

Organizational Human Behavior management

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Lecture 2

Diversity in Organizations

Learning Objectives

- Discuss the increasing diversity of the workforce and of the organizational environment.
- Explain the central role that managers play in the effective management of diversity.
- Explain why the effective management of diversity is both an ethical and a business imperative.
- Discuss how perception and the use of schemas can result in unfair treatment.

Learning Objectives

- List the steps managers can take to effectively manage diversity
- Identify the two major forms of sexual harassment and how they can be eliminated.

The Increasing Diversity of the Workforce and the Environment

Diversity

- Dissimilarities/differences among people in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, and capabilities/disabilities

Sources of Diversity in the Workplace

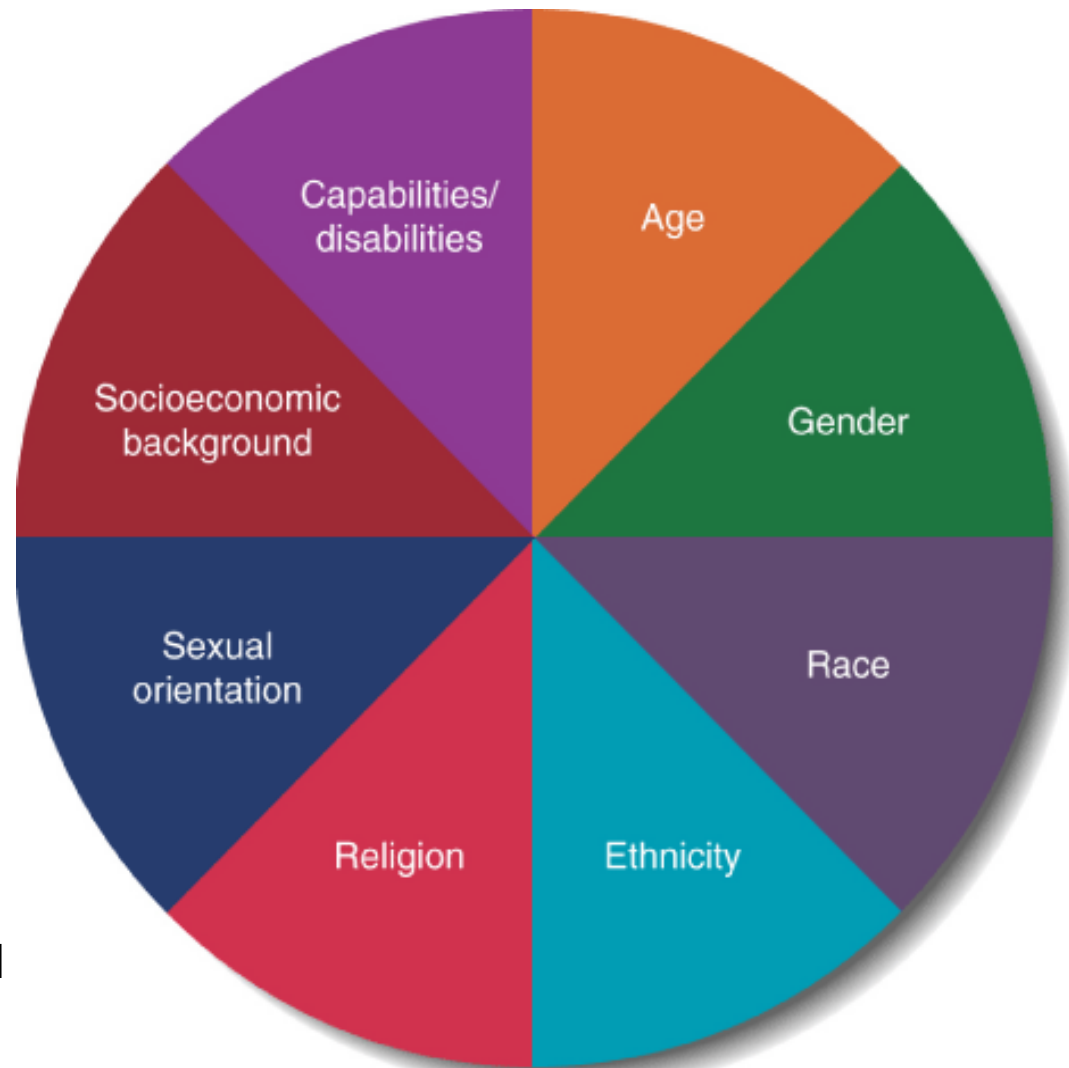


Figure 5.1

Diversity Concerns

- The ethical imperative for equal opportunity
- Effectively managing diversity can improve organizational effectiveness
- There is substantial evidence that diverse individuals continue to experience unfair treatment

Diversity Concerns

- Glass ceiling
 - alludes to the invisible barriers that prevents minorities and women from being promoted to top corporate positions



Workforce Diversity: Age

- Aging U.S. Population
 - Median age in the United States is 36.2 years, by 2030 20 per cent of the population will be over 65
- Federal Age Discrimination Laws
 - 1964 Title VII of the Civil Rights Act of 1964
 - 1967 Age Discrimination in Employment Act

Major EEO Laws

Table 5.1
Major Equal Employment Opportunity Laws Affecting Human Resources Management

| Year | Law | Description |
|------|--------------------------------------|--|
| 1963 | Equal Pay Act | Requires that men and women be paid equally if they are performing equal work |
| 1964 | Title VII of the Civil Rights Act | Prohibits discrimination in employment decisions on the basis of race, religion, sex, color, or national origin; covers a wide range of employment decisions, including hiring, firing, pay, promotion, and working conditions |
| 1967 | Age Discrimination in Employment Act | Prohibits discrimination against workers over the age of 40 and restricts mandatory retirement |
