

Study Note

ORGANIZATIONAL CULTURE AND DIVERSITY

MGT213: Management Practices and Organizational Behavior

Organizational Culture and Diversity

Topic 10 | Week 10

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ORGANIZATIONAL CULTURE

An especially important part of the internal environment of an organization is its culture.



Organizational culture is the set of values, beliefs, behaviors, customs, and attitudes that helps the members of the organization understand what it stands for, how it does things, and what it considers important.

Culture is an amorphous concept that defies objective measurement or observation. Nevertheless, because it is the foundation of the organization's internal environment, it plays a major role in shaping managerial behavior.

THE IMPORTANCE OF ORGANIZATIONAL CULTURE

Culture determines the “feel” of the organization.

Culture determines the “feel” of the organization by shaping its values, norms, and behaviors, which collectively create the unique atmosphere within the workplace. It influences how employees interact, make decisions, and approach their work. For instance, **a company with a collaborative culture fosters teamwork and open communication, making the environment feel supportive and inclusive**. Conversely, **a competitive culture might create a high-energy, achievement-oriented atmosphere**. The organizational culture thus directly impacts employee morale, productivity, and overall job satisfaction, defining the character and ethos of the workplace.

The stereotypic image of Microsoft, for example, is a workplace where people dress very casually and work very long hours.



In contrast, the image of Bank of America for some observers is a formal setting with rigid work rules and people dressed in conservative business attire.

Southwest Airlines maintains a culture that stresses fun and excitement.

Of course, **the same culture is not necessarily found throughout an entire organization.**

For example, the sales and marketing department may have a culture quite different from that of the operations and manufacturing department.

Regardless of its nature, however, **culture is a powerful force in organizations**, one that can shape the firm's overall effectiveness and long-term success.

Companies that can develop and maintain a strong culture, such as Hewlett-Packard and Procter & Gamble, tend to be more effective than companies that have trouble developing and maintaining a strong culture, such as Kmart.

DETERMINANTS OF ORGANIZATION CULTURE

Where does an organization's culture come from?

Typically, it develops and blossoms over a long period of time. Its starting point is often the organization's founder.

For example, James Cash Penney believed in treating employees and customers with respect and dignity. Employees at J. C. Penney are still called "associates" rather than "employees" (to reflect partnership), and customer satisfaction is of paramount importance.

The impact of Sam Walton, Ross Perot, and Walt Disney is still felt in the organizations they founded.

As an organization grows, its culture is modified, shaped, and refined by symbols, stories, heroes, slogans, and ceremonies.

For example, an important value at Hewlett-Packard is the avoidance of bank debt. A popular story still told at the company involves a new project that was being considered for several years. All objective criteria indicated that HP should borrow money from a

bank to finance it, yet Bill Hewlett and David Packard rejected it out of hand simply because "HP avoids bank debt." This story, involving two corporate heroes and based on a slogan, dictates corporate culture today.

And many decisions at Walt Disney Company today are still framed by asking, "What would Walt have done?"

Corporate success and shared experiences also shape culture.

For example, Hallmark Cards has a strong culture derived from its years of success in the greeting card industry. Employees speak of "the Hallmark family" and care deeply about the company; many of them have worked at the company for years.

At Kmart, in contrast, the culture is quite weak, the management team changes rapidly, and few people sense any direction or purpose in the company. The differences in culture at Hallmark and Kmart are in part attributable to past successes and shared experiences.

MULTICULTURALISM (DIVERSITY)

At a much broader level, then, culture can be used to characterize the community of people who comprise an entire society. But a different set of issues involving social culture also arises within the boundaries of an organization.

When the people comprising an organization represent different national cultures, their differences in values, beliefs, behaviors, customs, and attitudes pose unique opportunities and challenges for managers. These broad issues are generally referred to as **multiculturalism**.

A related area of interest is **diversity**. Diversity exists in a community of people when its members differ from one another along one or more important dimensions. These differences can obviously reflect the multicultural composition of a community. **In the business world, however, the term diversity per se is more generally used to refer to demographic differences among people within a culture — differences in gender, age, ethnicity, and so forth.** Of course, diversity is not an absolute phenomenon that specifies that a group or organization is or is not diverse. Instead, diversity can be conceptualized as a continuum. If everyone in the community is exactly like everyone else, there is no diversity whatsoever. If everyone is different along every imaginable dimension, total diversity exists. In reality, of course, these extremes are more hypothetical than real. Most settings are characterized by a level of diversity somewhere between these extremes. Therefore, diversity should be thought of in terms of degree or level of diversity along relevant dimensions.

Organization culture, multiculturalism, and diversity are all closely interrelated. For example, the culture of an organization will affect the levels of diversity and multiculturalism that exist within its boundaries. Intel, for example, has an open and accepting culture that promotes diversity throughout its business. And similarities and differences arising from diversity and multicultural forces will also influence the culture of an organization. In addition, social culture and diversity are interrelated. For example, the norms reflected in a social culture will partially determine how that culture values demographic differences among people of that culture.

Each of these levels of culture represents important opportunities and challenges for managers. As we will see, **if managers effectively understand, appreciate, and manage diversity and multiculturalism, their organization is more likely to be effective.** But **if managers ignore cultural forces or, even worse, attempt to circumvent or control them, then their organization is almost certain to experience serious problems.**

HOME COUNTRY CULTURE VS HOST COUNTRY CULTURE

Home country culture refers to the cultural norms, values, beliefs, and practices of an individual's or organization's country of origin. This culture shapes behaviors, communication styles, and decision-making processes within an organization and can include aspects such as language, religion, customs, social structures, and business practices.

Example: In Bangladesh, business interactions often begin with exchanging pleasantries and offering tea as a sign of hospitality. Respect for hierarchy is important, and decisions are typically made by senior management. Building personal relationships and trust is also crucial in Bangladeshi business culture.

Host country culture refers to the cultural norms, values, beliefs, and practices of the country where an individual or organization operates or resides. This culture influences interactions with locals, business practices, and adaptation strategies and can vary significantly from the home country culture.

Example: In Brazil, building personal relationships and networking are highly valued in business settings. In Japan, business meetings often begin with exchanging business cards and bowing as a sign of respect.

Realistic Case 1: American Multinational Opening a Branch in India

An American multinational opening a branch in India encounters challenges with hierarchical structures and decision-making processes.

In India, hierarchical structures are deeply ingrained in the organizational culture. Decision-making often follows a top-down approach, where authority is centralized at the top levels of the organization. This contrasts with the flatter organizational structures commonly seen in American companies, where decision-making authority may be more decentralized.

Decision-making in India often involves consultation with senior management and consensus-building among key stakeholders. This can result in slower decision-making processes compared to the more autonomous and agile decision-making culture often found in American companies. The emphasis on building consensus may also require the American multinational to invest more time and effort in relationship-building and stakeholder engagement.

Realistic Case 2: Japanese Expatriate Manager Working in France

A Japanese expatriate manager working in France struggles with the direct communication style and lack of consensus-building in meetings.

Japanese communication tends to be indirect, with an emphasis on non-verbal cues and implicit messages. In contrast, French communication is often direct and explicit, with a focus on clarity and assertiveness. A Japanese expatriate manager may struggle with the French communication style, finding it too blunt or confrontational compared to the nuanced and subtle communication patterns they are accustomed to.

Japanese business culture places a strong emphasis on consensus-building and harmony in decision-making processes. Meetings are often used as forums for discussion and consensus-building, with decisions reached through collective agreement. In France, however, meetings may be more focused on debate and individual contribution, with less emphasis on consensus-building. A Japanese expatriate manager may find it challenging to adapt to this more confrontational and assertive meeting style, where decisions may be made more quickly and independently.

Differences Between Home Country and Host Country Culture

Point of Difference	Home Country Culture	Host Country Culture
Origination	Home country culture refers to the culture of the country where an individual or organization originates from.	Host country culture refers to the culture of the country where an individual or organization currently resides or operates.
Familiarity	Familiar and deeply understood by individuals or organizations due to their upbringing or long-term residence.	May be unfamiliar or less understood initially, especially for individuals or organizations entering a new cultural environment.
Language and Communication	Communication typically occurs in the native language, and individuals may be more comfortable expressing themselves in their mother tongue.	Language barriers may exist, requiring individuals or organizations to adapt to a new language or communication style prevalent in the host country.
Social Norms and Customs	Individuals are accustomed to the social norms, customs, and etiquette of their home country.	Social norms and customs may differ significantly, requiring individuals or organizations to learn and adapt to new cultural practices.
Values and Beliefs	Reflects the values, beliefs, and traditions ingrained in the society where individuals or organizations originate from.	May have different values, beliefs, and traditions, influenced by factors such as history, religion, and social structures unique to the host country.
Business Practices	Business practices and norms are shaped by the cultural values and economic systems prevalent in the home country.	Business practices may vary, requiring individuals or organizations to understand and navigate the cultural nuances of conducting business in the host country.
Adaptation and Integration	Individuals or organizations may not need to adapt extensively since they are already familiar with the culture.	Requires adaptation and integration into the new cultural environment to effectively navigate social, professional, and business interactions.
Sense of Identity	Contributes to individuals' sense of identity and belonging, shaping their worldview and personal identity.	May influence individuals' sense of identity as they navigate and integrate into the new cultural context, potentially leading to a hybrid identity over time.

