



19MEE28

INDUSTRIAL PSYCHOLOGY

VIII SEMESTER
2022 - 23

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UNIT 4

Organizational Culture

Functions of organizational culture, Organizational Socialization,
Assessing Cultural Values and Fit, Cross-Cultural issues

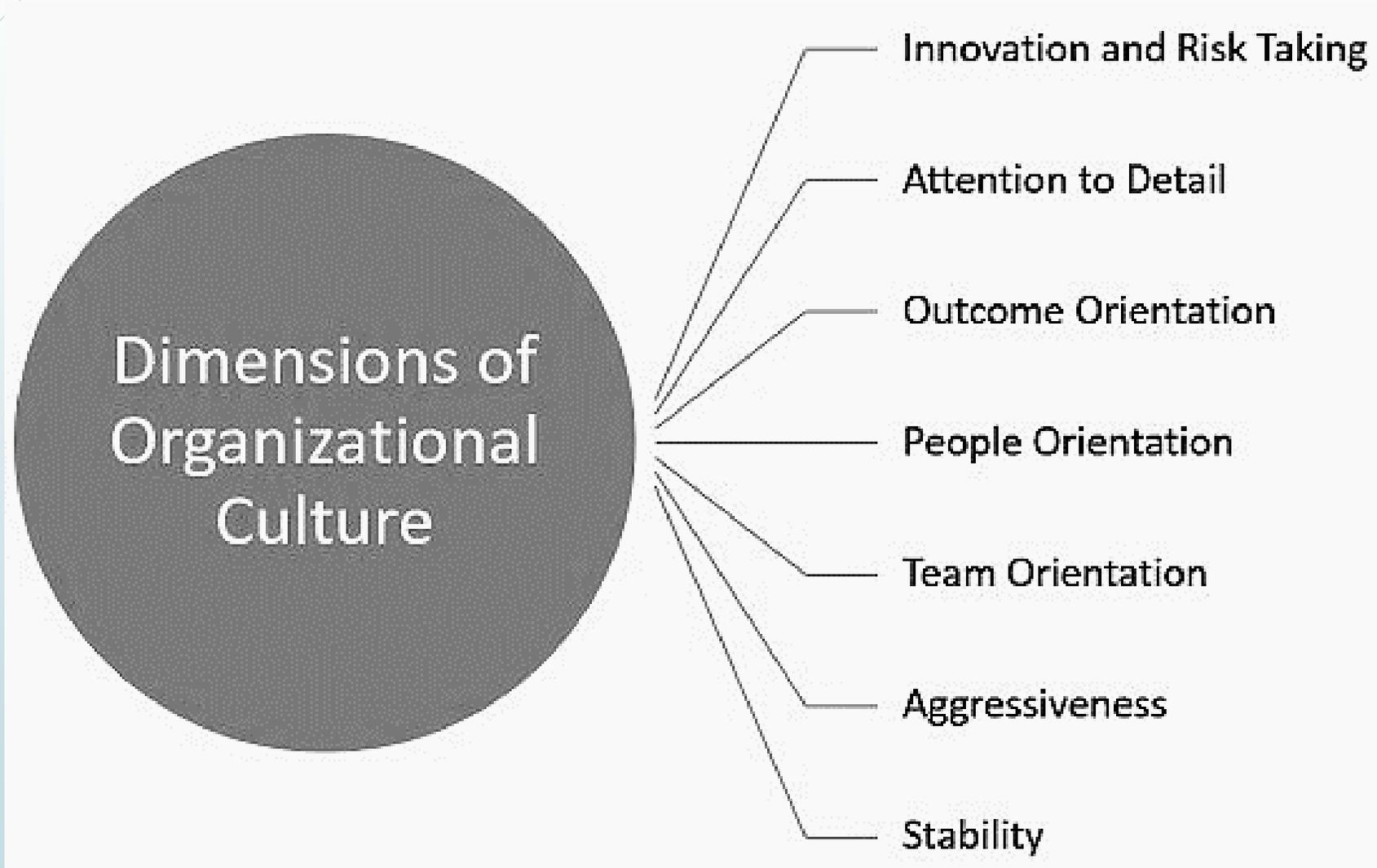
Organizational Culture

Definition:

Organizational culture, as the name suggests is the culture inherent in the organization, which **determines its internal atmosphere and overall personality.**

- It refers to a **pattern of accepted and learned behaviour**, which are mutually shared and are taught **to the new joiners as to how to perceive, think and behave in the organization.**
- It develops a **sense of identity and uniqueness** in the employees.
- It is a system of common **values, beliefs, ideas, preferences, assumptions, code of conduct, unwritten rules, priorities, and principles**, that guides employees of appropriate and inappropriate behaviour.

