

Who are we on the way to the EU? The profile of typical Cypriot employees as seen by their managers

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Keywords

Employees, Employees attitudes, Cyprus, European Union, National cultures

Abstract

Cyprus has just been accepted to join the European Union. It is essential, therefore, for everybody in Europe to have an accurate perception of the Cypriot labor force. Employee characteristics are identified in an attempt to improve performance, reduce dissatisfaction and manage the workers more efficiently. This study attempts to describe the characteristics of typical Cypriot employees as seen through the eyes of their managers. Primary data collected from questionnaires distributed to managers of large organizations are used for the analysis. Frequency distributions, cross tabulations and factor analysis have been used to analyze the primary data collected. Female managers, older managers and public sector managers utilize similar strategies for managing their workforce. Cypriot employees have been identified to have high levels of ability/initiative, are self-important and arrogant, highly materialistic and group oriented.

Cyprus has been associated with the European Union since 1972 with an association agreement (it provides for the establishment of a customs union in two stages). By 1987, a Customs Union Protocol was reached. It was not until 1990, however, that Cyprus applied for full membership.

In March 1998, the EU Commission on Cyprus's application started the initiation for accession negotiations, which was completed successfully in December 2002 in Copenhagen. The Commission's opinion on accepting Cyprus was based on Cyprus' geographical position, the European culture and civilization, and generally the European influence on the cultural, political, economic and social life of the Cypriot citizens. Cyprus' European identity and character confirm its vocation to belong to the community.

Upon entering the EU Cypriot workers will be able to move freely between member countries and European workers will also have free access to the Cypriot market. It is essential, therefore, for all parties involved, academics and business people, to understand and have an accurate perception of one another.

This study attempts to describe the characteristics of typical Cypriot workers as seen through the eyes of their managers.

exceeds three times the local population. The tertiary or services sector is the fastest growing area and accounts for about 75.4 percent of the GDP and 69 percent of the gainfully employed population. The sector includes tourism, transport and communications, trade, banking, insurance, accounting, real estate, catering, public administration and business and legal services[3].

The high standards of transportation and telecommunication and the excellent living conditions make Cyprus very attractive to foreigners, especially Europeans.

The literacy rate is held at 99 percent in Cyprus, one of the highest in the world. In addition, Cyprus is characterized by high rates in the provision of tertiary education in relation to European countries. Even though almost 95 percent of college graduates find employment in Cyprus within one year of graduation[3], the unemployment rates are higher among secondary and tertiary education graduates and among women (Malaos, 2001). Despite the highly skilled labor force, the labor costs are held at very low levels compared to those of other European countries.

Women actively entering the labor force increased tremendously during the past three decades. In the 1960s, women were working primarily in agriculture. After the Turkish invasion (1974) they were forced to work in order to contribute to the family needs. Between 1976-1989, women's participation in areas other than agriculture more than doubled. Women concentrated mainly in trade and tourism (37 percent), manufacturing and services (22-23 percent) and finance and real estate (11 percent). Approximately 30 percent of employed women have received higher education and about 42 percent have completed secondary education, as compared to

Literature review

Description of the Cypriot labor force

Cyprus has a population of around 793,000 people[1,2]. In the 1960s, Cyprus was exporting primarily minerals and agricultural products. In the 1970s, it became an exporter of consumer products (clothing), and in the 1980s-1990s it became an international center of tourism and services, which remains the primary source of income and employment. The number of tourists



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21 percent and 46 percent respectively for men. Female participation in managerial positions is suppressed and very few women are allowed to climb the corporate ladder.

Women's representation in high administrative and managerial positions is about 12 percent, whereas their share in the professional occupations is as high as 46 percent (Shambos, 1999). Since 1960 only two women held the position of minister (Shekeris, 1999). Today, from the 56 members of the parliament, only six are women[4]. In order to assist women, the WID (women in development) created the country's development plan for 1999-2003 which targets the elimination of all forms of discrimination against women in the labor market, income equality, legal and social insurance benefits, protection of the rights of pregnant working-women, and the legal right of maternity leave. The participation rate of Cypriot women in the labour force is marginally lower than that of women in the EU, whereas the male labour market participation is higher in Cyprus than in the EU (Malaos, 2001).

