

BMIH5005

International Hotel Management

Personnel Resourcing and Development

Week 6 – Managing Human Resources Globally and Psychology Test for Work



HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Content

- Recap of last session
- Factors that most strongly influence HRM in international markets.
- Categories of international employees.
- Four levels of global participation and the HRM issues faced within each level.
- Hybrid work
- Psychology Personality Test for Work

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Hotel Brands



Introduction

- Organizations function in a global economy.
- Cross-border mergers are increasing.
- U.S. businesses are entering international markets and foreign companies are entering U.S. market.
- International competition is #1 factor affecting HRM.
- International expansion can provide a competitive advantage:
 - large numbers of potential customers
 - low-cost labor
 - Maquiladora plants

Current Global Changes

European Union

NAFTA

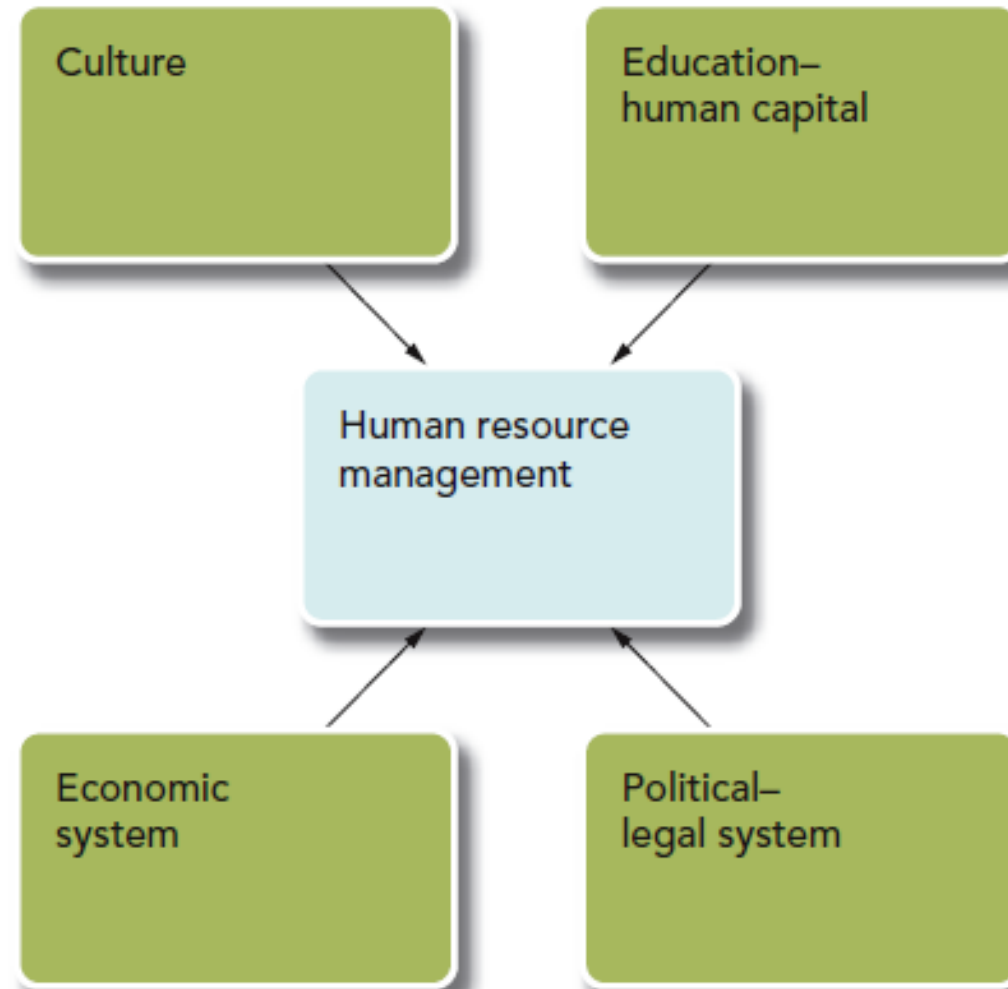
North American Free Trade Agreement

Growth of Asia

GATT

The General Agreement on Tariffs and Trade

Factors Affecting HRM in International Markets



Hofstede's Cultural Dimensions

◆ Individualism-Collectivism

- *degree which people act as individuals rather than members of group*

◆ Power Distance

- *how a culture deals with hierarchical power relationships*

◆ Uncertainty Avoidance

- *how cultures handle that the future is not perfectly predictable*

◆ Masculinity-Femininity

- *division of roles between the sexes within a society*

◆ Long-Term – Short-Term Orientation

- *tendency to focus on long-term benefit or short-term outcomes*

Implications of Culture for HRM

- ❖ Culture impacts approaches to managing people.
- ❖ Culture differs on how employees expect leaders to lead, how decisions are handled and what motivates individuals.
- ❖ Culture influences appropriateness of HRM practices.
- ❖ Cultures influences compensation systems and communication and coordination processes.
- ❖ Cultural diversity programs foster understanding of other cultures to better communicate.