WAYS TO DEAL WITH CROSS-CULTURAL CLASHES

Following are several ways multinational organizations can deal with cross-cultural clashes.

⊕ Cultural Training

- ◆ Cultural awareness training equips individuals with the knowledge and understanding of cultural norms, values, communication styles, and business practices prevalent in the host country.
- ◆ This training may cover topics such as cultural dimensions (e.g., Hofstede's cultural dimensions), etiquette, taboos, negotiation styles, and hierarchical structures.
- ◆ By providing employees with cultural training before entering a new market, organizations empower them to navigate cultural differences more effectively and adapt their behavior accordingly.

⊕ Cross-Cultural Communication

- ◆ Open communication channels facilitate the exchange of ideas, perspectives, and feedback among individuals from different cultural backgrounds.
- ◆ Encouraging cross-cultural communication helps in building trust, fostering understanding, and reducing misunderstandings or misinterpretations.
- ◆ This can involve regular team meetings, cultural exchange programs, language training, and the use of interpreters or translation services as needed.

⊕ Adaptation Strategies

- ◆ Adapting behaviors and practices involves modifying one's approach to align with the host-country culture while still upholding core values and principles.
- ◆ This may include adjusting communication styles, decision-making processes, leadership styles, and business practices to better suit the cultural context.
- ◆ Flexibility and willingness to learn and adapt are essential for successful adaptation to a new cultural environment.

⊕ Cultural Sensitivity

- ◆ Cultural sensitivity entails being mindful of cultural differences and demonstrating respect for local customs, traditions, beliefs, and values.
- ◆ This involves avoiding ethnocentrism and refraining from imposing one's own cultural norms or values onto others.
- ◆ Demonstrating cultural sensitivity fosters mutual respect, enhances intercultural relationships, and promotes harmonious interactions across cultural boundaries.

⊕ Conflict Resolution Mechanisms

- ◆ Cultural conflicts are inevitable in diverse work environments, but having effective conflict resolution mechanisms in place can help address and resolve such conflicts.
- ◆ Strategies for resolving cultural conflicts may include mediation, negotiation, compromise, and seeking input from cultural experts or mentors.
- ◆ Emphasizing empathy, active listening, and understanding the root causes of cultural conflicts can lead to more constructive and mutually beneficial outcomes.

DIVERSITY AND MULTICULTURALISM IN ORGANIZATIONS

Beyond their strict definitions, diversity and multiculturalism essentially relate to differences among people. Therefore, **because organizations today are becoming more diverse and multicultural, it is important that all managers understand the major trends and dimensions of diversity and multiculturalism.**

Trends in Diversity and Multiculturalism

The most fundamental trend in diversity and multiculturalism is that **virtually all organizations, simply put, are becoming more diverse and multicultural**. The composition of their workforces is changing in many different ways. The basic reasons for this trend are illustrated in Figure 6.1.

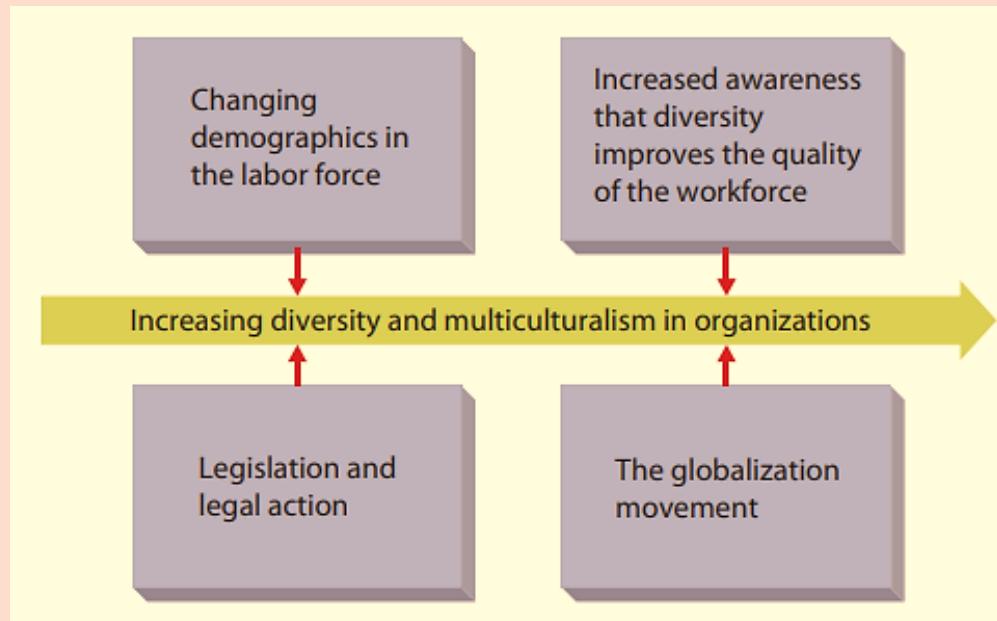


Figure 6.1 Reasons for Increasing Diversity and Multiculturalism

- ⊕ One factor contributing to **increased diversity is changing demographics in the labor force**. As more women and minorities have entered the labor force, for example, the available pool of talent from which organizations hire employees has changed in both size and composition. Female participation in Bangladesh's labor force has increased to 42.68% in 2022, up from 36.3% five years ago, according to a survey report conducted by the Bangladesh Bureau of Statistics (BBS). According to the same report, rural participation of women in work is 50.89% and 22.59% in urban areas in Bangladesh.
- ⊕ A related factor contributing to diversity is the **recognition that organizations can improve the overall quality of their workforce by hiring and promoting the most talented people available**. By casting a broader net in recruiting and looking beyond traditional sources for new employees, organizations are finding more broadly qualified and better-qualified employees from many different segments of society. Thus these organizations are finding that diversity can be a source of competitive advantage.
- ⊕ Another reason for the increase in diversity is that **both legislation and judicial decisions have forced organizations to hire more broadly**. In earlier times, organizations in the United States were essentially free to discriminate against women, African Americans, and other minorities. Although not all organizations consciously or openly engaged in these practices, many firms nevertheless came to be dominated by white males. But starting with the passage of the Civil Rights Act in 1964, numerous laws have outlawed discrimination against these and most other groups. Organizations must hire and promote people today solely on the basis of their qualifications.

- ⊕ A final factor contributing to increased multiculturalism in particular is the **globalization movement**. Organizations that have opened offices and related facilities in other countries have had to learn to deal with different customs, social norms, and mores. Strategic alliances and foreign ownership also contribute, as managers today are more likely to have job assignments in other countries or to work with foreign managers within their own countries. As employees and managers move from assignment to assignment across national boundaries, organizations and their subsidiaries within each country thus become more diverse and multicultural.

Dimensions of Diversity and Multiculturalism

As we indicated earlier, many different dimensions of diversity and multiculturalism can characterize an organization. In this section we discuss **age**, **gender**, **ethnicity**, and other dimensions of diversity.

Age Distributions: One important dimension of diversity in any organization is the age distribution of its workers. The average age of the Bangladeshi workforce is gradually increasing and will continue to do so for the next several years. This trend is also observed in other countries, with Japan leading the way.

Several factors are contributing to this pattern. The population of Bangladesh is aging due to declining birthrates and increased life expectancy. The fertility rate has dropped significantly, and better healthcare has improved life expectancy, allowing people to remain productive for longer periods. Moreover, many older adults do not have sufficient savings for retirement and must work longer to support themselves. These factors combine to result in more people working beyond traditional retirement ages.

This trend affects organizations in several ways. Older workers tend to have more experience, stability, and make greater contributions to productivity than younger workers. However, they also require higher levels of insurance coverage and medical benefits. The declining pool of younger workers poses challenges for organizations, as there are fewer potential new entrants into the labor force.

Gender: As more women have entered the workforce in Bangladesh, organizations have experienced changes in the relative proportions of male and female employees. In recent years, the participation of women in the workforce has significantly increased, especially in sectors like the garment industry, which employs millions of women. According to the Bangladesh Bureau of Statistics, the female labor force participation rate was around 42.68% in 2022.

Despite the growing presence of women in the workforce, gender disparities remain. Women are often underrepresented in leadership positions and face challenges such as wage gaps and limited opportunities for career advancement. However, there is a gradual shift as more organizations are embracing gender equality and creating policies to support women in the workplace.

Ethnicity: Ethnicity is a major dimension of cultural diversity in organizations. **Ethnicity** refers to the ethnic composition of a group or organization. In Bangladesh, the majority of the population is Bengali, but there are also various ethnic minority groups such as Chakma, Marma, and others. These minority groups are often underrepresented in the workforce and face challenges in terms of employment opportunities and wages.

Efforts are being made to improve the representation of ethnic minorities in the workforce. Organizations are increasingly recognizing the value of a diverse workforce and are implementing policies to ensure equal employment opportunities for all ethnic groups.

