Diversity: The extent to which members of a group are similar to, or different from, one another.

• Effective diversity management increases an organization’s access to the widest possible pool of skills, abilities, and ideas.
Describe the Two Major Forms of Workforce Diversity

LO 1

Diversity Management

Surface-Level Diversity

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

**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.
Describe the Two Major Forms of Workforce Diversity

**Discrimination:** 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.
Describe the Two Major Forms of Workforce Diversity

**Exhibit 2-1**

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

Biographical Characteristics and How Are They Relevant to OB

Those readily available in a personnel file

- Age, gender, race, disability, and length of service, etc.
Biographical Characteristics and How Are They Relevant to OB

Age:

The relationship between age and job performance is likely to be an issue of increasing importance during the next decade for at least three reasons.

- First, belief is widespread that job performance declines with increasing age.
- Second, the workforce is aging. Many employers recognize that older workers represent a huge potential pool of high-quality applicants.
- The third reason is U.S. legislation that, for all intents and purposes, outlaws mandatory retirement. Most U.S. workers today no longer have to retire at age 70.
Biographical Characteristics and How Are They Relevant to OB

Age

Older employees are an integral part of the workforce at Publix Supermarkets, where one in five employees is over the age of 50. The company values the work ethic and maturity of its senior associates like the man shown here preparing salmon pinwheels for customers to sample. Publix is known for its employment of senior citizens and actively recruits older workers as part of its corporate philosophy of providing a diverse workplace. The company believes that older workers have a strong work ethic, many skills, and job knowledge that they can share with younger co-workers.
Biographical Characteristics
and How Are They Relevant to OB

Age:

Perception of older workers:

- Positive qualities: experience, judgment, a strong work ethic, and commitment to quality
- Negative: lacking flexibility and resisting new technology
Age:

Impact on Productivity

- Many believe productivity declines with age.

- It is often assumed that skills like speed, agility, strength, and coordination decay over time and that prolonged job boredom and lack of intellectual stimulation contribute to reduced productivity.

- During a 3-year period, a large hardware chain staffed one of its stores solely with employees over age 50 and compared its results with those of five stores with younger employees. The store staffed by the over-50 employees was significantly more productive (in terms of sales generated against labor costs) than two of the stores and held its own against the other three.
Biographical Characteristics
and How Are They Relevant to OB

● 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.
  ● Given the significantly increased female participation in the workforce over the past 40 years and the rethinking of what constitutes male and female roles, we can assume no significant difference in job productivity between men and women.
Biographical Characteristics and How Are They Relevant to OB

- **Gender**
  - One issue that does seem to differ between men and women, especially when the employee has preschool-age children, is preference for work schedules.
  - Working mothers are more likely to prefer part-time work, flexible work schedules, and telecommuting in order to accommodate their family responsibilities.
  - Women also prefer jobs that encourage work–life balance, which has the effect of limiting their options for career advancement.
Race and Ethnicity

- Race is the biological heritage people use to identify themselves.
- Ethnicity is the additional set of cultural characteristics that often overlaps with race.
- Employees tend to favor colleagues for their own race in performance evaluations, promotion decisions, pay raises.
Biographical Characteristics and How Are They Relevant to OB

- **Disability**
  - A person is disabled who has any physical or mental impairment that substantially limits one or more major life activities.
  - According to the ADA (Americans with Disabilities Act, 1990), employers are required to make reasonable accommodations so their workplaces will be accessible to individuals with physical or mental disabilities.
Biographical Characteristics and How Are They Relevant to OB

- **Disability**
  - The “reasonable accommodation” is problematic for employers.
  - Strong biases exist against those with mental impairment.
  - They are reluctant to disclose this information to employers.
Disability

Microsoft views employees with disabilities as valuable assets because they help ensure that the company’s products and services meet all customer needs. At the Microsoft Accessibility Lab, employees can experience assistive technologies and ergonomic hardware designs that enable them to be more productive. Kelly Ford, who has been blind since birth, is shown here in the lab testing accessibility features of the Windows operating system. Ford also manages a team that is working on improving Web page browsing for all users, not just for people with disabilities.
Biographical Characteristics and How Are They Relevant to OB

- **Tenure or Seniority (time on a particular job)**
  - Seniority + Productivity
  - Seniority – Absenteesm
  - Seniority – Turnover
  - Seniority + Job satisfaction

- **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

- **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.
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
- Spatial Visualization
- Deductive Reasoning
- Inductive Reasoning
- Perceptual Speed
Define *Intellectual Ability* and Demonstrate Its Relevance to OB

**Exhibit 2-2: Dimensions of Intellectual Ability**

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

- Where employee behavior is highly routine and there are few or no opportunities to exercise discretion, a high intellectual ability is not as important to performing well.

- Employers measure intellectual ability and use this as an input in their hiring decisions.

- Wonderlic Cognitive Ability Test
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
<table>
<thead>
<tr>
<th>Strength Factors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dynamic strength</td>
<td>Ability to exert muscular force repeatedly or continuously over time.</td>
</tr>
<tr>
<td>2. Trunk strength</td>
<td>Ability to exert muscular strength using the trunk (particularly abdominal) muscles</td>
</tr>
<tr>
<td>3. Static strength</td>
<td>Ability to exert force against external objects.</td>
</tr>
<tr>
<td>4. Explosive strength</td>
<td>Ability to expend a maximum of energy in one or a series of explosive acts.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Flexibility Factors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Extent flexibility</td>
<td>Ability to move the trunk and back muscles as far as possible.</td>
</tr>
<tr>
<td>6. Dynamic flexibility</td>
<td>Ability to make rapid, repeated flexing movements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Factors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Body coordination</td>
<td>Ability to coordinate the simultaneous actions of different parts of the body</td>
</tr>
<tr>
<td>8. Balance</td>
<td>Ability to maintain equilibrium despite forces pulling off balance.</td>
</tr>
<tr>
<td>9. Stamina</td>
<td>Ability to continue maximum effort requiring prolonged effort over time.</td>
</tr>
</tbody>
</table>
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

Evidence from a study of more than 6,000 workers in a major retail organization indicated that in stores with a less supportive diversity climate, African Americans or Hispanics made significantly fewer sales than White employees, but when the diversity climate was positive, Hispanics and Whites sold about the same amount and African Americans made more sales than Whites. Whites sold about the same amount whether there was a positive diversity climate or not, but African Americans and Hispanics sold far more when there was. There are obvious bottom-line implications of this research: stores that fostered a positive diversity climate were able to capitalize on their diverse workforce and make more money.
Describe How Organizations Manage Diversity Effectively

NASCAR, an American sport with a worldwide following, promotes diversity within its organization and throughout the motorsports industry. Through its Drive to Diversity program, NASCAR ensures that everyone is given a fair opportunity to show and develop his or her skills and abilities. The program seeks to develop minority and female drivers and crew members as shown in this photo. Drivers participate in a scouting combine and earn the chance to compete with an established NASCAR team for a full season. And after completing their training, crew member trainees can compete with a racing team.