Education – Human Capital

- ❑ Countries differ in their levels of **human capital**
- ❑ **Human capital** is the productive capabilities of individuals—knowledge, skills, and experience that have economic value
- ❑ Determined primarily by **educational opportunity**
- ❑ Countries with **low human capital** attract facilities that require low skills and low-wage levels
- ❑ Countries with **high human capital** are attractive sites for direct foreign investment that creates high-skill jobs

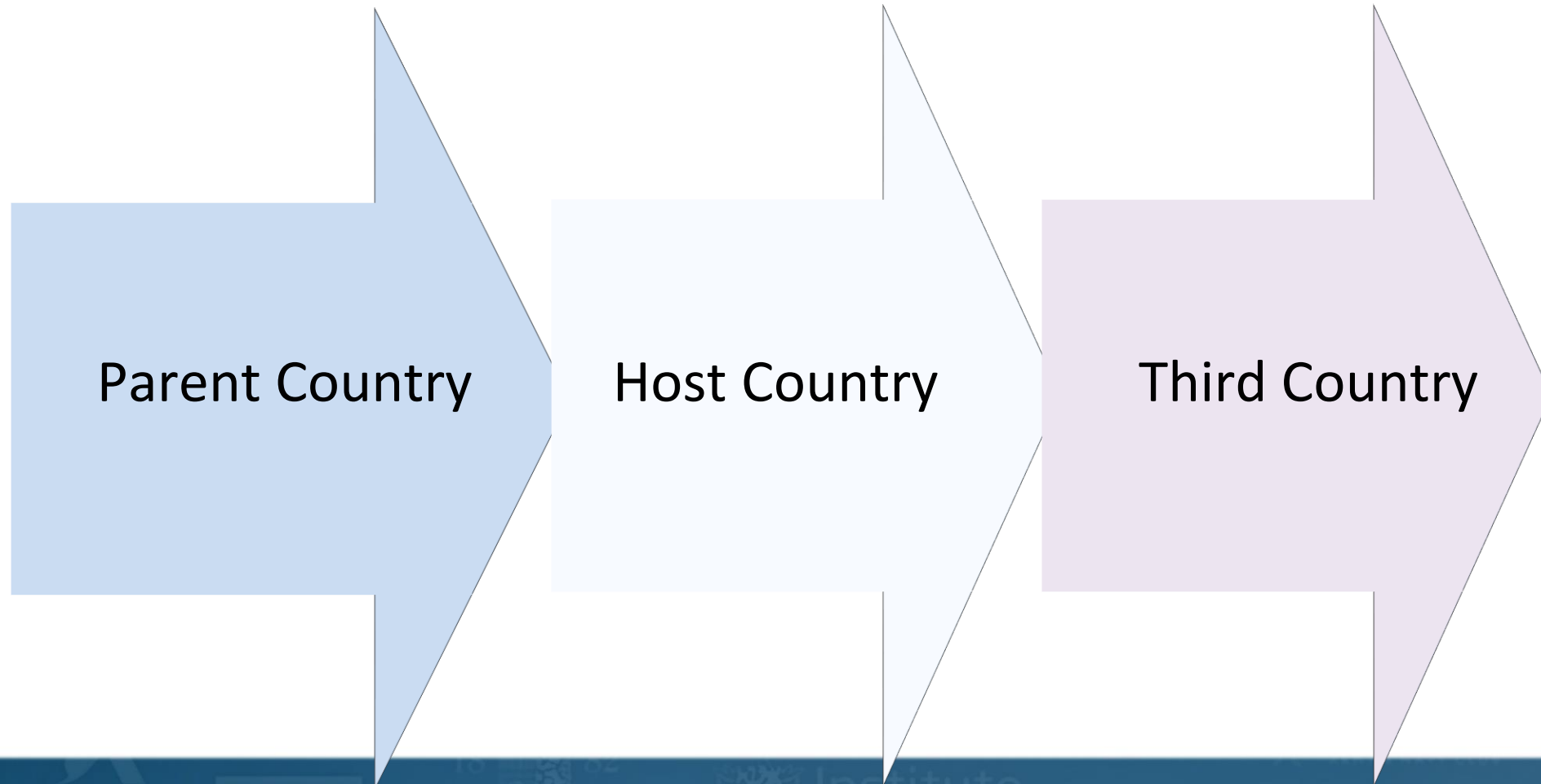
Political-Legal System

- ✓ Dictates requirements of certain HRM practices, such as training, compensation, hiring, firing and layoffs.
- ✓ Legal system is an outgrowth of the culture, reflecting societal norms.
 - U.S. leads the world in eliminating discrimination in the workplace and controlling the process of labor management negotiations.
 - **European Economic Community (EEC)** EEC provides fundamental social rights of workers: freedom of movement and freedom to choose one's occupation and be fairly compensated.

Economic System

- Under **socialist economies**, little economic incentive to develop human capital, but ample opportunity exists because education is free.
- In **capitalist systems**, less opportunity to develop human capital without higher costs.
- Every country varies in terms of culture, human capital and legal, political and economic systems.
- An economic system affects HRM directly through its taxes on compensation packages.