The low pace of utilization of modern technologies makes the productivity of the Cypriot worker to be as low as 55 percent of the productivity of the EU average. In both the public and private sector there is less training, less upgrading programs, lower adoption of flexible reward-incentive schemes and lower productivity in general (Malaos, 2001).

To improve this, Cyprus is taking part in the Leonardo da Vinci program, which supports the use of innovative tools for the promotion of knowledge so that Cypriot professional standards align with those of the EU. The Cypriot society is in great need of a career-planning scheme to ensure the supply of required labor. A human resource development program would make this possible.

The Cypriot economy needs restructuring, deregulation, liberalization, privatization and harmonization since it is experiencing a growing public deficit attributed to and pressured by the large (14 percent) public sector. This sector is inefficient and lacks a policy for an innovation process (Musyck and Reid, 2000). Even though appraisal systems aim at reviewing employee performance for promotion and improvement of financial remuneration, the Cypriot culture does not facilitate objective evaluations. Personal relationships between all employees regardless of rank, unwillingness of assessors to claim responsibility for strict evaluation of their subordinates, and pressure on assessors to grade leniently since

promotions are based on this system make the system ineffective. Of the public sector employees, 95 percent are rated as excellent in almost all criteria. The assessment form is common for all the public sector employees and does not reflect the peculiarities of different occupations (Metaxas, 2001). Performance appraisal (PA) schemes are also found in the private sector; 77 percent of larger companies have a PA program. However, the effectiveness of such programs is again in question. Performance appraisal systems in Cyprus are not viewed as a tool for planning and developing human resources but rather as a control tool. PA systems are used mainly for compensation and promotion adjustments. Only 33 percent of the Cypriot companies use PA for training and development (Artemiou, 2001).

General labor force Issues

Worker values have changed during the past 20 years. In the 1970s and 1980s workers placed high values on how interesting jobs were. Today workers place the highest value on good salaries followed by stable and secure jobs and utilization of skills (Karl and Sutton, 1998; Jurkiewicz and Massey, 1992; Savery, 1996). Contrary to this, Gordon (1999) suggests that in the future, monetary rewards will have secondary importance. Meaningful jobs are becoming more important since they provide self-actualization, happiness and make workers more effective (Gordon, 1999). Private sector employees rate the level of wages as the most important element of the job, whereas public sector employees how interesting the work is. Job security rates the same between the two sectors (Karl and Sutton, 1998). Even though what workers require from their jobs has changed in the past 20 years, they continue to receive the same packages from their organizations, with the exception of opportunities to learn new things and use their special abilities (Karl and Sutton, 1998).

Employee productivity is increased when employee motivation is maintained through open communication, fairness, honesty, supportiveness and accessibility of supervisors (Wiley, 1992). By recognizing employee strengths, values and preferences, career management aims at identifying the best match between career preference and job opportunities (Epperheimer, 1997). Managers of the most successful organizations say:

... values, culture, commitment, communication, partnering, collaboration, innovation and risk and competitive passion

are what make their organizations successful (Fitz-Enz, 1997).

Employee performance is also increased in environments where customers are satisfied. Hygiene factors (pay and benefits) become less reflective of organizational success. When employee goals and expectations are aligned with customer values and expectations, organizational performance and success are achieved (Adsit *et al.*, 1996).

In work environments where goal clarity, employee participation, autonomy and feedback are high, employees are more ready and willing for organizational change (Weber and Weber, 2001). The strategic approach to change is directly related to individualism and has a low relationship with collectivism. So, organizational change can be achieved much easier with individualistic employees (Gunnigle *et al.*, 1998). This view is also supported by Ezzy (2001), who states that engineered culture encourages individualism. Engineered culture is a shift from relying on financial rewards and threats to shaping a work culture to ensure compliance. The negative aspect of individualism, however, is that it encourages neglect for others (Ezzy, 2001).