Other Dimensions of Diversity: In addition to age, gender, and ethnicity, organizations in Bangladesh are confronting other dimensions of diversity. Different religious beliefs, such as Islam, Hinduism, Buddhism, and Christianity, play an important role in the workplace. Respecting religious practices and accommodating religious holidays are essential for creating an inclusive work environment.

Single parents, dual-career couples, people with special dietary preferences, and individuals with different political ideologies and viewpoints also contribute to the diversity in organizations. Additionally, there is a growing focus on supporting handicapped and physically challenged employees, with organizations implementing policies and facilities to ensure their inclusion in the workplace.

CHALLENGES IN MANAGING DIVERSITY

Nooses, racist graffiti, and Confederate battle flags should have been enough to warrant action. However, the discovery that he was paid less as a painter than white workers is what finally prompted an African American employee to complain to his employer, Texas-based Turner Industries Group LLC. Soon after filing the complaint, he was fired. His complaints, along with those of seven other employees, "have led the federal government to conclude there was evidence of racial discrimination." Despite the benefits that we know workforce diversity brings to organizations, managers still face challenges in creating accommodating and safe work environments for diverse employees.

Personal Bias

Female drivers. Hijabis. Female boss. Female President of the US. Asian. Black. Disabled. Tattooed. Old. Smokers. Dyed hair or blondes. Working mothers.

What impressions come to mind when you read these words? Based on your background and experiences, you probably have pretty specific ideas and things you would say, maybe even to the point of characteristics you think that all smokers or all working mothers or all Hispanics share.

Each of us has biases — often hidden from others. Employees can and do bring such ideas about various groups of people with them into the workplace. Such ideas can lead to **prejudice, discrimination, and stereotypes** — all of which shape and influence our personal biases. And research is pointing to a troubling fact: **Eliminating bias is a lot more difficult than previously thought.**

Bias is a term that describes a tendency or preference toward a particular perspective or ideology. It's generally seen as a "one-sided" perspective. Our personal biases cause us to have preconceived opinions about people or things. Such preconceived opinions can create all kinds of inaccurate judgments and attitudes. Let's take a look at how our personal biases affect the way we view and respond to diversity.



One outcome of our personal biases can be **prejudice, a preconceived belief, opinion, or judgment toward a person or a group of people**. Our prejudice can be based on all the types of diversity we discussed: race, gender, ethnicity, age, disability, religion, sexual orientation, or even other personal characteristics.

A major factor in prejudice is **stereotyping, which is judging a person on the basis of one's perception of a group to which he or she belongs**. For instance, “married persons are more stable employees than single persons” is an example of stereotyping. Keep in mind, though, that **not all stereotypes are inaccurate**. For instance, asking someone in accounting about a budgeting problem you’re having would be an appropriate assumption and

action. However, many stereotypes — working mothers aren't as committed to their careers as men are, and so forth — aren't factual and distort our judgment.

Examples of Stereotypes in the Context of Bangladesh

People from Sylhet are sometimes stereotyped as being overly focused on migration to the UK, sometimes referred to as "Londonis".

People from Chittagong may be stereotyped as being shrewd businessmen with a strong focus on trade and commerce and as being overly business-oriented and aggressive in their dealings.

Barisalis are often stereotyped as being quarrelsome or prone to conflict.

Students who attend English medium schools are often stereotyped as being disconnected from Bengali culture, less patriotic, elitist, and overly westernized.

Students from private schools are sometimes stereotyped as being elitist or disconnected from Bangladeshi culture.

Students from public schools might be seen as less competent or less prepared for professional life.

Graduates from public universities, especially Dhaka University, are sometimes stereotyped as being overly political or involved in student politics.

At the workplace, women are often stereotyped as being less competent or less committed to their careers compared to men.

Professional women, especially those in leadership positions, are sometimes stereotyped as being less feminine or neglecting their family responsibilities.

Women are often stereotyped as being solely responsible for household chores and childcare, regardless of their professional commitments.

Women who choose to be homemakers are often stereotyped as lacking ambition or being dependent on their husbands.

People from rural areas are sometimes stereotyped as less educated or less sophisticated compared to their urban counterparts.

Ethnic minorities such as the Chakma or Marma are often stereotyped as being underdeveloped or not modern.

Government employees are often stereotyped as being lazy, inefficient, and prone to corruption.

People from lower socioeconomic backgrounds are often stereotyped as lacking ambition or being responsible for their own poverty.

Wealthy individuals, particularly those in business, are often stereotyped as having acquired their wealth through corruption or unethical means.

Both prejudice and stereotyping can lead to someone treating others who are members of a particular group unequally. That's what we call **discrimination, which is when people act out their prejudicial attitudes toward people who are the targets of their prejudice.** You'll find in Exhibit 4-7 definitions and examples of different types of discrimination. Many of these actions are prohibited by law, so you won't find them discussed in employee handbooks or organizational policy statements. However, you can still see these actions in workplaces. "As discrimination has increasingly come under both legal scrutiny and social disapproval, most overt forms have faded, which may have resulted in an increase in more covert forms like incivility or exclusion."

Employment Discrimination: A Bangladeshi Perspective

According to the ITUC Global Rights Index for 2022, **Bangladesh is one of the ten worst nations in the world for working people**, which was also the finding of the same index in 2021.

In Bangladesh, the main statutes and regulations relating to employment are the Bangladesh Labor Act, 2006 (Amended) and the Bangladesh Labor Rules, 2015.

Section 345 of the Bangladesh Labor Act prohibits discrimination.

Article 29 of the constitution of Bangladesh also theoretically guarantees the equality of opportunity in public employment.

However, for the previous nine years (2014-2022), Bangladesh has been graded 5 by the International Trade Union Confederation (ITUC), meaning that the country has no guarantee of rights for workers.

Gender discrimination appears to be a particular menace in developing countries. According to a study by Karmojibi Nari and CARE Bangladesh,

- ⊕ about **84.7%** of female workers reported experiencing verbal harassment,
- ⊕ **71.3%** experienced mental harassment,
- ⊕ **20%** physical harassment,
- ⊕ **12.7%** sexual harassment, and
- ⊕ **52%** experienced physical harassment from supervisors.

Discrimination, whether intentional or not, can lead to serious negative consequences for employers, such as –

- ⊕ the potential financial consequences organizations and managers face for discriminatory actions,
- ⊕ the reduced employee productivity,
- ⊕ negative and disruptive interpersonal conflicts
- ⊕ increased employee turnover, and
- ⊕ overall negative climate that can lead to serious problems for managers.

Even if an organization has never had an employment discrimination lawsuit filed against it, managers need to aggressively work to eliminate unfair discrimination.

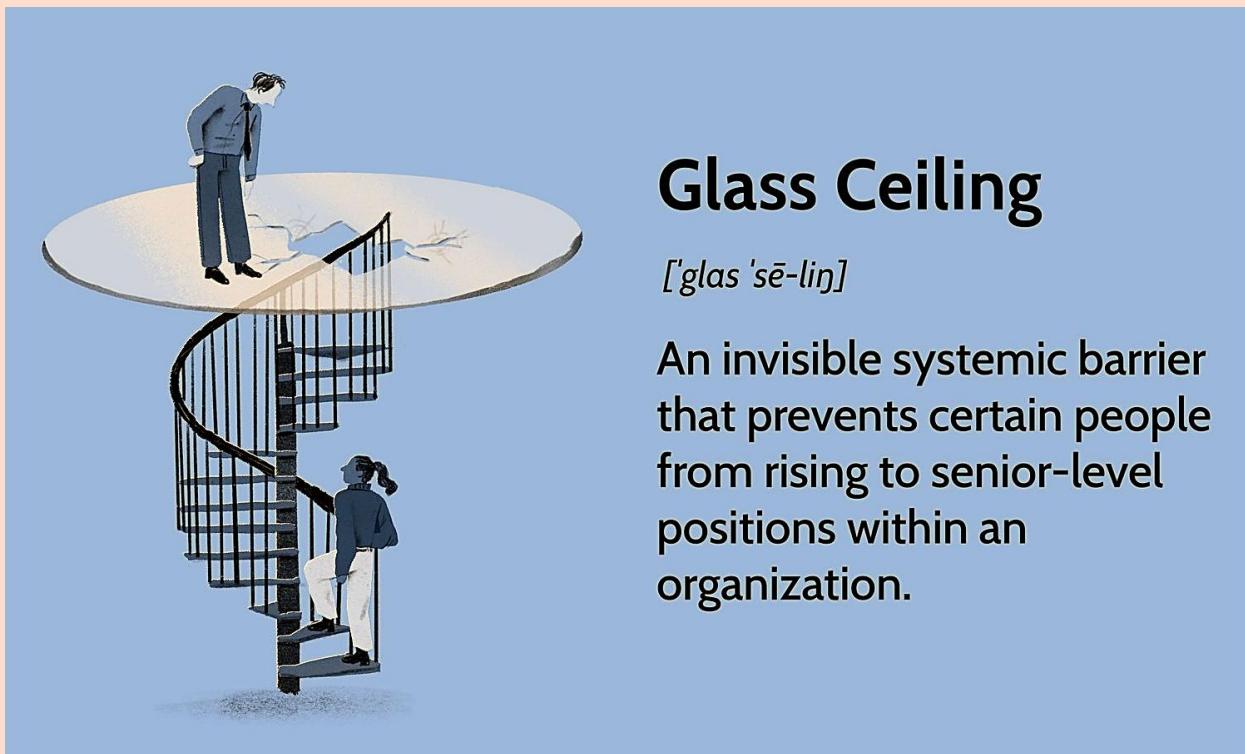
Type of Discrimination	Definition	Examples from Organizations
Discriminatory policies or practices	Actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance	Older workers may be targeted for layoffs because they are highly paid and 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.

