Chapter *2*

Organizational Behavior
15th Global Edition

Robbins and Judge

Diversity in Organizations

Chapter 2 Learning Objectives

After studying this chapter you should be able to:

- Describe the two major forms of workforce diversity

- Identify the key biographical characteristics and describe how they are relevant to OB

- Recognize stereotypes and understand how they function in organizational settings

- Define *intellectual ability* and demonstrate its relevance to OB

- Contrast intellectual from physical ability

- Describe how organizations manage diversity effectively

Diversity Management

Surface-Level Diversity

Deep-Level Diversity
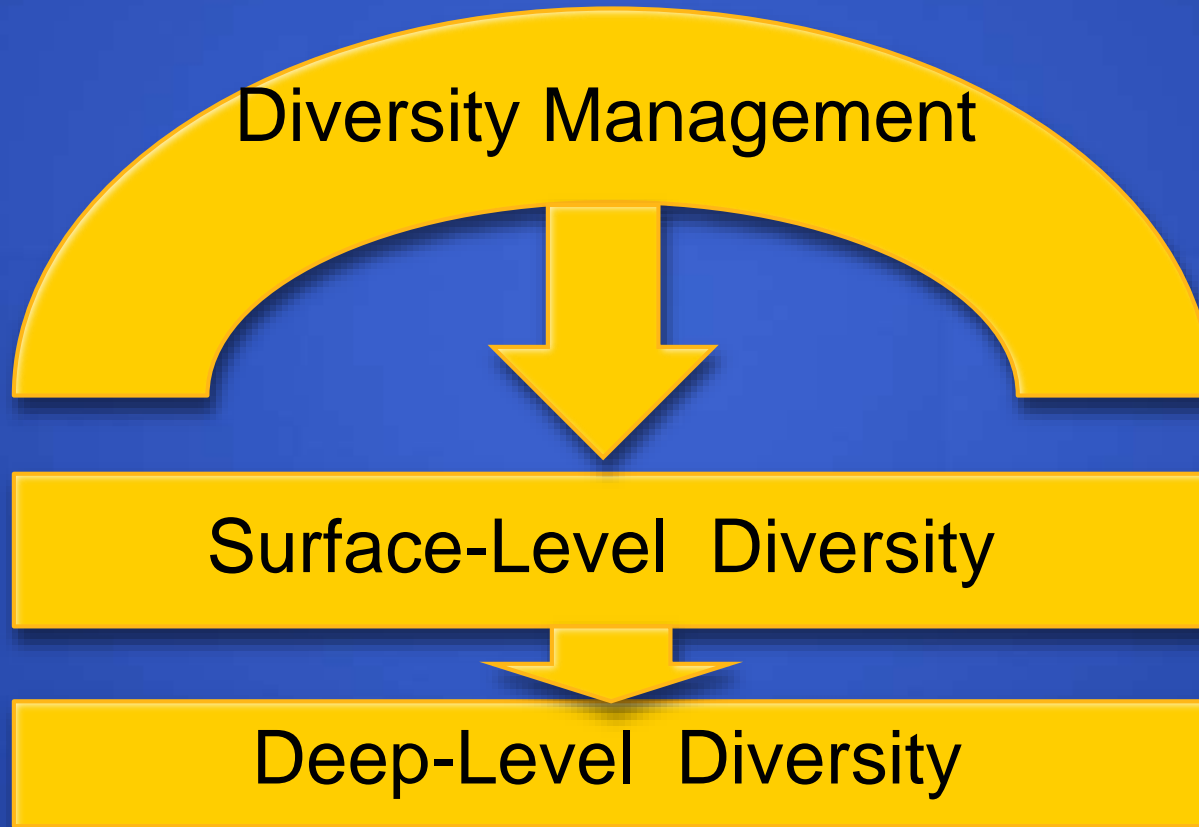
Describe the Two Major Forms of Workforce Diversity

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.