Intellectual ability is positively related to job performance but negatively related to efficiency or even job satisfaction (Robbins, 2001). It is well established that general mental ability is significant in predicting performance in virtually all jobs (Ree *et al.*, 1994). General mental ability causes individuals to acquire more job knowledge, which can be the reason of higher, observed performance. The higher the job complexity is, the stronger the relationship between general mental ability and job performance (Mount *et al.*, 1999).

Aggressive personalities operate under high levels of stress. They subject themselves to more continuous time pressure, and they create their own deadlines. These workers are fast; they emphasize quantity rather than quality and therefore work long hours without allocating enough time to develop unique solutions, they are not creative and they make poor decisions. These types are Type A personalities and usually are not as successful as other people. What is good about these people is that their personality traits (tense, self-sufficient, intelligent) make them very predictable in their behavior (Robbins, 2001).

Creative individuals are found to have higher need for affiliation, lower need for privacy and they tend to personalize their role (Wells and Thelen, 2002).

People with high self-esteem have higher levels of job satisfaction and they are found

in jobs with higher status. When employees are satisfied with the job, they are willing to perform tasks without complaining, do not require as much supervision and generally are more cooperative (Bateman and Organ, 1983). Job satisfaction and fulfillment are significant for the success of an organization (Gordon, 1999).

Job involvement is common in people who are ethical in the work environment, are highly motivated internally and have high self-esteem. Job involvement is not related to employee demographics. Job involved people do not waste time dealing with role conflicts, ambiguities or dissatisfaction. They are highly committed and satisfied with the job (Brown, 1996). Job involved people identify psychologically with their jobs and consider their performance level important to self-worth; they really care about the kind of work they do (Robbins, 2001). Job involvement reduces absenteeism and turnover (Boal and Cidambi, 1984; Farris, 1971). In companies where trust and group work is encouraged, employee involvement is higher (Munro, 2002).

When people are promoted to higher status jobs their organizational commitment increases (Jernigan *et al.*, 2002). Organizational commitment is a good indicator in preventing turnover (Robbins, 2001), however, current research suggests that organizational commitment is replaced by occupational commitment in today's fluid workforce (Rousseau, 1997).

Risk taking is positively related to organizational success, and HR managers are now realizing the importance of taking risks in the work environment. In the past, risk taking in employees was discouraged; now it is considered an asset that enhances employee careers (Brown, 1997).

Decentralization motivates employees to take risks and innovate (Gadiesh and Gilbert, 2001). Risk taking people make fast decisions using less information (Robbins, 2001). The most significant characteristic risk taking employees show is that they have the skills to perform a variety of jobs in the work environment. Second, they prefer to work individually. They suffer from a sense of urgency and they want to share power with others. Risk taking people feel impatient with the rate most events take place. Risk averse employees seem to sit still. They are not on the go all the time.

Therefore, high self-esteem, meaningful jobs, intrinsic motivation and intellectual abilities equal to the job requirements increase job satisfaction levels, which subsequently aid organizational success.

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Methodology

Data collection

Surveys were mailed to 300 large organizations in cities across Cyprus during summer 2000. Organizations were selected from the *Cypriot Companies List* that was developed by the Employers and Industrialists Federation (n.d.). Large organizations are defined as those employing at least 30 workers (Department of Statistics and Research, 1995). Organizations included in the survey represent several different industries including banking, shipping, insurance, accounting, medical operations, tourism, import/export businesses, retail, and wholesale trade. Some companies are privately owned and others are government owned. Approximately one-third of the surveys returned were returned by mail. In an attempt to increase the response rate, the author visited the businesses and asked managers to complete the surveys. A total of 72 useable surveys were returned. This represents a response rate of 22 percent.

Data analysis

The data were summarized using frequency percentages for each item on the questionnaire. Cross-tabulations were calculated for managers' description of the typical Cypriot worker and several demographic factors for managers (gender, age, and public sector/private sector). Chi square tests were used to determine if significant differences existed for the cross-tabulations. The accepted level of significance for statistical tests was set at 0.10. Finally, for the reliable grouping of the 24 questions and an easier drawing of conclusions, a principal component factor analysis was conducted. Cronbach's alpha reliability test was used.