Exhibit 4-7. Forms of Discrimination

Glass Ceiling

Pretend you've just finished your MBA degree. It's not been easy. Your graduate classes were challenging, but you feel well-prepared for and excited about that first post-MBA job. If you're female, that first job for 60 percent of you will be an entry-level position. However, if you're male, only 46 percent of you would start out in an entry-level position. And 2 percent of women would make it to the CEO or senior executive position, although 6 percent of men would. "Although entry into occupations such as accounting, business, and law happens at about the same rate for men and women, evidence is mounting that women's and men's career paths begin to divide soon after." This issue can be seen with minorities as well. Only a small percentage of both male and female Hispanics and African Americans have made it into management positions in the United States. What's going on here? After all these years of "equal opportunity," why do we still see statistics like these?

Despite positive trends of economic development involving the female workforce, the glass ceiling phenomenon persists, limiting women's upward mobility in the workplace. First used in a Wall Street Journal article in the 1980s, the term **glass ceiling** refers to the invisible barrier that separates women and minorities from top management positions. The idea of a "**ceiling**" means something is blocking upward movement and the idea of "**glass**" is that whatever's blocking the way isn't immediately apparent.



Glass Ceiling

[*'glas 'sē-linj*]

An invisible systemic barrier that prevents certain people from rising to senior-level positions within an organization.

In other words, **glass ceiling refers to the metaphorical barrier that prevents women and minorities from advancing to higher levels in their careers due to deeply ingrained gender or other stereotypes.**

There is a noticeable gender disparity in leadership positions all over the world even after women have made substantial progress in workplace participation. Women are underrepresented in top management roles in public and private sectors. Many biases and stereotypes about women reinforce the glass ceiling. For instance, "[a male's] interaction with a woman comes with a reputation risk that can damage careers — 'there's more than just a professional relationship between the two.'"

A study (Karmaker & Fatema, 2020) titled 'Perceived Corporate Glass Ceiling: A Survey Research in Bangladesh Corporate Job Sectors' investigated the perceived corporate glass ceiling in Bangladesh and measured the leading factors of the glass ceiling according to gender, company types, and years of work experience. 257 adult male and female employees participated in this study as respondents, and they were from four districts of Bangladesh working in banks, multinational companies, private firms, and telecommunication sectors following a convenient sampling technique. The results revealed that **60.7% of the respondents perceived a glass ceiling exists in the workplace of Bangladesh.**

Research on the glass ceiling has looked at identifying the organizational practices and interpersonal biases that have blocked women's advancement. Findings from those studies have ranged from lack of mentoring to sex stereotyping, views that associate masculine traits with leader effectiveness, and bosses' perceptions of family-work conflict.

Another perspective on why there are so few top women leaders in many fields was offered by a highly successful woman — Sheryl Sandberg, former vice president of Google and currently the chief operating officer of Facebook. In her book, *Lean In*, Sandberg suggests that there's a "**leadership ambition gap**" — that is, women don't get top jobs because they don't really want to. She suggests that women "lean in" and be as assertive as men are in pushing forward their careers.

In the real world, this imaginary barrier manifests itself in disconcerting ways. Some studies reveal that the emotionally reluctant independence of women has a negative impact on their leadership role in the workplace. A woman hesitates to speak up in a meeting, dreading her words will sound high-pitched or harsh, and doubting her worthiness for promotion, as the innate belief murmurs in her ear that success is kept for others. With patriarchal expectations, women prioritize their appearance and gentle manner rather than choosing to be assertive and ambitious. Women act as proverbial glass slippers and are compelled against stepping into full gear and unleashing their potential.

Why does the glass ceiling still seem to exist?

- ⊕ One reason may be that real obstacles to advancement for women, such as subtle discrimination, may still exist in some organizations.
- ⊕ Another is that many talented women choose to leave their job in a large organization and start their own business.
- ⊕ Still another factor is that some women choose to suspend or slow their career progression to have children. But there are also many talented women continuing to work their way up the corporate ladder and getting closer and closer to a corporate "top spot."

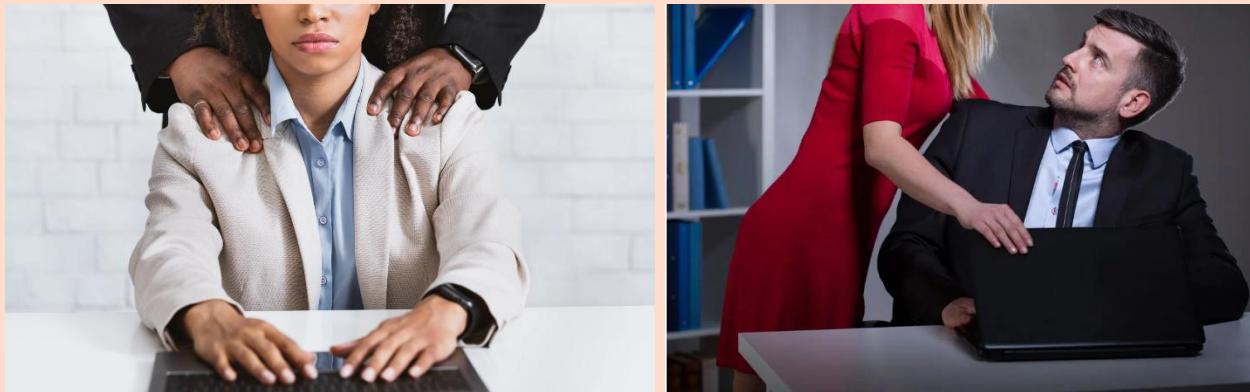
Whatever is believed to be the reason why so few women reach the executive level, and as others have said, it's time to shatter the glass ceiling for all employees. Every employee should have the opportunity to work in a career in which they can use their skills and abilities and to have a career path that allows them to progress as far as they want to go. Getting to that end, however, isn't going to be easy. As we'll see in the next section, there are a number of workplace diversity initiatives that organizations can implement to work toward that end.

Sexual Harassment

Sexual harassment is wrong. It can also be costly to employers. Just ask executives at Walmart, the World Bank, and the United Nations. Mitsubishi paid \$34 million to settle a sexual harassment case. And a former UPS manager won an \$80 million suit against UPS on her claims it fostered a hostile work environment when it failed to listen to her complaints of sexual harassment. Of course, it's not only big organizations that run into trouble: A jury awarded Janet Bianco, a nurse at New York's Flushing Hospital, \$15 million for harassment she suffered from Dr. Matthew Miller. After the verdict, Bianco said, "I think that people take it lightly when you say sexual harassment. They don't understand how it affects your life, not only in your job, but in your home, with your friends."

In addition to the legal dangers to sexual harassment, obviously it can have a negative impact on the work environment, too. Sexual harassment negatively affects job attitudes and leads those who feel harassed to withdraw from the organization. In fact, perceptions of sexual harassment are more likely to lead to withdrawal than workplace bullying leads to withdrawal.

It even appears that **sexual harassment has health consequences**. Women exposed to sexual harassment reported psychological distress 2 years after the harassment occurred.



Sexual harassment is defined as any unwanted activity of a sexual nature that affects an individual's employment and creates a hostile work environment. The U.S. Supreme Court helped to clarify this definition by adding a key test for determining whether sexual harassment has occurred — when comments or behavior in a work environment “would reasonably be perceived, and [are] perceived, as hostile or abusive.”

But **disagreement continues about what specifically constitutes sexual harassment.**

Overt Forms of Sexual Harassment: Organizations have generally made progress toward limiting **overt forms of sexual harassment**. This includes –

Unwanted Physical Touching

Recurring Requests for Dates When It Is Made Clear the Person Isn't Interested

Coercive Threats That a Person Will Lose His or Her Job for Refusing a Sexual Proposition

Subtle Forms of Sexual Harassment: Problems are likely to surface around more **subtle forms of sexual harassment**, which include but are not limited to –

Unwanted Looks Or Comments

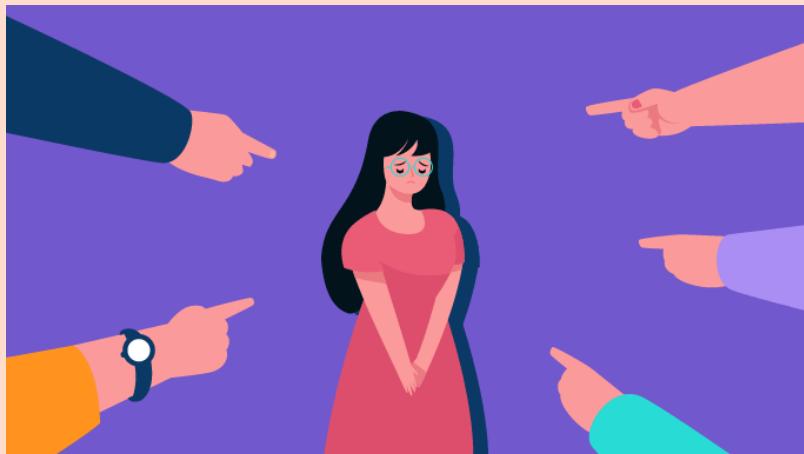
Off-Color Jokes

Sexual Artifacts Like Pinups Posted in the Workplace

Misinterpretations of Where the Line Between Being Friendly Ends and Harassment Begins

Surveys indicate that between 25 and 40 percent of individuals report being sexually harassed. Data from the Equal Employment Opportunity Commission (EEOC) suggests that sexual harassment is decreasing: Sexual harassment claims now make up 10 percent of all discrimination claims, compared with 20 percent in the mid-1990s. However, claims from men have increased from 11 percent of claims in 1997 to 17 percent today. Even if claims have

dropped to some degree, sexual harassment remains prevalent, particularly for women in certain types of positions. The Department of Veterans Affairs found that almost half of women in the military reported being victims of sexual harassment, with one in four reporting being sexually assaulted.



