., 2004). Such organizations commonly feature clear hierarchies, comprehensive guidelines, and explicit communication. In contrast, societies with low uncertainty avoidance embrace greater risk-taking and flexibility. Naturally, creativity and innovation are encouraged in these cultures (Hofstede, 2001). Risk and uncertainty are seen not as threats but as opportunities for new possibilities. Organizationally, hierarchies tend to be flatter and more flexible, allowing employees greater participation in decision-making. Innovative ideas emerge more easily, as risk-taking is viewed as an opportunity for innovation. Countries such as Turkey, Japan, and Spain have high uncertainty avoidance levels, while Denmark, Ireland, and Sweden exhibit low uncertainty avoidance (Hofstede, 2001).

3.3. Integrating Cultural Values into HRM Practices

Research examining the relationship between culture and HRM shows that the influence of cultural values is more pronounced in behavioral (soft) practices such as training, performance appraisal, rewarding, and career development. In contrast, the cultural impact is more limited in technical (hard) practices like planning and recruitment (Sparrow & Wu, 1998). Cultural values affect HRM not only at the policy level but also play a significant role in shaping practical implementations (Reiche et al., 2009; Yao et al., 2023). For example, in individualistic cultures, performance-based and individual achievement-focused reward systems prevail, whereas in collectivist societies, collective reward mechanisms that support team success are often more effective (Eisenberg, 1999). The influence of cultural values on HRM is not confined to reward systems; it can be observed in many areas including planning, training, recruitment, and career development (Reiche et al., 2009). In this context, the effects of cultural dimensions such as individualism-collectivism, power distance, and uncertainty avoidance on core HR functions have been analyzed. Reflections of those cultural values on HRM practices were summarized in Table 1.

Table 1: Reflections of Cultural Values on HRM Practices

Cultural Values/ HRM Practices	Individualism/Collectivism	Power Distance	Uncertainty Avoidance
HR Planning	<p>Focused on individual competencies and personal goals (Individualism) (Sosik & Jung, 2002)</p> <p>Focused on group goals (Collectivism) (Sosik & Jung, 2002)</p>	<p>In high power distance, planning is done by top management, with limited participation (Khatri, 2009)</p> <p>In low power distance, planning is participatory (Khatri, 2009)</p>	<p>If high, plans are detailed and long-term (Aoun, 2025).</p> <p>If low, plans are flexible and short-term (Aoun, 2025).</p>
Training and Development	<p>Oriented toward individual needs (Individualism) (Okunola & Ifyiness, 2025)</p> <p>Group-based collective training (Collectivism) (Okunola & Ifyiness, 2025)</p>	<p>In high power distance, top management determines training (Khatri, 2009)</p> <p>In low power distance, high employee participation (Khatri, 2009)</p>	<p>If high, structured and systematic (Özdemir et al., 2025)</p> <p>If low, flexible and experiential</p>
Performance Appraisal	<p>Focused on individual performance (Saad et al., 2015)</p> <p>Emphasis on group success and social harmony (Kim et al., 2022)</p>	<p>In high power distance, one-way, formal evaluation (Sale, 2004)</p> <p>In low power distance, participatory, multi-source (Sale, 2004)</p>	<p>If high, transparent, measurable, standardized (Chiang & Birtch, 2010)</p> <p>If low, flexible, qualitative (Chiang & Birtch, 2010)</p>
Compensation and Reward	<p>Based on individual achievement (Saad et al., 2015)</p> <p>Group-based collective rewards (Kim et al., 2022; Aycan, 2005)</p>	<p>In low power distance, transparency and equality are important (Martocchio, 2017)</p> <p>In high power distance, personnel selection decisions made by top management (Taylor & Beh, 2013)</p>	<p>If high, tangible, transparent system (Chiang & Birtch, 2010)</p> <p>If low, flexible, dynamic system (Chiang & Birtch, 2010)</p>
Recruitment and Selection	<p>Individual success, independence (Ma & Allen, 2009)</p> <p>Group harmony, social skills (Miller & Guo, 2013)</p>	<p>In high power distance, personnel selection decisions made by top management (Ma & Allen, 2009)</p> <p>In low power distance, participatory selection</p>	<p>If high, structured and procedural (Mendonca & Kanungo, 1990)</p> <p>If low, creative, flexible methods</p>
Career Planning	<p>Oriented toward individual goals (Hughes & Thomas, 2005)</p> <p>Group harmony and seniority are important (Kim et al., 2022; Aycan, 2005)</p>	<p>In high power distance, hierarchical; managers decide; seniority and experience emphasized (Horak & Yang, 2019; Aycan, 2005)</p> <p>In low power distance, employees are active participants (Guan et al., 2015)</p>	<p>If high, standardized and transparent</p> <p>If low, flexible with possible horizontal mobility (Wüst & Simic, 2017)</p>

Source: Compiled by the authors.

