

**Organizational Behaviour - II**  
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**Lecture – 48**  
**International Organizational Behaviour**

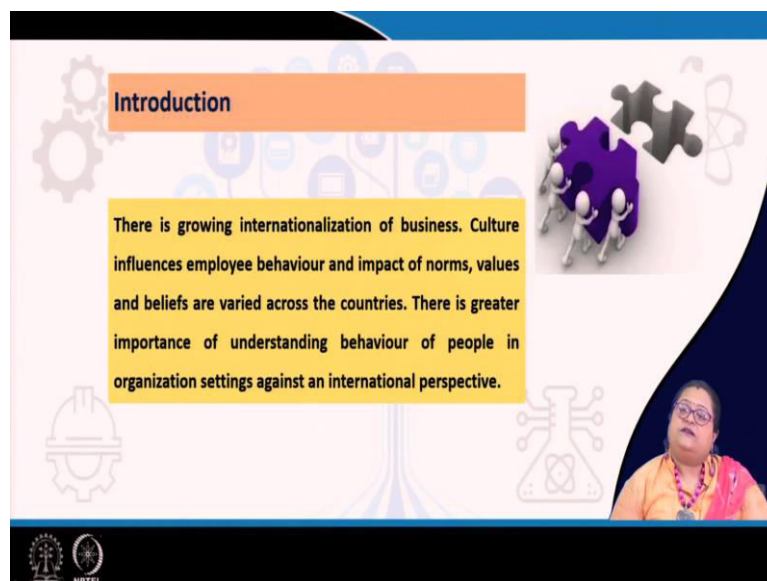
Welcome back to the discussions on team behaviour and organizational culture. In this context, today we are going to discuss on International Organizational Behaviour.

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This part of the lecture session will be held on the international organizational behaviour and cultures.

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There is a growing Internationalization of business. Culture influences employee behaviour and impact of norms, values and beliefs are varied across the countries. There is a greater importance of understanding behaviour of people in organizational settings against an international perspective.

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**Behaviour of People in Organizational Settings**

Cross cultural impact on employee behaviour, generally has four important aspects, such as-

- Behaviour across culture
- Culture determines behaviour
- Culture clusters
- Cultural diversity

Now, what do we understand by the behaviour of people in organizational settings? In the cross-cultural perspective, cross cultural impact on employee behaviour, generally has 4 important aspects, such as behaviour across cultures, culture determines behaviour. What is the nature of culture clusters and cultural diversity? We will focus on these discussions now.

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**Behaviour Across Cultures**

Behaviour in organizational settings varies across cultures. Human resource practices, vary across cultures. Here are some representatives example of some selected countries

Country	Cultures
Mexico	The concept of hourly wage plays a minor role
Australia and Brazil	Employees with one year of service are given 30 days of paid vacation automatically
Japan	Remuneration level determined using objective factor of age, service seniority, educational background rather skills, ability and performance

Behaviour across cultures, behaviour in organizational settings varies across cultures. Human Resource practices vary across countries. Here, are some of the representative examples of

some selected countries. Like in Mexico, the culture or the concept of hourly wage plays a minor role. In Australia and Brazil employees with one year of service are given 30 days of paid vacation automatically.

In Japan, remuneration level is determined using objective factor of age, service seniority, educational background, rather than skills ability and performance.

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The slide features a table with the following data:

Country	Cultures
India	Women are entitled for full wage during maternity leave of 12 weeks out of which six week before and six week after delivery. Employers are bound to pay
UK	Employees are allowed 40 weeks of maternity leave and government provide a mandated amount of pay for 18 of these 40 weeks
Sweden	The heads of human resources are one of the board of directors in 87% of the Swedish companies

Below the table, a note states: "The major differences are glaring in performance appraisal- a sensitive area in OB for which the MNC's used : 'HAIRL' system of appraisal."

In India woman are entitled for full wage during maternity leave of 12 weeks, out of which 6 weeks before and 6 weeks after delivery. Employers are bound to pay. In UK employees are allowed 40 weeks of maternity leave and government provide a mandated amount of pay for 18 of those 40 weeks. In Sweden, the heads of human resources are one of the boards of the directors in 87% of the Swedish companies.

The major differences and glaring in performance appraisal a sensitive area in OB for which MNC is used HAIRL system of appraisal.