One problem with reporting is that sexual harassment is, to some degree, in the eye of the beholder. Witnesses offering sexual harassment testimony also find that victims who took either an aggressive or a passive tone in making their complaints were seen as less plausible than victims who took a more neutral tone. This research suggests that people may not be able to be entirely objective when listening to sexual harassment complaints,

taking the tone of the victim into account when making judgments rather than simply relying on the facts of the case at hand.

The best approach is to be careful — refrain from any behavior that may be taken as harassing, even if that was not the intent. Realize that what you see as an innocent joke or hug may be seen as harassment by the other party.

Most studies confirm that **the concept of power is central to understanding sexual harassment**. This seems true whether the harassment comes from a supervisor, a co-worker, or an employee. And **sexual harassment is more likely to occur when there are large power differentials**. The supervisor-employee dyad best characterizes an unequal power relationship, where formal power gives the supervisor the capacity to reward and coerce. Because employees want favorable performance reviews, salary increases, and the like, supervisors control resources most employees consider important and scarce. Thus, sexual harassment by the boss typically creates the greatest difficulty for those being harassed. If there are no witnesses, it is the victim's word against the harasser's. Has this boss harassed others, and, if so, will they come forward or fear retaliation? Male respondents in one study in Switzerland who were high in hostile sexism reported higher intentions to sexually harass in organizations that had low levels of justice, suggesting that failure to have consistent policies and procedures for all employees might actually increase levels of sexual harassment.

Women in positions of power in an organization can be subjected to sexual harassment from males who occupy less powerful positions, although this situation doesn't get nearly as much attention as harassment by a supervisor. The employee devalues the woman in power by highlighting traditional gender stereotypes that reflect negatively on her (such as helplessness, passivity, or lack of career commitment), usually in an attempt to gain power over her or minimize power differentials. Increasingly, too, there are cases of women in positions of power harassing male employees.

A List of Activities That Can Be Considered Workplace Sexual Harassment

Unwanted physical contact, including touching, groping, or grabbing.
Making explicit sexual comments, jokes, or innuendos.
Unwelcome sexual advances, propositions, or requests for sexual favors.
Displaying or sharing pornographic material or sexually explicit images.
Making unwelcome sexualized remarks or comments about someone's appearance or clothing.
Engaging in sexually suggestive gestures or body language.
Sending sexually explicit emails, texts, or messages.
Using sexually explicit or offensive language or jokes.
Making sexualized or inappropriate comments about someone's sexual orientation or gender identity.
Making derogatory or degrading comments or jokes about a person's gender.
Making unwelcome comments about someone's body or physical attributes.
Persistently asking someone out on dates despite their rejections or lack of interest.
Making unwelcome sexual advances under the guise of mentoring or providing assistance.
Making lewd or sexually charged comments about someone's personal life or relationships.
Making sexualized comments or jokes during meetings or work-related events.
Making comments or jokes about someone's sex life or sexual history.
Making sexualized comments or advances in online or virtual workspaces.
Making sexualized comments or gestures towards colleagues or subordinates.
Making comments or jokes that objectify or sexualize individuals based on their race, ethnicity, or nationality.
Creating a hostile work environment through pervasive sexualized language, behavior, or imagery.
Making unwanted sexual advances or comments towards clients, customers, or vendors.
Using one's position of power or authority to pressure someone into engaging in sexual behavior.
Retaliating against someone for rejecting or reporting sexual harassment.
Spreading rumors or gossip about someone's sexual behavior or relationships.
Creating or contributing to a work environment that is hostile, intimidating, or offensive based on sex or gender.
Making unwelcome comments or jokes about pregnancy, childbirth, or related medical conditions.
Engaging in unwelcome sexual behavior or comments during work-related travel or social events.
Using gendered or sexually explicit language to criticize or belittle someone's work performance.
Excluding or isolating someone from work-related activities or opportunities based on their sex or gender.
Sending unsolicited sexually explicit materials or images to colleagues or coworkers.

Sexual harassment can wreak havoc on an organization, not to mention on the victims themselves, but it can be avoided. The manager's role is critical. Here are some ways managers can protect themselves and their employees from sexual harassment.

Make sure an active policy defines what constitutes sexual harassment, informs employees they can be fired for sexually harassing another employee, and establishes procedures for making complaints.

Reassure employees they will not encounter retaliation if they file a complaint.

Investigate every complaint, and inform the legal and human resource departments.

Make sure offenders are disciplined or terminated.

Set up in-house seminars to raise employee awareness of sexual harassment issues.

The bottom line is that managers have a responsibility to protect their employees from a hostile work environment, but they also need to protect themselves. Managers may be unaware that one of their employees is being sexually harassed.

TOOLS AND STRATEGIES FOR MANAGING DIVERSITY

Because of the tremendous potential that diversity and multiculturalism hold for competitive advantage, as well as the possible consequences of associated conflict, much attention has been focused in recent years on how individuals and organizations can better manage diversity and multiculturalism.

A. Individual Strategies

One important element of managing diversity and multiculturalism in an organization consists of things that individuals themselves can do. The four basic attitudes that individuals can strive for are **understanding, empathy, tolerance, and willingness to communicate**.

Understanding

The first of these is understanding the nature and meaning of diversity and multiculturalism. Some managers, for example, have taken the basic concepts of equal employment opportunity to an unnecessary extreme. They know that, by law, they cannot discriminate against people on the basis of sex, race, and so forth. Thus, in following this mandate, they come to believe that they must treat everyone the same.

But this belief can cause problems when translated into workplace behaviors among people after they have been hired, because people are not the same. Although people need to be treated fairly and equitably, managers must understand that differences among people do, in fact, exist. Thus any effort to treat everyone the same, without regard for their fundamental human differences, will only lead to problems. Managers must understand that cultural factors cause people to behave in different ways and that these differences should be accepted.

Empathy

Related to understanding is empathy. People in an organization should try to understand the perspectives of others. For example, suppose a woman joins a group that has traditionally consisted of white men. Each man may be a little self-conscious about how to act toward the new member and may be interested in making her feel comfortable and welcome. But they may be able to do this even more effectively by empathizing with how she may feel. For example, she may feel disappointed or elated about her new assignment, she may be confident or nervous about her position in the group, or she may be experienced or inexperienced in working with male colleagues. By learning more about her feelings, the group members can further facilitate their ability to work together effectively.

Tolerance

A third related individual strategy for dealing with diversity and multiculturalism is tolerance. Even though people learn to understand others, and even though they may try to empathize with others, the fact remains that they still may not accept or enjoy some aspect of their behavior. For example, one organization reported that it had experienced considerable conflict among its U.S. and Israeli employees. The Israeli employees always seemed to want to argue about every issue that arose. The U.S. managers preferred to conduct business more harmoniously and became uncomfortable with the conflict. Finally, after considerable discussion, the employees realized that many of the Israeli employees actually enjoyed debating or arguing and simply saw it as part of getting the work done. The firm's U.S. employees still did not enjoy the arguing, but they were more willing to tolerate it as a fundamental cultural difference between themselves and their colleagues from Israel after they realized that it was not hostile in nature.

Willingness to Communicate

A final individual approach to dealing with diversity and multiculturalism is communication. Problems often get magnified over these issues because people are afraid or otherwise unwilling to openly discuss issues that relate to diversity or multiculturalism. For example, suppose that a young employee has a habit of making jokes about the age of an older colleague. Perhaps the young colleague means no harm and is just engaging in what she sees as good-natured kidding. But the older employee may find the jokes offensive. If the two do not communicate, the jokes will continue, and the resentment will grow. Eventually, what started as a minor problem may erupt into a much bigger one.

