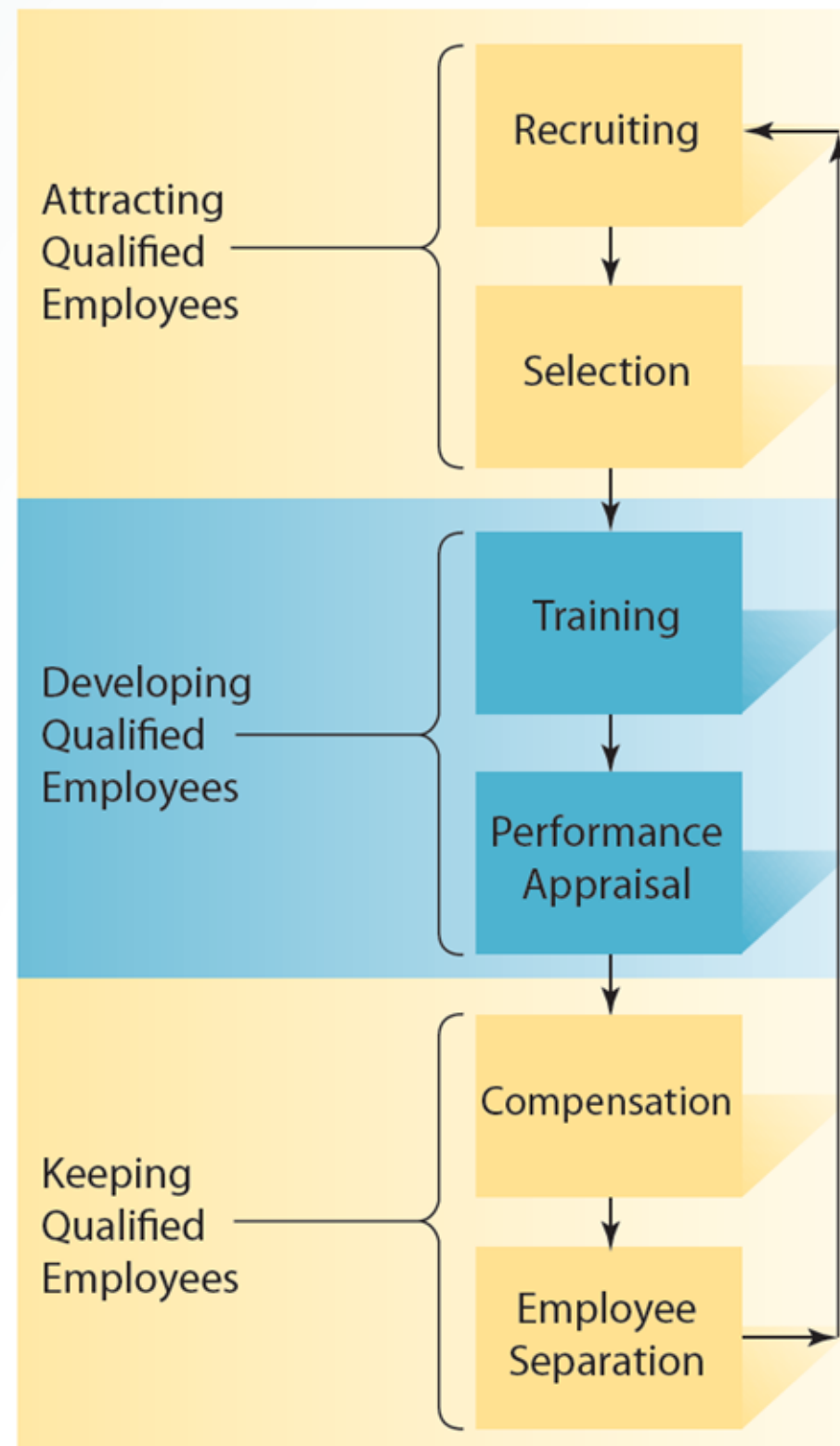


Overview

- **Human Resource Management (HRM)** is the **process** of finding, developing, and keeping the right people to form a qualified workforce



1. techniques for companies to attract and hire qualified employees to fulfil human resource needs
2. develop the knowledge, skills, and abilities of the workforce
3. effective compensation practices to keep employees and separation process for employees who quit



Summary

- Recruiting is the process of developing a pool of qualified job applicants
- Selection process determines which applicants have the best chance of performing well on the job
- Training provides opportunities for employees to improve their performance
- Performance appraisal is the process of assessing how well employees are doing their jobs
- Compensation includes financial and non-financial rewards that organisations give employees in exchange for their work

Quiz

- In the context of recruitment, which of the following best defines **validation**?
 - A. It is the process of developing a pool of qualified job applicants from people who already work in a company.
 - B. It is the process of assessing how well employees are doing their jobs.
 - C. It is the process of determining how well a selection test or procedure predicts future job performance.
 - D. It is the process of identifying and prioritising the learning needs of employees.

