

Unit 3. Organizational Behaviour

Topic 3.3 Leadership and International HRM

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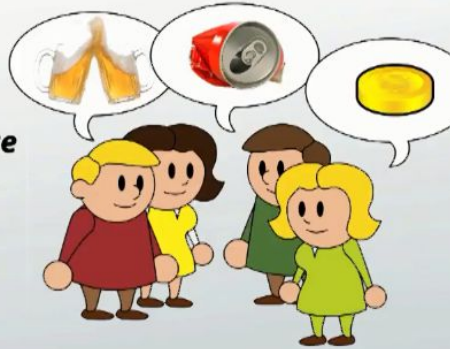
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Teams

Groups

A collection of two or more people who interact with one another but have no unified purpose.

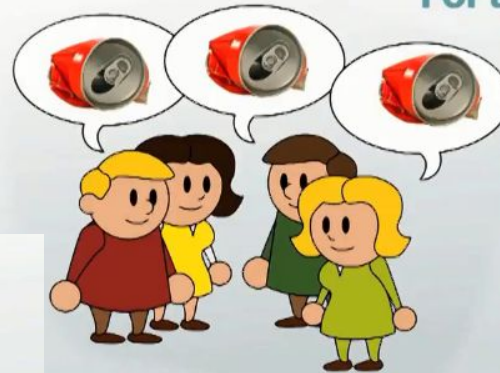


For a Group to become a Team

Common Purpose

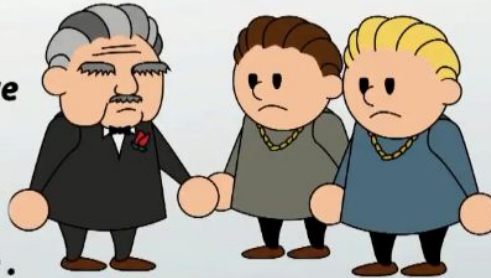
Shared Vision

***Commitment to Group
and
Organizational Success***



Mobs

A collection of two or more people who interact with one another, but unlike a group, mobs do have a unified, negative purpose.



Activities of mobs are typically aimed at changing, challenging, or sabotaging

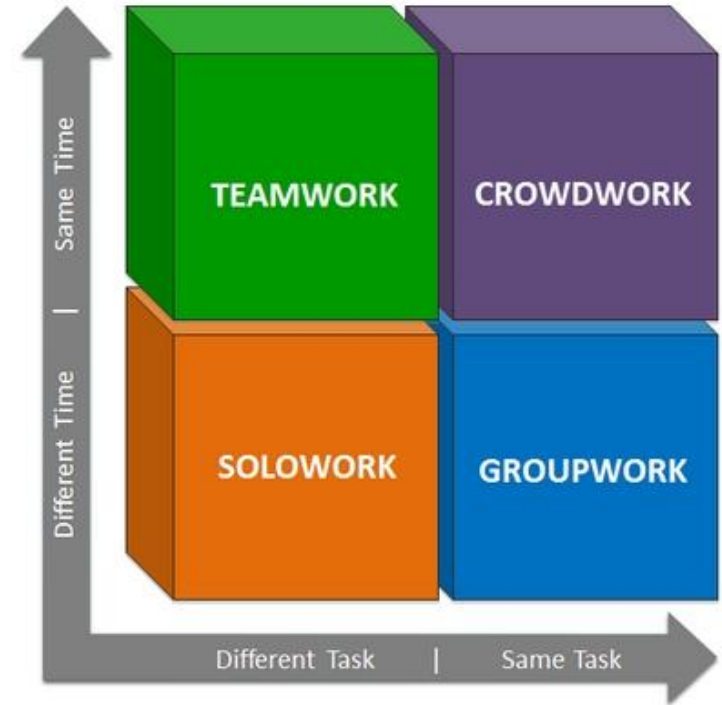
Teams

A **team** is a collection of two or more people who interact with one another for a common, positive purpose.

- Teams are made of individuals
- whose collective competence and experience is
- greater than any one individual can offer.

Teams must be:

- planned, supported, and led



Teams

ORGANIZATIONAL BENEFITS OF TEAMS

- IMPROVED QUALITY OF WORK LIFE.
- LOWER ABSENTEEISM* AND TURNOVER.
- INCREASED INNOVATION.
- ORGANIZATIONAL ADAPTATION AND FLEXIBILITY.