3.3.1. HR Planning

Planning, which forms the foundation of HR functions, is a comprehensive process that forecasts future HR needs, secures the optimal workforce, and thereby helps the organization achieve its strategic goals within the scope of HR (Chiara et al., 2023). Although planning is a technical activity, it is not isolated from the socio-cultural context in which it takes place. Ignoring cultural values can reduce the effectiveness of planning and lead to organizational failure. Another important point is that planning provides inputs to the functioning of other HR functions (Ardıç & Özdemir, 2018). From a systems approach perspective, all HR practices are interconnected and collectively affect organizational performance. For example, planning indirectly informs how many and what kind of personnel will be recruited, the types of training and development activities needed, and the potential future career paths of the recruited personnel (Ardıç & Özdemir, 2018). Conducting all these activities in cultural alignment thus impacts the organization's overall success. In HR planning, job analysis is conducted, and job descriptions and requirements are determined (Williams, 2009). The cultural context shapes planning activities, influencing the focus of planning, career paths, and the establishment of performance evaluation criteria.

Considering the individualism-collectivism orientation, job requirements obtained through HR planning in societies with a high tendency toward individualism focus on individual competencies, personal goals, and performance (Sosik & Jung, 2002). Conversely, in societies with a strong collectivist orientation, planning prioritizes group success and group goals and performance over individual achievements (Sosik & Jung, 2002).

Regarding power distance, there is a distinction in the extent of HR involvement in planning activities. In high power distance societies, planning activities are mostly conducted by top management, with limited employee participation (Khatri, 2009). In contrast, in low power distance societies, where inequality is rejected, hierarchy diminishes in planning activities, and the process is more participatory (Khatri, 2009). For instance, feedback mechanisms involving employees' current workloads, projected future workloads, expected qualifications, opinions on job requirements, and performance criteria can be employed to facilitate a more democratic HR planning process.

The tendency to avoid uncertainty affects whether HR plans are proactive or reactive. In societies with high uncertainty avoidance, individuals seek to reduce uncertainty through rules and regulations. Therefore, HR plans in such societies tend to be more detailed, proactive, long-term, rigid, and structured (Aoun, 2025). Conversely, in societies with low uncertainty avoidance, plans tend to be more flexible, reactive, and short-term (Aoun, 2025). As demonstrated, culture's impact on HR planning is critical and necessary for organizations to achieve strategic objectives. Cultural dimensions such as individualism-collectivism, power distance, and uncertainty avoidance offer strong theoretical foundations for this process. As previously stated, planning is a fundamental HR activity that underpins all other HR functions and influences overall HR success (Ardıç & Özdemir, 2018). This integrated perspective necessitates examining the effects of culture not only on HR policies but also across all HR practices and processes.

3.3.2. Training and Development

Within HR, training and development activities aim to equip employees with new knowledge and skills, enhance qualifications, and prevent potential performance declines. The success of these activities depends, of course, on

factors such as employees' willingness to participate, motivation, and the positive potential impact on career progression. Hence, understanding cultural values and conducting training and development activities aligned with these values is crucial. Otherwise, the training may fail to achieve its objectives and may even encounter resistance from employees.

In individualistic societies, where personal success, independence, and individual development are emphasized, training programs tailored to individual needs tend to be more effective (Okunola & Ifyess, 2025). Employees in these cultures may be reluctant to participate in group-based training that does not directly contribute to their careers. In contrast, in collectivist cultures where group harmony, team success, and organizational belonging are prioritized, group-based and collective learning-oriented training programs are more meaningful (Okunola & Ifyess, 2025).

In high power distance societies, training program content is typically determined by top management, with limited employee involvement (Khatri, 2009). This is generally accepted in contexts where hierarchy is the norm. However, in low power distance societies, active employee participation in identifying training needs is expected, and training programs are shaped through more democratic processes (Khatri, 2009).