Managing Employees in a Global Context



Types of Expatriates

- **Parent-country nationals**

- ✓ Employees who were born and live in parent country

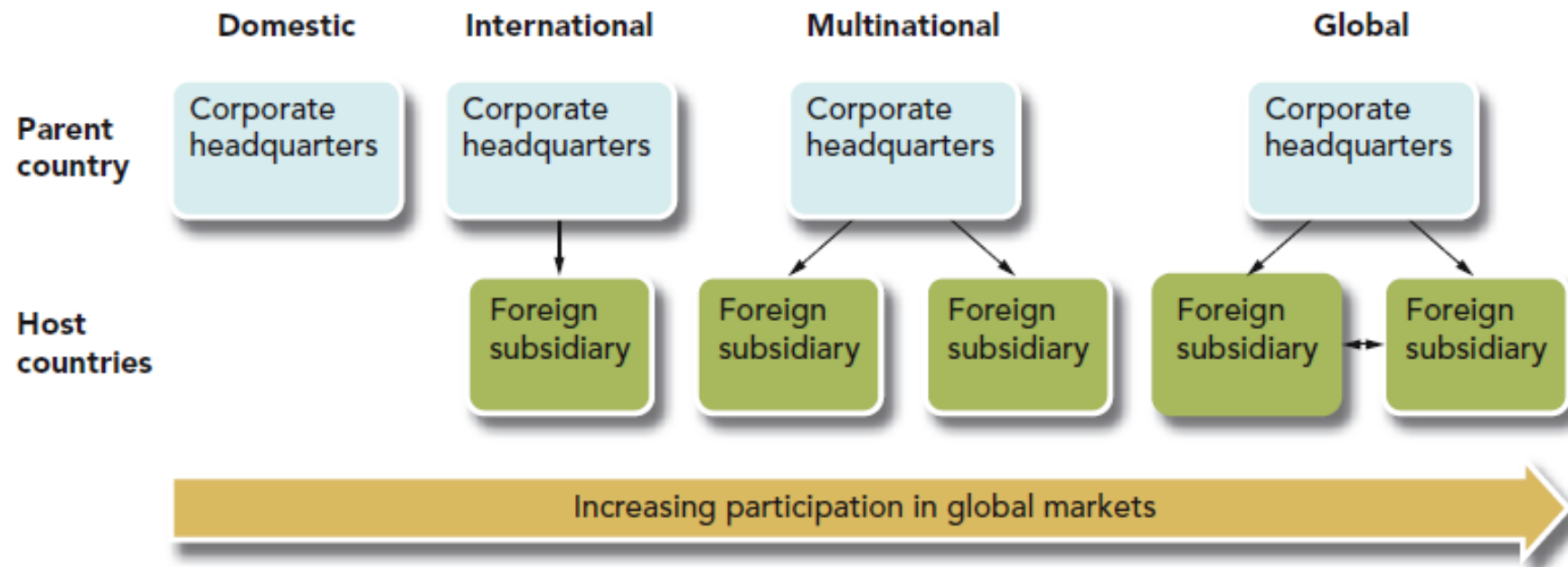
- **Host-country nationals**

- ✓ Employees who were born and raised in host country

- **Third-country nationals**

- ✓ Employees born in a country other than the parent and host country but who work in the host country

Levels of Global Participation



Global Organizations

Global organizations compete on top-quality products and services at the lowest costs possible.

- ◆ **Transnational Scope:** HR decisions must be made from a global rather than a national or regional perspective
- ◆ **Transnational Representation:** reflects the multinational composition of a company's managers
- ◆ **Transnational Process:** extent to which the company's planning and decision-making processes include representatives and ideas from a variety of cultures.

Selection of Expatriate Managers

- Successful expatriates have technical competence and ability to adjust to, and be sensitive to, a new culture.
- Three dimensions of adaptive skills:
 1. Self
 2. Relationship
 3. Perception

Cultural Intelligence

Cultural intelligence (CQ) refers to an individual's ability to adapt across cultures through sensing the different cues regarding appropriate behavior across cultural settings or in multicultural settings.

Training and Development of Expatriates

- ❑ **Cross Cultural Training**
- ❑ **Behavior in Meetings and Social Settings**
- ❑ **Interpersonal and Communication Skills**
- ❑ **Culture in the new Work Environment**

Compensation of Expatriates

- **Base Salary**
- **Tax Equalization Allowances**
- **Benefits**
- **Allowances**

