Appendix 1

Invitation letter to Western TNCs asking them to participate in the research at the first stage

Dear Sir or Madam,

Re: Human Resource Management (HRM) Research in Transnational Oil and Gas Corporations with Affiliates in China

Transnational corporations (TNCs) in the Oil and Gas industry face many challenges in the current global market, and this is particularly apparent in the area of HRM in the rapidly-changing economic and business context of China. There is an increased awareness nowadays that well-developed HR policies and practices can provide many benefits in terms of international HRM, cross-cultural management and knowledge transfer issues.

I am a doctoral researcher in the School of Management and Languages at Heriot-Watt University. My research will examine the transfer of HR policies and practices from Western transnational Oil and Gas corporations to their affiliates in China, and investigate how these companies have adopted and adapted their HRM system in response to Chinese social, cultural and institutional factors.

As part of this initiative, I have received positive responses from one transnational oilfield service company and two big Chinese Oil and Gas companies. They agreed to let me conduct the research in their companies. The information that the Chinese companies will provide will be compared with HRM policies and practices of Western transnational Oil and Gas corporations, and their affiliates in China.

Therefore I would like to invite your company to take part in this research project; in return your company will gain early access to results that may be helpful when implementing global HR policies and practices to enhance the applicability of the HR transfer in your affiliates. I am hoping to interview members of the management team who are directly responsible and involved with HR policies decisions and/or the effect of these decisions. The sample could include the HR director and senior HR managers, and other senior management officers. I am also keen to involve production and line managers, technicians and other non-managerial and non-technical employees. In addition, questionnaires will be distributed to production and line managers, technicians and other non-managerial and non-technical employees in your main business affiliates. I expect that the interviews will take around one hour and the questionnaires should not take more than 20 minutes. A list of questions I would like to ask you about is attached.
The interview and questionnaire results will be reported on an anonymous and confidential basis. I would be very happy to provide a report when I complete the research to participating companies in terms of recommendations and suggestions. If you are interested in my research, I would be very grateful if we could arrange a time for further discussion. Should you require further information in the meantime, please do not hesitate to contact me either by phone or email, or at my contact address below.

I look forward to hearing from you soon.

Yours faithfully,

Yu Fu

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China
Te: +86(0) 10 6443 9923
Mobile: +86(0) 131 2680 8002
Email: yf30@hw.ac.uk
Re: Human Resource Management (HRM) research in Transnational Oil and Gas Corporations with affiliates in China

Topics proposed for discussion:

- Organisational background information and business context
- Organisational management and structure of the Chinese affiliates
- Transfer of HR policies from Western transnational Oil and Gas corporations to their affiliates in China. Main HRM functions will be involved, such as recruitment and selection, performance appraisal, training and development, remuneration system and trade union.
- Factors contributing to or limiting the effectiveness of the HR policies and practices within the Chinese context

Organisational documentations requested (if available):

- Organisation’s annual report, and background information (apart from the ones which can be found in the organisation website)
- Demographic information (age, gender, nationality, education etc)
- HR policies and documentations
- Newsletters, meeting minutes between employees and managers and employees’ views/opinion surveys, and any other relevant information

Sample selection:
I plan to use multiple research methodologies to conduct this research: qualitative semi-structured interviews and questionnaires. The ideal number of interviews with senior HR managers and other senior management officers of main business operations would be 2-3 for each category. Depending on the organisational structure, I will interview the HR director as well. A sample of production and line managers, technicians, non-managerial and non-technical employees could be 2-3 for each category. The questionnaires will be distributed to production/line managers, technicians, and non-managerial and non-technical employees in main business operations, except to those who have been chosen for interview. The manner in which interviews and questionnaires will be conducted can be discussed further.
Appendix 2

Invitation letter to Western TNCs asking them to participate in the research at the second stage

Dear Sir or Madam,

Re: Human Resource Management (HRM) Research in Transnational Oil Corporations with Affiliates in China

Transnational corporations (TNCs) in the Oil and Gas industry face many challenges in the current global market, and this is particularly apparent in the area of HRM in the rapidly-changing economic and business context of China. There is an increased awareness nowadays that well-developed HR policies and practices can provide many benefits in terms of international HRM, cross-cultural management and knowledge transfer issues.

I am a doctoral researcher in the School of Management and Languages at Heriot-Watt University. My research will examine the transfer of HR policies and practices from Western transnational Oil and Gas corporations to their affiliates in China, and investigate how these companies have adopted and adapted their HRM system in response to Chinese social, cultural and institutional factors. Therefore, I would like to invite you for an interview regarding cross-cultural differences and HRM in your company. Your responses and views will help us to investigate how TNCs have adopted and adapted their HRM system in terms of Chinese social and cultural factors.