In cultures with high uncertainty avoidance, training processes need to be structured, clear, systematic, and consistent (Özdemir et al., 2025). Providing clear information about the purpose, duration, and outcomes of training helps employees feel secure. Unstructured or ambiguous training processes can create anxiety in these societies. In societies with low uncertainty avoidance, flexible, experiential, and improvisation-friendly training methods are more readily accepted.

3.3.3. Performance Appraisal

Performance appraisal, which evaluates employees' achievements, must be conducted meticulously due to its outputs' impact on other HR functions such as planning, career development, and training. Approaches disconnected from cultural values can have negative consequences for the organization. Conversely, the influence of cultural values on performance appraisal is undeniable. The determination of appraisal criteria and standards, who conducts the evaluation, and the transparency and concreteness of the evaluation process are all culturally linked and critical for the process's validity.

In individualistic societies, performance is measured based on individual output, goal achievement, and personal contribution. Job results, efficiency, and individual success are the primary evaluation criteria (Saad et al., 2015). In collectivist cultures, however, collective criteria such as group success, cooperation, and social harmony are prioritized (Saad et al., 2015). In this context, maintaining group balance and relationships may be more important than the job result itself (Kim et al., 2022).

In high power distance societies, the appraisal process is generally hierarchical, with decision authority resting with top management (Sale, 2004). Employees tend not to question feedback from superiors. Thus, one-way and formal performance appraisal methods are preferred. As Khatri (2003) notes, employees in such societies prefer decisions to be made by top management rather than participating in decision-making processes. In low power distance cultures, feedback processes are more participatory (Sale, 2004), and multi-source systems such as 360-

degree appraisal are common.

In cultures with high uncertainty avoidance, performance appraisal processes are expected to be clear, measurable, and standardized (Chiang & Birtch, 2010). Clear criteria and predictable processes are essential to build employee trust in these cultures. Conversely, in societies such as the USA with low uncertainty avoidance, evaluations may be more flexible, and qualitative and contextual appraisal methods may be more widely accepted (Chiang & Birtch, 2010).

3.3.4. Compensation and Reward

Similar to performance appraisal, compensation and reward systems are closely tied to culture. Cultural factors related to equality, independence, hierarchy, and uncertainty shape fundamental aspects such as pay perception and reward philosophies.

In individualistic societies, performance orientation focuses on individual outputs and personal achievements (Saad et al., 2015). Thus, individual performance-based pay, bonus systems, and rewarding personal goals are more effective for motivation. Rewarding personal goals falls within this scope as well. In collectivist cultures, success based on group rewards is often more meaningful (Kim et al., 2022). Collective reward mechanisms such as teamwork incentives, seniority-based pay, and social benefits are more appropriate in these societies (Aycan, 2005). Accordingly, the philosophy of “the harder the individual works, the more they earn” fits individualistic societies, while in collectivist societies the notion of “if the group wins, everyone wins” predominates.

High power distance reflects acceptance of hierarchy and inequality, making perceptions of unfairness in compensation and reward systems common (Martocchio, 2017). However, in low power distance societies, such perceptions cause problems; thus, establishing fair, transparent, universally applicable, and equal pay for equal work systems is necessary (Taylor & Beh, 2013). Otherwise, mismatches between individual and organizational culture can lead to reduced commitment and motivation.

In societies with high uncertainty avoidance, clear, concrete, and transparent compensation and reward systems are important for enhancing employee productivity and satisfaction (Chiang & Birtch, 2010). Systems that reduce uncertainty help individuals foresee their future, fitting the preferences of cultures with low tolerance for ambiguity. In societies like the USA with low uncertainty avoidance, more flexible, situational, dynamic, and participatory compensation and evaluation systems are preferred (Chiang & Birtch, 2010).

3.3.5. Recruitment and Selection

Recruitment and selection are among the most critical HR practices for ensuring cultural fit within organizations. Factors such as a candidate's ability to adapt to the work environment, their aptitude for teamwork, and their approach to decision-making gain significance within the cultural context. Accordingly, cultural values influence recruitment processes both directly and indirectly.