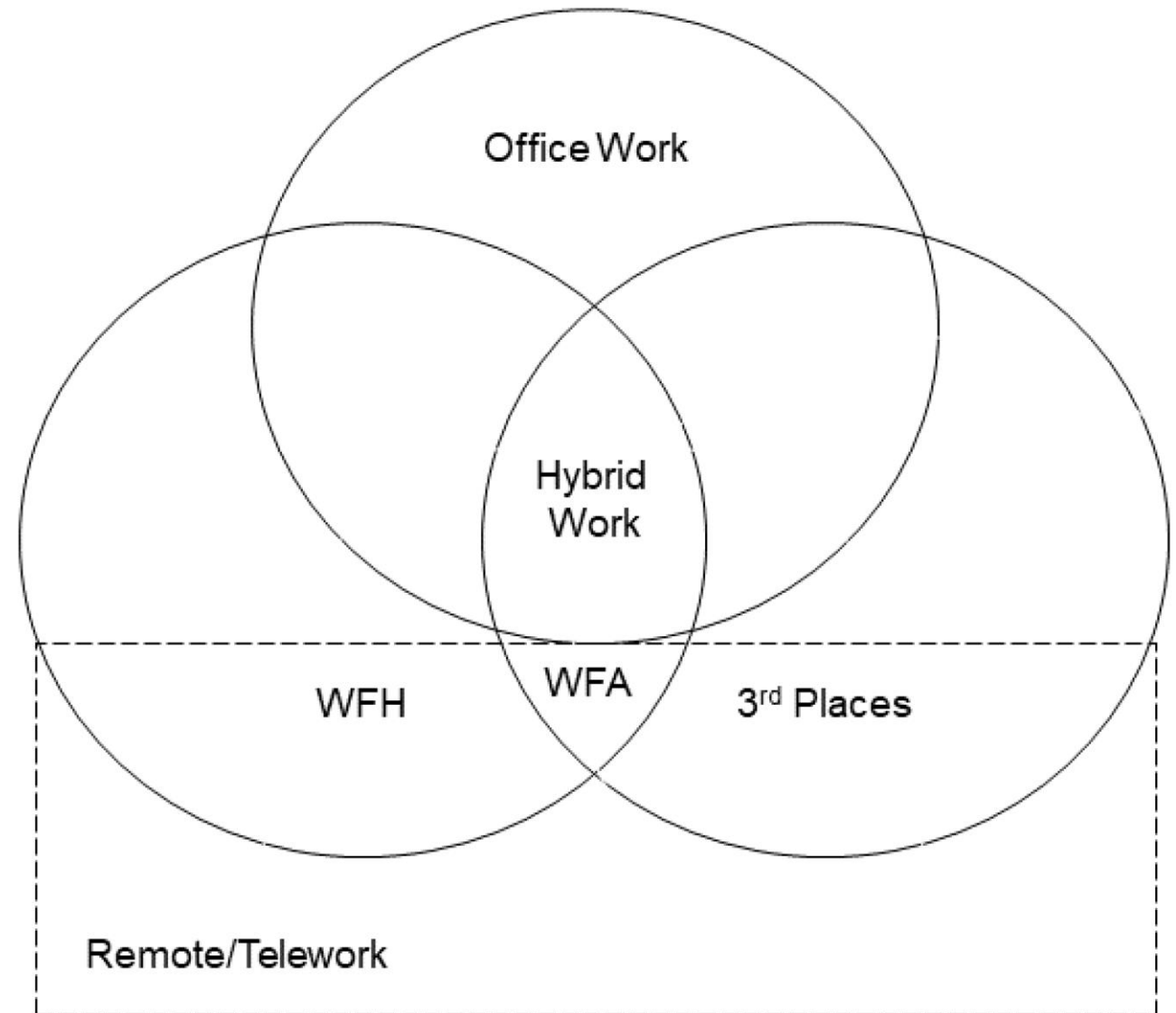
Reacculturation of Expatriates

- ❖ **Reentry** may result in culture shock.
 - ✓ **60 to 70%** do not know what position will be upon return
 - ✓ 25% leave the company within one year upon returning
- ❖ **Transition process** necessitates communication of corporate changes while the expatriate is overseas and validation of the importance of the expatriate's international work.
- ❖ **Training and rewards** beyond salary and benefits are key.
- ❖ **Communication** and **validation** efforts help expatriates.

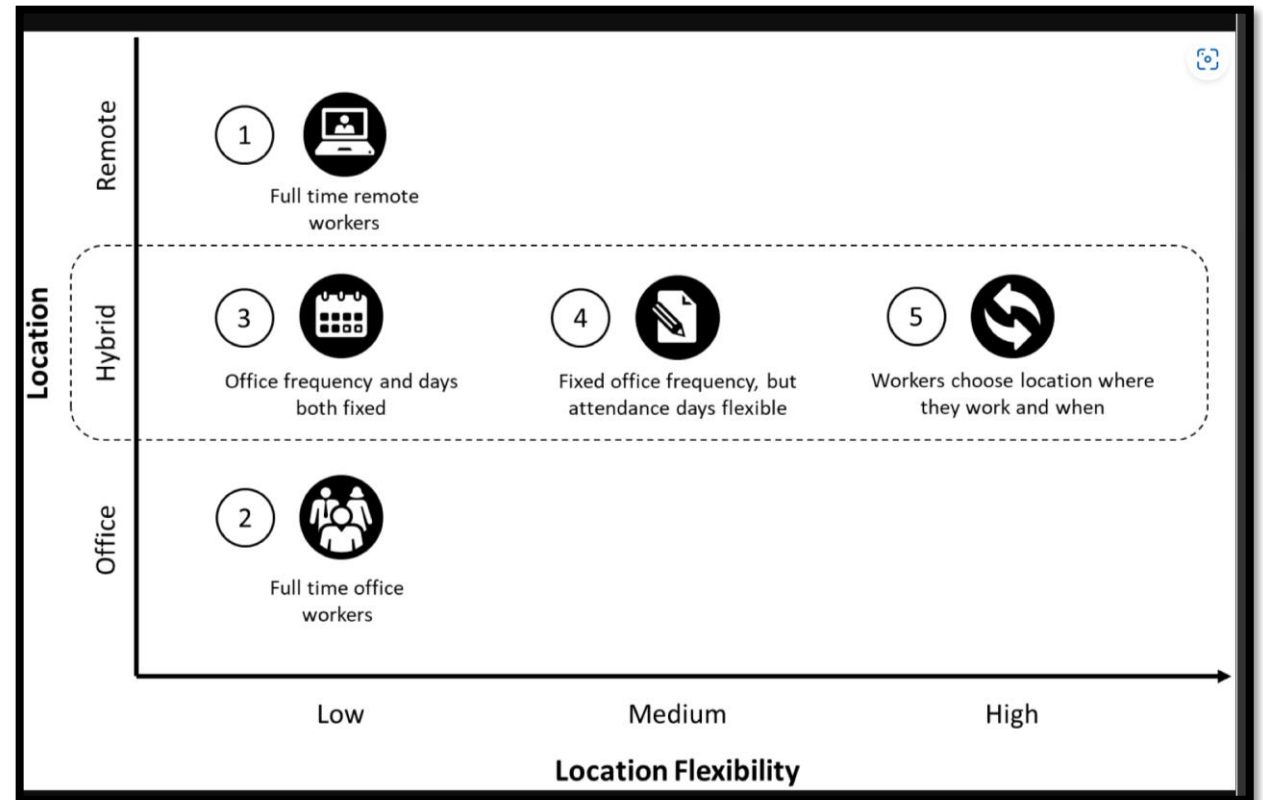
Hybrid work : The work trend ?

[Employees Increasingly Seek Value and Purpose at Work \(gartner.com\)](https://www.gartner.com)

Source : Hopkins, J.; Bardoel, A. (2023)



How do we manage hybrid work?