Quiz

- In the process of performance appraisal, _____ occurs when assessors rate all workers as average.

- A. halo error
- B. central tendency error
- C. calculation error
- D. leniency error

Quiz

- Which of the following defines **job posting**?
 - A. It is a planned sequence of jobs through which employees may advance within an organisation.
 - B. It is a procedure for advertising job openings within a company to existing employees.
 - C. It is a written description of the basic tasks, duties, and responsibilities required of an employee holding a particular job.
 - D. It is a purposeful, systematic process for collecting information on the important work-related aspects of a job.

S15. Managing Diversity

Dr. Yuankun Luo

Outline

- **The importance of diversity for organisations**
- Challenges brought by diversity
- Impacts of diversity on individual behaviour and interactions in the workplace
- Managing diversity

Workplace diversity

- Variety of demographic, cultural, and personal differences among an organisation's employees and customers
- Everyone is different, and the differences people bring to the workplace are valuable.
- Diversity can enhance innovation which may lead to success.

Diversity vs. Affirmative Action

- Affirmative action: Purposeful steps taken by an organisation to create employment opportunities for minorities and women
- Diversity has a broader focus that includes demographic, cultural, and personal differences.
- Affirmative action is a policy for actively creating diversity whilst diversity can exist even if organisations do not take purposeful steps to create it.
- Purpose of diversity: Create a positive work environment where no one is advantaged or disadvantaged

Diversity makes good business sense

- Helping with cost savings by reducing turnover, decreasing absenteeism, and avoiding expensive lawsuits
- Attracting and retaining talented workers
- Driving business growth
- Helping companies grow through higher-quality problem solving



Managing Cultural Diversity (Attribution: Copyright Rice University, OpenStax, under CC-BY 4.0 license)



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Types of diversity

- **Surface-level diversity:** differences that are immediately observable, typically unchangeable, and easy to measure.
- **Deep-level diversity:** differences that are communicated through verbal and nonverbal behaviours and are learned only through extended interaction with others.
- **Hidden-level diversity:** differences in characteristics that are deep-level but may be concealed or revealed depends on the willingness of individuals who possess them

The shift of diversity

- Most people start by using surface-level diversity to categorise or stereotype other people
- Initial categorisations typically give way to deeper impressions formed from knowledge of others' behaviours and psychological characteristics such as personality and attitudes
- Manage the **shift from surface- to deep-level diversity** in a proper way can:
 1. reduce prejudice and conflict
 2. enhance social interaction

Quiz

- **A difference between workplace diversity and affirmative action is that:**
 - A. unlike diversity programs, organisations that pursue affirmative action programmes do so voluntarily.
 - B. organisations cannot achieve diversity without affirmative action, whereas affirmative action can take place without diversity.
 - C. affirmative action guarantees diversity, whereas diversity does not guarantee affirmative action.
 - D. affirmative action is required by law for private employers, whereas diversity is not.