Research results

Profile of managers and industry

Of the 72 replies only 68 questionnaires were useable for this section; 61.8 percent are male and 38.2 percent are female. Age ranges represented include 20-39 years (35.3 percent), 40-49 years (29.4 percent), and 50+ (35.3 percent). The majority of the respondents are in the service industry such as shipping, accounting, tourism, and medical practices (80 percent). The remainder (20 percent) are from import/export, retail, and wholesale trade businesses. Interestingly, this reflects industry standards. Of the businesses, 29 percent represented are public sector

businesses while 71 percent are private sector businesses.

When Cypriot employers were asked to determine what strategy they would adopt in an effort to retain their good workers, the most important strategy (89.7 percent) was to provide authority. The second most common strategy was to increase remuneration (79 percent), followed by promoting them to higher levels (72 percent), and finally, providing them with a long term contract (36.8 percent). Cypriot employers give less emphasis on offering more vacations or more days off. In determining what action they would incorporate in making workers feel secure about their jobs, very few managers replied (29 percent). Offering a career plan was the most common way by which these managers offered security to the employees. Providing a vision of the company was another way of providing security, followed by praise.

Finally, when asked what factors would contribute to the termination of an employee, the main reason was the employee's inability to learn the job (72 percent). Absenteeism rated second (39.7 percent). Less than 10 percent would fire an employee in an effort to deal with low productivity, reduction of costs, bad behavior or competitive pressures.

Managers' perceptions of the typical Cypriot worker

Almost 87 percent of the managers believe that Cypriot employees are highly materialistic; almost 80 percent view the Cypriot worker as one who displays achievements, even when not needed; almost 73 percent acknowledge that Cypriot employees are not comfortable with change in the work environment; 64 percent of the managers trust that Cypriot workers can use past experiences when attempting to solve current work situations; and 62.3 percent recognize that Cypriot workers accept the power of the employer/manager. More than half of the employers (58.6) believe that Cypriot workers are not willing to take risks (see Table I).

Employer gender differences in perceiving the Cypriot worker

As shown in Table II, cross-tabulations indicate there are significant differences in how male versus female employers view the Cypriot worker. Female employers see the Cypriot worker as risk averse, logically solving problems, obsessed with numbers, measuring everything, and employees who value relationships and are concerned with people. Male employers view the Cypriot worker as risk averse, skilled to perform a

variety of jobs, impatient with the rate events take place and accepting the power of the employer.

When determining the strategies, Cypriot employers would adopt for keeping or terminating their good workers, surprisingly there were no significant differences in the responses of the two genders. However, when determining how to ensure job security for the employees, women rated career planning as the most important. Men would ensure workers felt secure by providing them with a vision of the company.

Employer age differences in perceiving the Cypriot worker

Only two variables are significant when comparing the employer's age with the perception of the Cypriot worker. Younger employers seem to believe that Cypriot workers accept the power of the employer but are unwilling to share their power with others (see Table III).

When determining the strategies Cypriot employers would adopt for keeping or terminating their good workers, there were no significant differences in their responses based on their age. However, even though

insignificant, economic pressures would be a factor in terminating an employee for older managers (40+). On the other hand, bad behavior would be a reason for younger managers to terminate an employee. Older managers place career planning as their number one technique for ensuring workers' feeling of security for their jobs. This holds true for the female managers. Younger managers (40+) provide a sense of security by presenting workers with a vision of the company.

Employer industry sector differences in perceiving the Cypriot worker

Private sector employers view Cypriot workers as individualistic and materialistic.