***Absenteeism** is a habitual pattern of absence from a duty or obligation without good reason.

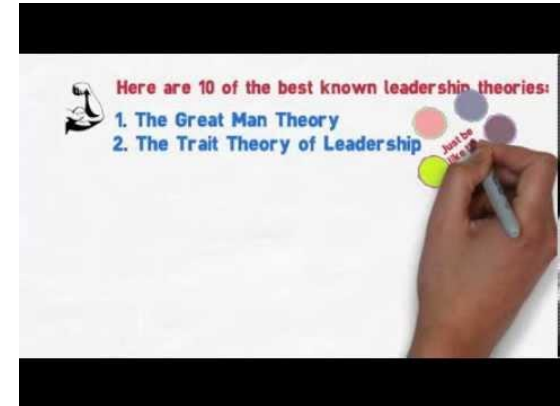
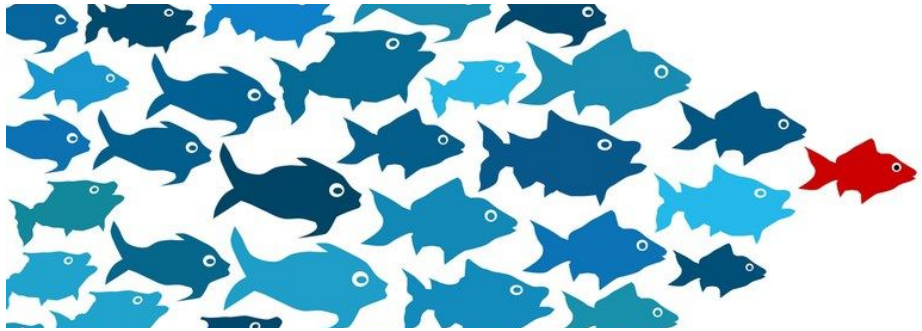


Leadership

Managing Cooperative Efforts

A **job of manager** is to assess, develop, and support cooperative efforts among the individuals he/she manages. By holding a leadership position, manager is assumed to have all of the authority, influence, and power to make it happen.

Leaders carry out this process by applying their **leadership attributes**, such as beliefs, values, ethics, characters, knowledge, and skills.



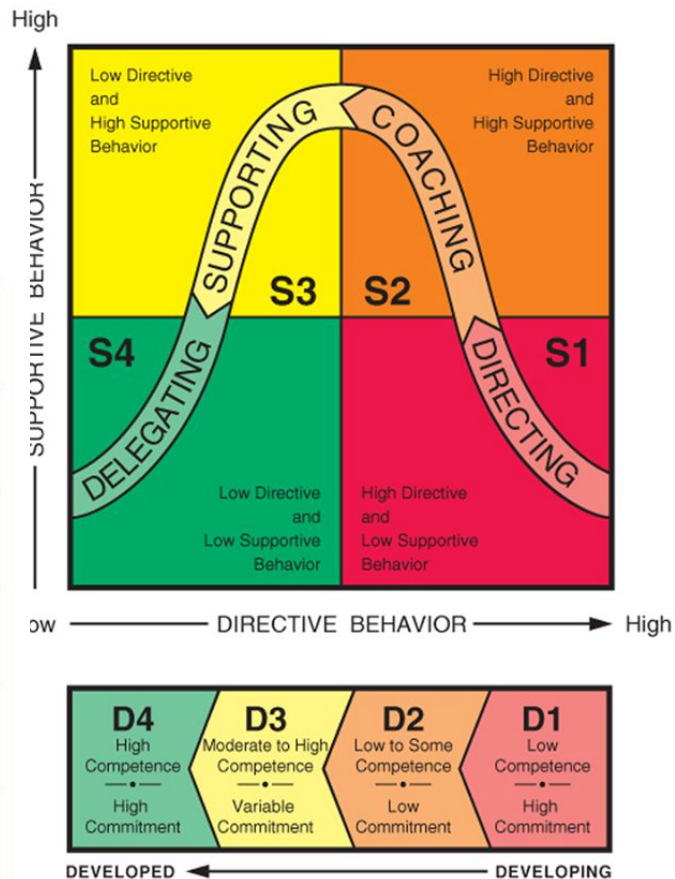
Leadership, Example

Goleman's 6 Leadership Styles

Visionary	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	"Try this"	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

Based on **Primal Leadership** by Daniel Goleman, Richard Boyatzis, and Annie McKee

Situational Leadership® II Model





Ethical Question. Boss vs. Leader

Entrepreneurship vs. intrapreneurship

Rather than working as an employee, an **entrepreneur** runs a small business and assumes all the risk and reward of a given business venture, idea, or good or service offered for sale.



Intrapreneurship is the act of behaving like an entrepreneur while working within a large organization.