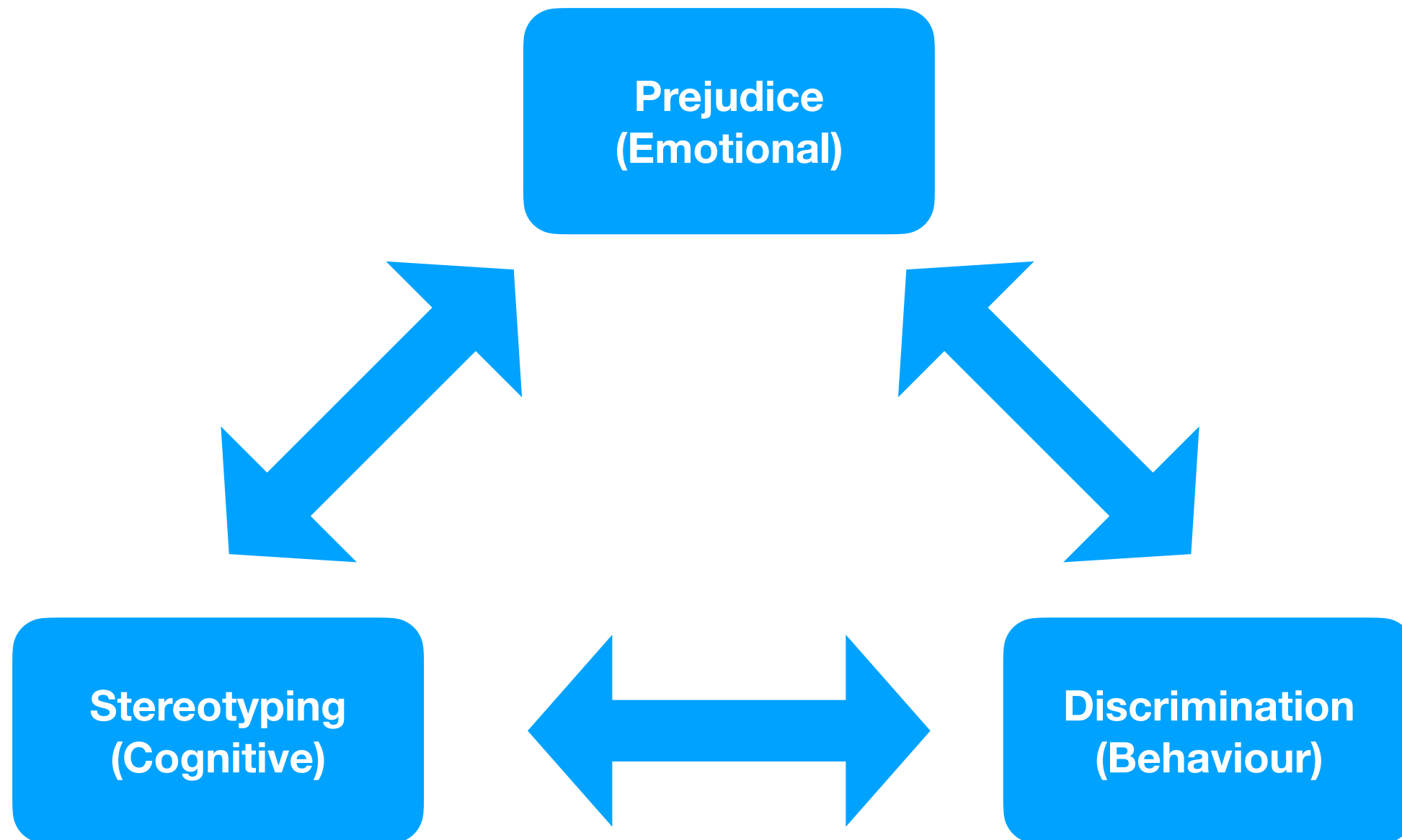
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Personal bias

- Bias is used to describe a tendency or preference toward a particular perspective or ideology
- Personal biases may result in **prejudice** — a preconceived belief, opinion, or judgment toward a person or a group of people
- **Stereotyping** is one major factor in prejudice
- Prejudice and stereotyping can lead to **discrimination**





Source: Susan T Fiske, "Stereotyping, Prejudice, and Discrimination", In Gilbert, Daniel T. Fiske, Susan T.; Lindzey, Gardner, The Handbook of Social Psychology, Volume Two (4th ed.). Boston, Mass.: McGraw-Hill. p. 357, accessed October 2015.

Challenges from surface-level diversity

Possible **discrimination** in terms of:

- Age
- Gender
- Race/ethnicity
- Disabilities



Source: <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Diversity%20and%20Inclusion/Diversity%20wins%20How%20inclusion%20matters/Diversity-wins-How-inclusion-matters-vF.pdf>

Discrimination	Description	Ways to reduce discrimination
Age	Treating people differently because of their age	<ul style="list-style-type: none"> •Recognising that age discrimination is much more pervasive than expected •Monitoring the extent to which older workers receive training •Ensuring that younger and older workers interact with each other
Gender	Treating people differently because of their gender	<ul style="list-style-type: none"> •Mentoring or pairing promising female executives with senior executives from whom they can seek advice and support •Ensuring that male-dominated social activities do not unintentionally exclude women



Glass ceiling

- the invisible barrier that prevents *women and minorities* from advancing to the top jobs in organisations
- “Bamboo ceiling effect” — a term used by an executive coach, Jane Hyun, in her book “Breaking the Bamboo Ceiling: Career Strategies for Asians”
- *‘Bamboo Ceiling’ refers to the challenges that the ethnic minority of Asian-Americans face in their career progression in Western (US) corporates, largely on account of **stereotypes** of Asians.*