Dimensions of Organizational Culture



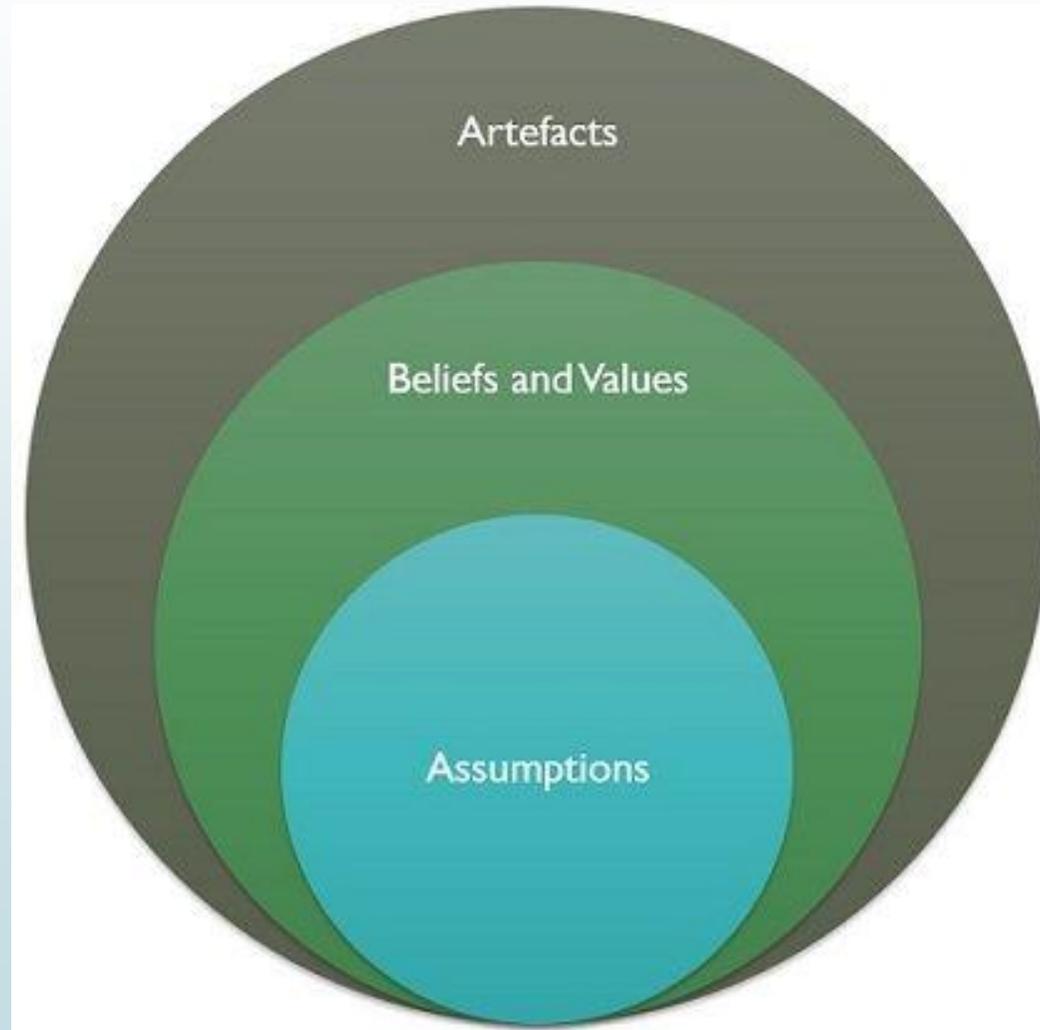
Dimensions of Organizational Culture

- ❑ **Innovation and Risk-Taking:** The extent to which employees are motivated to become **innovative, willing to experiment and take risks.**
- ❑ **Attention to detail:** The standard to which organizations workers are expected to work on **precision, analysis and pay attention to details.**
- ❑ **Outcome Orientation:** The degree to which the company's management is **oriented towards the outcomes instead of the strategies and processes** employed to achieve them.
- ❑ **People Orientation:** The extent to which the impact of the decisions made and the consequences of these **decisions on people of the organization are considered by the management, through greater participation.** Hence, it is all about the degree of value and respect for people working in the organization.

Dimensions of Organizational Culture

- ❑ **Team Orientation:** The extent to which relevance is given to **effective teamwork in comparison to the individual efforts** and contributions to the organization, by way of collaborative problem-solving.
- ❑ **Aggressiveness:** It is all about the employee's approach to the work, i.e. the **extent to which employees show competitiveness towards work, instead of having a casual approach.**
- ❑ **Stability:** It determines how **open an organization is, with respect to change.** Moreover, it is also associated with the company's status quo, i.e. to what extent the company gives preference on maintaining the statement of affairs.