As part of this initiative, 23 interviews have been conducted in Western and Chinese TNCs. I am hoping to interview a few more members who are directly responsible and involved with HR policies and practices. The interview participants could be HR people and senior management officers, as well as production and line managers and non-managerial employees.

The interview is expected to take around 30 to 45 minutes and can be conducted in a face-to-face way, or over telephone. A list of proposed topics involves in the interview is in the following:

- Main HRM functions, such as recruitment and selection, performance appraisal, training and development and remuneration system, will be involved.
• Cross-cultural differences and Chinese culture. Cultural factors contributing to or limiting the effectiveness of the HR policies and practices in Chinese context.

The results will be used for research purposes only and will be reported on a strictly anonymous and confidential basis. I would be very happy to provide a report, when I complete the research, to participating companies in terms of recommendations and suggestions. If you are interested in my research, I would be very grateful if we could arrange a time for further discussion. Should you have any queries about the research, please do not hesitate to contact:

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Email: yf30@hw.ac.uk

Thank you in advance for your assistance in this research.

Best regards,

Yu Fu
Appendix 3
The invitation letter to Chinese state-owned oil and gas enterprises asking them to participate in the research

中国文化对西方石油公司人力资源政策和措施的影响

傅瑜，博士生，英国 Heriot-Watt 大学管理学院

本研究将对比和分析中外石油公司的人力资源管理的发展和现状，分析跨国经营中人力资源管理的现状和挑战。研究的重点是对中国文化对西方石油公司人力资源政策和措施的影响进行解析。中国石油公司的政策和措施，以及中国员工对公司现行人力资源政策和措施的看法，将对本研究提供一个研究基础和环境，对理解西方石油公司在中国分公司实行的人力资源政策或措施将起到重要的辅助作用。

在此，我诚邀贵公司能参与这项研究。我将会针对中外石油公司现行的人力资源战略、政策和措施，以及中国文化对西方石油公司人力资源政策和措施的影响，为参加该研究的公司体共一份详细的研究结果报告。贵公司可通过本研究进一步了解，参考和分析这些战略、政策和措施。同时，针对国家文化对跨国石油公司人力资源和政策影响的分析，也希望能对中国石油公司的海外项目管理有一定的帮助。

此研究以国内外具有代表性的石油公司和石油服务公司为研究对象，通过对国内外石油公司中各个层次的员工的访谈展开调研。其中，访谈的对象是人力资源部门经理和相关管理人员 2-3 名，中、高层管理人员 2-3 名，其他非管理层员工 4-6 名。访谈的时间大约在 45 分钟到 1 个小时左右。参加调研的公司的名称不会出现在任何文字报告中，所有通过采访得到的信息和数据也将严格保密，仅用于学术项目研究中。
访谈内容大纲:

- 公司背景，发展历史，商业环境等。
- 公司管理和结构。
- 人力资源管理政策以及人力资源部门主要职能，如人才招聘，来源及选拔，绩效考核，培训计划，薪酬制度等。
- 影响公司人力资源管理政策有效性的各种因素。
- 跨国经营中人力资源管理的现状和挑战

其他所需的公司相关背景资料（如果可以提供）:

- 公司年度报告，管理结构等相关资料。
- 员工人才分析信息。
- 人力资源管理政策及相关通告和资料。
- 人力资源管理现状分析。
- 人力资源发展战略研究。
- 公司内部报纸、期刊，人力资源部，员工问卷调查及有关信息。

如果您有任何问题，请通过以下方式和我联系：

傅瑜
中国北京朝阳区胜古北里，
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傅瑜
博士生
英国 Heriot-Watt 大学管理学院
Appendix 4

Research interview with HR directors and managers and senior management officers

Part A. Introduction

This interview is designed to explore HR policies and practices and cross-cultural differences in TNCs’ affiliates in China (“the company” is used in the following questions, instead of “TNC’s affiliates in China”). The HR transfer orientation and process, as well as the company background information and its HRM system will be investigated. The information you provide will be only used for research purpose and will be strictly anonymous and confidential.