For communication to work, it must work two ways. If a person wonders whether a certain behavior on her or his part is offensive to someone else, the curious individual should just ask. Similarly, if someone is offended by the behavior of another person, he or she should explain to the offending individual how the behavior is perceived and request that it stop. As

long as such exchanges are friendly, low key, and nonthreatening, they will generally have a positive outcome. Of course, if the same message is presented in an overly combative manner or if a person continues to engage in offensive behavior after having been asked to stop, problems will only escalate. At this point, third parties within the organization may have to intervene. Most organizations today, in fact, have one or more systems in place to address questions and problems that arise as a result of diversity. We now turn our attention to various ways that organizations can better manage diversity.

B. Organizational Approaches

Whereas individuals are important in managing diversity and multiculturalism, the organization itself must play a fundamental role. Through the organization's various policies and practices, people in the organization come to understand what behaviors are and are not appropriate. Diversity and multicultural training is an even more direct method for managing diversity. And the organization's culture is the ultimate context in which diversity and multiculturalism must be addressed.

⊕ Organizational Policies

The starting point in managing diversity and multiculturalism is the policies an organization adopts that directly or indirectly affect how people are treated. The extent to which an organization embraces the premise of equal employment opportunity, for instance, will help determine the potential diversity within it. But the organization that follows the law to the letter and practices only passive discrimination differs from the organization that actively seeks a diverse and varied workforce.

Another aspect of organizational policies that affects diversity and multiculturalism is how the organization addresses and responds to problems that arise from differences among people. For example, consider the example of a manager charged with sexual harassment. If the organization's policies put an excessive burden of proof on the individual being harassed and invoke only minor sanctions against the guilty party, it is sending a clear signal about the importance of such matters. A scandal at the International Monetary Fund (IMF) in 2011 uncovered an organizational culture that many people believed actually reinforced sexual harassment by some senior managers. But the organization that has a balanced set of policies for addressing questions like sexual harassment sends its employees a message that diversity and individual rights and privileges are important.

Indeed, perhaps the major policy through which an organization can reflect its stance on diversity and multiculturalism is its **mission statement**. If the organization's mission statement articulates a clear and direct commitment to differences among people, it follows that everyone who comes in contact with that mission statement will grow to understand and accept the importance of diversity and multiculturalism, at least to that particular organization. At Marriott International, CEO Bill Marriott's annual letter to employees is translated and distributed in 28 languages to reach its diverse workforce. Like its mission statement, this serves to reinforce the firm's proactive and pluralistic stance on diversity and multiculturalism.

⊕ Organizational Practices

Organizations can also help manage diversity and multiculturalism through a variety of ongoing practices and procedures. Avon's creation of networks for various groups represents one example of an organizational practice that fosters diversity. Verizon Wireless provides mentoring and leadership development programs for various minority and cultural groups, including the Black Managers Workshop, the Asian Professional Development Workshop, the Hispanic Professional Development Workshop, and the Women's Leadership Workshop. In general, the idea is that, because diversity and multiculturalism are characterized by

differences among people, organizations can more effectively manage that diversity by following practices and procedures that are based on flexibility rather than on rigidity.

Benefits packages, for example, can be structured to better accommodate individual situations. An employee who is part of a dual-career, childless couple may require relatively less health insurance (perhaps because his spouse's employer provides more complete coverage) and may request vacation time that coincides with those of his spouse. An employee who is a single parent may need a wide variety of health insurance coverage and prefer to schedule his vacation time to coincide with school holidays.

Flexible working hours are also a useful organizational practice for accommodating diversity. Differences in family arrangements, religious holidays, cultural events, and so forth may dictate that employees have some degree of flexibility in when they work. For example, a single parent may need to leave the office every day at 4:30 p.m. to pick up children from their day care center. An organization that truly values diversity will make reasonable attempts to accommodate such a need.

Organizations can also facilitate diversity and multiculturalism by making sure that their important committees and executive teams are diverse. Even if diversity exists within the broader organizational context, an organization that does not reflect diversity in groups such as committees and teams implies that diversity is not a fully ingrained element of its culture. In contrast, if all major groups and related work assignments reflect diversity, the message is a quite different one.

Attracting, Selecting, Developing, and Retaining Diverse Employees

One method of enhancing workforce diversity is to target recruiting messages to specific demographic groups underrepresented in the workforce. This means placing advertisements in publications geared toward specific demographic groups; recruiting at colleges, universities, and other institutions with significant numbers of underrepresented minorities; and forming partnerships with associations like the Society for Women Engineers or the Graduate Minority Business Association.

Research has shown that women and minorities do have greater interest in employers that make special efforts to highlight a commitment to diversity in their recruiting materials. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. Of course, in order to show the pictures, organizations must have diversity in their management ranks. Some companies have been actively working toward recruiting less-represented groups. Google, for instance, has been making sure female candidates meet other women during interviews and offering family benefits that may appeal to them. Etsy, an online retailer, hosts engineering classes, provides grants for aspiring women coders, then hires the best. McKinsey & Co., Bain & Co., Boston Consulting Group, and Goldman Sachs group have similarly been actively recruiting women who left the workforce to start families by offering phase-in programs and other benefits.

The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. When managers use a well-defined protocol for assessing applicant talent and the organization clearly prioritizes nondiscrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.

Similarity in personality appears to affect career advancement. Those whose personality traits are similar to those of their co-workers are more likely to be promoted than those whose personalities are different. There's an important qualifier to these results: In collectivistic cultures, similarity to supervisors is more important for predicting advancement, whereas in individualistic cultures, similarity to peers is more important.

As we mentioned before, individuals who are demographically different from their co-workers may be more likely to feel low commitment and to turn over, but a positive diversity climate can be helpful. Many diversity training programs are available to employers, and research efforts are focusing on identifying the most effective initiatives. It seems that the best programs are inclusive in their design and implementation. What we know is that a positive diversity climate should be the goal. All workers appear to prefer an organization that values diversity.

⊕ **Diversity in Groups**

Most contemporary workplaces require extensive work in group settings. When people work in groups, they need to establish a common way of looking at and accomplishing the major tasks, and they need to communicate with one another often. If they feel little sense of membership and cohesion in their groups, all these group attributes are likely to suffer.

Does diversity help or hurt group performance? The answer is "yes." In some cases, diversity in traits can hurt team performance, whereas in others it can facilitate it. Whether diverse or homogeneous teams are more effective depends on the characteristic of interest. Demographic diversity (in gender, race, and ethnicity) does not appear to either help or hurt team performance in general. On the other hand, teams of individuals who are highly intelligent, conscientious, and interested in working in team settings are more effective. Thus, diversity on these variables is likely to be a bad thing — it makes little sense to try to form teams that mix in members who are lower in intelligence, conscientiousness, and uninterested in teamwork. In other cases, differences can be a strength. Groups of individuals with different types of expertise and education are more effective than homogeneous groups. Similarly, a group made entirely of assertive people who want to be in charge, or a group whose members all prefer to follow the lead of others, will be less effective than a group that mixes leaders and followers.

Regardless of the composition of the group, differences can be leveraged to achieve superior performance. The most important way is to emphasize the higher-level similarities among members. In other words, groups of diverse individuals will be much more effective if leaders can show how members have a common interest in the group's success. Evidence also shows transformational leaders (who emphasize higher-order goals and values in their leadership style) are more effective in managing diverse teams.

⊕ **Diversity and Multicultural Training**

Many organizations are finding that diversity and multicultural training is an effective means for managing diversity and minimizing its associated conflict. More specifically, **diversity and multicultural training** is designed to better enable members of an organization to function in a diverse and multicultural workplace. This training can take a variety of forms. For example, many organizations find it useful to help people learn more about their similarities to and differences from others. Men and women can be taught to work together more effectively and can gain insights into how their own behaviors affect and are interpreted by others. In one organization, a diversity training program helped male managers gain insights into how various remarks they made to one another could be interpreted by others as being

sexist. In the same organization, female managers learned how to point out their discomfort with those remarks without appearing overly hostile.

Similarly, white and African American managers may need training to better understand each other. Managers at Mobil Corporation (now a part of ExxonMobil) once noticed that four black colleagues never seemed to eat lunch together. After a diversity training program, they came to realize that the black managers felt that, if they ate together, their white colleagues would be overly curious about what they might be talking about. Thus they avoided close association with one another because they feared calling attention to themselves.

Some organizations even go so far as to provide language training for their employees as a vehicle for managing diversity and multiculturalism. Motorola, for example, provides English-language training for its foreign employees on assignment in the United States. At Pace Foods in San Antonio, with a total payroll of over 450 employees, staff meetings and employee handbooks are translated into Spanish for the benefit of the company's 200 or so Latino employees.

Organization Culture

The ultimate test of an organization's commitment to managing diversity and multiculturalism, as discussed earlier in this chapter, is its culture. Regardless of what managers say or put in writing, unless there is a basic and fundamental belief that diversity and multiculturalism are valued, it cannot ever become a truly integral part of an organization. An organization that really wants to promote diversity and multiculturalism must shape its culture so that it clearly underscores top management's commitment to and support of diversity and multiculturalism in all of its forms throughout every part of the organization. With top management's support, however, and reinforced with a clear and consistent set of organizational policies and practices, diversity and multiculturalism can become a fundamental part of an organization

HOW DOES CULTURE SURVIVE IN ORGANIZATIONS?

The survival and thriving of organizational culture are essential for long-term success and employee engagement. Following are some of the ways culture survives in organizations.