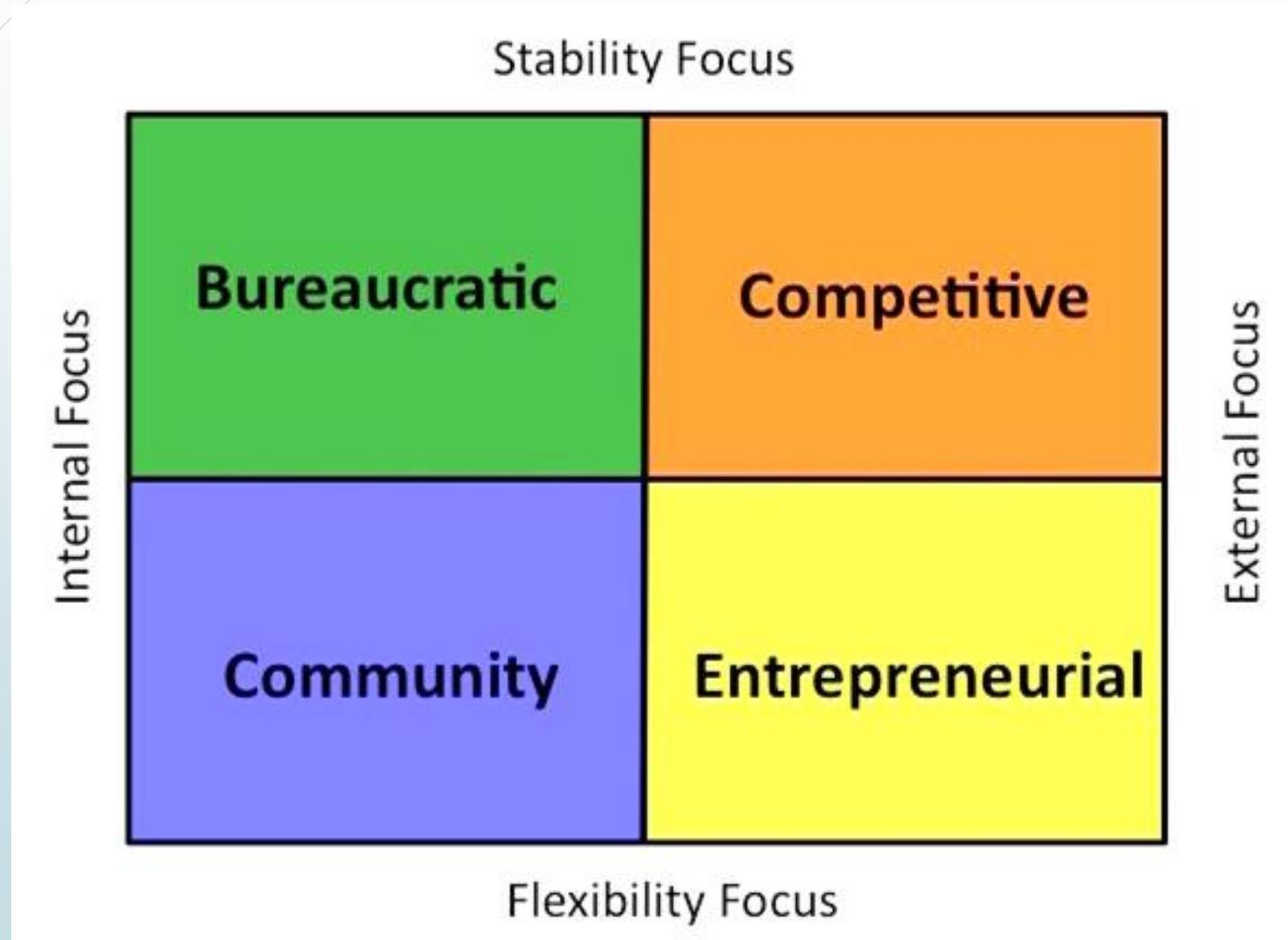
Levels of Organizational Culture



Levels of Organizational Culture

- ❑ **Assumptions:** It indicates the basic beliefs concerning human tendency and reality, but it cannot be read and understood.
- ❑ **Beliefs and Values:** It refers to the common principles, standards and goals of the organization, reflecting the greater level of awareness.
- ❑ **Artefacts:** It determines visible or say tangible features of the organizational culture, but are usually taken for granted.

Types of Organizational Culture



Types of Organizational Culture

Bureaucratic

- ❑ There is a **well-defined, formal, structured work environment** that depends on authority, hierarchy and procedures to keep the organization running smoothly. There is a focus on efficiency, reliability and smooth execution.
- ❑ Goal : Predictability
- ❑ Identity : Belonging – The organization will take care of you in exchange for loyalty.
- ❑ Orientation : How things are done – accuracy, efficiency in task completion
- ❑ Approach to work : Do things right
- ❑ Leadership style : Authority
- ❑ Downside : Red tape

Types of Organizational Culture

Community

- ❑ This is a **friendly environment to work in**. People are relationship-oriented and express themselves more openly. There is a high level of involvement and teamwork. A great value is placed on trust and morale, and at times established policies may be disregarded in order to maintain positive relationships.
 - ❑ Goal : Synergy
 - ❑ Identity : Belonging – You are part of a family that cares about you
 - ❑ Orientation : How things are done – teamwork
 - ❑ Approach to work : Do things together
 - ❑ Leadership style : Mentor
 - ❑ Downside : Group think