Part B. Biographical Details

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Position</td>
<td>Tenure</td>
</tr>
<tr>
<td>Nationality</td>
<td>Ethnicity</td>
</tr>
</tbody>
</table>

Where and when have you worked abroad (if applicable)

Time and date of the interview

Gender: □ Male □ Female

Age: ________ or you can tick one of the following boxes:
□ Under 25 □ 25-35 yrs □ 36-45 yrs □ 46-55 yrs □ 56-60 yrs □ Over 60yrs

Marital status:
□ Single □ Married □ Separated □ Divorced □ Widowed
□ Do you have any children? If you do, how many? ________________

Education:
□ PhD □ Masters Degree □ MBA □ Bachelor Degree □ HND
□ Other, please specify__________________________

Employment status:
□ Permanent □ Fixed-term contract for 1-5 years
□ Temporary contract less than 1 year
Part C. Background Information of Company

C1. Please tell me briefly about your professional and cultural background.
C2. What is your main responsibility in the company?
C3. What is your reporting structure?
C4. Where is the principle location of the company? Why had it been chosen (strategic location of oil and gas production, trading, favourable financial policies, local government support, etc)?
C5. What is (are) your primarily concern(s) in the company? (profitability, social responsibility, etc)
C6. Please briefly summarise the internationalisation process of the company. (from domestic market to regional market, international market etc)
C7. What is the role of the company in your parent organisation’s international development? (business integration, long-term financial performance, etc)

Part D. HR Policies and Practices Transfer

D1. Who designed HR policies in the company? (parent enterprise, senior management team in China or jointly)
D2. How have HR policies been designed in the company? (transferred from parent enterprise’s ‘best practices’, adopted local HRM system, or jointly) and why? (long-term profit target, assess new international business, globalisation, market opportunities, etc)
D3. If you transfer HR policies and practices from parent enterprise, what kind of approach do you use? (training by expatriate staff, training by external expertise, training employee in parent enterprise, etc) Why did you transfer HR policies and practices from parent enterprise? (standardisation, well developed HRM system, ‘best practices’, etc) Do you have local-only HR policies?
D4. What kind of factor(s) could affect the designing of HR policies and practices in the company? (global and local economic, political, social, cultural and other dynamic environmental conditions) And how? Please give examples.
D5. Do you think HR policies and practice of the company can have a positive impact in technology, productivity and labour efficiency? Any problems or issues? Please give examples.
D6. How much HRM autonomy does the company have?
Part E. Cross-cultural Management

E1. Are there any expatriates working in the company? What is the proportion of expatriates in the workforce?

E2. What kind of position do expatriates have? (middle, senior management level, technical expertise, etc)

E3. Who is in charge of expatriate management in the company? (home-country organisation, the company)

E4. Do you think there any cultural confrontations or tension among different nationals in the company? If you do, please give examples.

E5. Do you consider cultural factors when you develop business strategies and make decisions in the company? If you do, what kind of cultural factors do you consider?

E6. In your opinion, what are the main cultural differences between Chinese and other nationals? (harmony, interrelationship, loyalty, egalitarianism, group consensus, etc)

How do these differences affect HR policies and practices of the company?

E7. Apart from cultural factors, what other variables you would consider when you make business decisions? (legislation, regulations, institutional factors, etc)

Please give examples.

E8. Do you have any equal opportunity policies in the company? If you do, what is the content of equal opportunity policies? (gender, race, religion, disability, etc)

Any concerns or problems?

E9. How far do these equality policies in the company differ from the parent enterprise? Any problems and issues in aligning strategy?

Part F. Recruitment, Selection and Retention

F1. Who recruits employees for the company? (parent enterprise, the company, etc)

F2. What recruitment channels and tool(s) do you use?

F3. What are the main selection criteria in the company? (education, professional experience, language, cross-cultural awareness, personal network, etc)

F4. What is the selection procedure in the company?

F5. What kind of contracts do you offer to employees?

What is the rationale for using different types of contracts? (permanent, fixed-term, temporary contract, etc)

F6. Are there any difficulties in recruiting talent? Why?
F7. Is there an employee retention problem? Do you have any retention policies and practices?

F8. How far do these policies in the company differ from the parent enterprise? Any problems and issues in aligning strategy?

**Part G. Performance Appraisal**

G1. Do you have any performance appraisal systems? What appraisal approaches do you use for assessing employee performance? (competency model, 360 degree feedback, etc)

G2. What assessment criteria are involved in an employee’s performance appraisal? (fulfilment of predefined objectives, skills and competencies, teamwork-oriented attitude, initiative, creativity, communication, etc)

G3. Is the appraisal system based on individual performance, group performance or both? What is the rationale for using different types of assessment approaches? (individualism, collectivism, power distance, etc)

G4. Who assesses employees’ performance? (production/line manager, HR manager or jointly, group consensus, expertise from the parent organisation, external consultant, etc)

G5. How far do these policies in the company differ from the parent organisation? Any problems and issues in aligning strategy?