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**Behaviour Across Cultures : HAIRL System**

- H: Helicopter - Capacity to take broad view from the above.
- A: Analysis - Ability to evaluate situations logically and completely.
- I: Imagination - The ability to be creative and think out of the box.
- R: Reality - The ability to use information realistically
- L: Leadership - Ability to inspire personnel effectively

Let us see what is this HAIRL system of appraisal? H stands for Helicopter - capacity to take broad view from the above. An Analysis - ability to evaluate situations logically and completely. I Imagination - the ability to be creative and think out of the box. R Reality - the ability to use information realistically and L Leadership - ability to inspire personnel effectively.

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**Culture Determines Behaviour**

Culture is an important factor for variations in behaviour, though there are other factors like environmental conditions, standard of living which can cause variations in behaviour. The cultural norms, beliefs and values are passed on globally to future generations through cultural rituals stories and symbols.

Culture determines behaviour. Culture is an important factor for variations in behaviour. Though there are other factors of course like environmental conditions, standard of living, which can cause variation in behaviour. The cultural norms, beliefs and values are passed on globally to the future generations through cultural rituals stories and symbols.

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**Culture Determines Behaviour**

**Cultural norms:**  
Tell us what we can do what we cannot in organizational setting as well as in social life. For example, norms prescribe when to marry, what clothes we can and can not wear to a function or to the office.

**Cultural values**  
Tell us what is most dear to our hearts. For example, Americans value freedom most while Japanese give higher value in belonging.

**Cultural symbols, stories and rituals** are those through which culture is passed from one generation to another

Now, what are the cultural norms? They tell us what we can do and what we cannot do in an organizational setting as well as in social life. For example, norms prescribe when to marry, what clothes we can wear and cannot wear to a function or to the office. Cultural values, they tell us what is dearer to our hearts. For example, Americans value freedom while most in Japanese, they give higher value in belonging.

Cultural symbols, stories and rituals are those through which culture is passed from one generation to another.

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**Cultural Clusters**

Countries that share cultural similarities form the cultural clusters. It is not that there is no differences among them but the similarities are predominant. For example we find the cultural cluster of India with Japan, Israel and Japan

Cultural clusters, these are countries that share culture similarities from and the former culture cluster. It is not that there is no difference among them, but the similarities are

predominant. For example, we find the cultural cluster of India with Japan and Israel and Japan.

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**Hofstede's Dimension**

Geert Hofstede, a Dutch scientist who identified four cultural dimensions around which countries have been clustered with people in each group exhibiting identical behaviours.

Power distance	Uncertainty avoidance
Individualism-collectivism	Masculinity-femininity

The slide features a central 2x2 matrix with blue quadrants. The top-left quadrant is labeled 'Power distance', the top-right 'Uncertainty avoidance', the bottom-left 'Individualism-collectivism', and the bottom-right 'Masculinity-femininity'. The background includes decorative icons of gears, a hard hat, and a molecular structure. A small inset video of a woman is visible in the bottom right corner.

In order to understand cultural clusters, we are now looking into some of the prominent works which have looked into the culture clusters. First of them is Hofstede's Dimension. Geert Hofstede, a Dutch scientist who identified 4 cultural dimensions around which countries have been clustered with people in each group exhibiting identical behaviors. And these cultural clusters like dimensions are power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity.

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**Hofstede's Dimension**

➤ **Uncertainty Avoidance**

The degree to which people feel comfortable with ambiguous situations and with the inability to predict future events with assurance. There are –

- Weak Uncertainty Avoidance : Feel comfortable even though they are unsure about current activities or future events
- Strong Uncertainty Avoidance: Most comfortable when they feel a sense of certainty about the present and future.

The slide features a yellow text box with a right-pointing arrow. The background includes decorative icons of gears, a hard hat, and a molecular structure. A small inset video of a woman is visible in the bottom right corner.

We will try to explain these in details now. Uncertainty avoidance: the degree to which people feel comfortable with the ambiguous situations and with the inability to predict future

events with assurance. They are weak uncertainty avoidance, feel comfortable even though they are unsure about current activities or future events. Strong uncertainty avoidance, most comfortable when they feel a sense of certainty about the present and future.

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The slide is titled "Hofstede's Dimension" and focuses on the "Masculinity-Femininity" dimension. It defines masculinity as a situation where dominant values are success, money, and material things, and lists characteristics like independence, aggressiveness, and physical strength. It also defines femininity as favoring interdependence, compassion, empathy, and emotional openness. The slide includes a small video inset of a woman in the bottom right corner and logos for IIT Bombay and NPTEL at the bottom left.

**Hofstede's Dimension**

➤ **Masculinity-Femininity**

Masculinity refers to a situation in which the dominant values in a society are success, money and other material things.