Sources: J. Levitz and P. Shishkin, "More Workers Cite Age Bias after Layoffs," *The Wall Street Journal* (March 11, 2009), pp. D1–D2; W. M. Bulkeley, "A Data-Storage Titan Confronts Bias Claims," *The Wall Street Journal* (September 12, 2007), pp. A1, A16; D. Walker, "Incident with Noose Stirs Old Memories," *McClatchy-Tribune Business News* (June 29, 2008); D. Solis, "Racial Horror Stories Keep EEOC Busy," *Knight-Ridder Tribune Business News*, July 30, 2005, p. 1; H. Ibish and A. Stewart, *Report on Hate Crimes and Discrimination Against Arab Americans: The Post-September 11 Backlash, September 11, 2001—October 11, 2001* (Washington, DC: American-Arab Anti-Discrimination Committee, 2003); A. Raghavan, "Wall Street's Disappearing Women," *Forbes* (March 16, 2009), pp. 72–78; and L. M. Cortina, "Unseen Injustice: Incivility as Modern Discrimination in Organizations," *Academy of Management Review* 33, no. 1 (2008), pp. 55–75.

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- **Age**
  - **Belief is widespread that job performance declines with increasing age.**
  - **The workforce is aging.**

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- **Gender**
  - **Few issues initiate more debates, misconceptions, and unsupported opinions than whether women perform as well on jobs as men do.**
  - **Few, if any, important differences between men and women affect job performance.**
  - **Psychological studies have found women are more agreeable and willing to conform to authority, whereas men are more aggressive and more likely to have expectations of success, but those differences are minor.**

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- **Race and Ethnicity**
    - **Employees tend to favor colleagues for their own race in performance evaluations, promotion decisions, pay raises.**
    - **Different attitudes on affirmative action or quota filling can affect the performance of minority groups in the organisation.**

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- **Disability**
  - **A person is disabled who has any physical or mental impairment that substantially limits one or more major life activities.**
  - **The "reasonable accommodation" is problematic for employers.**
  - **Strong biases exist against those with mental impairment.**

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- **Tenure**
  - **The issue of the impact of job seniority on job performance has been subject to misconceptions and speculations.**

- **Religion**
  - **Although employees are protected by federal law regarding their religion in some countries, it is still an issue in the workplace.**

Biographical Characteristics and How Are They Relevant to OB

Those not readily available in a personnel file…

- **Sexual orientation**
  - **Federal law does not protect employees against discrimination based on sexual orientation.**
- **Gender identity**
  - **Often referred to as transgender employees, this topic encompasses those individuals who change genders.**

Stereotypes and How They Function in Organizational Settings

- **"Discrimination" is to note a difference between things.**

- **Unfair discrimination is assuming stereotypes about groups and refusing to recognize differences.**

Define *Intellectual Ability* and Demonstrate Its Relevance to OB

Ability is an individual's current capacity to perform various tasks in a job

- **Two types**
  - **Intellectual abilities**
  - **Physical abilities**

Define *Intellectual Ability* and Demonstrate Its Relevance to OB

- **Intellectual abilities are abilities needed to perform mental activities—thinking, reasoning, and problem solving.**