**Part H. Training and Development**

H1. What kinds of training provisions do you have in the company? (on-job training, external training, departmental training, internal exchange training, cross-organisational training, training employee in parent enterprise, university modules, etc)

H2. What is the content of training programmes? (technical skills, management practices, foreign language, cross-cultural training, diversity training etc)

H3. Who provides these training programmes? (expatriate staff, the company, external consultant, etc)

H4. Do your employees have a formal career development scheme?

H5. Are employees’ wage increases, training and development plan and performance appraisal interlinked? And how?

H6. How far do these policies in the company differ from the parent enterprise? Any problems and issues in aligning strategy?
Part I. Remuneration System

I1. What is your wage structure in the company? (basic wage, skill wage, position wage, incentive pay, performance related-pay, etc)

I2. What factors determine your wage payment? (tenure, job-related, education/training qualification, professional experience, etc)

I3. Do you have incentive pay reward? If you do, what does the incentive pay reward? (seniority, individual performance, group performance, etc)

I4. What benefits do you have in the company? (pensions, basic medical insurance, unemployment insurance, child-bearing insurance, work-related injury insurance, housing funds, flexible work/family friendly policies, etc)

I5. How far do these policies in the company differ from parent enterprise? Any problems and issues in aligning strategy?

Part J. HRM Overall

J1. Do you consider HRM function as a strategic business partner and is strongly involved in new investments, and launching of new product lines, or personnel administration or employee monitor control?

J2. On a scale of 1 to 10 (10 being highest), how would you rate the effectiveness of HR policies and practices in the company?

J3. What is (are) your challenge(s) in managing HRM in the company? (legislations, regulations, government intervention, cultural differences, etc)

J4. Compared to other companies in the oil and gas industry, do you think your company is more attractive than others? Why?

J5. To what extent are HR policies of the company similar or different to other transnational oil and gas corporations? Any issues and concerns?

J6. To what extent are HR policies of the company similar or different to other TNCs? Any issues and concerns?
Appendix 5
Research interview with HR directors and managers and senior management officers (Chinese version)

中国石油公司人力资源管理研究------与人力资源部门主管，人力资源部经理，以及中高层管理人员的采访问题

A. 简介
本采访问题是根据跨国石油公司（以下简称为“公司”）的组织结构和管理方式，针对公司人力资源部主管，人力资源部经理，以及中高层管理人员而设计。通过对您的采访，来了解和分析公司的人力资源管理政策。采访问题包括您的个人信息，公司组织管理结构，以及人力资源管理系统。采访采匿名的方式，您提供的信息和数据也将严格保密，仅用于人力资源管理研究项目中。

B. 您的个人信息

<table>
<thead>
<tr>
<th>部  门</th>
<th>工  龄</th>
</tr>
</thead>
<tbody>
<tr>
<td>职  位</td>
<td>国  籍</td>
</tr>
<tr>
<td>所在国家</td>
<td>民  族</td>
</tr>
<tr>
<td>海外工作的地点及工龄（选填）</td>
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</tr>
</tbody>
</table>

采访的时间和地点

性别：□ 男性 □ 女性

年龄：
□25岁以下 □ 26至35岁 □ 36至45岁 □ 46至55岁 □ 56至59岁 □ 60岁以上

婚姻状况：
□ 未婚 □ 已婚 □ 您有几个孩子？________________

教育程度：□ 博士 □ 硕士 □ MBA □ 本科 □ 专科 □ 高中职
□ 中学或以下

劳动合同类型：
□ 无固定期限 □ 固定期限，其期限为____年
□ 完成一定工作为期限，其期限为____年

C. 公司的发展历史和背景信息
C1. 请简单介绍一下您的职业和文化背景。

C2. 您在公司主要的工作是什么？

C3. 您的工作向谁汇报？

C4. 贵公司在中国的总部设立在哪里？为什么会选择这里？（如石油天然气主要生产地，贸易环境，合理的经济政策，当地政府的支持等）

C5. 您认为对公司而言，最重要的是什么？（如经济效益，社会责任等）

C6. 请您是否可以简单概述公司开展海外项目的进程？

C7. 在您母公司的国际化发展过程中，贵公司起到怎样的作用？（如参与母公司的国际化发展，保证长期稳定的经济收入等）

D. 人力资源政策和措施从母公司的转移

D1. 谁来制订贵公司的人力资源政策和措施？（如由母公司，中国分公司，或子母公司联合制订？）

D2. 贵公司人力资源政策和措施是如何形成的？（如采用母公司的统一的政策和措施，采用适合当地情况的政策和措施，或二者都有）为什么这样来制订公司人力资源政策和措施？（如长期的经济利益，开拓新的国际贸易，国际化进程，市场机会等）

