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ROBBINS JUDGE

13th EDITION

**Essentials of
Organizational
Behavior**

Chapter 2

Diversity in Organizations

After studying this chapter you should be able to:

1. Describe the two major forms of workforce diversity and give examples of how workplace discrimination undermines diversity effectiveness.
2. Identify the key biographical characteristics and describe how they are relevant to OB.
3. Define *intellectual ability* and demonstrate its relevance to OB.
4. Contrast intellectual and physical ability.
5. Describe how organizations manage diversity effectively.

Demographics of the U.S. Workforce

- Today's workforce:
 - Is more ethnical and racially diverse
 - Includes more women and older workers
 - Has a smaller wage gap between Whites and other racial and ethnic groups

Levels of Diversity

- **Surface-level diversity** - differences in age, race, gender, etc.
 - Less significant over time
- **Deep-level diversity** - differences in personality and values
 - More important in the long run

Discrimination

Type of Discrimination	Definition	Examples from Organizations
Discriminatory Policies or Practices	Actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance	Older workers may be targeted for layoffs because they are highly paid and have lucrative benefits.
Sexual Harassment	Unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment	Salespeople at one company went on company-paid visits to strip clubs, brought strippers into the office to celebrate promotions, and fostered pervasive sexual rumors.
Intimidation	Overt threats or bullying directed at members of specific groups of employees	African-American employees at some companies have found nooses hanging over their work stations.
Mockery and Insults	Jokes or negative stereotypes; sometimes the result of jokes taken too far	Arab-Americans have been asked at work whether they were carrying bombs or were members of terrorist organizations.
Exclusion	Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring; can occur unintentionally	Many women in finance claim they are assigned to marginal job roles or are given light workloads that don't lead to promotion.
Incivility	Disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring his or her opinions	Female lawyers note that male attorneys frequently cut them off or do not adequately address their comments.

Biographical Characteristics

- Biographical characteristics include:
 - Age
 - Gender
 - Race
 - Disability
 - Length of service

Age

- The relationship between age and performance is important because:
 - The workforce is aging
 - Mandatory retirement is outlawed

Gender

- Do women perform as well on the job as men?
 - Few, if any, important differences, but:
 - Women in male domains are perceived as less likeable, more hostile, and less desirable as supervisors
 - Women are less likely to be assigned challenging positions
 - Women often earn less than men in the same position
 - Women face maternal wall bias

Race and Ethnicity

- U.S. Census Bureau:
 - Recognizes 7 racial groups
 - Distinguishes between native English speakers and Hispanics
- Research shows that:
 - Individuals slightly favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises
 - Racial and ethnic minorities report higher levels of discrimination in the workplace
 - African Americans tend to fare worse than Whites in employment decisions
 - Some industries are less racially diverse than others

Disability

- Americans with Disabilities Act requires employers to make reasonable accommodations for people with physical or mental disabilities

Other Biographical Characteristics

- Tenure
- Religion
- Sexual Orientation
- Gender Identity
- Cultural Identity

Ability

- **Ability:** An individual's current capacity to perform the various tasks in a job
 - **Intellectual abilities:** Abilities needed to perform mental activities
 - **General mental ability:** general factor of intelligence
 - **Physical abilities**

Intellectual Ability

Dimension	Description	Job Example
Number aptitude	Ability to do speedy and accurate arithmetic	Accountant: Computing the sales tax on a set of items
Verbal comprehension	Ability to understand what is read or heard and the relationship of words to each other	Plant manager: Following corporate policies on hiring
Perceptual speed	Ability to identify visual similarities and differences quickly and accurately	Fire investigator: Identifying clues to support a charge of arson
Inductive reasoning	Ability to identify a logical sequence in a problem and then solve the problem	Market researcher: Forecasting demand for a product in the next time period
Deductive reasoning	Ability to use logic and assess the implications of an argument	Supervisor: Choosing between two different suggestions offered by employees
Spatial visualization	Ability to imagine how an object would look if its position in space were changed	Interior decorator: Redecorating an office
Memory	Ability to retain and recall past experiences	Salesperson: Remembering the names of customers

Physical Ability

Strength Factors

- | | |
|-----------------------|---|
| 1. Dynamic strength | Ability to exert muscular force repeatedly or continuously over time |
| 2. Trunk strength | Ability to exert muscular strength using the trunk (particularly abdominal) muscles |
| 3. Static strength | Ability to exert force against external objects |
| 4. Explosive strength | Ability to expend a maximum of energy in one or a series of explosive acts |

Flexibility Factors

- | | |
|------------------------|---|
| 5. Extent flexibility | Ability to move the trunk and back muscles as far as possible |
| 6. Dynamic flexibility | Ability to make rapid, repeated flexing movements |

Other Factors

- | | |
|----------------------|---|
| 7. Body coordination | Ability to coordinate the simultaneous actions of different parts of the body |
| 8. Balance | Ability to maintain equilibrium despite forces pulling off balance |
| 9. Stamina | Ability to continue maximum effort requiring prolonged effort over time |
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Implementing Diversity Management Strategies

- **Diversity management:**
Makes everyone more aware of and sensitive to the needs and differences of others

Attracting, Selecting, Developing, and Retaining Diverse Employees

- Target underrepresented groups
- Ensure the hiring and promotion is bias free
- Develop a positive diversity climate
 - Workers prefer organizations that value diversity

Diversity in Groups

- Diversity can both help and hurt team performance
- Leverage differences for superior performance
- Transformational leaders are more effective in managing diverse teams

Effective Diversity Programs

- Teach managers about the legal framework for equal employment opportunity and encourage fair treatment of all people regardless of their demographic characteristics
- Teach managers how a diverse workforce will be better able to serve a diverse group of customers and clients
- Foster personal development practices that bring out the skills and abilities of all workers

Implications for Managers

- Understand your organization's antidiscrimination policies thoroughly and share them with your employees
- Assess and challenge your stereotype beliefs to increase your objectivity
- Look beyond observable biographical characteristics and consider the individual's capabilities before making management decisions
- Fully evaluate what accommodations a person with disabilities will need and then fine-tune the job to that person's abilities
- Seek to understand and respect the unique biographical characteristics of your employees; be fair but individualistic

Summary

1. Described the two major forms of workforce diversity and gave examples of how workplace discrimination undermines diversity effectiveness.
2. Recognized stereotypes and explored how they function in organizational settings.
3. Identified the key biographical characteristics and described how they are relevant to OB.
4. Defined *intellectual ability* and demonstrated its relevance to OB.
5. Contrasted intellectual and physical ability.
6. Described how organizations manage diversity effectively.



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