When determining the strategies Cypriot managers would adopt for keeping or terminating their good workers, there were no differences in the responses of the managers based on whether they belong to the private or public sector. It is very surprising that the two sectors would adopt the same strategies. When determining how to ensure employee feelings of security, the public sector managers rate career planning as the most important, whereas private sector managers the

Table I

Frequency responses – typical Cypriot employee's orientation to work statements of employer/manager

	Strongly agree		Neutral		Strongly disagree
	(%) 5	4	(%) 3	2	(%) 1
1 They are not willing to take risks on the job	20.0	38.6	21.4	12.9	7.1
2 They have the skills to perform a variety of jobs in the company	8.6	37.1	38.6	11.4	4.3
3 They easily understand job instructions and expectations	9.2	29.2	49.2	7.7	4.6
4 They can think logically to solve problems	11.9	34.3	43.3	9.0	1.5
5 They can use their imagination to make work related decisions	5.8	26.1	42.0	20.3	5.8
6 They can use past experiences when attempting to solve current work situations	20.3	43.5	27.5	5.8	2.6
7 They are always on the go (moving, walking, etc.)	10.1	13.0	42.0	21.7	13.0
8 They feel impatient with the rate that most events take place	10.1	26.1	36.2	17.4	10.1
9 They strive to think or do two or more things at once	14.5	34.8	24.6	17.4	8.7
10 They find it difficult to cope with leisure time	7.8	39.1	18.8	21.9	12.5
11 They are obsessed with numbers (measuring success in terms of how many or how much of everything is acquired)	20.6	23.5	32.4	13.2	10.3
12 They suffer from a sense of time urgency with its accompanying impatience	10.1	39.1	23.2	17.4	10.1
13 They feel a need to display or discuss either their achievements or accomplishments when such exposure is not demanded by the situation	31.9	47.8	10.1	4.3	5.8
14 They play for fun and relaxation, rather than to exhibit their superiority	12.1	24.2	30.3	27.3	6.1
15 They can relax without guilt	25.0	32.4	30.9	10.3	1.5
16 They work hard	16.2	27.9	36.8	13.2	5.9
17 They accept the power of the employer	15.9	46.4	20.3	8.7	8.7
18 They want to share power with others	10.0	15.7	30.0	27.1	17.1
19 They prefer to work in groups	9.0	20.9	31.3	25.4	4.5
20 They have a strong need for material goods and possessions (money, great car)	62.7	23.9	4.5	4.5	4.5
21 They value relationships and show sensitivity and concern for others	17.1	32.9	25.7	18.6	5.7
22 They prefer to work individually	14.5	30.4	24.6	20.3	10.1
23 They prefer structure in their jobs (lots of policies and procedures for doing work)	8.8	23.5	30.9	23.5	13.2
24 They are comfortable changing job positions, changing offices, working with different people	5.8	4.3	17.4	40.6	31.9

provision of a vision of the company followed by praise (see Table IV).

Factor analysis

The 72 participants' descriptions of how they viewed the typical Cypriot worker were subjected to principle components factor analysis. A correlation matrix (Table V) was used as an initial screen to determine whether some variables in the study should be removed from further analysis.

It appears that variables 1, 7, 14, 23 and 24 are not related to any other variable in the 24 questions and therefore it was appropriate to exclude them from the factor analysis. After a series of factor analyses models were evaluated (using extraction for eigenvalues over 1 and various numbers of factors), the researcher determined that variables 11, 17 and 18 should also be removed. These factors showed inconsistency toward a particular factor and its reliability. In addition, compared also to the theoretical soundness of the remaining variables in the descriptive factors, it was determined that the remaining variables were the most suitable for factoring both statistically and theoretically.

The criterion used in the final factor analysis is that eigenvalues are over 1. Varimax rotation was used and alpha reliability scores were calculated for the factors and the overall model.

Factor analysis results are shown in Table VI. The four factors identified include ability/initiative, intense/restless/intolerant, self-important/arrogant and group oriented. Table VI shows the individual items for each of the three factors, factor loadings, the amount of explained variance, eigenvalues, and Cronbach's alphas.