Discrimination	Description	Ways to reduce discrimination
Racial and ethnic	Treating people differently because of their race or ethnicity	<ul style="list-style-type: none"> • Comparing the hiring rates of majority with the hiring rates for minority groups applicants • Surveying employees to compare their job satisfaction • Considering employing a private firm to test the hiring system • Eliminating unclear selection and promotion criteria
Mental or physical disabilities	Treating people differently because of their mental or physical disabilities	<ul style="list-style-type: none"> • Committing to reasonable workplace accommodations • Providing workers with assistive technology • Actively recruiting qualified workers with disabilities



Quiz

- **Emily worked at a textile manufacturing company. After injuring her hand in an accident, she was unable to perform her duties. Her supervisor asked her to stay at home till he found a replacement job for her at the firm. However, he did not contact her, and she was eventually forced to quit her job. In the given scenario, which of the following types of discrimination did Emily face?**
- A. Age discrimination
 - B. Gender discrimination
 - C. Racial discrimination
 - D. Disability discrimination

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Deep-level diversity

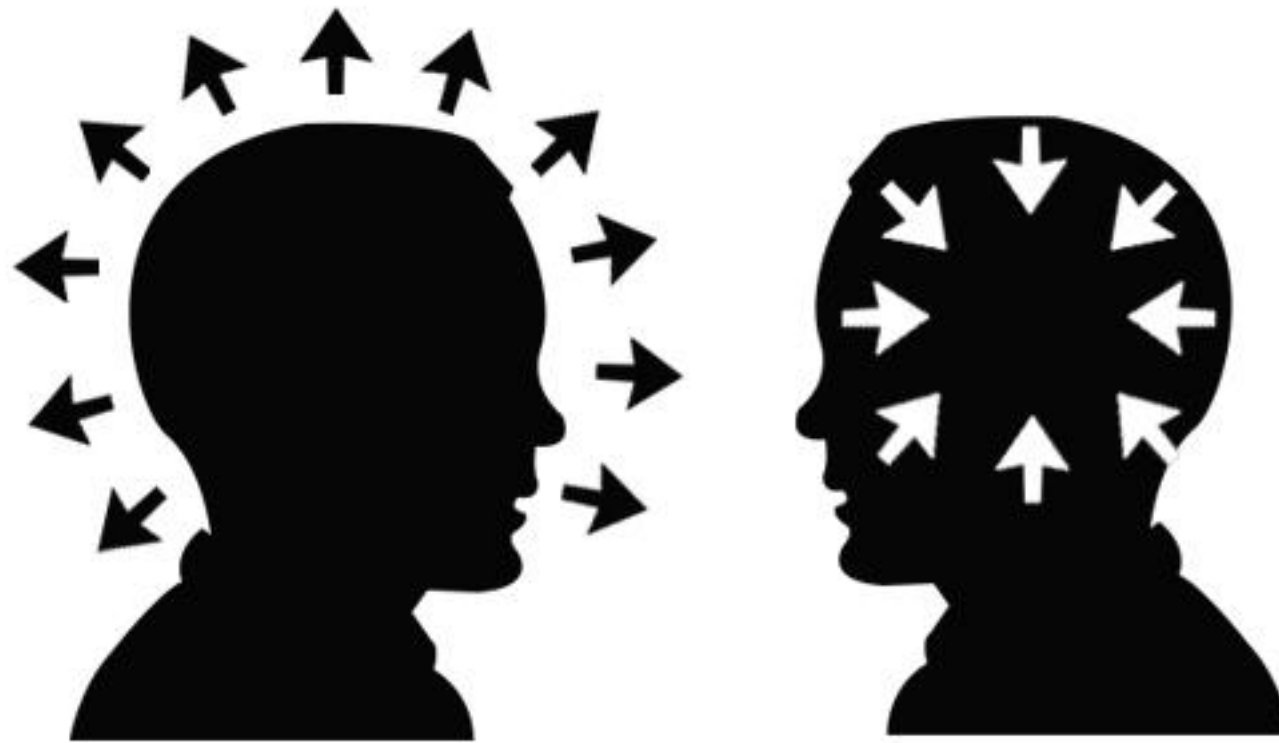
- Recognising deep-level diversity requires getting to know and understand one another better — result in less prejudice, discrimination and conflict in the workplace
- **Disposition:** the tendency to respond to situations and events in a predetermined manner
- **Personality:** the relatively stable set of behaviours, attitudes, and emotions displayed over time that makes people different from each other



Source: https://www.thepaper.cn/newsDetail_forward_11818660

Big Five Personality Dimensions

- **Extraversion:** Degree to which someone is active, assertive, gregarious, sociable, talkative, and energised by others