Source : Hopkins, J.; Bardoel, A. (2023)

Five Pillars of Successful Hybrid Work

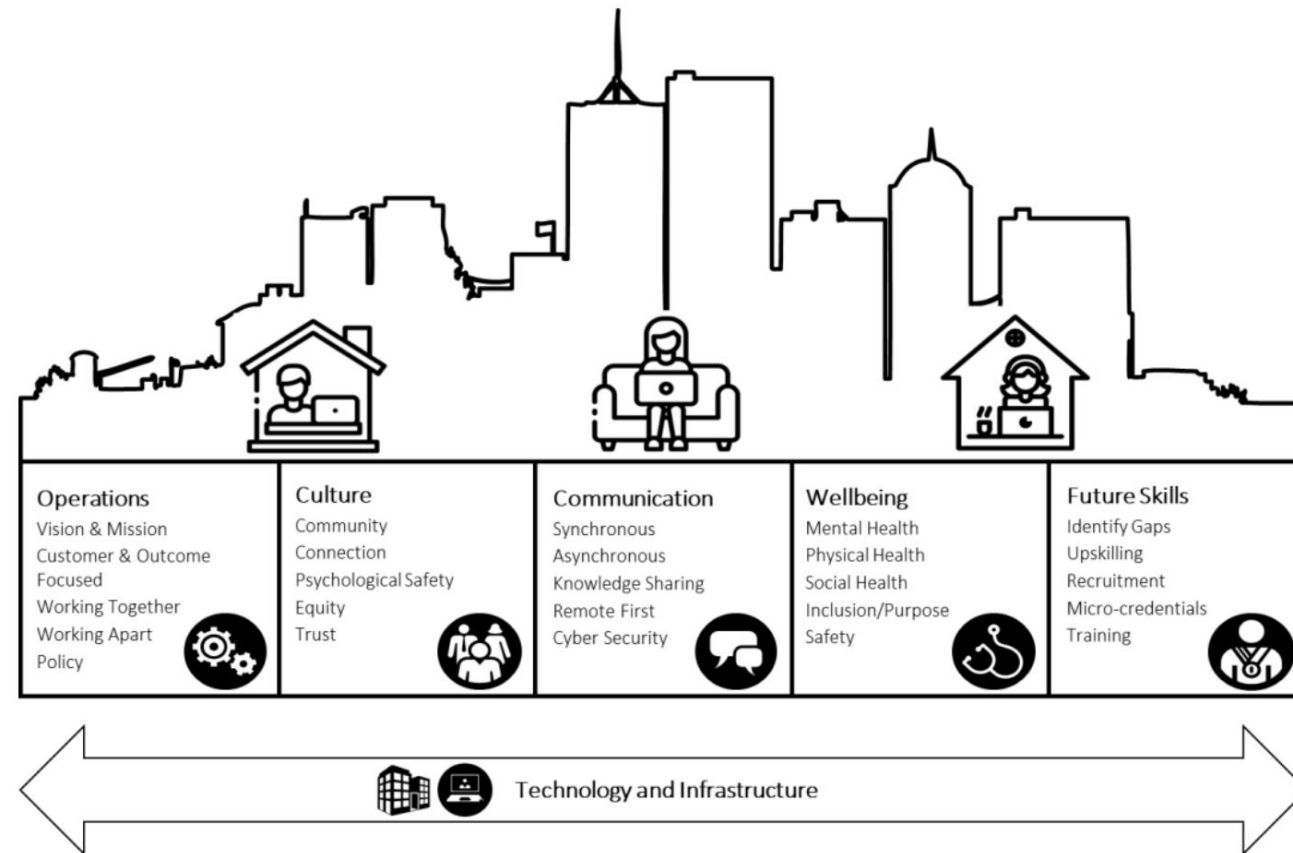


Figure 3. Five pillars for successful hybrid work.

Source : Hopkins, J.; Bardoel, A. (2023)

Top 10 skills of 2023



[Future of Jobs: These are the most in-demand core skills in 2023 | World Economic Forum \(weforum.org\)](https://www.weforum.org/future-of-jobs)

Future mode of work

- **A Global Workforce View**
- [MainStreet Macro: People at Work-A Global Workforce View - ADP Research Institute \(adpri.org\)](https://adpri.org/)
- **Future Hybrid working**
- [Employees Increasingly Seek Value and Purpose at Work \(gartner.com\)](https://gartner.com/)

Summary

- Companies competing globally require top-quality people.
- Many factors affect HRM in global environment such as culture, human capital and political, legal and economic systems.
- Need to effectively manage HR, especially regarding expatriates.

Employees and Attitude

- How well you understand yourself or/and your employees ?

Enneagram – A personality Test

FIGURE 1. The Enneagram Model

Categorised nine distinct strategies by which the human psych

Type	Description	Basic fear	Basic desire
Type 1: the perfectionist	Principled, conscientious, organized, responsible, and committed. Concerned with improvement, morality, desire to perfect themselves and their surroundings. Seen as detail oriented, hypercritical, and judgmental. Struggle with an "inner critic," repressed anger, impotence, and a sense that nothing is good enough.	To be bad or corrupt	To be good or have integrity
Type 2: the helper	Intuitive, empathetic, people pleasing. Concerned with relationships and sense of connection to others. Seen as warm, emotional, controlling, optimistic, easy to flatter or manipulate. Struggle with advocating for their own needs and often "give to get" – working to meet the needs of others in hopes their needs will be met in return.	To be unworthy of being loved, to be unwanted	To be loved
Type 3: the achiever	Hard working, competitive, success oriented, and image conscious. Concerned with performance, external validation and praise, and feeling distinguished. Seen as self-assured, energetic, charming, focused on goals. Struggle with vulnerability and self-awareness of their own inner desires.	To be worthless or insignificant, to disappoint others	To be valuable and accepted
Type 4: the individualist	Sensitive, introspective, reserved, emotionally honest with self and others. Concerned with authenticity, able to endure suffering, and a tendency toward individualism and artistic expression. Seen as unique, creative, withdrawn, moody, self-absorbed. Struggle with a sense that something is lacking in themselves or the world.	To have no identity or personal significance	To be meaningful based on their inner experience
Type 5: the investigator	Central, sensitive, independent and emotionally restrained. Concerned with privacy, knowledge, insight, and contemplation. Seen as observant, expert, analytical, eccentric, and devoted to their group. Struggle with social interaction, emotional expression, and the sense that something is lacking in themselves or the world.	To be useless, helpless, or incapable	To be capable and competent

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Morgan Alexander, B.S., and Brent Schnipke, M.D. (2020) The American Journal of Psychiatry Residents' Journal |