Conclusions

For Cypriot employers, the provision of authority, and increase of remuneration rated first as a strategy to retain good employees. Literature shows that salary increases and job security are the most important factors workers are looking for today (Karl and Sutton, 1998; Jurkiewicz and Massey, 1992). There are distinct similarities in the strategies and behavior implemented by women managers, older managers and the public sector managers. When asked what strategy the managers would adopt to ensure

Table II

Differences in employer attitudes toward typical Cypriot employees depending on the manager's gender

Manager's gender	Agree or strongly agree		Neutral		Disagree or strongly disagree		Pearson χ^2 p value*
	No.	(%)	No.	(%)	No.	(%)	
1 They are not willing to take risks on the job							
Male	25	61.0	5	12.2	11	26.8	0.022
Female	14	53.8	9	34.6	3	11.5	
2 They have the skills to perform a variety of jobs in the company							
Male	4	9.7	15	36.6	22	53.7	0.042
Female	6	23.0	11	42.3	9	34.6	
3 They can think logically to solve problems							
Male	12	31.6	20	52.6	6	15.8	0.094
Female	17	65.4	8	30.8	1	3.80	
4 They feel impatient with the rate that most events take place							
Male	19	46.3	10	24.4	12	29.3	0.016
Female	4	15.4	15	57.7	7	26.9	
5 They are obsessed with numbers (measuring success in terms of how many or how much of everything is acquired)							
Male	14	35.9	12	30.8	13	33.3	0.075
Female	15	57.7	10	38.5	1	3.80	
6 They accept the power of the employer							
Male	28	70.0	5	12.5	7	17.5	0.081
Female	14	53.8	8	30.8	4	15.4	
7 They value relationships and show sensitivity and concern for others							
Male	17	41.5	14	34.1	10	24.4	0.066
Female	15	57.7	4	15.4	7	26.9	

Note: * Variables are considered to be significant if their p -value is less than 0.10

Table III

Differences in employer attitudes toward typical Cypriot employees depending on the manager's age

Manager's age	Agree or strongly agree		Neutral		Disagree or strongly disagree		Pearson χ^2 p value*
	No.	(%)	No.	(%)	No.	(%)	
1 They accept the power of the employer							
20-29	4	66.7	1	16.7	1	16.7	0.014
30-39	12	70.6	3	17.6	2	11.8	
40-49	13	68.4	5	26.3	1	5.3	
50-59	11	55.0	5	25.0	4	20.0	
60-69	0	00.0	0	00.0	3	100.0	
70-79	1	100.0	0	00.0	0	00.0	
2 They want to share power with others							
20-29	0	00.0	5	83.3	1	16.7	0.009
30-39	5	27.8	2	11.1	11	61.1	
40-49	5	26.3	4	21.1	10	52.6	
50-59	6	30.0	8	40.0	6	30.0	
60-69	1	33.3	0	00.0	2	66.7	
70-79	1	100.0	0	00.0	0	00.0	

Note: * Variables are considered to be significant if their p-value is less than 0.10

Table IV

Differences in employer attitudes toward most productive employees depending on the manager's industry

Manager's industry sector	Agree or strongly agree		Neutral		Disagree or strongly disagree		Pearson χ^2 p value*
	No.	(%)	No.	(%)	No.	(%)	
1 They have a strong need for material goods and possessions (money, great car)							
Private	42	91.3	2	4.3	2	4.3	0.090
Public	14	73.7	1	5.3	4	21.1	
2 They prefer to work individually							
Private	23	48.9	12	25.5	12	25.5	0.028
Public	8	40.0	4	20.0	8	40.0	

Note: * Variables are considered to be significant if their p-value is less than 0.10

employees feel secure about their job, women, older, and public sector managers all gave career planning as the most important strategy. Similarities are also evident among male managers, younger managers and private sector managers, who consider that providing workers with a vision of the company would ensure they feel secure with the job. Based on Hofstede's (1980) femininity dimension of culture, female characteristics aim at the social welfare of a society; therefore it makes sense that older managers and the public sector would also have similar focus as the female managers.

From the factor analysis, Cypriot workers can be described by four characteristics.

They exhibit high levels of ability and initiative, they prefer to work in groups, they are restless and intolerant, and finally, they are self important and arrogant.

Literature review suggests that ability and job performance are positively related. Job performance is positively related to job satisfaction. Group oriented individuals have higher levels of job involvement. Job involved people have lower levels of absenteeism and turnover and higher levels of job satisfaction. Job satisfaction is also high in people who demonstrate high self-esteem.