Types of Organizational Culture

Competitive

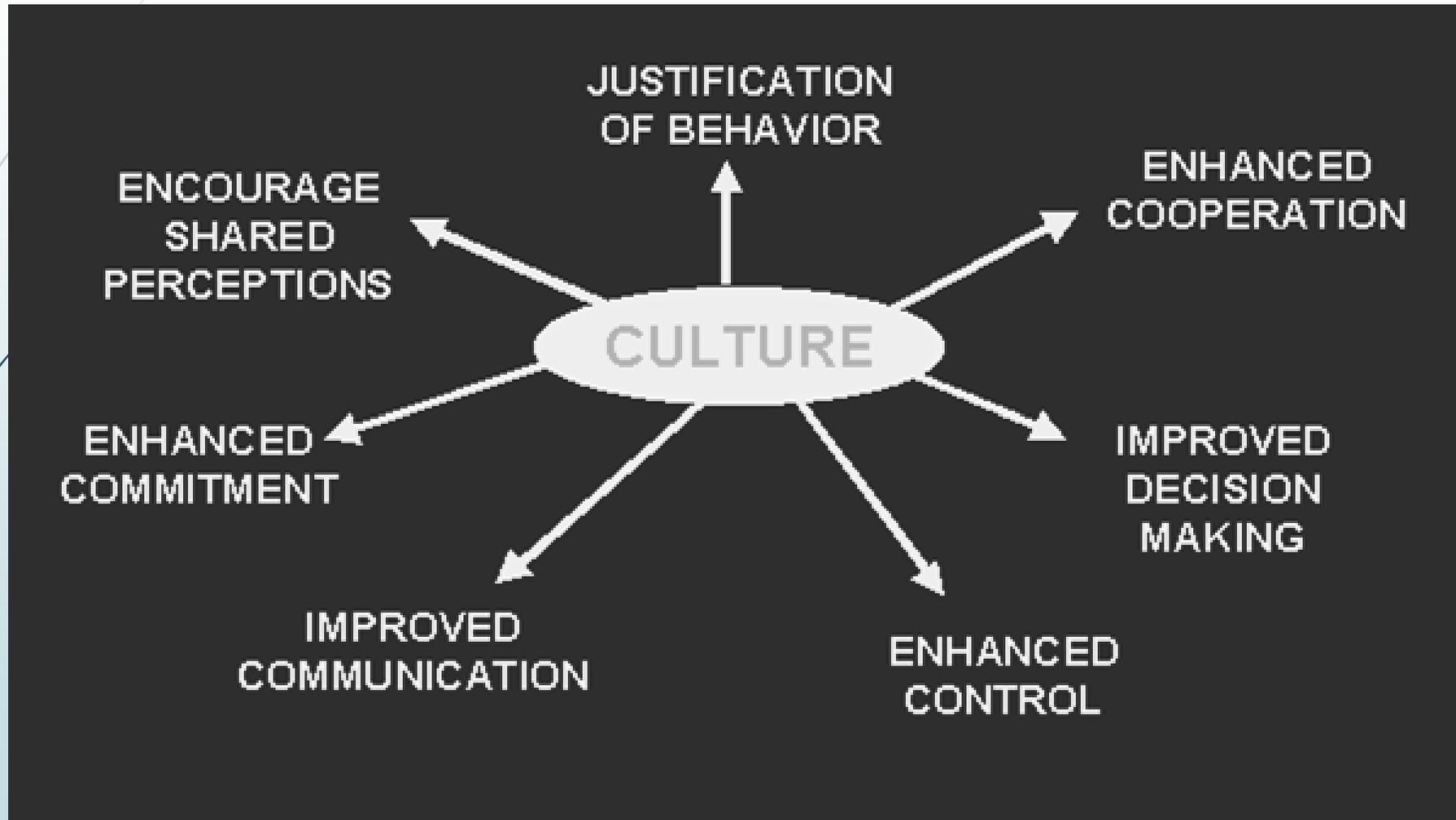
- ❑ There is a **customer-focused, goal-oriented attitude** with a strong emphasis on delivering results. Policies, procedures, and measures are aligned to respond to the demands of the market and meet customer needs. The environment is challenging and competitive. Top performers are rewarded and highly regarded.
 - ❑ Goal : Winning
 - ❑ Identity : Meritocracy
 - ❑ Orientation: Results – winning
 - ❑ Approach to work: Do things best
 - ❑ Leadership style: Coach
 - ❑ Downside: Stress and burnout

Types of Organizational Culture

Entrepreneurial

- ☐ There is an **entrepreneurial, innovative environment where risk-taking, experimentation and creativity are more important than policies or procedures.** Individual initiative and freedom are encouraged. The atmosphere is dynamic and free-wheeling, and roles are not always clearly defined.
 - ☐ Goal : Innovation
 - ☐ Identity : Individual initiative
 - ☐ Orientation: Results – creative new ways to solve problems
 - ☐ Approach to work: Do things differently
 - ☐ Leadership: Emergent (arises in relation to what's needed)
 - ☐ Downside: Chaos

Functions of Organizational Culture



Organizational Socialization

- ❑ Organizational socialization - also called **onboarding** - is “...**the process by which newcomers make the transition from organizational outsiders to insiders**”.
- ❑ The overall goal of organizational socialization is to facilitate **newcomer adjustment**.
- ❑ Adjustment means,
 - ❑ that new employees **understand the key tasks of their job (i.e., role clarity)**,
 - ❑ have confidence in their **ability to perform the key tasks of their job (i.e., self-efficacy)**,
 - ❑ feel like they are an **accepted member of the organization (i.e., social acceptance)**,
 - ❑ understand the **organization’s culture (e.g., goals, values, norms)**.

Organizational Socialization

? **Organizational socialization tactics** can be characterized in six dimensions:

- **Collective or individual:** the degree to which newcomers share common group experiences versus individual ones.
- **Formal or informal:** formal tactics involve giving newcomers a set of officially prescribed and customized experiences apart from experienced employees, such as through an academy or internship, whereas informal tactics involve unplanned learning through trial and error while working amongst experienced employees.
- **Sequential or random:** the degree to which newcomers progress through distinct phases.
- **Fixed or variable sequencing:** the degree to which the socialization process has a stated timetable.
- **Serial or disjunctive:** the degree to which existing workers help socialize and mentor newcomers.
- **Investiture or divestiture:** the degree to which a newcomer's identity is affirmed versus stripped away.