D3. 如果贵公司是从母公司引进人力资源政策和措施，贵公司是通过怎样的方法引进的？（如通过外派人员，外部的专业人员，把当地员工送到总部去培训等）从母公司引进人力资源政策和措施的原因是什么？贵公司是否有针对中国分公司的而制订特殊的人力资源政策？

D4. 您认为哪些因素会影响人力资源政策和措施的引进？（如海外项目所在国家文化和体制，公司文化和结构等）会有怎样的影响？请您举例说明。

D5. 您是否认为人力资源政策和措施会对公司在技术，生产力等的发展上起到积极的影响？为什么有或者没有？请详细说明。

D6. 贵公司对人力资源政策和措施制订的自主权有多少？
E. 跨文化管理

E1. 贵公司里是否有外籍员工？外籍员工的比例是多少？

E2. 外籍员工在贵公司担任什么职位？（如中高管理层，高级技术人员等）

E3. 谁来负责对外籍员工的管理？（母公司还是中国自公司）

E4. 您认为在工作过程中，中国员工和外籍员工会因为文化背景的不同而引起矛盾吗？如果有，请您举例说明。

E5. 您在研究和制订商业发展计划时，是否考虑国家文化对计划的影响？如果有，你会考虑哪些国家文化因素？

E6. 在您看来，中国员工和外籍员工之间存在哪些主要的文化差异？（如中庸，人际关系，忠诚度，自我中心主义，团队意识等）这些文化差异对贵公司的人力资源政策和措施有影响吗？

E8. 贵公司里有关于‘机会平等’的原则或政策吗？（如性别，种族，宗教，残疾平等）公司是否出现过此类问题？

E9. 这些‘机会平等’的原则和措施和母公司的提倡的原则和措施一致吗？在执行过程中是否存在任何问题？

F. 员工的招聘、选拔和保留

F1. 贵公司的外籍员工是由谁来负责招聘？（如由公司招聘，海外公司自行招聘，还是两者都参与招聘等）

F2. 招聘的渠道有哪些？招聘人才时会遇到哪些问题？

F3. 人才招聘的主要标准有哪些？（如学历和（或）专业技术培训，工作经验，外语水平，社会能力，个人关系等）

F4. 选拔的程序是怎样的？

F5. 贵公司和员工签订劳动合同的类型有哪些？（如固定无限期，有限期合同，临时合同等）

F6. 贵公司是否在招聘合适人才的过程中遇到问题？如果有，您认为其中的原因是什么？
F7. 贵公司在人才保留方面是否遇到问题？公司有关于保留人才的政策吗？
F8. 贵公司人才招聘、选拔和保留的政策和措施和母公司的差异有多大？在和母公司保持一致的过程中，是否出现过任何问题？

G. 绩效考核

G1. 贵公司是否有绩效考核？如果有，贵公司采用何种绩效考核的方式？（如能力考核、360度全方位考核，非正式绩效考核等）
G2. 绩效考核中的评估标准有哪些？（如达到事先预订目标，工作能力和技术，团队合作精神，创新精神，创新能力，沟通能力等）
G3. 绩效考核是依据个人表现，集体表现，还是两者都有？
G4. 谁会参与员工的绩效考核评估？（项目/部门经理，人力资源经理，或双方共同参与，集体评估，公司派出的专业人员，外部专业咨询人士等）
G5. 贵公司绩效考核政策和措施和母公司的差异有多大？在和母公司的政策保持一致的过程中，是否出现过任何问题？

H. 培训和职业发展

H1. 贵公司采用何种培训方式和政策？（如上岗培训，部门培训，轮岗培训，在大学深造和（或）培训，在公司培训后返回海外项目等）
H2. 培训的项目有哪些？（如专业技术能力，管理能力，外语水平，多元文化理解能力等）
H3. 贵公司的培训由谁来安排和负责？（如公司人力资源部门，公司有相关技术或管理经验的员工，外部专业培训公司等）
H4. 贵公司对员工是否有正式的职业发展计划？其具体的内容有哪些？
H5. 员工培训和职业发展进度与其绩效考核是否有联系？如果有，是如何将两者联系起来的？
H6. 贵公司培训和职业发展的政策和措施和母公司的差异有多大？在和母公司的政策保持一致的过程中，是否出现过任何问题？
I. 薪酬制度