Entrepreneur vs. Intrapreneur

Bases of Difference	Entrepreneur	Intrapreneur
1. Dependency	independent in his operations	dependent on the entrepreneur, i.e., the owner
2. Raising of Funds	himself raises funds required for the enterprise	Funds are not raised by the intrapreneur
3. Risk	bears the risk involved in the business.	does not fully bear the risk involved in the enterprise.
4. Operation	operates from outside.	operates from within the organisation itself.



<https://www.16personalities.com/free-personality-test>

Personality test

International HRM

- Internalization
- Diversity
- HRM management

International HRM

International HRM concept

- Parent country
- Foreign country
- HQ - headquarter
- Workflows
 - International company structure
- Recruitment:
 - Ethnocentric approach, polycentric, geocentric
 - Expatriates, local nationals, third-country nationals
- Compensation / Motivation
 - allowances
- training
 - Cross-cultural training
- Diversity



International HRM, Example

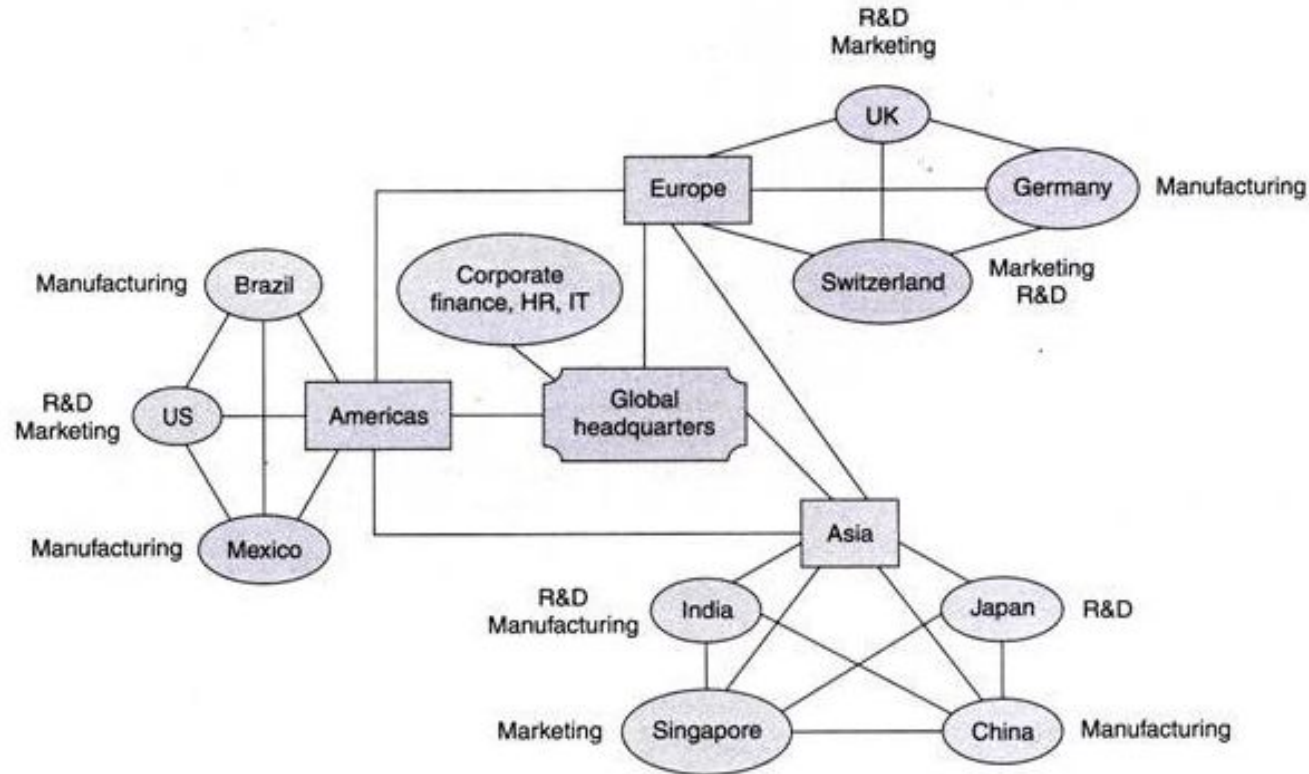


Fig. 17.8 Transnational network structure

International HRM

International Motivation

Allowances are an inevitable feature of international compensation / equivalent of benefits or indirect compensation.