Assessing Cultural Values and Fit

- ❑ When hiring new employees, it's important to ensure that they will **fit into the company culture**.
- ❑ A **bad fit can cause problems in the workplace**, so we should strive to hire only people who are a good match for the company.
- ❑ The first step in creating a strong culture is to **understand what your employees value and how they like to work**.
- ❑ We can then conduct a cultural fit assessment when hiring any new employee.

Assessing Cultural Values and Fit

❓ **Cultural fit assessments can help to identify:**

- The values of your candidates
- What motivates them
- How they like to work

❓ Cultural fit is important because it influences **employee engagement and productivity**, which in turn affects **customer satisfaction, retention rates, and profitability**.

❓ Conducting effective cultural fit assessments **helps organizations identify candidates who will thrive in their environments**.

Assessing Cultural Values and Fit

❓ Top 25 Culture Fit Interview Questions:

1. What gets you excited about coming to work?
2. What surprises people about you?
3. What's the biggest problem in most offices today?
4. What did you like most/least about your last company?
5. Where/when/how do you do your best work?
6. How could a manager best support you?
7. Describe the best/worst team-building exercise you have ever participated in.
8. What three things do you need to succeed in this position?
9. What motivates you to do your best work?
10. How do you prefer to communicate with coworkers?
11. Describe your dream job.
12. What does a successful company culture look like to you?
13. Who inspires you and why?

Assessing Cultural Values and Fit

☐ Top 25 Culture Fit Interview Questions:

14. How would you describe our company culture?
15. How do you give/respond to critique?
16. Which of our company's core values do you most/least identify with?
17. What does work-life balance mean to you?
18. What role does kindness/empathy/humour play at work?
19. What does your decision-making process look like?
20. Would you rather work alone or with a team?
21. What would be your ideal work schedule?
22. Would you describe yourself as an introvert or extrovert? Why?
23. What type of learner are you? (visual, kinesthetic, etc.)
24. Do you prefer to be looped-in for every step of the decision-making process or only once a decision is made?
25. What management style motivates you to do your best work?



Cross-Culture

❓ What Is Cross Culture?

- ❓ Cross culture in the business world refers to a company's efforts to ensure that **its people interact effectively with professionals from other backgrounds.**
- ❓ It implies **a recognition of national, regional, and ethnic differences in manners and methods** and a desire to bridge them.

Cross-Culture

? Cross Culture Examples

- ? Accepting a business card from a **Japanese businessperson** is not a casual action. The person presenting the card will bow and present it with both hands. The recipient takes it with both hands, indicating respect.
- ? **In China**, giving a direct "yes" or "no" answer, or demanding one of anyone else, is considered very rude. Meetings are for talking things over, not announcing decisions.
- ? **In Mexico**, business is done primarily among friends and family. Visiting business people often seek an introduction through an intermediary with local connections.

Cross-Culture

❓ Cross Culture Examples

- ❓ It is not considered polite to say 'no' in **India**. If a person does not like a proposal or proposition, they would actually agree, but with a qualifier. They would say yes to an unacceptable proposal, then counter with a more acceptable one.
- ❓ When speaking to a **Japanese colleague** who has closed their eyes, do not take offense! They are listening intently, not nodding off. Closing their eyes shows respect for the speaker's opinion or interest in what they are saying.
- ❓ In many cultures, for example, countries in **Asia**, it is considered impolite and aggressive to hold eye contact with a person. This characteristic contrasts with Americans who hold eye contact as an indication of engagement and respect.
- ❓ A waiter or hairstylist in the United States should not expect to receive a tip from an Australian tourist. It is not customary to tip for such services in their country.

Cross-Culture

❓ What Is Cross-Cultural Communication?

- ❓ It is the process of **respectfully engaging with people from other cultures.**
- ❓ It involves **verbal and nonverbal communication skills** that consider the differences in beliefs and norms among cultures.
- ❓ Learning to **interact with people from other cultures opens up people's life experiences**, enabling participation as global citizens.
- ❓ A worker needs to know **how to communicate with colleagues and potential customers in countries outside of their own to be successful.**

Cross-Culture

❓ Cross-Cultural Communication Importance

- ❓ Cultivating cross-cultural communication in a business setting is a **key factor in a company's viability and revenue growth**.
- ❓ Thus, it becomes essential for employees to gain the **necessary skills to interact with people of cultural backgrounds outside of their own**.
- ❓ Not possessing cross-cultural communication skills could lead to the **loss of reputation, profits, and the ability to attract and retain good talent** among a diversified pool of workers.
- ❓ The framework for developing these skills is grounded in respecting cultural differences. **Ignoring differences can lead to offensive behaviors**. It matters what is said and done in acknowledging and embracing cultural differences to foster good communication.
- ❓ It is the process of **respectfully engaging with people from other cultures**.



UNIT 5

Personality and Organization

Meaning, Application of Personality theory in organization, traits,
Common personality measurement tools.



Personality and Organization

Personality (Organizational)

- Organization Personality epitomizes how an institution perceives, interprets, evaluates, and responds to real and potential risks, problems, and opportunities with employees, patrons, and partners.
- An organization's personality is the melding of one or more dominant employee traits, cognition, and emotional patterns with external and internal influencers that encourage and empower positive workplace behavior and decision-making.