| 1978 | Pregnancy Discrimination Act | Prohibits discrimination against women in employment decisions on the basis of pregnancy, childbirth, and related medical decisions |
| 1990 | Americans with Disabilities Act | Prohibits discrimination against disabled individuals in employment decisions and requires that employers make accommodations for disabled workers to enable them to perform their jobs |
| 1991 | Civil Rights Act | Prohibits discrimination (as does Title VII) and allows for the awarding of punitive and compensatory damages, in addition to back pay, in cases of intentional discrimination |
| 1993 | Family and Medical Leave Act | Requires that employers provide 12 weeks of unpaid leave for medical and family reasons, including paternity and illness of a family member |

Workforce Diversity: Gender

- Women in the Work Place
 - U.S. workforce is 46% percent female
 - Women's median weekly earnings are \$572 compared to \$714 for men
 - Women hold only 16% of corporate officer positions

Race and Ethnicity

- Census Bureau distinguishes between the following races
 - American Indian, Asian, African-American, Native Hawaiian and White
- The racial and ethnic diversity of the U.S. population is increasing at an exponential rate

Race and Ethnicity

- Ethnicity refers to whether a person is Hispanic or not Hispanic
- Most Hispanics prefer to be identified by their country of origin

Workforce Diversity: Capabilities and Disabilities

Disability Issues

- Providing reasonable accommodations for individuals with disabilities
- Promoting a nondiscriminatory workplace environment
- Educating the organization about disabilities and AIDS



Workforce Diversity: Religion

Accommodation for Religious Beliefs

- Scheduling of critical meetings
- Providing flexible time off for holy days
- Posting holy days for different religions on the company calendar

Workforce Diversity: Socioeconomic Background

- Socioeconomic background – refers to a combination of social class and income-related factors

Workforce Diversity: Socioeconomic Background

- Socioeconomic diversity requires that managers be sensitive and responsive to the needs and concerns of individuals who might not be as well off as others

Workforce Diversity: Sexual Orientation

Sexual Orientation Issues

- Employment and workplace discrimination
- Provision of same-sex partner benefits