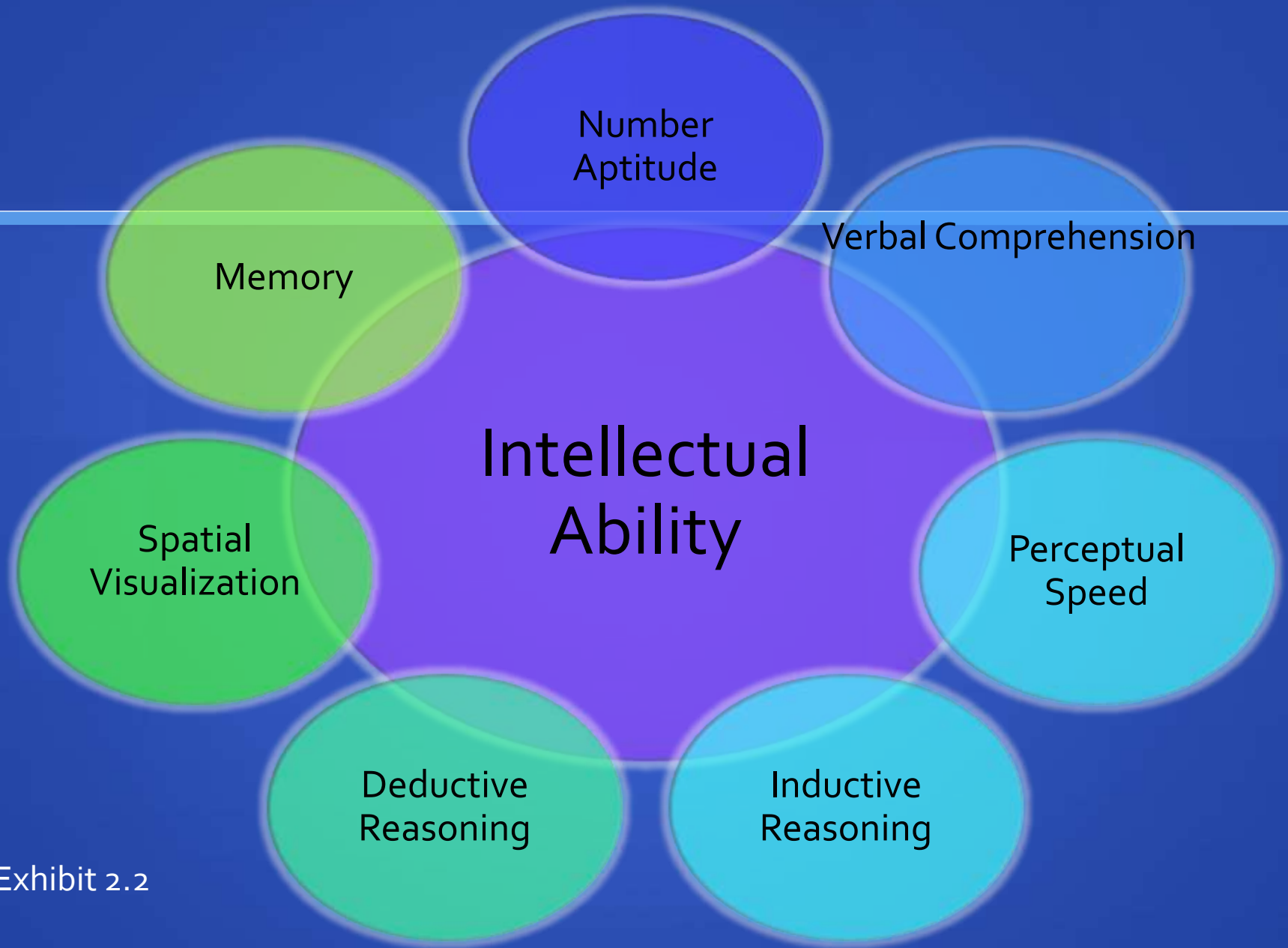- **Most societies place a high value on intelligence, and for good reason.**

Intellectual Ability

- Number Aptitude
- Verbal Comprehension
- Memory
- Perceptual Speed
- Spatial Visualization
- Inductive Reasoning
- Deductive Reasoning

Exhibit 2.2

Contrast Intellectual from Physical Ability

- **Physical Abilities**
  - **The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics.**
  - **The three main categories of physical ability are…**
    - **Strength**
    - **Flexibility**
    - **And Other characteristics**

Contrast Intellectual from Physical Ability

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

Contrast Intellectual from Physical Ability

- **Importance of ability at work increases difficulty in formulating workplace policies that recognize disabilities.**

- **Recognizing that individuals have different abilities that can be taken into account when making hiring decisions is not problematic.**

- **It is also possible to make accommodations for disabilities.**

Describe How Organizations Manage Diversity Effectively

Attracting, Selecting, Developing, and Retaining Diverse Employees

Diversity in Groups

Effective Diversity Programs

Describe How Organizations Manage Diversity Effectively

Effective Diversity Programs

Teach Legal Framework

Foster the Skills and Abilities of All Workers

Teach the Market Advantages

2-19

Managerial Implications and Summary

✳ This chapter looked at diversity from many perspectives paying particular attention to three variables—
   ✳ biographical characteristics,
   ✳ ability, and
   ✳ diversity programs.

Managerial Implications and Summary

✳Diversity programs
   ✳Selection
      ✳An effective selection process will improve the fit between employees and job requirements.
   ✳Diversity Management
      ✳Diversity management must be an ongoing commitment that crosses all levels of the organization.