Cypriot employees must work well under stress since aggressive personalities seem to prefer to work under stress. In addition,

Table V
 Correlation matrix of the 24 variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
1 Not willing to take risks on the job	1.00																								
2 Have the skills to perform a variety of jobs	-0.395	1.00																							
3 Understand job instructions/expectations	-0.360	0.562	1.00																						
4 Can think logically to solve problems	-0.217	0.507	0.658	1.00																					
5 Use their imagination to take decisions	-0.221	0.470	0.672	0.738	1.00																				
6 Use past experiences when solving problems	-0.250	0.654	0.630	0.640	0.631	1.00																			
7 Are always on the go	-0.063	-0.017	0.156	0.144	0.222	0.248	1.00																		
8 Feel impatient with the rate events take place	-0.283	0.255	0.134	0.226	0.348	0.221	0.035	1.00																	
9 Strive to think or do many things at once	-0.079	0.015	0.006	0.127	0.229	0.046	-0.036	0.219	1.00																
10 Find it difficult to cope with leisure time	-0.060	-0.051	-0.137	-0.176	0.077	-0.135	-0.057	0.249	0.475	1.00															
11 Obsessed with numbers	-0.039	-0.040	0.047	-0.049	-0.029	-0.058	-0.027	0.334	0.196	0.306	1.00														
12 Sense of time urgency and impatience	-0.167	0.128	0.167	0.280	0.304	0.253	0.142	0.599	0.491	0.497	0.555	1.00													

(continued)

Table V

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
13 Display their achievements/accomplishments	-0.019	0.008	0.167	0.006	0.075	-0.086	0.128	-0.001	-0.164	-0.003	0.433	0.028	1.00											
14 Play for fun and relaxation	-0.137	0.009	0.136	0.011	0.002	0.064	0.161	-0.340	0.187	0.197	-0.129	-0.034	0.226	1.00										
15 Can relax without guilt	0.268	-0.205	0.028	-0.149	-0.164	-0.120	-0.115	-0.481	-0.192	-0.180	-0.110	-0.424	0.303	0.386	1.00									
16 Work hard	-0.391	0.477	0.389	0.472	0.460	0.537	-0.033	0.429	0.347	0.182	0.017	0.366	-0.175	0.093	-0.372	1.00								
17 Accept the power of employer	-0.107	0.335	0.421	0.397	0.449	0.285	0.120	0.206	0.022	0.090	-0.076	0.117	0.047	0.216	0.047	0.395	1.00							
18 Want to share power with others	-0.024	0.212	0.267	0.254	0.369	0.346	0.236	0.247	0.083	-0.054	-0.223	0.142	-0.417	-0.243	-0.379	0.336	0.147	1.00						
19 Prefer to work in groups	0.232	-0.109	-0.082	-0.110	-0.010	-0.001	-0.076	-0.068	-0.225	0.028	-0.085	0.054	-0.153	-0.022	-0.177	0.071	0.146	0.265	1.00					
20 Strong need for material goods/possessions	0.263	0.023	0.221	-0.018	0.088	-0.065	0.065	-0.134	-0.007	-0.152	0.242	-0.103	0.640	0.142	0.390	-0.136	0.161	-0.176	0.072	1.00				
21 Value relationships and show sensitivity	-0.337	0.350	0.412	0.118	0.255	0.304	0.047	0.160	0.034	0.195	-0.088	0.208	-0.174	0.121	-0.277	0.336	0.230	0.421	0.364	-0.033	1.00			
22 Prefer to work individually	-0.122	0.112	0.061	0.181	0.024	0.064	0.189	0.030	0.187	0.013	0.172	0.076	0.185	-0.013	0.100	-0.034	0.070	-0.241	-0.732	0.135	-0.291	1.00		
23 Prefer structure in their jobs	0.104	0.043	0.085	0.140	0.167	0.093	-0.004	-0.105	-0.123	0.088	-0.167	0.035	0.037	-0.017	0.111	0.160	0.388	0.072	0.222	-0.034	-0.079	-0.110	1.00	
24 Comfortable with changing work situations	-0.131	0.345	0.288	0.104	0.083	0.170	-0.108	0.022	-0.058	-0.096	-0.018	-0.081	0.026	0.140	0.082	0.079	-0.013	0.013	0.058	0.114	0.218	-0.116	-0.261	1.00