In individualistic cultures, recruitment emphasizes individual achievements, the ability to work independently, personal motivation, and potential (Ma & Allen, 2009). Resumes showcasing candidates' past individual accomplishments are considered key tools in the selection process (Ma & Allen, 2009). Candidates' goals, examples

of individual performance, and confidence levels are important selection criteria. In collectivist cultures, recruitment processes focus on group harmony, social skills, and teamwork (Miller & Guo, 2013). Candidates' behavior within groups, adaptability, and likely contributions to the community are prioritized. In these cultures, references, social networks, and prior teamwork experience can be decisive factors (Miller & Guo, 2013).

In societies with high power distance, where hierarchy is naturally accepted, the role of top management is more dominant in recruitment decisions. Candidates' respect for authority, compliance with rules, and adherence to the chain of command may be evaluated. The process operates in a more centralized manner, with decision-making typically resting with senior managers (Ma & Allen, 2009). Conversely, in low power distance societies, recruitment tends to be more participatory and democratic. Candidate evaluations may involve not only HR managers but also relevant department managers and future coworkers.

In cultures with high uncertainty avoidance, recruitment is conducted in a more structured, systematic, and procedure-based manner. Clear job descriptions and predefined evaluation criteria form the foundation of the process (Mendonca & Kanungo, 1990). Providing candidates with clear expectations can help reduce anxiety in these cultures. In societies with low uncertainty avoidance, more flexible and creative methods may be adopted. Approaches that allow evaluating candidates' potential from multiple perspectives are preferred. In such cultures, creativity is valued over rigid procedures.

3.3.6. Career Planning

Like other HR practices, career planning requires consideration of cultural differences. The meanings people attach to career, career development, and the future can vary across cultures. For example, in one society, experience may be considered the most important prerequisite for becoming a manager, while in another, individual achievement might take precedence. Accordingly, shaping career planning processes according to culturally derived meanings makes them more meaningful and effective from an HR management perspective.

In individualistic cultures, career plans focused on personal development and achieving individual goals are more appropriate (Hughes & Thomas, 2005), as promotions and career advancement are seen as results of personal success (Saad et al., 2015). In collectivist cultures, social relationships with colleagues, experience, seniority, and group harmony play a more decisive role (Ayman, 2005; Kim et al., 2022). Therefore, while individual career planning is emphasized in individualistic cultures, organizational career planning is more prominent in collectivist cultures.

In societies with high power distance, career planning tends to follow a hierarchical structure based largely on managerial decisions (Ayman, 2005). Employees' career development depends on relationships with managers, seniority, and experience (Horak & Yang, 2019). In low power distance societies, such as the USA, individuals have greater control over their career planning and actively participate in the process (Guan et al., 2015). In this context, competency-based plans take precedence. Employees are expected to set their own goals and actively engage in the process.

In countries with high uncertainty avoidance, career paths are defined by standard, clear, and transparent criteria, reducing employees' anxieties about the future. Conversely, in countries with low uncertainty avoidance,

more flexible career planning is accepted (Wüst & Simic, 2017). For example, employees may engage in lateral moves across departments after gaining certain work experience.

Based on the findings of our study, a conceptual model has been developed that summarizes the impact of cultural values on HRM practices (see Figure 3).

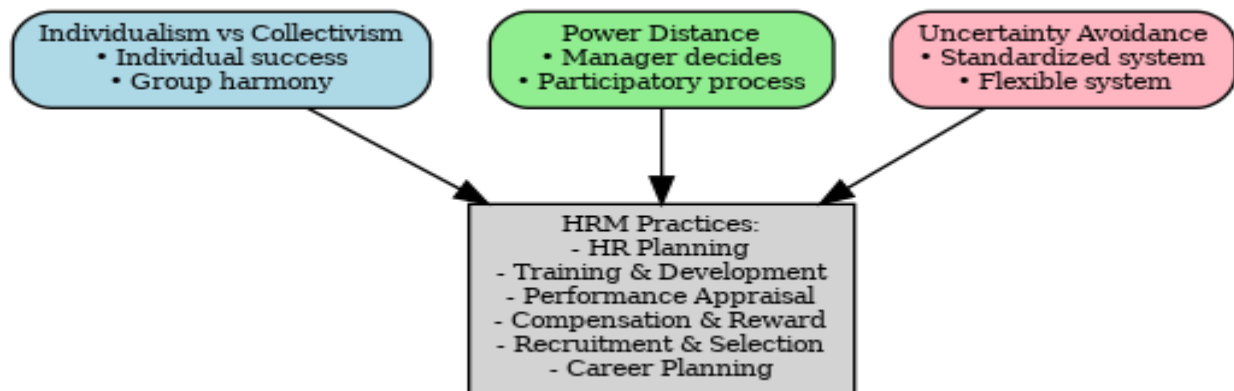


Figure 3. Conceptual Model of the Interaction between Cultural Values and HRM Practices

