

ORGANISATIONAL BEHAVIOUR

**‘DIVERSITY IN
ORGANIZATIONS’**

Demographic Characteristics of the Workforce

- Drastic change from the past
 - Ethnic background
 - Age
 - Gender
- Diversity Management at the core of policies
 - To understand each employees values, needs

Levels of Diversity: Definitions

Surface-level Diversity

Differences in easily perceived characteristics, such as gender, race, ethnicity, age or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes

Deep-level Diversity

Differences in values, personality; and work preferences that become progressively more important for determining similarity as people get to know one another better

Levels of Diversity

- Surface-level Diversity

Age, race, gender, ethnicity, religion, disability status

Leads to stereotypes and assumptions

As people get to know each other, they disappear

Sharing more important characteristics

- Deep-level Diversity

Personality and values

Stereotyping

Judging someone on the basis of our perception of the group to which that person belongs.

Stereotyping Threat

The degree to which we agree internally with the generally negative stereotyped perceptions of our groups.

Discrimination

Allowing our behaviour to be influenced by stereotypes about groups of people.

Noting of a difference between things;

Often we refer to unfair discrimination, which means making judgments about individuals based on stereotypes regarding their demographic group.

Discrimination

Exhibit 2-1

Forms of Discrimination

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

BIOGRAPHICAL CHARACTERISTICS

SURFACE-LEVEL ABILITY: Personal characteristics—

- Age
- Gender
- Race
- Disability
- Hidden Disabilities
- Length of service

—that are objective and easily obtained from personnel records.

These characteristics are representative of surface-level diversity.

Age

- Older Workers

Benefit –Experience, Judgement, Work Ethic, Commitment to quality

Downside –Resist change, Not flexible

- Correlation

- Age – Absenteeism

- Age – Productivity

- Age – Job Satisfaction

- Impact of age discrimination: low levels of commitment and satisfaction

- Assumption: Age and Productivity are inversely related

- Studies show otherwise – **Citizenship Behaviour**

Gender

No difference in problem-solving, analytical skills, competitive drive, motivation, sociability or learning ability.

One difference: when employees have pre-school children

- Mothers more likely to:

- Prefer part-time work

- Miss workdays

- Impact: low levels of commitment and satisfaction
- Prefer jobs that has work-life balance

Disability

- Visual impairment
- Mentally Challenged
- Physically Challenged

Some jobs can accommodate and some cannot accommodate such disability

Hidden Disability

Undisclosed disability that isn't easily observable, and can remain hidden at the discretion of the employee. These are hidden or invisible disability falling under sensory disability.

- ADHD: Attention Deficit Hyperactivity Disorder
- Insomnia: Sleep Disorder
- PTSD: Post Traumatic Stress Disorder
- Carpal Tunnel Syndrome

The Role of Disability

- It is acceptable to recognise that individuals have different abilities
- But it is discriminatory to make blanket assumptions about people based on their disability

Tenure, Religion, Sexual Orientation & Gender Identity

Tenure and Productivity go hand-in-hand

Religion – can affect behaviour at workplace

Sexual Orientation has no impact on work performance

Gender Identity has no impact on work performance

Cultural Identity - Cultural norms influence the workplace, sometimes resulting in clashes.

ABILITY

DEEP-LEVEL DIVERSITY

The individual's current capacity to perform the various tasks in a job.

Abilities are essentially made up of two sets of factors:

- Intellectual
- Physical.

ABILITIES

INTELLECTUAL ABILITIES:

Abilities required to perform mental activities – thinking, reasoning and problem-solving

PHYSICAL ABILITIES:

The capacity to do tasks that demand stamina, dexterity, strength, and similar characteristics

Dimensions of Intellectual Ability

Exhibit 2-2

Dimensions of Intellectual Ability

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

PHYSICAL ABILITIES

Exhibit 2-3

Nine Basic Physical Abilities

Strength Factors

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

Flexibility Factors

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

Other Factors

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

Diversity Management

The process and programs by which managers make everyone more aware of and sensitive to the needs and differences of others.

END

Good Job!

THANK YOU!