Extraverts vs. Introverts

Big Five Personality Dimensions

- **Emotional stability:** Degree to which someone is not angry, depressed, anxious, emotional, insecure, and excitable



From movie “Inside-Out”

Big Five Personality Dimensions

- **Agreeableness:** Degree to which someone is cooperative, polite, flexible, forgiving, good-natured, tolerant, and trusting



Big Five Personality Dimensions

- **Conscientiousness:** Degree to which someone is organised, hardworking, responsible, persevering, and achievement oriented



High

- Spends time preparing
- Finishes important tasks right away
- Pays attention to detail
- Enjoys having a set schedule

Low

- Dislikes structure and schedules
- Makes messes and doesn't take care of things
- Fails to return things or put them back where they belong
- Procrastinates important tasks
- Fails to complete necessary or assigned tasks



<https://www.verywellmind.com/the-big-five-personality-dimensions-2795422>

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Big Five Personality Dimensions

- **Openness to experience:** Degree to which someone is curious, broad-minded, and open to new ideas, things, and experiences



High

- Very creative
- Open to trying new things
- Focused on tackling new challenges
- Happy to think about abstract concepts

Low

- Dislikes change
- Does not enjoy new things
- Resists new ideas
- Not very imaginative
- Dislikes abstract or theoretical concepts

<https://www.verywellmind.com/the-big-five-personality-dimensions-2795422>



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Quiz

- **Aiden is an investment banker. He often gets anxious and doubts his own capabilities. He has decided to quit his job because he is unable to handle fairly stressful situations. In the context of personalities, Aiden can be described as being ____.**
- A. an introvert
- B. an extravert
- C. mentally disabled
- D. emotionally unstable

Outline

- The importance of diversity for organisations
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- **Managing diversity**

Diversity paradigms

Paradigm	Description	Advantages	Disadvantages
Discrimination and fairness	Equal opportunity, fair treatment, recruitment of minorities, and strict compliance with the equal employment opportunity laws	Fairer treatment of employees and increase in demographic diversity	Focus of diversity remains on the surface-level diversity dimensions of gender, race, and ethnicity

Diversity paradigms

Paradigm	Description	Advantages	Disadvantages
Access and legitimacy	Acceptance and celebration of differences to ensure that the diversity within the company matches the diversity found among primary stakeholders	Clear business reason for diversity is established	Focus is only on the surface-level diversity dimensions of gender, race, and ethnicity

Diversity paradigms

Paradigm	Description	Advantages
Learning and effectiveness	Integration of deep-level diversity differences, such as personality, attitudes, beliefs, and values, into the actual work of the organisation	<ul style="list-style-type: none">• Common ground is valued• Distinction is made between individual and group differences• Conflict, backlash, and divisiveness associated with diversity programmes are less likely to be encountered• Different talents and perspectives are brought together

Organisational plurality

- The learning and effectiveness paradigm can help to achieve organisation plurality.
- Organisational plurality is a **work environment** where:
 1. all members are empowered to contribute in a way that maximises the benefits to the organisation, customers, and themselves
 2. the individuality of each member is respected by not segmenting or polarising people on the basis of their membership in a particular group

Diversity principles

- Carefully and faithfully following and enforcing laws regarding equal opportunity employment
- Treating group differences as important but not special
- Finding the common ground
- Tailoring opportunities to individuals, not groups
- Maintaining high standards
- Soliciting negative as well as positive feedback
- Setting high but realistic goals

Diversity training and practices

- **Skills-based diversity training:** Teaches employees the practical skills they need for managing a diverse workforce
 - Flexibility and adaptability
 - Negotiation
 - Problem solving
 - Conflict resolution



Diversity training and practices

- **Awareness training** is designed to:
 - Raise employees' awareness of diversity issues
 - Challenge underlying assumptions or stereotypes that employees may have about others



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Diversity audits

- **Formal assessments that:**
- Measure employee and management attitudes
- Investigate the extent to which people are advantaged or disadvantaged with respect to hiring and promotions
- Review companies' diversity-related policies and procedures

Diversity pairing

- **Mentoring** programme in which people of different cultural backgrounds, sexes, or races/ethnicities are paired together
 - To get to know about each other
 - To change stereotypical beliefs and attitudes

Summary

- Diversity exists in organisations when there is a variety of demographic, cultural, and personal differences among the people who work there and the customers who do business there
- Surface-level diversity and deep-level diversity are based on the depth of impressions gathered
- Diversity paradigms are general approaches or strategies for managing diversity