1. Leadership Influence

Leadership is a primary driver in shaping and sustaining organizational culture. Effective leaders model the desired values and behaviors, creating a culture that reflects their vision. For example, companies like Google and Apple are renowned for their innovative cultures, largely influenced by the leadership styles of visionaries like Steve Jobs and Larry Page. The commitment of leaders to foster a culture of innovation, transparency, or inclusivity directly impacts how employees perceive and internalize these values.

2. Employee Onboarding and Training

The integration of cultural values starts from day one of an employee's journey. Organizations invest in comprehensive onboarding programs to introduce newcomers to the company's culture. For instance, companies like Zappos incorporate their core values into the onboarding process, ensuring that employees understand and align with the cultural fabric from the outset. Training programs further reinforce cultural norms, emphasizing behaviors that contribute to the organization's success.

3. Rituals and Ceremonies

Cultural rituals and ceremonies are powerful tools for embedding values within the organizational DNA. These can range from regular town hall meetings, recognition ceremonies, to informal traditions. Southwest Airlines, known for its employee-centric culture, engages in rituals like the "Spirit Party" to celebrate successes and reinforce the importance

of teamwork. Such events contribute to a sense of belonging and unity, sustaining the organizational culture.

4. Open Communication Channels

Organizations that prioritize open communication foster a culture of transparency and trust. Social media giant, Facebook, encourages a culture of open dialogue through platforms like Workplace. This enables employees to share ideas, concerns, and feedback, contributing to a dynamic and adaptive organizational culture. Open communication channels ensure that cultural values are not stagnant but evolve with the changing needs of the organization.

5. Recognition and Rewards

Acknowledging and rewarding behaviors aligned with the desired culture reinforces its survival. Companies like Salesforce implement recognition programs where employees can commend their peers for embodying the company's values. By tying recognition to cultural alignment, organizations create a positive feedback loop, encouraging employees to actively participate in sustaining the culture.

6. Adaptability to Change

Organizational cultures that survive are those capable of adapting to change. The ability to evolve while preserving core values ensures cultural relevance in dynamic environments. IBM, once synonymous with rigid corporate culture, successfully transformed by embracing a more innovative and collaborative culture, aligning with the demands of the tech industry. The survival of culture is often linked to its adaptability to external and internal changes.

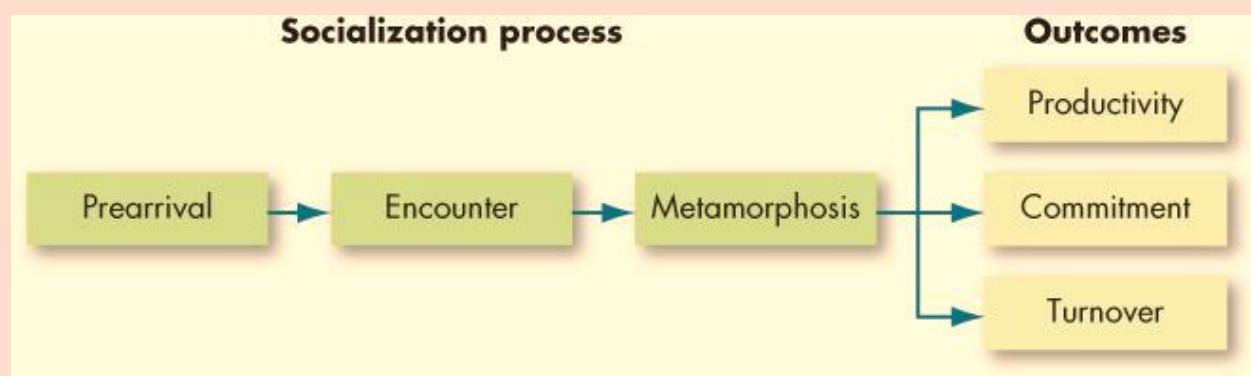
7. Employee Empowerment

Cultures that empower employees contribute to a sense of ownership and commitment. Netflix, known for its culture of freedom and responsibility, empowers employees to make decisions independently. This empowerment not only aligns with their cultural values but also enhances individual accountability, reinforcing the overall organizational culture.

8. Continuous Learning and Improvement

Cultures thrive when learning and improvement are integral components. Toyota, with its renowned "Kaizen" philosophy, emphasizes continuous improvement as a cultural cornerstone. This commitment to learning ensures that the organizational culture remains dynamic, with employees actively contributing to its evolution.

The Socialization Model



The **socialization model** shown in the diagram outlines the process by which new employees adapt to an organization's culture, expectations, and work environment. This process plays a

crucial role in shaping employee behavior, performance, and overall organizational outcomes. It consists of three key phases — **Pearrival**, **Encounter**, and **Metamorphosis** — which lead to outcomes like **Productivity**, **Commitment**, and **Turnover**.

1. Pearrival Stage

This is the phase before a new employee joins the organization. At this point, the individual already carries certain expectations, attitudes, values, and beliefs about what work will be like, based on past experiences, education, interviews, or even hearsay.

Example: A fresh graduate joining a tech company may expect a flexible, innovative environment based on the company's social media presence and branding.

2. Encounter Stage

This stage begins when the new employee actually joins the organization and starts interacting with the real work culture. Here, they compare their expectations with reality. If expectations match, the transition is smooth. If not, the individual may feel confused or disappointed. This is a critical point where organizations must support the employee to reduce mismatch and frustration.

This stage often includes orientation programs, team introductions, and training.

3. Metamorphosis Stage

If the employee continues with the organization, they eventually enter the metamorphosis stage — a phase of adjustment and transformation. During this time, the employee adapts to the organization's norms and practices, becomes integrated with their team, and begins performing effectively.

At this stage, the employee begins to internalize the company culture and feel like a true member of the organization.

Outcomes of the Socialization Process

- ⊕ **Productivity:** Well-socialized employees tend to perform better and contribute more effectively.
- ⊕ **Commitment:** When employees feel they fit in, they are more loyal and emotionally committed.
- ⊕ **Turnover:** If socialization fails and expectations are unmet, the employee is more likely to leave.

Example: A New Teacher at a University

Pearrival: A newly hired lecturer assumes that the university values academic freedom, student engagement, and a collaborative faculty culture based on its website and interview conversations.

Encounter: Upon joining, the teacher finds that although academic freedom exists, there is a strong hierarchy in administrative decisions, and senior faculty are less collaborative than expected. Orientation helps them understand the real culture, policies, and student expectations.

Metamorphosis: The teacher adapts by adjusting their communication style, finding like-minded peers, and learning how to work within institutional policies. Over time, they become productive, start mentoring students, and grow more committed to the university.

In conclusion, organizational culture is not static; it is a living entity that evolves and adapts. The survival of culture in organizations requires intentional efforts from leadership, consistent reinforcement through rituals and communication, and an environment that values adaptability and continuous improvement. Real-life examples from successful organizations showcase the tangible impact of a strong and thriving culture on employee engagement, innovation, and overall organizational success.

REVIEW AND DISCUSSION QUESTIONS

A. Theoretical/Conceptual Questions

1. What is organizational culture, and what are its common characteristics?
2. Why is organizational culture important?
3. "Culture determines the "feel" of the organization" - do you agree? Justify with sufficient reasoning and examples.
4. Where does an organization's culture come from?
5. What is multiculturalism?
6. What is diversity?
7. "Organization culture, multiculturalism, and diversity are all closely interrelated" - do you agree? Justify with sufficient reasoning and examples.
8. Define home country culture.
9. Define host country culture.
10. What are the differences between home country culture and host country culture?
11. Where are some of the ways to deal with cross-cultural clashes?
12. Explain the trends in diversity and multiculturalism.
13. Explain the dimensions of diversity and multiculturalism.
14. What are some of the challenges in managing diversity at workplace?
15. Define personal bias.
16. Define stereotyping.
17. Define discrimination.
18. Write about the different types of discrimination with examples.
19. Define glass ceiling.
20. What is the leadership ambition gap?
21. Why does the glass ceiling still seem to exist?
22. Define sexual harassment.
23. What are the different forms of sexual harassment?
24. Give a list of activities that can be considered workplace sexual harassment.
25. What are some ways managers can protect themselves and their employees from sexual harassment?
26. Write about the tools and strategies for managing diversity at workplace?
27. How does culture survive in organizations?

B. Situational/Contextual Questions

28. Explain the dimensions of diversity and multiculturalism in the context of Bangladesh.
29. An American multinational opening a branch in India faces challenges with hierarchical structures and decision-making processes. In India, hierarchical structures are deeply ingrained, with decision-making often following a top-down approach, centralizing authority at higher levels. This contrasts with the flatter, more decentralized structures typical of American companies. Decision-making in India involves consulting senior management and building consensus among key stakeholders, leading to slower processes. Additionally, the emphasis on consensus requires the multinational to invest more time in relationship-building and stakeholder engagement.
 - a) How might the hierarchical structure and decision-making processes in India impact the operations of an American multinational accustomed to a flatter organizational structure?
 - b) What strategies can the American multinational employ to effectively build consensus and relationships in the Indian business environment?
30. A Japanese expatriate manager in France struggles with the direct communication style and lack of consensus-building in meetings. Japanese communication is indirect and subtle, while French communication is direct and assertive. This can feel blunt and confrontational to the Japanese manager. Additionally, Japanese business culture emphasizes consensus-building and harmony, whereas French meetings focus on debate and individual contributions, making decisions quickly and independently. Adapting to this confrontational and rapid decision-making style can be challenging for the Japanese manager.
 - a) What challenges might a Japanese expatriate manager face when adapting to the direct communication style and decision-making processes in French meetings?