The model illustrates how the dimensions of individualism–collectivism, power distance, and uncertainty avoidance are reflected in different areas of HRM (planning, training, performance appraisal, compensation, recruitment, and career planning). By highlighting the variations at high and low levels, the interaction between cultural values and HRM practices is presented in a comprehensive manner.

CONCLUSION

This study examines the impact of cultural values on HRM practices through Hofstede's (2001) dimensions of individualism–collectivism, power distance, and uncertainty avoidance. Based on a comprehensive literature review, the findings indicate that cultural dimensions have transformative effects on core HR functions. These functions include HR planning, training and development, performance appraisal, compensation and rewards, recruitment and selection, and career planning (Reiche et al., 2009; Sparrow & Wu, 1998; Yao et al., 2023).

In terms of individualism–collectivism, individualistic societies emphasize values such as equality, freedom, and democracy. In these societies, HR practices tend to prioritize individual traits, achievements, objective performance appraisal tools, and qualification-based, personalized career plans over group-based approaches. This applies to functions such as HR planning, training and development, performance evaluation, recruitment and placement, career planning, and compensation (Hughes & Thomas, 2005; Ma & Allen, 2009; Okunola & Ifyness, 2025; Sosik & Jung, 2002). Conversely, in collectivist cultures, these practices are shaped by group harmony, experience, interpersonal relationships, and team performance (Aycan, 2005; Kim et al., 2022).

Regarding power distance, in societies with high power distance where hierarchical structures are widely accepted decision-making is typically centralized among top executives (Khatri, 2009; Ma & Allen, 2009). Participatory and democratic approaches are more characteristic of low power distance societies. Therefore, in high power distance contexts, the lack of employee involvement in areas such as performance appraisal, training, and career development may lead to resistance. For example, the 360-degree performance appraisal method, which incorporates multiple evaluators and criteria, is generally welcomed in low power distance cultures. However, it may

be perceived as a challenge to authority in high power distance settings.

In cultures with high uncertainty avoidance, there is a strong preference for structured, systematic, and predictable processes. This also applies to HRM, where clear procedures and standardized systems are crucial (Chiang & Birtch, 2010; Mendonca & Kanungo, 1990; Özdemir et al., 2025). In such cultures, clearly defined performance criteria, training content, and career pathways increase employee trust. In contrast, in cultures with low uncertainty avoidance, flexible, creative, and experiential approaches tend to be more valued.

The findings present several implications for both theory and practice. They highlight the importance of balancing universal HRM practices with cultural relativity. The study shows that there is no single best practice that fits all contexts; instead, organizations must develop culturally tailored strategies. It also emphasizes the need for a culturally sensitive approach to justice- and belonging-oriented HR practices such as career planning, compensation, and performance evaluation. In this regard, raising managers' cultural awareness and aligning HR practices accordingly is crucial for success. Furthermore, the study stresses that HRM policies must be sensitive not only to internal (employee-focused) but also to external (customer and society-focused) cultural contexts. Culturally insensitive approaches can lead not only to internal inefficiencies but also to reputational damage in terms of brand image and corporate identity. Hence, cultural sensitivity is not just an HR concern but a strategic management imperative.

However, this study has several limitations. First, although there are numerous cultural value typologies, this study is limited to national culture and only three of Hofstede's dimensions: individualism-collectivism, power distance, and uncertainty avoidance. Future research could expand the scope to include other dimensions and typologies. Another limitation is that this is a conceptual review; it does not empirically test the effects of cultural values on HRM practices. In fact, the comprehensive influence of culture on the effectiveness of HR practices could be empirically tested. There remains a notable gap in the literature, especially on specific topics. For example, does individualism influence the effectiveness of piece-rate compensation systems on employee productivity? Or how are interview questions shaped by cultural context during recruitment and selection? Research addressing such questions would make valuable contributions to the field.

AUTHOR CONTRIBUTION STATEMENT

The authors have contributed equally to the study.

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CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors or with any institution or individual within the scope of this study.

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