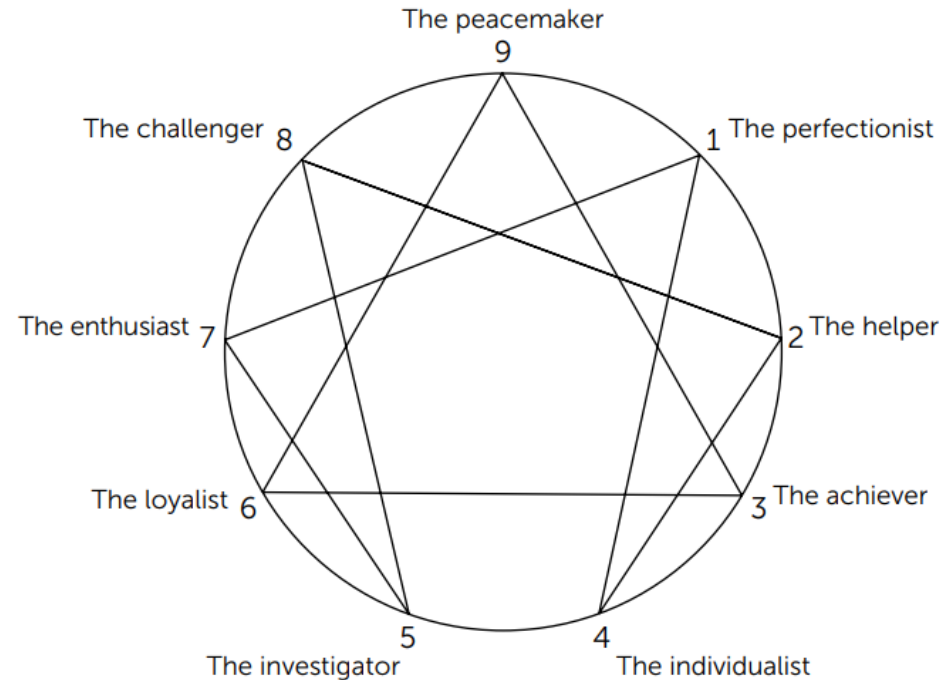


TABLE 1. Summary of the nine basic Enneagram personality types

Type	Description	Basic fear	Basic desire
Type 1: the perfectionist	Principled, conscientious, organized, responsible, and committed. Concerned with improvement, morality, desire to perfect themselves and their surroundings. Seen as detail oriented, hypercritical, and judgmental. Struggle with an "inner critic," repressed anger, impatience, and a sense that nothing is good enough.	To be bad or corrupt	To be good or have integrity
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Type 5: the investigator	Cerebral, sensitive, independent, and emotionally restrained. Concerned with privacy, knowledge, insight, and contemplation. Seen as observant, expert, analytical, eccentric, and devoted to their group. Struggle with social interaction, emotional expression, and the ten-	To be useless, helpless, or incapable	To be capable and competent

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Morgan Alexander, B.S., and Brent Schnipke, M.D. (2020) The American Journal of Psychiatry Residents' Journal |

March 2022

Type 6: the loyalist	Loyal, reliable, committed, security oriented. Concerned with clearly defined roles and structure, alliance to beliefs and groups. Seen as responsible, protective, anxious, suspicious. Struggle with fear, paranoia, worst-case scenarios.	To be without security and support	To have security and support
Type 7: the enthusiast	Enthusiastic, adventure seeking, optimistic. Concerned with freedom, excitement, and spontaneity. Seen as energetic, outgoing, the "life of the party." Struggle with compulsivity, overextension of self, and commitment.	To be confined or in pain	To be happy and satisfied
Type 8: the challenger	Willful, tough, and independent. Concerned with power dynamics, desire to be in control, and justice. Seen as a leader, hardworking, decisive, able to withstand conflict. Struggle with anger, fear of vulnerability, aggression.	To be harmed or controlled by others	To be in control and to protect self and others
Type 9: the peacemaker	Easygoing, open minded, peaceful, conflict avoidant. Concerned with harmony, comfort, boundaries. Seen as likeable, laid back, dependent, complacent. Struggle with finding their own voice and meaning, being passive aggressive or avoidant.	To be disconnected, separate, lost	To have peace and stability in their internal and external world