- b) How can the Japanese manager effectively bridge the cultural gap between Japanese indirect communication and the French emphasis on debate and individual contributions?
31. Give some examples of stereotypes in the context of Bangladesh.
32. Kamal, a talented software engineer, has recently joined a US tech company known for its innovative culture and diverse workforce. However, soon after starting his job, Kamal began experiencing prejudice, bias, discrimination, and harassment from his colleagues and superiors. He faces these issues due to his ethnicity, nationality, and religion. He is the only Muslim employee of South Asian descent in his department, making him stand out and become a target for discriminatory behavior. For example, some colleagues make derogatory remarks about Kamal's ethnicity, using racial slurs and making offensive jokes. He is often excluded from team meetings, social gatherings, and networking events, leading to feelings of isolation and alienation. He also encounters subtle forms of discrimination, such as being assigned menial tasks, receiving less recognition for his contributions, and facing skepticism about his abilities. Despite his qualifications and experience, Kamal is passed over for promotions and career advancement opportunities, while less qualified colleagues are favored. Ultimately, the pervasive atmosphere of bias and discrimination creates a hostile work environment for Kamal, impacting his job satisfaction and mental well-being. How can Kamal's organization effectively address issues of prejudice, bias, discrimination, and harassment in the workplace to ensure a culture of inclusivity, diversity, and mutual respect?
33. Your company, a leading multinational corporation in Dhaka, is primarily led by male executives, and there is a noticeable lack of women and minorities in senior management positions. As the newly appointed Director of Diversity and Inclusion, how would you approach and implement a strategy to promote diversity within the leadership team? What specific initiatives would you introduce, and how would you measure their success?
34. A leading textile manufacturing company in Chittagong has recently expanded its operations and hired a diverse workforce from different regions of Bangladesh, including workers from indigenous communities. However, there have been reports of misunderstandings and cultural insensitivity among employees.
- a) As the HR manager, how would you address these issues?
 - b) What type of training and policies would you implement to foster an inclusive and respectful workplace?
35. At a prominent tech startup in Dhaka, it has come to your attention that there is an unconscious bias in the recruitment process that favors candidates from certain prestigious universities over others. This has resulted in a lack of diversity in the company's talent pool.
- a) As the Head of Recruitment, how would you address and rectify this issue?
 - b) What steps would you take to ensure a fair and unbiased hiring process?
36. You are the project manager at an international NGO based in Bangladesh, working on a project that requires collaboration between local staff and expatriates from various countries. You notice that cultural differences and communication barriers are affecting team cohesion and project efficiency.
- a) How would you facilitate better collaboration and understanding among team members?
 - b) What strategies would you employ to bridge cultural gaps and improve team dynamics?
37. A large retail chain in Bangladesh is committed to becoming more inclusive and wants to hire more employees with disabilities.
- a) As the Diversity and Inclusion Officer, how would you develop and implement policies to ensure that the workplace is accessible and accommodating for employees with disabilities?
 - b) What specific changes would you recommend to the physical workspace, recruitment practices, and employee training programs?
38. In a financial services firm in Dhaka, an internal audit reveals a significant gender pay gap, with female employees earning less than their male counterparts for similar roles.
- a) As the Chief Human Resources Officer, how would you address this issue?
 - b) What steps would you take to ensure pay equity within the organization, and how would you communicate these changes to the staff?
39. In a large manufacturing company in Bangladesh, employees come from diverse religious backgrounds, and there have been conflicts regarding prayer times and religious holidays.
- a) As the HR Director, how would you create an inclusive environment that respects and accommodates the religious practices of all employees?
 - b) What policies or accommodations would you propose?

40. A prominent e-commerce company in Bangladesh is expanding its customer service team to better serve its diverse customer base. However, there have been complaints about the lack of understanding and sensitivity towards customers from different cultural backgrounds.
- As the Customer Service Manager, how would you train and prepare your team to handle diverse customer needs effectively?
 - What initiatives would you implement to improve cultural competence among your staff?
41. A traditional manufacturing firm in Bangladesh is facing challenges with integrating younger employees into a predominantly older workforce. There are complaints from both sides about differences in work styles and communication preferences. As a manager, how would you bridge the generational gap and create a harmonious work environment that values the contributions of all age groups?

C. Case Study

Case Study 1: Active Cultures

Employees at many successful companies start the day by checking the economic forecast. Patagonia's Ventura, California, employees start the day by checking the surf forecast. The outdoor clothing company encourages its workforce to take time from the work day to get outside and get active. For Patagonia, linking employees with the natural environment is a major part of the culture.

New hires are introduced to this mindset very quickly. Soon after starting at Patagonia, marketing executive Joy Howard was immediately encouraged to go fly fishing, surfing, and rock climbing all around the world. She notes that all this vacationing is not just playing around — it's an important part of her job. "I needed to be familiar with the products we market," she said. Other practices support this outdoors-oriented, healthy culture. The company has an on-site organic café featuring locally grown produce. Employees at all levels are encouraged through an employee discount program to try out activewear in the field. And highly flexible hours ensure that employees feel free to take the occasional afternoon off to catch the waves or get out of town for a weekend hiking trip.

Are there bottom-line benefits to this organizational culture? Some corporate leaders think so. As Neil Blumenthal, one of the founders of Warby Parker eyewear, observes, "they've shown that you can build a profitable business while thinking about the environment and thinking about your team and community." As Patagonia CEO Rose Marcario says, "People recognize Patagonia as a company that's . . . looking at business through a more holistic lens other than profit." However, she is quick to add, "Profit is important; if it wasn't you wouldn't be talking to me."

Patagonia's culture obviously makes for an ideal workplace for some people — but not for others who don't share its values. People who are just not outdoor types would likely feel excluded. While the unique mission and values of Patagonia may not be for everyone, for its specific niche in the product and employment market, the culture fits like a glove.

Questions

- What do you think are the key dimensions of culture that make Patagonia successful? How does the organization help to foster this culture?
- Does Patagonia use strategies to build its culture that you think could work for other companies? Is the company a useful model for others that aren't so tied to a lifestyle? Why or why not?
- What are the drawbacks of Patagonia's culture? Might it sometimes be a liability, and if so, in what situations?

Case Study 2: Embracing Diversity at Projonmo Telecom Ltd.

In the vibrant city of Dhaka, Projonmo Telecom Ltd. stands tall as a beacon of progressive organizational culture. With a workforce that reflects the rich tapestry of the community, the company prides itself on its commitment to diversity in hiring, training, and compensation.

Projonmo Telecom's CEO, Shomoyeeta Chatterjee, champions inclusivity and firmly believes that diverse teams foster creativity and innovation. Focusing solely on skills and merit, the company's recruitment

process has been meticulously designed to be blind to age, gender, religion, social status, ancestral home, and other factors, including marital status of candidates. The onboarding program includes comprehensive diversity training to ensure everyone understands and appreciates the value of their differences.

Despite their efforts, an unforeseen challenge emerges when a significant portion of the workforce reports feelings of isolation and exclusion. This particular segment of workforce mainly comprises female employees who often feel that they do not have a say in their team's or organization's decision-making processes and that their opinions are not heard or valued. Especially when it comes to crucial projects, some of these female employees believe they are not often considered for the roles of team leaders simply because of their gender.

According to a few female employees at Projonmo, despite having similar qualifications and job responsibilities, women in some roles at the organization do experience wage gaps compared to their male counterparts and are sometimes overlooked for promotions or salary increases. Moreover, even though Projonmo has a female CEO, a lot of women at the company feel marginalized because there is a significant absence of female representation in other leadership roles or decision-making positions within Projonmo. They think that ambitious women are typically labeled as aggressive while assertive men are often praised for their leadership qualities at Projonmo; therefore, they often keep from voicing their opinions during important team meetings or participating in the race for any significant promotions.

Some other grievances of the female employees at Projonmo include the subtle, yet harmful, microaggressions displayed by their male counterparts on several occasions. Examples of such microaggressions include remarks about a woman's appearance, dismissive attitudes towards their ideas, or assumptions about their capabilities based on traditional gender roles. Additionally, while overt forms of sexual harassment have not been faced by any female employee at Projonmo yet, some women have complained about inappropriate comments, gestures, or advances of a sexual nature from their male coworkers before.

All these factors have evidently led to the feelings of isolation and exclusion frequently experienced by the majority of female employees at Projonmo Telecom.

Questions

1. Shomoyeeta Chatterjee needs to address these critical issues swiftly and comprehensively and so, has hired you as a Diversity Specialist at Projonmo. In your role as a Diversity Specialist, your first project is developing an effective diversity program that will provide significant support in resolving the ongoing issues at Projonmo.