

INTERNATIONAL ORGANISATIONAL BEHAVIOUR

INTRODUCTION

International Organizational Behaviour uses a global perspective to focus on business and management interactions among individuals, groups and teams, and organizations. An international business organization is one which expands its business activities beyond the national border.

There are similarities and dissimilarities in certain respects between national and international organizations. As regards dissimilarities, it is mainly cultural variations across the nations that distinguishes organizational behaviour in international organization from national organization. Given the varying cultural background across the nations, human behaviour at work in them is, therefore, inevitable to vary. The same underlines the need for understanding organizational behaviour in an international context.

INDIVIDUAL BEHAVIOUR IN INTERNATIONAL ORGANISATION:

There are a lot of differences in individual behaviour among cultures. Because organizational culture is different from nation to nation. Following are the important points by which the differences in individual behaviour among cultures can be proved.

Individual Differences:

No two persons are alike. Individuals differ from each other owing to their varying characteristics that ultimately form an individual's individuality.

Individualism/Collectivism:

Individualism is a state of mind in which a person considers his/her interest first, on a priority basis. For e.g. US culture, Great Britain, Australia culture. Whereas collectivism refers to the situation in which group interest comes first. For e.g. Singapore, Japanese & Indian culture.

Power Distance:

This refers to the situation in which organizational members consider the existence of different levels of power in operation. High power distance is otherwise known as autocratic culture where top managers make decision and subordinates follow that one. For e.g. the culture of Pakistan, Brazil and France. Whereas low power distance reflects the situation in which employees follow the order only when they consider it is right. For e.g. US, Australia, Germany's culture.

Uncertainty Avoidance:

While some individuals ready to accept uncertainty and, in turn, risk to thrive in the challenging and exciting situations, there are others, who simply avoid uncertainty. Employees of US and Australia represent the two cases respectively.

Masculinity/Femininity:

Work force structure dominated by either sex has its bearing on employee behaviour at work. India is an example of highly masculine where as Sweden that of highly feminine.

Managerial behaviour:

The managerial belief vary across culture. For e.g. Japanese managers believe that very purpose of having an organization structure is to make every employee know his or her boss is. Whereas Indian managers believe in value based management.

Motivation:

Variation in motivation across culture also affect employee behaviour at work. In Japan security need is very important where as Sweden emphasizes more on social need.

GROUP BEHAVIOUR IN INTERNATIONAL ORGANISATION:

There are four key areas in which group behaviour varies. Those are given below.

Group Dynamics:

Group formation based on members belonging to diverse cultural background may create several situations like stereotyping, communication problem etc. Therefore managers need to help the group become cohesive and cooperative in functioning.

Leadership:

Like leadership styles, leadership roles also vary from culture to culture, Leaders in India, for example, function only within clear confines of their legitimate powers. Where as in Japan leaders are expected to facilitate group performance than merely act as supervisory mechanism.

Power and Conflict:

Power and conflict are more pronounced in India and Great Britain. Whereas Japan promotes more cohesiveness.

Communication:

Communication becomes an imp aspect of interpersonal process which leads to group behaviour in the organization. variation in language and coordination issues across culture affect communication in the international organization.