- Masculinity: Emphasize independence, aggressiveness, dominance and physical strength.
- Femininity: Tendency to favor such values as interdependence, compassion, empathy, and emotional openness.

Masculinity and femininity, masculinity refers to a situation in which the dominant values in the society are success, money and other material things. Masculinity emphasizes independence, aggressiveness, dominance and physical strength. Femininity, tendency to favour such values as interdependence, compassion, empathy and emotional openness.

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The slide is titled "Hofstede's Dimension" and focuses on the "Power Distance" dimension. It defines power distance as the degree to which society members accept differences in power and status. It lists two types: a small degree where political equality is encouraged, and a large degree where power is distributed hierarchically. The slide includes a small video inset of a woman in the bottom right corner and logos for IIT Bombay and NPTEL at the bottom left.

**Hofstede's Dimension**

➤ **Power Distance**

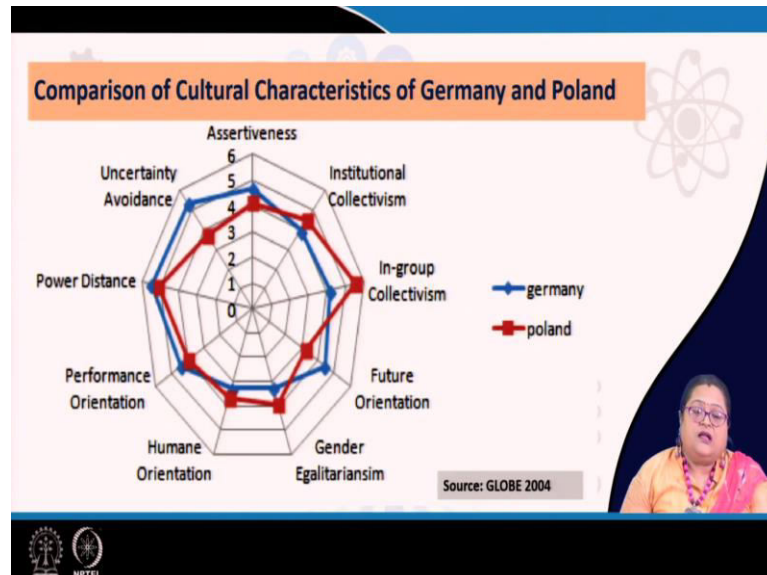
The dimension reflects the degree to which the members of a society accept differences in power and status among themselves.

- A small degree of power distance: Norms and values specify that differences in people's ability to influence others should be minimal, instead; political equality should be encouraged.
- A large degree of power distance: Support norms and values stipulating that power should be distributed hierarchically instead of being shared more or less equally.

Power distance, the dimensions reflect the degree to which members of a society accept differences in power and status amongst themselves. A small degree of power distance, norms and values specify that differences in people's ability to influence others should be

minimal. Instead, political equality should be encouraged. A large degree of power distance, it supports the norms and values stipulating that power should be distributed hierarchically, instead of being shared more or less equally.

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Comparison of the cultural characteristics of Germany and Poland: So, these again are the studies from another study which we call the globe studies in 2004, which have developed on the Hofstede Dimension, but they have added more like some of the more dimensions to it, like institutional collectivism, in group collectivism, future orientation, gender egalitarianism, human orientation, performance, orientation, power, distance, uncertainty avoidance and assertiveness.

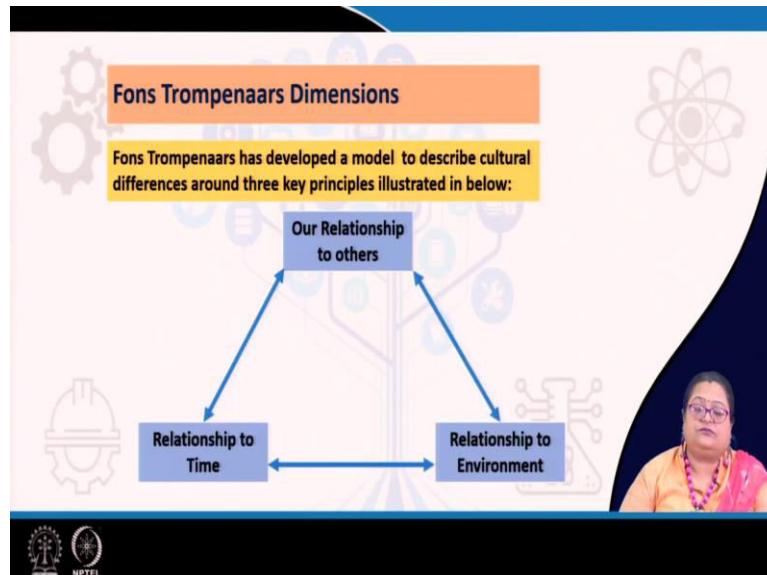
So, they have tried to look into the cultural characteristics in these dimensions. And from there, you see like from this map of Germany and Poland, like how they are like more or less close to each other in terms of assertiveness and institutional collectivism. But when it comes to uncertainty avoidance, maybe they are quite apart and also in terms of like future orientation, there is also a difference.