11. 贵公司的薪酬制度的结构是怎样的？（如基本工资，岗位工资，技能工资，奖金，津贴等）

12. 影响员工工资涨幅的因素有哪些？（如工龄，工种，职务职称，学历和（或）专业技能等）

13. 奖金发放的依据有哪些？（如个人表现，集体表现，考核指标等）

14. 员工现享有的公司福利和保险有哪些？（如养老保险，基本医疗保险，失业保险，生育保险，工伤保险，住房基金，后勤支持和保障工作等）

15. 贵公司薪酬制度的政策和措施和母公司的差异有多大？在和母公司的政策保持一致的过程中，是否出现过任何问题？

J. 总结

J1. 您认为公司现行的人力资源政策和措施对公司的发展起到战略性的决定作用吗？

J2. 如果 10 分是满分，您为公司的人力资源政策和措施打几分？

J3. 您认为目前公司人力资源政策和措施面临的最大挑战是什么？

J4. 与石油行业的其它公司比较，您认为公司在国内和国外工作求职市场上是否更具吸引力？

J5. 贵公司人力资源管理制度政策和措施与其它国内外石油公司的政策有什么相似或不同？

J6. 贵公司人力资源管理制度政策和措施与其他行业公司的政策有什么相似或不同？
Appendix 6

Research interview with production and line managers and non-managerial employees

Part A. Introduction
This interview is designed to explore HR policies and practices and cross-cultural differences in TNCs’ affiliates in China (“the company” is used in the following questions, instead of “TNC’s affiliates in China”). The HR transfer orientation and process, as well as the company background information and its HRM system will be investigated. The information you provide will be only used for research purposes and will be strictly anonymous and confidential.

Part B. Biographical Details

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position</td>
<td>Tenure</td>
</tr>
<tr>
<td>Nationality</td>
<td>Ethnicity</td>
</tr>
<tr>
<td>Where and when have you worked abroad (if applicable)</td>
<td></td>
</tr>
<tr>
<td>Time and date of the interview</td>
<td></td>
</tr>
</tbody>
</table>

Gender: □ Male    □ Female

Age: __________ or you can tick one of the following boxes:
□ Under 25    □ 25-35 yrs    □ 36-45 yrs    □ 46-55 yrs    □ 56-60 yrs    □ Over 60yrs

Marital status:
□ Single  □ Married  □ Separated  □ Divorced  □ Widowed
□ Do you have any children? If you do, how many?________________

Education:
□ PhD    □ Masters Degree    □ MBA    □ Bachelor Degree    □ HND
□ Others, please specify_________________________

Employment status:
□ Permanent    □ Fixed-term contract for 1-5 years
□ Temporary contract less than 1 year
Part C. Background Information of the Company

C1. Please tell me briefly about your professional and cultural background.
C2. What is your main responsibility in the company?
C3. How is your reporting structure?

Part D. Cross-cultural Awareness

D1. Are there any expatriates working in the company? What is the proportion of expatriates in the workforce?
D2. What kind of position do expatriate have? (middle, senior management level, technical expertise, etc)
D3. Do you think there are any cultural confrontations or tension among different nationals in the company? If you do, please give examples.
D4. Do you consider cultural factors when you work in the company? If you do, what kind of cultural factors do you consider?
D5. In your opinion, what are the main cultural differences between Chinese and other nationals? (harmony, interrelationship, loyalty, egalitarianism, group consensus, etc)

Part E. Recruitment, selection and retention

E1. Why did you choose to work for this company? (higher pay rate, better career path, professional training programmes, attractive image, organisational culture, etc)
E2. How did you find the job advertisement for the company? (newspaper, employment agencies, head hunter, internet job search engine, the company’s website, campus recruitment, personal network, etc)
E3. What was your application procedure? (post CV, online application, telephone interview, interview, assessment centre, etc)
E4. In your opinion, what kind of factors made you attain your current job successfully? (educational qualification, professional experience, language skills, cross-cultural awareness, personal network, etc)
E5. Do you know about any retention policies and practices in the company?
Part F. Performance Appraisal

F1. How has your job performance been assessed? (competency model, 360 degree feedback, etc)

F2. What assessment criteria are involved in your performance appraisal? (fulfilment of predefined objectives, skills and competencies, teamwork-oriented attitude, initiative, creativity, communication, etc)

F3. Is the appraisal system based on individual performance, group performance or both?

