

RESUME

ORGANIZATIONAL BEHAVIOR CHAPTER 2 DIVERSITY IN ORGANIZATION

STUDENT DEVELOPMENT DIVISION
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DIVERSITY

Levels of Diversity:

1. **Surface-level diversity:** differences in easily perceived characteristic, such as gender, race, ethnicity, age, or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
2. **Deep-level diversity:** differences in values, personality, and work preferences that become progressively more important for determining similarity as people get to know one another better.

Discrimination: making judgments about individuals based on stereotypes regarding their demographic group. Types of discrimination:

- **Discriminatory policies or practices:** deny equal opportunity to perform or unequal rewards for performance
- **Sexual harassment:** unwanted sexual advances and other verbal or physical conduct of sexual nature
- **Intimidation:** bullying directed at members of specific group.
- **Mockery & insult:** jokes or negative stereotypes, sometimes the result of jokes taken so far.
- **Exclusion:** exclusion of certain people from job opportunities and other events.
- **Incivility:** disrespectful treatment, including behaving in an aggressive manner, interrupting the person, etc.

BIOGRAPHICAL CHARACTERISTIC

- **Age:** Older workers bring experience, judgment, a strong work ethic, and commitment to quality.
- **Gender:** that there are very few differences between men and women that impact job performance. For example, women, especially those with pre-school age children, do prefer flexible work schedules and will seek an employer who offers options in their schedules
- **Tenure:** People with job tenure (seniority at a job) are more productive, absent less frequently, have lower turnover, and are more satisfied.
- **Race & Ethnicity:** Contentious issue: differences exist, but could be more culture based than race based
- **Religion:** May impact the workplace in areas of dress, grooming and scheduling
- **Sexual Orientation:** Federal law does not protect against discrimination (but state or local laws may). Domestic partner benefits are important considerations.
- **Gender Identity:** Relatively new issue – transgendered employees

Managerial Implication

Should not be used in management decisions: possible source of bias

Global Implication

There are many differences in biographical characteristics across cultures, but there is no evidence to support that there is global relevance to the relationships we looked at in this chapter.

ABILITY → Directly influences employee's level of performance.

is an individual's capacity to perform the various tasks associated with the job.

Two key factors of ability are:

- **Intellectual Abilities** are needed To perform mental activities
 - General Mental Ability (GMA) is a measure of overall intelligence and is generally recognized by researchers.
 - Wonderlic Personnel Test: a quick measure of intelligence for recruitment screening.
 - No correlation between intelligence and job satisfaction.

Dimensions of intellectual abilities:

- **Number Aptitude:** ability to do speedy and accurate arithmetic and will be effective in jobs requiring mathematical ability, such as an accountant.
- **Verbal Comprehension:** ability to understand what is read or heard and the relationship of words to each other. This ability will be helpful in jobs where the manager needs to understand policies in order to carry out their job tasks.
- **Perceptual Speed:** ability to identify visual similarities and differences quickly and accurately. This particular ability is helpful when an employee needs to take in a lot of information and make decisions about the patterns, such as a detective or inspector.
- **Inductive Reasoning:** present when an individual can identify a logical sequence in a problem in order to help find a solution. An employee who needs to make decisions about the future based on historical information will need the ability of inductive reasoning.
- **Deductive Reasoning:** ability to use logic and assess the implications of the argument. When making choices between two different possible solutions to a problem, a manager would need to call upon their deductive reasoning skills.
- **Spatial Visualization:** when someone can imagine how an object would look if its position in space was changed. An employee who needs to make decisions about office setup or interior design would need to have a high level of spatial visualization ability.
- **Memory:** the ability to retain and recall past experiences. Individuals who need to act quickly in a situation, such as a paramedic or nurse, would need a significant degree of memory ability.

Managerial Implications

- Managers need to focus on ability in selection, promotion, and transfer.
- Fine-tune job to fit incumbent's abilities

Global Implication

Most evidence recognizes that the structures and measures of intellectual abilities work in many different cultures

- **Physical Abilities**

The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics.

There are three main categories of physical ability:

- **Strength Factors:**

- Dynamic strength: ability to exert muscular force repeatedly
- Trunk strength: ability to exert muscular strength using trunk
- Static strength: ability to exert force against external objects
- Explosive strength. Ability to expend a maximum of energy in one or a series of explosive acts

- **Flexibility factors:**

- Extent flexibility: ability to move the trunk and back muscles as far as possible
- Dynamic flexibility: ability to make rapid, repeated flexing movements

- **Other strength factors**

- Body coordination: ability to coordinate the simultaneous actions of different parts of the body
- Balance: ability to maintain equilibrium despite forces pulling off balance
- Stamina: ability to continue maximum effort requiring prolonged effort over time

- **Role of Disabilities**

Do not make assumptions about people on the basis of disability but make accommodation for disabilities

IMPLEMENTING DIVERSITY MANAGEMENT STRATEGIES by Making everybody more aware and sensitive to the needs of others. Managers start by:

- Attracting-> placing diversity advertisements in publications toward specific demographic with significant numbers of underrepresented minorities
- Selecting -> using fairness and objectivity and focus on the productive potential
- Developing -> deep level diversity factors are more important than the surface level as those whose personality traits are similar to those of their co-workers are more likely to be promoted
- Retaining the Diverse Employees -> creating positive diversity climate as it is related to higher commitment and lower turnover intentions
- Working with Diversity in Groups: groups with different types of expertise and education are more effective if leaders can show how members have a common interest in the group's success.
- Effective Diversity Programs:
 - Teach managers about legal framework for equal employment opportunities and encourage fair treatment of all people
 - Teach managers how a diverse workforce will be better able to serve a diverse market of customers

Improvement Is A Proof!

- Organizational training and personal development programs that can bring out skills and abilities of all workers.

Managerial Implications

- Must be an ongoing commitment at all levels of the organization.
- Policies must include multiple perspectives and be long term in their orientation to be effective.

Global Implications

Diversity management is important in all cultures; however, each culture does approach diversity differently. For example, the type of demographic variables used to identify diversity varies in each culture.