So, if we get to understand this whole picture correctly between like what are the similarities and differences between the cultures of 2 different countries. Interacting with people over there doing the tasks over there, doing business over there becomes easy. Because we know like what are their orientations. How do they behave?



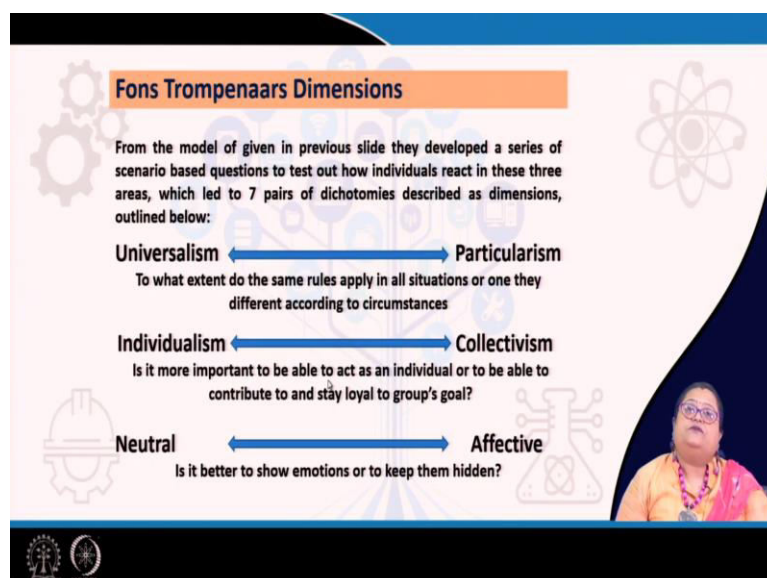
And how culture shapes the mindset and behaviour of people belonging to that place? So, it is very important that we understand the cultural characteristics. So, this is like, we have looked through the Hofstede's Dimension, these are in Globe dimension.

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There are other dimensions given by Trompenaars. So, Fons Trompenaars has developed a model to describe cultural differences around 3 likely principles illustrated below, which in terms of our relationship to others, our relationship to time and our relationship to environment.

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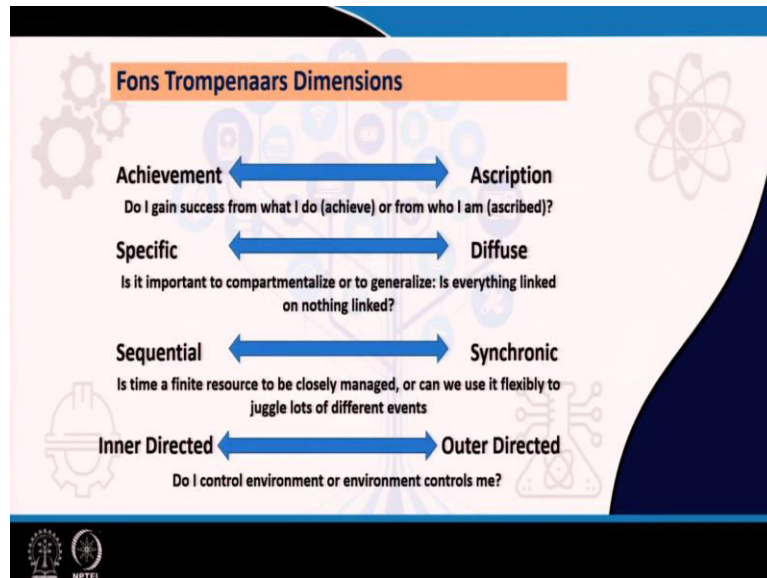


From the model given in the previous slide, so, they developed various scenarios-based questions to test. How individuals react in these 3 dimensions? So, which led to 7 pairs of dichotomies described as dimensions outlined below. Like from Universalism on one end to

Particularism, it is the extent to which the same rules apply to all situations or one there different according to the circumstances.

Second is of course, like Individualism and Collectivism, it is more important to be able to act as an individual or to be able to contribute to stay loyal to a group's goals. Neutral and Affective, like, is it better to show emotions or to keep them hidden?