Critical Managerial Roles

- Managers have more influence than rank-and-file employees
- When managers commit to diversity, it legitimizes diversity efforts of others

Critical Managerial Roles

- Top-management commitment and rewards for the support of diversity are critical ingredients for the success of diversity management initiatives



Critical Managerial Roles

- Effective management of diversity hinges on two factors
 - Minorities start out at a slight disadvantage due to the ways in which they are perceived by others in the organization
 - Research suggests slight differences in treatment can cumulate and result in major disparities over time

Critical Managerial Roles

Table 5.2
Managerial Roles and the Effective Management of Diversity

| Type of Role | Specific Role | Example |
|----------------------|---------------------|---|
| Interpersonal | Figurehead | Convey that the effective management of diversity is a valued goal and objective. |
| | Leader | Serve as a role model and institute policies and procedures to ensure that diverse members are treated fairly. |
| | Liaison | Enable diverse individuals to coordinate their efforts and cooperate with one another. |
| Informational | Monitor | Evaluate the extent to which diverse employees are being treated fairly. |
| | Disseminator | Inform employees about diversity policies and initiatives and the intolerance of discrimination. |
| | Spokesperson | Support diversity initiatives in the wider community and speak to diverse groups to interest them in career opportunities. |
| Decisional | Entrepreneur | Commit resources to develop new ways to effectively manage diversity and eliminate biases and discrimination. |
| | Disturbance handler | Take quick action to correct inequalities and curtail discriminatory behavior. |
| | Resource allocator | Allocate resources to support and encourage the effective management of diversity. |
| | Negotiator | Work with organizations (e.g., suppliers) and groups (e.g., labor unions) to support and encourage the effective management of diversity. |

The Ethical Imperative to Manage Diversity Effectively

Distributive Justice

- A moral principle calling for the distribution of pay raises, promotions, job titles, interesting job assignments, office space, and other organizational resources to be based on meaningful contribution that individuals have made and not personal characteristics over which they have no control.

Weekly Salaries by Sex and Occupation

Table 5.3
Weekly Salaries by Sex and Occupation

| Median Weekly Salaries | | | |
|------------------------------------|---------|-------|---|
| Occupation | Men | Women | Women's Salaries as a Percentage of Men's |
| Management | \$1,172 | \$849 | 72 |
| Business and finance | 1,014 | 744 | 73 |
| Computer and mathematics | 1,130 | 906 | 80 |
| Architecture and engineering | 1,094 | 827 | 76 |
| Life, physical, and social science | 970 | 773 | 80 |
| Community and social service | 746 | 655 | 88 |
| Law | 1,480 | 796 | 54 |
| Education, training, library | 904 | 708 | 78 |
| Art, entertainment, sports, media | 837 | 648 | 77 |
| Health care | 1,002 | 770 | 77 |
| Service | 463 | 366 | 79 |
| Sales and office work | 658 | 502 | 76 |
| Resources and construction | 613 | 449 | 73 |
| Production and transportation | 570 | 407 | 71 |

Source: "Median Weekly Earnings of Full-Time Wage and Salary Workers by Selected Characteristics," www.bls.gov, May 1, 2004.

The Ethical Imperative to Manage Diversity Effectively

Procedural Justice

- A moral principle calling for the use of fair procedures to determine how to distribute outcomes to organizational members.



Procedural Justice

Exists when managers:

- 1) carefully appraise a subordinate's performance
- 2) take into account any environmental obstacles to high performance
- 3) ignore irrelevant personal characteristics

Managing Diversity Effectively Makes Good Business Sense

What a Diversity of Employees Provides

- A variety of points of view and approaches to problems and opportunities can improve managerial decision making.
- Diverse employees can provide a wider range of creative ideas.
- Diverse employees are more attuned to the needs of diverse customers.
- Diversity can increase the retention of valued organizational members.
- Diversity is expected/required by other firms

Perception

Perception

- The process through which people select, organize, and interpret what they see, hear, touch, smell, and taste to give meaning and order to the world around them.