Personality and Organization

Traits (Inherited)

A trait is an inherent characteristic of a person and generally considered to be innate and unable to be learned or taught. Traits may be physical, such as eye color, or behavioral, contributing to a type of personality. An outgoing individual would have a different personality trait than someone who is an introvert. Because traits define habitual patterns of behavior, thought, and emotion, they provide a foundation for predicting behavior.

Behaviors (Learned)

Behavior is something you can do because someone taught you how to do it. Knowing how to read or how to play baseball are examples of learned behaviors.

Traits and Behaviors: The Differences

The difference between a behavior and a trait is simple: a trait is virtually impossible to change, whereas behavior can be changed.

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The Personality Concept: Individual and Organization

Personality, as viewed in individuals, is an easy concept to understand as it encompasses the traits, characteristics, and eccentricities that set one person apart from everyone else. Similarly, the business and public sector adaptation provides the foundation for fashioning the responsive business models, infrastructures, and strategies that effectively guide the offering and support of products and services.

Measuring Personality and Traits

- ❑ **Openness:** how willing and eager an individual is to try new experiences and consider new ideas
- ❑ **Conscientiousness:** how concerned an individual is to be organized, punctual, reliable, and dependable
- ❑ **Extraversion:** how eager an individual is to be outgoing and have social interaction
- ❑ **Agreeableness:** how desirous an individual is to please others and be friendly, sensitive, and kind
- ❑ **Neuroticism:** how negative, moody, and emotionally unstable an individual is.

Measuring Personality and Traits

The Big 5 – Personality OCEAN Model

Low Score	Personality Traits Descriptions	High Score
Conventional	O penness Curious, intellectual, creative, open to new ideas	Imagination
Impulsive	C onscientiousness Organized, systematic, achievement-oriented	Disciplined
Solitary	E xtroversion Outgoing, sociable, and enjoys social settings	Outgoing
Skeptical	A greeableness Affable, tolerant, sensitive, kind	Trusting
Secure	N euroticism Anxious, hostile, depressed	Insecure



Personality Tests Used by Employers

- ❑ Myers-Briggs Type Indicator.
- ❑ Caliper Profile.
- ❑ 16 Personality Factor Questionnaire.
- ❑ SHL Occupational Personality Questionnaire.
- ❑ HEXACO Personality Inventory-Revised.
- ❑ Revised NEO Personality Inventory.
- ❑ Eysenck Personality Inventory.
- ❑ DISC personality test.

Myers-Briggs Type Indicator



Extroverts

are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Introverts

often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



Sensors

are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.



Intuitives

prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Thinkers

tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Judgers

tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.



Feelers

tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Perceivers

prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

Myers-Briggs Type Indicator (MBTI) Personality Type Guide

Rationalist

ENTJ
THE COMMANDER
Opinionated
Confident
Forceful

INTJ
THE MASTERMIND
Innovative
Theoretical
Self-assured

ENTP
THE VISIONARY
Intelligent
Inquisitive
Passionate

INTP
THE THINKER
Logical
Inventive
Thoughtful

Romantic

ENFJ
THE GIVER
Goal-oriented
Charismatic
Open-minded

INFJ
THE COUNSELOR
Idealist
Compassionate
Reserved

ENFP
THE CHAMPION
Gregarious
Enthusiastic
Impulsive

INFP
THE HEALER
Quiet
Idealistic
Considerate

Defender

ESTJ
THE SUPERVISOR
Orderly
Dependable
Commanding

ISTJ
THE INSPECTOR
Traditionalist
Reliable
Detail-oriented

ESFJ
THE PROVIDER
Helpful
Judgemental
Sociable

ISFJ
THE NURTURER
Humble
Sensitive
Tough

Creator

ESTP
THE DOER
Energetic
Practical
Flamboyant

ISTP
THE CRAFTSMAN
Insightful
Realistic
Autonomous

ESFP
THE PERFORMER
Indulgent
Spontaneous
Approachable

ISFP
THE COMPOSER
Modest
Open-minded
Creative

MBTI

The 16 Personalities

ANALYSTS

INTJ **INTP** **ENTJ** **ENTP**

Architect

Imaginative and strategic thinkers with a plan for everything

Logician

Innovative inventors with an unquenchable thirst for knowledge

Commander

Bold, imaginative and strong-willed leaders always finding a way - or making one

Debater

Smart and curious thinkers who cannot resist an intellectual challenge

DIPLOMATS

INFJ **INFP** **ENFJ** **ENFP**

Advocate

Quiet and mystical, yet very inspiring and tireless idealists

Mediator

Poetic, kind and altruistic people, always eager to help a good cause

Protagonist

Charismatic and inspiring leaders, able to mesmerize their listeners

Campaigner

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile

SENTINELS

ISTJ **ISFJ** **ESTJ** **ESFJ**

Logistician

Practical and fact-minded individuals whose reliability cannot be doubted

Defender

Very dedicated and warm protectors who are always ready to defend their loved ones

Executive

Excellent administrators, unsurpassed at managing things - or people

Consul

Extraordinarily caring, social and popular people, always eager to help

EXPLORERS

ISTP **ISFP** **ESTP** **ESFP**

Virtuoso

Bold and experimenter, masters of any kinds of tools

Adventurer

Flexible and charming artists, always ready to explore and experience something new

Entrepreneur

Smart, energetic and perceptive people who truly enjoy living on the edge

Entertainer

Spontaneous, energetic and enthusiastic people - life is never boring around them



Caliper Profile

The Caliper Profile is an **objective assessment** that accurately **measures an individual's personality characteristics and individual motivations** in order to predict on-the-job behaviors and potential.