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Achievement versus Ascription, do I gain success from what I do or achieve or from who am I or ascribed. Specific, is it important to compartmentalize or to generalize is everything linked or nothing is linked means from specific to diffuse. Sequential versus Synchronic in terms of time, is time for a finite resource to be closely managed, or can we use it flexibly to juggle lots of different events.

Inner Directed versus Outer Directed, do I control environment or environment controls me? So according to these dimensions, 7 dimensions also we will find like the cultures vary across these dimensions and culture clusters can be formed around it also. And these dimensions directly affect the work performance of the individuals.

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### High-versus Low Context Cultures

- Cultures that rely heavily on nonverbal and subtle situational cues in communication are high context cultures.
- Cultures that rely heavily on words to convey meaning in communication are low context cultures

High versus low context cultures, cultures that rely heavily on nonverbal and subtle situational cues in communication are high context cultures. Cultures that rely heavily on words to convey meaning in communication are low context cultures.

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### High-versus Low Context Cultures

High context	Chinese
	Korean
	Japanese
	Vietnamese
	Arab
	Greek
	Spanish
	Italian
	English
	North American
	Scandinavian
Low context	Swiss
	German

Source: Robbins & Judge

So, here we can see like more high context cultures and here we can see the low context cultures. So, we can see, how the countries like, based on their preferences, again, like how they communicate with each other and whether they use verbal cues or nonverbal cues in communication, they can be classified also in terms of clusters.

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**Individual Behaviour in Global Context**

Individual behaviour varies across the cultures that can be defined in terms of motivation, rewards, cultural adjustment and managerial responses.

In a multi-cultural work environment, motivational processes, approaches and applications reflect the culture directly or it may be reflected indirectly.

Based on these different classifications that we; have seen now on the culture clusters. We understand like, with the help of the clusters we can try to find out the similarity in different cultures. So, that we can communicate well, interact well, like understand each other behaviours well. But again, there are certain differences we need to respect also and we need to like learn and assimilate also.

So now, when given this is the global context. How do individuals behave in this global context? Individual behaviour varies across the cultures that can be defined in terms of motivation, rewards, cultural adjustments and managerial responses. In a multicultural work environment, motivational processes, approaches and applications reflect the culture directly or it may be indirectly reflected also.

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**Examples of Some Cultural Contrasts in Motivation**

Cultures	American	Japanese	Arab
Management styles	Leadership, friendliness	Persuasion, functional group activities	Coaching, personal attention, parenthood
Control	Independence, space, time, money	Group harmony	Of others/parenthood
Emotional appeal	Opportunity	Group participation, company success	Religion, nationalistic admiration
Recognition	Individual contribution	Group identity	Individual status, class/society
Cultural values	Competition, risk-taking	Group harmony, achievement	Reputation, family security
Threat	Loss of job	Out of group	Demotion

Examples of some cultural contrasting motivation: Like cultures differ in, Management styles, like in American it is leadership and friendliness with Japanese it is persuasion, functional group activities and for Arabian countries, it is coaching, personal attention and parenthood. Control, in American culture, it is independence, space, time, money, for Japanese it is group harmony, for Arabian countries, it is like for others and parenthood, so, it belongs to others.

Emotional appeal, in American culture is an opportunity. In Japanese it is group participation, company success and in Arab, it is religion, nationalistic admiration. Recognition, in American culture is based on individual contribution, in Japanese it is a group identity and in Arab it is based on individual status, class and society. Cultural values, in terms of American culture, it is competition risk taking, in Japanese it is group harmony and achievement and in Arab, it is more of reputation and family security.

Threat, in American culture is that of loss of job in Japanese culture is out of group and in Arabian culture, it is demotion.

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NPTEL

These are the references that we have used for preparing this lecture.

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**CONCLUSION**

This part of lecture session has given clear picture on the international organizational behaviour and culture which may enhance the level of thinking and perception of learners on all these aspects of International OB.

Next part of the lecture we will focus on International cultural perspective. Thank you all

The slide features a dark blue header with the word 'CONCLUSION' in orange. Below the header is a large white area with a yellow rectangular box containing the main text. In the bottom right corner, there is a small video inset showing a woman with glasses and a pink and orange sari. At the bottom left, there are two circular logos, one of which is the NPTEL logo.

So, this part of the lecture session has given a clear picture of the International organizational behaviour and culture which may enhance the level of thinking and perception of learner on all these aspects of International organizational behaviour. So, next part of the lecture session will focus on International cultural perspective. Thank you all.