Examples:

- *Housing allowance (ex. rent)*
- *Relocation allowance (ex. flight tickets)*
- *Education allowance (ex. Language courses)*
- *Home Living allowance*
- *Spouse assistance*

International HRM

Hofstede's cultural dimensions theory and HRM

<https://www.hofstede-insights.com/product/compare-countries/>

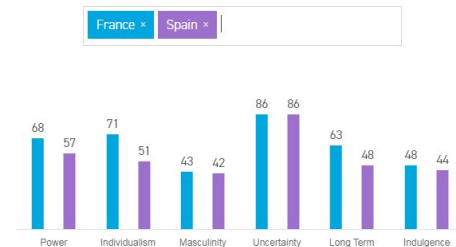
Individualistic / Collectivistic	How personal needs and goals are prioritized vs. the needs and goals of the group/clan/organization.
Masculine / Feminine	Masculine societies have different rules for men and women, less so in feminine cultures.
Uncertainty Avoidance	How comfortable are people with changing the way they work or live (low UA) or prefer the known systems (high UA).
Power Distance	The degree people are comfortable with influencing upwards. Accept of inequality in distribution on power in society.
Time Perspective	Long-term perspective, planning for future, perseverance values vs. short time past and present oriented.
Indulgence / Restraint	Allowing gratification of basic drives related to enjoying life and having fun vs. regulating it through strict social norms.

0 ----- HOFSTEDE'S CULTURAL DIMENSIONS -----> 100

LOW POWER DISTANCE	PDI	HIGH POWER DISTANCE
COLLECTIVISTIC	INV	INDIVIDUALISTIC
FEMININE	MAS	MASCULINE
LOW UNCERTAINTY AVOIDANCE	UAI	HIGH UNCERTAINTY AVOIDANCE
SHORT TERM ORIENTATION	LTO	LONG TERM ORIENTATION
RESTRAINT	IND	INDULGENCE

COMPARE COUNTRIES

Please select a country in the dropdown menu below to see the values for the 6 dimensions. After a first country has been selected, a second and even a third country can be chosen to be able to see a comparison of their scores. To compare your personal preferences to the scores of a country of your choice, please purchase our cultural survey tool, the **Culture Compass™**.



International HRM, Example

- **International Motivation**
- Motivating international personnel.
 - *Motivation is especially complicated because the firm is dealing with different cultures, different sources, and different philosophies.*
 - *Study Japan and America:*
 - *allocate 100 points across an array of potential rewards at work*
 - *Results were similar, but*
 - *different in social recognition. (See example)*

Rewards	Relative Importance (mean)	
	Japanese	Americans
Job security	18.5	17.6
Promotion	13.7	14.9
Merit increase in pay	24.7	26.2
Feeling of worthwhile accomplishment	18.5	18.2
Social recognition (sales club awards)	8.1	5.2
Personal growth and development	16.6	17.8

Source: R. Bruce Money and John L. Graham, "Salesperson Performance, Pay, and Job Satisfaction: Tests of a Model Using Data Collected in the U.S. and Japan," *Journal of International Business Studies* 30, no. 1 (1999), pp. 149–72. Reproduced with permission of Palgrave Macmillan.

*Salespeople's
Distribution
of 100 Points among
Rewards in Terms of
Their
Importance*

Questions

Definitions

Definitions

Right is the ability to engage in conduct that is protected by law or social sanction, free from interference by another party. The rights of both employees and employers should be clearly spelt out in every employment relationship.

Hofstede's cultural dimensions theory is a framework for cross-cultural communication, developed by Geert Hofstede. It shows the effects of a society's culture on the values of its members, and how these values relate to behaviour, using a structure derived from factor analysis.

Definitions / Contractual rights

contract

A legally binding promise between two or more competent parties.

employment contract

A contract that spells out explicitly the terms of the employment relationship for both employee and employer.

due process. Equal and fair application of a policy or law during discipline or discharge process.

wrongful discharge. Termination of an employee for reasons that are either illegal or inappropriate.

Definitions / Teams

Types of teamwork

Solowork is a valid and useful activity in teams - in certain situations it is simply the most efficient way to get things done.

Group Work lends itself well to asynchronous communication methods.

Crowdwork may point to poor team role definition which wastes team members time.

Teamwork (in the classes definition) seems to be relatively rare in organisational teams. It requires more coordination between team members because different individuals need to do different things at the same time.

Leadership is an interpersonal influence directed toward the achievement of a goal or goals.

Definitions / International HRM

International Hiring

Ethnocentric staffing means the company hire management (employees) that is of the same nationality of parent company.

Polycentric approach means the company is limited on hiring in foreign country only (local employees).

Geocentric approach means that the company adopts the strategy of recruiting the most suitable persons for the positions available in it, irrespective of their nationalities, it is called a.