Enneagramm Test

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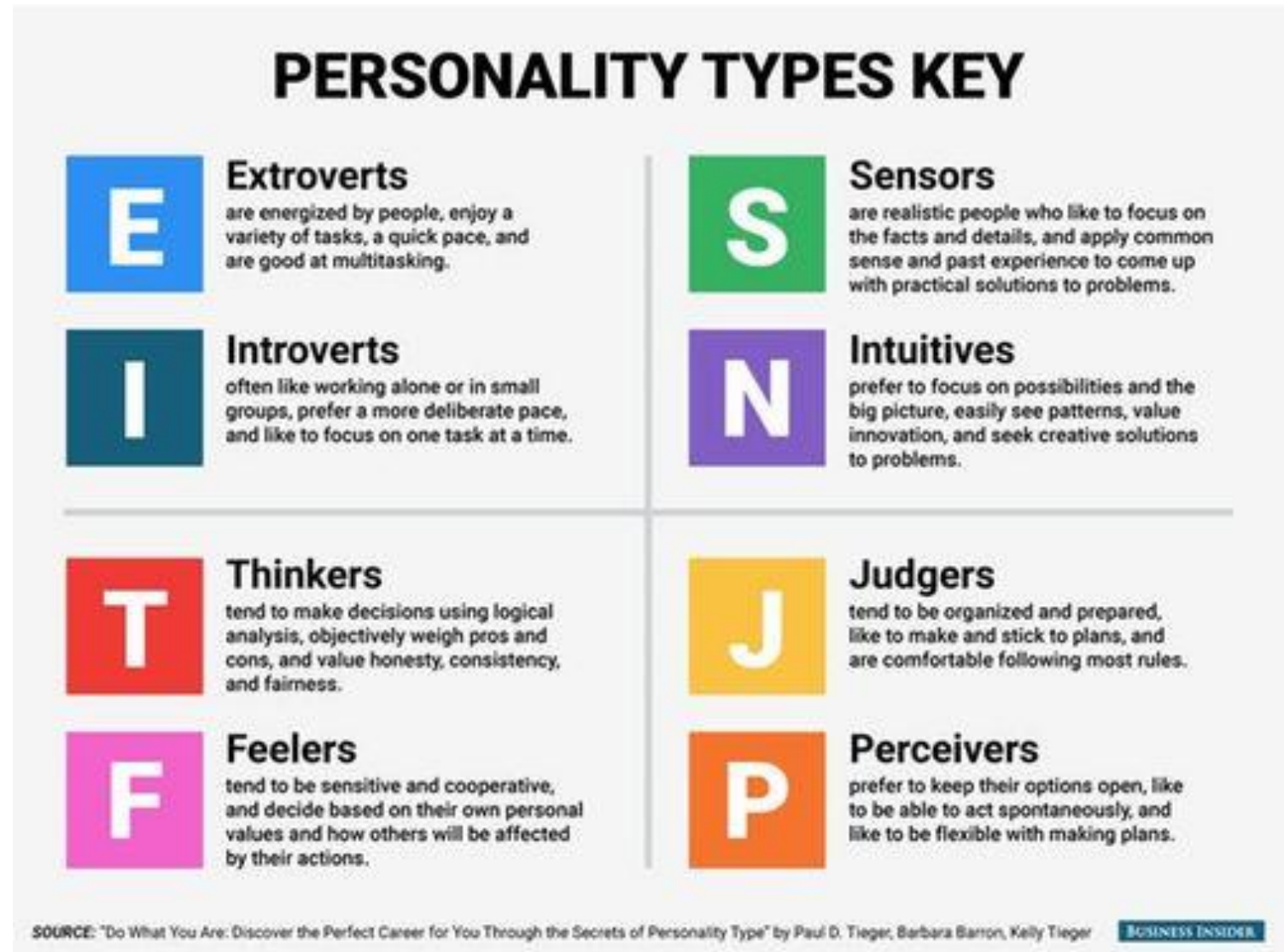
Source : Morgan Alexander, B.S., and Brent Schnipke, M.D. (2020) The American Journal of Psychiatry Residents'

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The Myers Briggs Type Indicator (MBTI) Test

The big five versus the big four:
the relationship between the
MyersBriggs Type Indicator (MBTI)
and NEO-PI five factor model of
personality

<https://practicalpie.com/myers-briggs-type-indicator/>



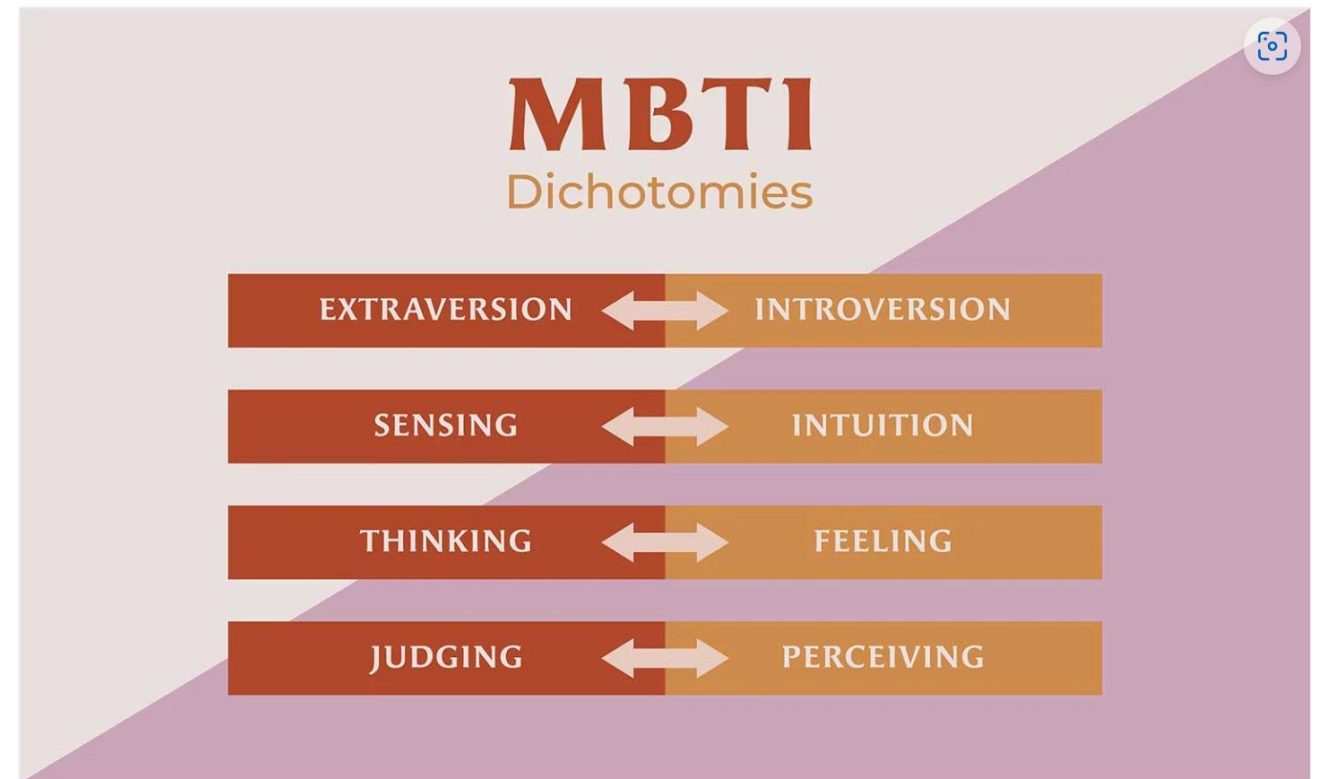
The Myers Briggs Type Indicator (MBTI) Test

