



Notes on Human Behavior in Organization Chapter 2

Human Behavior in Organizations (Polytechnic University of the Philippines)



Scan to open on Studocu

- The U.S. workforce has become more ethnically, racially, and gender diverse over the years.
- Wage gaps among different groups are gradually shrinking.
- Diversity in organizations can be categorized into:

surface-level - differences in age, race, gender, etc... Less significant over time

deep-level - differences in personality and values. More important in the long run

Discrimination

- Discrimination, whether overt or covert, hinders diversity.
- Discrimination involves making assumptions about people based on stereotypes and group characteristics.
- It can harm both organizations and employees.

Type of Discrimination	Definition	Examples from Organizations
Discriminatory Policies or Practices	Actions taken by representatives of the organization that deny equal opportunity to certain 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 were on company-paid trips 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, if a result of jokes taken too far	Arab-Americans have been asked at work what or 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 belittling 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:

1. Age:

The aging workforce is an important consideration.

Mandatory retirement laws vary by country.

2. Gender:

Few significant differences in job performance exist between men and women.

Gender biases persist in perception, job assignments, and pay.

3. Race and Ethnicity:

Research shows favoritism toward colleagues of the same race in performance evaluations.

Racial and ethnic minorities report higher workplace discrimination.

Some industries lack racial diversity.

4. Disability:

Legislation like the Americans with Disabilities Act requires reasonable accommodations.

- ✓ for people with physical or mental disabilities

Similar laws exist in other countries like the Philippines. - **Magna Carta for the Disabled**

- ✓ No disabled persons shall be denied access to opportunities for suitable employment.
- ✓ A qualified disabled employee shall be subject to the same terms and conditions of employment and the same compensation, privileges, benefits, fringe benefits, incentives or allowances as a qualified able-bodied person

Other Biographical Characteristics:

- Tenure and job satisfaction are positively related.
- Religion can be an issue in the workplace, especially for certain groups.
- Companies address sexual orientation/ gender identity and transgender rights.
- Cultural identities should be respected and accommodated.

An act prohibiting discrimination on the basis of ethnicity, race, religion or belief, sex, gender, sexual orientation, gender identity, gender expression, civil status and hiv status Pending in the Committee (11/27/2017)

SOGIE Equality Act in the Lower House on its third and final reading (9/20/2017)

Ability

- Ability encompasses intellectual and physical abilities.

Intellectual abilities are crucial for mental tasks.

Physical abilities differ among individuals and are relevant for various job tasks.

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 information	Salesperson: Remembering the names of customers

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

Implementing Diversity Management Strategies

- Diversity management aims to raise awareness of and sensitivity to differences.
- Organizations can attract, select, develop, and retain diverse employees by targeting underrepresented groups and ensuring unbiased decisions.
- A positive diversity climate is related to organizational commitment (The degree of loyalty an individual feel toward the organization) and lower turnover intentions among African American, Hispanic, and White managers.

Diversity in Groups

- Diversity can both help and hinder group performance depending on the characteristic in question.

Leveraging differences for superior performance involves emphasizing higher-level similarities among members.

Transformational leaders who focus on higher-order goals can effectively manage diverse teams.

Effective Diversity Programs

Effective diversity programs have three components:

1. Teaching managers about equal employment opportunity and fair treatment.
2. Demonstrating how a diverse workforce benefits customers and clients.
3. Fostering personal development practices to bring out the skills of all workers.

Summary

There are two Levels of Diversity
(1) Surface-level diversity and (2) Deep-level diversity

Discrimination is one of the primary factors that prevent diversity, whether the discrimination is overt or covert.

There are 6 types of Discrimination
(1) Discriminatory policies or practices (2) Sexual Harassment (3) Intimidation (4) Mockery and Insults (5) Exclusion and (6) Incivility

Biographical Characteristics covers Age, Gender, Race and Ethnicity and Disability

Other biographical Characteristics covers tenure, religion, sexual orientation, transgender, gender identity and cultural identities.

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

It can be categorized as to Intellectual and Physical

Diversity management means making everyone more aware of and sensitive to the needs and differences of others.

Having a Diverse population subjects the organization to an organization commitment and lower turnover, done by Attracting, Selecting, Developing, and Retaining Diverse Employees

Diversity leverages differences for superior performance and Transformational Leaders