A **score of 60 and above is a good result** on the Caliper assessment test, and it indicates that you are a **good match for the job** and that you are likely to succeed in it.

Caliper Profile

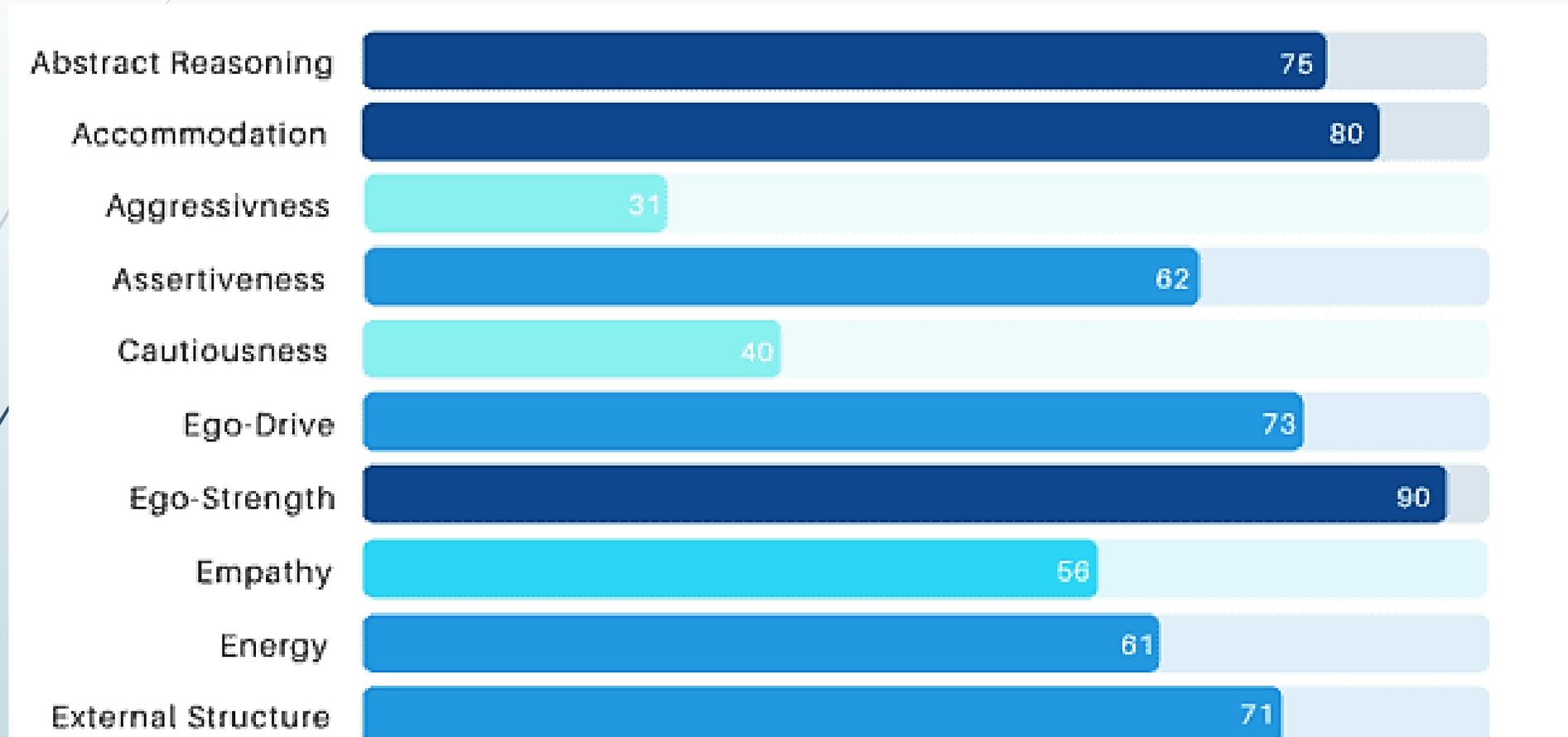
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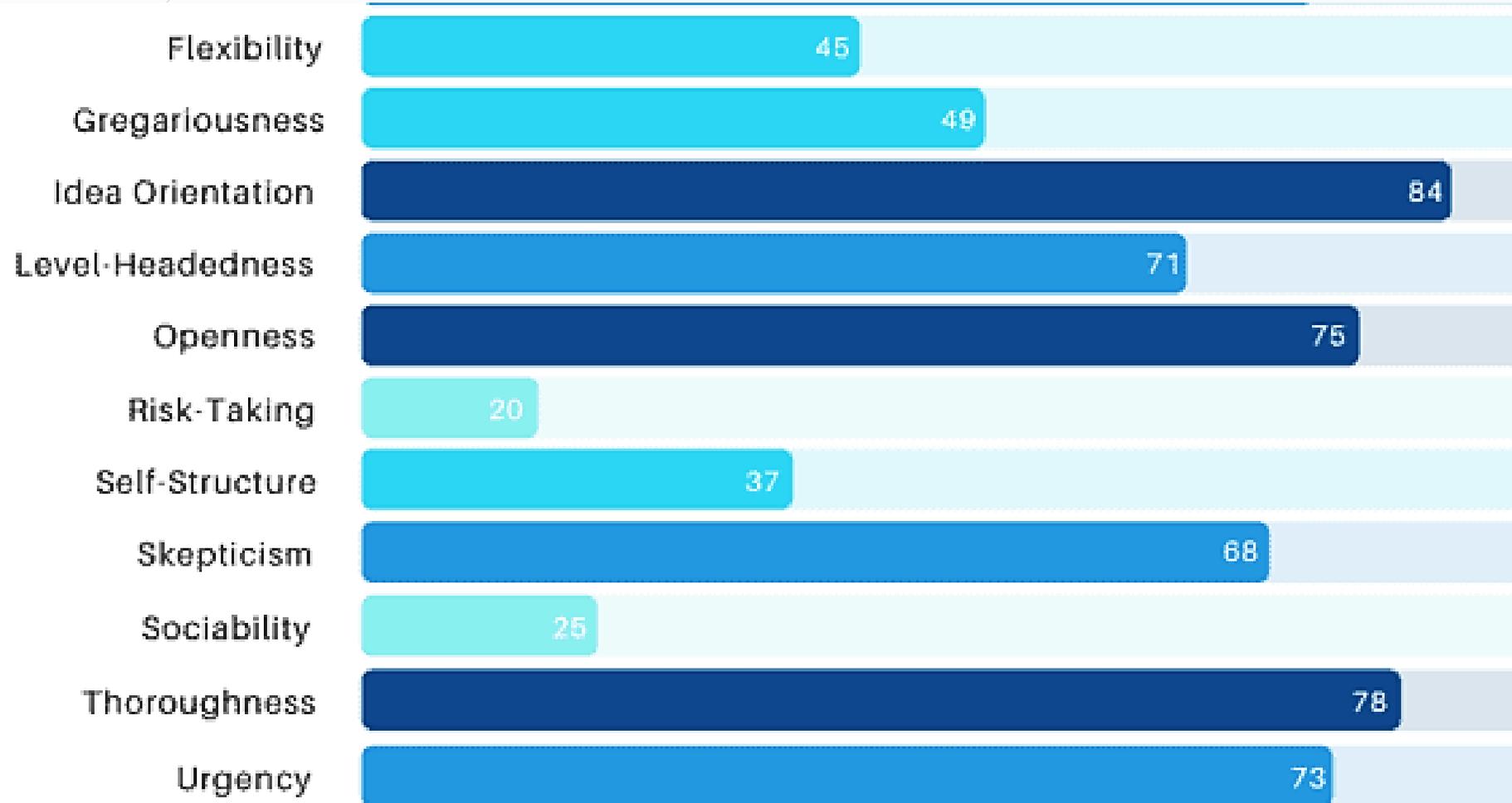
Caliper Profile