Perception



- When perceptions are inaccurate managers are likely to make bad decisions and take inappropriate actions

Perception

Bad decisions include:

- 1) not hiring qualified people
- 2) failing to promote top-performing subordinates
- 3) promoting poorly performing managers because they have the same “diversity profile”

Perception

Factors that Influence Managerial Perception

- Schema
 - An abstract knowledge structure stored in memory that allows people to organize and interpret information about a person, event, or situation
- Gender Schema
 - Preconceived beliefs or ideas about the nature of men and women, their traits, attitudes, behaviors, and preferences

Perception

Perception as a Determinant of Unfair Treatment

- Stereotype
 - Simplistic and often inaccurate beliefs about the typical characteristics of particular groups of people
- Bias
 - The systematic tendency to use information about others in ways that result in inaccurate perceptions

Bias

- **Similar-to-me effect** – perceive others who are similar to ourselves more positively than we perceive people who are different
- **Social status effect** – perceive individuals with high social status more positively than those with low social status
- **Salience effect** – focus attention on individuals who are conspicuously different

Perception

Overt Discrimination

- Knowingly and willingly denying diverse individuals access to opportunities and outcomes in an organization
- Unethical and illegal
- Violation of the principles of distributive and procedural justice
- Subjects firm to lawsuits

How to Manage Diversity

Steps in Managing Diversity Effectively

- Secure top management commitment
- Strive to increase the accuracy of perceptions
- Increase diversity awareness
- Increase diversity skills
- Encourage flexibility
- Pay close attention to how organizational members are evaluated
- Consider the numbers

How to Manage Diversity

Steps in Managing Diversity Effectively

- Empower employees to challenge discriminatory behaviors, actions, and remarks
- Reward employees for effectively managing diversity
- Provide training utilizing a multi-pronged, ongoing approach
- Encourage mentoring of diverse employees



Diversity Awareness Programs

- Provide members with accurate information about diversity
- Uncover personal biases and stereotypes
- Assess personal beliefs, attitudes, and values and learning about other points of view
- Develop an atmosphere in which people feel free to share their differing perspectives
- Improve understanding of others who are different

How to Manage Diversity

Mentoring -

A process by which an experienced member of an organization provides advice and guidance to a less experienced member and helps them learn how to advance in the organization and in their career.

Sexual Harassment

Forms of Sexual Harassment

– Quid pro quo

- Asking of forcing an employee to perform sexual favors in exchange for some reward or to avoid negative consequences.



Sexual Harassment

Forms of Sexual Harassment

– Hostile work environment

- Occurs when organizational members are faced with an intimidating, hostile, or offensive work environment because of their sex
- Interferes with their ability to perform their jobs effectively

Steps to Eradicate Sexual Harassment

- Develop and clearly communicate a sexual harassment policy endorsed by top management
- Use a fair complaint procedure to investigate charges of sexual harassment

Steps to Eradicate Sexual Harassment

- When it has been determined that sexual harassment has taken place, take corrective action as soon as possible
- Provide sexual harassment education and training to all organizational members, including managers

Factors to Keep in Mind About Sexual Harassment

- Every sexual harassment charge should be taken seriously
- Employees who go along with unwanted sexual attention in the workplace can be victims
- Employees sometimes wait before they file complaints

Factors to Keep in Mind About Sexual Harassment

- A firm's sexual harassment policy should be communicated to each new employee and reviewed with current employees on a periodic basis
- Suppliers and customers need to be familiar with a firm's sexual harassment policy

Factors to Keep in Mind About Sexual Harassment

- Managers should provide employees with alternative ways to report incidents of sexual harassment
- Employees who report sexual harassment must have their rights protected
- Allegations of sexual harassment should be kept confidential

Factors to Keep in Mind About Sexual Harassment

- Investigations of harassment charges and any disciplinary action should proceed in a timely manner
- Managers must protect employees from sexual harassment from any third-party employees

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