Source : <https://www.verywellmind.com/esfj-extraverted-sensing-feeling-judging-2795983>

INTJ INNOVATIVE, INDEPENDENT, STRATEGIC, LOGICAL, RESERVED, INSIGHTFUL. DRIVEN BY THEIR OWN ORIGINAL IDEAS TO ACHIEVE IMPROVEMENTS.	INTP INTELLECTUAL, LOGICAL, PRECISE, RESERVED, FLEXIBLE, IMAGINATIVE. ORIGINAL THINKERS WHO ENJOY SPECULATION AND CREATIVE PROBLEM SOLVING.	ENTJ STRATEGIC, LOGICAL, EFFICIENT, OUTGOING, AMBITIOUS, INDEPENDENT. EFFECTIVE ORGANIZERS OF PEOPLE AND LONG-RANGE PLANNERS.	ENTP INVENTIVE, ENTHUSIASTIC, STRATEGIC, ENTERPRISING, INQUISITIVE, VERSATILE. ENJOY NEW IDEAS AND CHALLENGES, VALUE INSPIRATION.
INFJ IDEALISTIC, ORGANIZED, INSIGHTFUL, DEPENDABLE, COMPASSIONATE, GENTLE. SEEK HARMONY AND COOPERATION; ENJOY INTELLECTUAL STIMULATION.	INFP SENSITIVE, CREATIVE, IDEALISTIC, PERCEPTIVE, CARING, LOYAL. VALUE INNER HARMONY AND PERSONAL GROWTH, FOCUS ON DREAMS AND POSSIBILITIES.	ENFJ CARING, ENTHUSIASTIC, IDEALISTIC, ORGANIZED, DIPLOMATIC, RESPONSIBLE. SKILLED COMMUNICATORS WHO VALUE CONNECTION WITH PEOPLE.	ENFP ENTHUSIASTIC, CREATIVE, SPONTANEOUS, OPTIMISTIC, SUPPORTIVE, PLAYFUL.. VALUE INSPIRATION, ENJOY STARTING NEW PROJECTS, SEE POTENTIAL IN OTHERS.
ISTJ RESPONSIBLE, SINCERE, ANALYTICAL, RESERVED, REALISTIC, SYSTEMATIC. HARDWORKING AND TRUSTWORTHY WITH SOUND PRACTICAL JUDGEMENT.	ISFJ WARM, CONSIDERATE, GENTLE, RESPONSIBLE, PRAGMATIC, THOROUGH. DEVOTED CARETAKERS WHO ENJOY BEING HELPFUL TO OTHERS.	ESTJ EFFICIENT, OUTGOING, ANALYTICAL, SYSTEMATIC, DEPENDABLE, REALISTIC. LIKE TO RUN THE SHOW AND GET THINGS DONE IN AN ORDERLY FASHION.	ESFJ FRIENDLY, OUTGOING, RELIABLE, CONSCIENTIOUS, ORGANIZED, PRACTICAL. SEEK TO BE HELPFUL AND PLEASE OTHERS, ENJOY BEING ACTIVE AND PRODUCTIVE.
ISTP ACTION-ORIENTED, LOGICAL, ANALYTICAL, SPONTANEOUS, RESERVED, INDEPENDENT. ENJOY ADVENTURE, SKILLED AT UNDERSTANDING THINGS.	ISFP GENTLE, SENSITIVE, NURTURING, HELPFUL, FLEXIBLE, REALISTIC. SEEK TO CREATE A PERSONAL ENVIRONMENT THAT IS BOTH BEAUTIFUL AND PRACTICAL.	ESTP OUTGOING, REALISTIC, ACTION-ORIENTED, CURIOUS, VERSATILE, SPONTANEOUS. PRAGMATIC PROBLEM SOLVERS AND SKILLFUL NEGOTIATORS.	ESFP PLAYFUL, ENTHUSIASTIC, FRIENDLY, SPONTANEOUS, TACTFUL, FLEXIBLE. HAVE A STRONG COMMON SENSE, ENJOY HELPING PEOPLE IN TANGIBLE WAYS.

each category, producing 16 unique personality types.

- The Myers Briggs
- Type Indicator (MBTI)
- Test



How well you understand yourself ?

How well you understand your employees?

Why personality testing is useful in the workplace ?

- a. Understand employees or/and potential employees' skills and interests.
- b. Identify promising career paths.
- c. Good match between the candidate and the given work role.
- d. Identify ideal work environments and relationships
- e. Be aware of potential challenges in a given work role or environment`



I look forward to seeing you next week. If you have any questions in the meantime, please send an email or on the Teams tile!

References

- Adrian, F. (1996). The big five versus the big four: the relationship between the Myers-Briggs Type Indicator (MBTI) and NEO-PI five factor model of personality, *Personality and Individual Differences*, Volume 21, Issue 2, 1996, Pages 303-307, ISSN 0191-8869 [https://doi.org/10.1016/0191-8869\(96\)00033-5](https://doi.org/10.1016/0191-8869(96)00033-5).
- Indeed Career Guide [8 Personality Tests Used in Psychology \(And by Employers\) | Indeed.com](#)
- Hopkins, J.; Bardoel, A. (2023) The Future Is Hybrid: How Organisations Are Designing and Supporting Sustainable Hybrid Work Models in Post-Pandemic Australia. *Sustainability* 2023, 15, 3086. <https://doi.org/10.3390/su1504308>