Annabel Droussiotis
Who are we on the way to the EU? The profile of typical Cypriot employees as seen by their managers

Journal of European Industrial Training
 27/8 [2003] 423-434

personalities with Type A characteristics (like Cypriots) have no trouble working long hours (Robbins, 2001). Emerging from the Cypriot managers' perception of their employees, Cypriot employees project characteristics of masculine nations with high power distance.

As a result, one would expect the performance of Cypriot employees and their job satisfaction levels to be high.

Even though Cypriot employees demonstrate similar characteristics as risk takers, with the exception of individualism, they are risk averse.

A necessary improvement managers must undertake in order to reduce the

high resistance to change is to provide higher goal clarity for the Cypriot employee's job.

This paper identifies the characteristics of Cypriot employees as seen by their managers. Even though employers/managers' perception of their employees is important to identify, a high degree of bias and selective perception is present in the findings. For the future, it will be interesting to conduct a similar research questioning the employees and comparing the findings. This can reflect the amount of bias this current study encompasses.

Table VI

Factor analysis: typical Cypriot employees (rotated component matrix)

	Factor 1 Ability/initiative	Factor 2 Self-Important/arrogant	Factor 3 Intense/restless/intolerant	Factor 4 Group oriented
2 They have the skills to perform a variety of jobs in the company	0.783	-0.041	0.071	0.009
3 They easily understand job instructions and expectations	0.857	0.208	-0.030	0.068
4 They can think logically to solve problems	0.846	-0.012	0.099	-0.117
5 They can use their imagination to make work related decisions	0.793	0.150	0.278	0.061
6 They can use past experiences when attempting to solve current work situations	0.855	-0.056	0.044	2.03
8 They feel impatient with the rate that most events take place	0.260	-0.050	0.667	0.008
9 They strive to think or do two or more things at once	0.061	-0.102	0.689	-0.235
10 They find it difficult to cope with leisure time	-0.180	0.107	0.772	0.068
12 They suffer from a sense of time urgency with its accompanying impatience	0.240	0.138	0.824	0.044
13 They feel a need to display or discuss either their achievements or accomplishments when such exposure is not demanded by the situation	0.056	0.888	0.044	-0.131
15 They can relax without guilt	-0.174	0.306	0.589 ^a	-0.229
16 They work hard	0.588	-0.365	0.345	0.131
19 They prefer to work in groups	-0.037	0.087	0.048	0.907
20 They have a strong need for material goods and possessions (money, great car)	0.042	0.890	-0.064	-0.015
21 They value relationships and sensitivity and concern for others	0.394	-0.117	0.162	0.591
22 They prefer to work individually	0.107	0.225	0.135	0.831 ^a
Amount of explained variance	29.574	10.149	15.195	13.657
Eigenvalue	4.732	1.624	2.431	2.185
Cronbach's alpha reliability	0.8577	0.8124	0.7378	0.6444

Notes: Extraction method: principal component analysis; Rotation method: varimax with Kaiser normalization; Rotation converged in seven iterations; ^aVariables were inversely rotated

Notes

- 1 "About Cyprus: economy", Republic of Cyprus, available at: www.cyprus.gov.cy/cyphome/govhome.nsf/Main?OpenFrameSet (accessed 21 October 2002).
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- 3 "About Cyprus: labour and social policy", Press and Information Office, available at: www.pio.gov.cy/cyprus/economy/labour.htm (accessed 21 October 2002).
- 5 Activities of the European Union, summaries of legislation, "Vocational training: Leonardo Da Vinci", available at: <http://europa.eu.int/scadplus/printversion/es/cha/c11011.htm>, last updated 29/01/2001 (accessed 12 October 2002).
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Annabel Droussiotis
Who are we on the way to the EU? The profile of typical Cypriot employees as seen by their managers

Journal of European Industrial Training
27/8 [2003] 423-434

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