F4. Who assesses your job performance? (production/line manager, HR manager or jointly, group consensus, expertise from parent enterprise, external consultant, etc)

Part G. Training and Development

G1. What kind of training provisions do you have in the company? (on-job training, external training, departmental training, internal exchange training, cross-organisational training, training employee in parent enterprise, university modules, etc)

G2. What is the content of training programmes? (technical skills, management practices, foreign language, cross-cultural training, diversity training, etc)

G3. Who provides these training programmes? (expatriate staff, the company, external consultant, etc)

G4. Do you have a formal career development scheme?

Part H. Remuneration System

H1. What is your wage structure in the company? (basic wage, skilled wage, position wage, incentive pay, performance related-pay, etc)

H2. What factors determine your wage payment? (tenure, job-related, education/training qualification, professional experience, etc)

H3. Do you have an incentive pay reward? If you do, what does the incentive pay reward? (seniority, individual performance, group performance, etc)

H4. What benefits do you have in the company? (pensions, basic medical insurance, unemployment insurance, child-bearing insurance, work-related injury insurance, housing funds, flexible work/family friendly policies, etc)
H5. Are your wage increases, training and development plan and performance appraisal interlinked? And how?

Part I. Overall
I1. Compared to other companies in the oil and gas industry, do you think your company is more attractive than others? Why?
I2. Do you think HR policies and practice of the company can have a positive impact in technology, productivity and labour efficiency? Any problems or issues? Please give examples.
I3. On a scale of 1 to 10 (10 being highest), how would you rate the effectiveness of HR policies and practices in the company?
I4. If you could change one thing about HR in your company, what would it be?
Appendix 7
Research interview with production and line managers, and non-managerial employees (Chinese version)

人力资源管理研究——与项目经理，部门经理，和其他非管理层工作人员的采访问题

1. 简介
本采访问题是根据跨国石油公司（以下简称为“公司”）的组织结构和管理方式，针对公司人力资源部主管，人力资源部经理，以及中高层管理人员而设计。通过对您的采访，来了解和分析贵公司的人力资源管理政策。采访问题包括您的个人信息，公司组织管理和结构，以及人力资源管理系统。采访采用完全匿名的方式，您提供的信息和数据也将严格保密，仅用于人力资源管理研究项目中。

B. 您的个人信息

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<th>部  门</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<tr>
<td>职  位</td>
<td></td>
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<tr>
<td></td>
<td>国  籍</td>
</tr>
<tr>
<td>所在国家</td>
<td>民  族</td>
</tr>
</tbody>
</table>

海外工作的地点及工龄（选填）

采访的时间和地点

性别： □ 男性  □ 女性

年龄：
□ 25 岁以下 □ 26 至 35 岁 □ 36 至 45 岁 □ 46 至 55 岁 □ 56 至 59 岁 □ 60 岁以上

婚姻状况：
□ 未婚  □ 已婚  □ 您有几个孩子？________

教育程度： □ 博士 □ 硕士 □ MBA □ 本科 □ 专科 □ 高中职 □ 中学或以下
劳动合同类型：
□无固定期限  □固定期限，其期限为____年
□完成一定工作为期限，其期限为____年

C. 公司的发展历史和背景信息

C1. 请您简单介绍一下您的文化和工作背景。
C2. 您在公司主要的职能和工作是什么？
C3. 您的工作向谁汇报？

D. 跨文化意识

D1. 贵公司里是否有外籍员工？外籍员工的比例是多少？
D2. 外籍员工在贵公司担任什么职位？（如中, 高管理层，高级技术人员等）
D3. 您认为在工作过程中，中国员工和外籍员工会因为文化背景的不同而引起矛盾吗？如果有，请您举例说明。
D4. 您在工作时，是否考虑国家文化差异对工作的影响？如果有，你会考虑哪些文化因素？
D5. 在您看来，中国员工和外籍员工之间存在哪些主要的文化差异？（如中庸，人际关系，忠诚度，自我中心主义，团队意识等）这些文化差异对贵公司的人力资源政策和措施有影响吗？