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Caliper Profile

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SHL Occupational Personality Questionnaire (Saville & Holdsworth Ltd)

<https://www.shl.com/>

Competency	1	2	3	4	5	Important for Success?
Leading and Deciding						
1.1 Deciding & Initiating Action						
1.2 Leading & Supervising						
Supporting and Co-operating						
2.1 Working with People						
2.2 Adhering to Principles and Values ¹						
Interacting and Presenting						
3.1 Relating and Networking						
3.2 Persuading & Influencing						
3.3 Presenting and Communicating Information ²						
Analysing and Interpreting						
4.1 Writing & Reporting ²						
4.2 Applying Expertise & Technology ²						
4.3 Analysing ²						

SHL Occupational Personality Questionnaire (Saville & Holdsworth Ltd)

Creating and Conceptualising							
5.1 Learning & Researching ²							
5.2 Creating and Innovating ²							
5.3 Formulating Strategies and Concepts ²							
Organising and Executing							
6.1 Planning & Organising							
6.2 Delivering Results & Meeting Customer Expectations ²							
6.3 Following Instructions & Procedures ²							
Adapting and Coping							
7.1 Adapting and Responding to change							
7.2 Coping with Pressures & Setbacks							
Enterprising and Performing							
8.1 Achieving Personal Work Goals & Objectives							
8.2 Entrepreneurial & Commercial Thinking ²							

SHL Occupational Personality Questionnaire

Thinking styles

Data Rational	Likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures.	Analysis
Evaluative	Critically evaluates information, looks for potential limitations, focuses upon errors.	
Behavioural	Tries to understand motives and behaviour, enjoys analysing people.	
Conventional	Prefers well-established methods, favours a more conventional approach.	Creativity & Change
Conceptual	Interested in theories, enjoys discussing abstract concepts.	
Innovative	Generates new ideas, enjoys being creative, thinks of original solutions.	
Variety Seeking	Prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work.	
Adaptable	Changes behaviour to suit the situation, adapts approach to different people.	
Forward Thinking	Takes a long-term view, sets goals for the future, more likely to take a strategic perspective.	Structure
Detail Conscious	Focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail.	
Conscientious	Focuses on getting things finished, persists until the job is done.	
Rule Following	Follows rules and regulations, prefers clear guidelines, finds it difficult to break rules.	



19MEE28 INDUSTRIAL PSYCHOLOGY



All the best!

Success is not final; failure
is not fatal.

It is the courage to
continue that counts.