E. 招聘，选拔和稳定

E1. 您当时为什么选择应聘贵公司呢？（公司的名气，文化，职业生涯发展，积累工作经验，高薪，通过个人关系介绍等）
E2. 您申请工作时，是通过什么渠道得到公司招聘信息的？（如报纸，杂志中的工作招聘，招聘中介，猎头公司，网上招聘信息搜索，公司官方网站，校园招聘等）
E3. 您当时应聘的程序是怎样的？
E4. 在您看来，当时您优于其它招聘候选人，成功得到在公司工作机会的主要原因是什么？（如学历和（或者）职业技能，工作经验，外语水平，
个人关系等）

E5. 贵公司有关于稳定人才的政策和措施吗？

F. 绩效考核

F1. 贵公司采用何种绩效考核方式？（如能力考核，360 度全面考核，非正式绩效考核等）

F2. 绩效考核中的评估标准有哪些？（如达到事先预订目标，工作能力和专业技术，团队合作精神，创新精神，创造能力，沟通能力等）

F3. 绩效考核是依据个人表现，集体表现，还是两者都有？

F4. 谁会参与您的绩效考核评估？（项目/部门经理，人力资源经理，或两方共同参与，集体评估，公司派出的专业人员，外部专业咨询人士等）

G. 培训和职业发展

G1. 贵公司采用何种培训方式和政策？（如上岗培训，部门培训，轮岗培训，在大学深造和（或）培训，在公司培训后返回海外项目等）

G2. 培训的项目有哪些？（如专业技术能力，管理能力，外语水平，多元文化理解能力等）

G3. 培训由谁来安排和负责？（如公司人力资源部门，公司有相关技术或管理经验的员工，外部专业培训公司等）

G4. 您在公司是否有正式的职业发展计划？其具体的内容有哪些？

H. 薪酬制度体系

H1. 贵公司的薪酬制度的结构是怎样的？（如基本工资，岗位工资，技能工资，奖金，津贴等）

H2. 影响您工资涨幅的因素有哪些？（如工龄，工种，职务职称，学历和（或）专业技能等）

H3. 奖金发放的依据有哪些？（如个人表现，集体表现，考核指标等）

H4. 您现享有的公司福利和保险有哪些？（如养老保险，基本医疗保险，失
业保险，生育保险，工伤保险，住房基金，后勤支持和保障工作等）

H5. 您薪酬的涨幅是与绩效考核和培训的结果有联系吗？

I. 总结

11. 与石油行业的其它公司比较，您认为公司在国内外工作求职市场上是否更具吸引力？

12. 您认为公司现行的人力资源政策和措施对公司的发展起到战略性的决定作用吗？

13. 如果 10 分是满分，您为公司的人力资源政策和措施打几分？

14. 您认为公司的哪一项人力资源政策或措施是最需要改变的？
## Appendix 8
### Interview participants’ details

<table>
<thead>
<tr>
<th>Western Transnational Corporations (WTNCs)</th>
<th>Name</th>
<th>Title</th>
<th>Location</th>
<th>Tenure</th>
<th>Nationality</th>
<th>Ethnicity</th>
<th>Gender</th>
<th>Age</th>
<th>Marital status</th>
<th>Higher Education</th>
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<td></td>
<td>Gernard</td>
<td>Executive HR Vice President</td>
<td>Hague, Netherlands</td>
<td>18 yrs</td>
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<td>Dutch</td>
<td>Male</td>
<td>45 yrs</td>
<td>Married with 1 child</td>
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<tr>
<td></td>
<td>Paul</td>
<td>HR Vice President</td>
<td>London, UK</td>
<td>12 yrs</td>
<td>British</td>
<td>British</td>
<td>Male</td>
<td>38 yrs</td>
<td>Married with 1 child</td>
<td>Master</td>
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<td></td>
<td>Jiang</td>
<td>HR Director</td>
<td>Beijing</td>
<td>14 yrs</td>
<td>Chinese</td>
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<td>Yao*</td>
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<td>10 months</td>
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<td>Ying*</td>
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<td>Male</td>
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<td>Male</td>
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<tr>
<td></td>
<td>Amal *</td>
<td>Petroleum Engineer</td>
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<td>Indian</td>
<td>Male</td>
<td>30 yrs</td>
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# Appendix 8
## Interview participants’ details (Continued)

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<th>Western Transnational oil and gas Corporations (WTNCs)</th>
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<td>Wan</td>
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## Appendix 8
### Interview participants’ details (Continued)

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### Western Transnational oil and gas Corporations (WTNCs)

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## Appendix 8
### Interview participants’ details (Continued)

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## Appendix 8
### Interview participants’ details (Continued)

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