

# Human Relations in Organizations

1



# Chapter 13

2

- Valuing Diversity Globally



# Human Diversity

3

- Diversity refers to the degree to which differences exist among members of a group or organization
- Diversity is critically important...
  - The US population is growing and more than half its growth is from Hispanics - now the largest minority group in America
  - There are 7 billion people in the world - less than 5% live in US



# Prejudice and Discrimination

4

- Prejudice is the prejudgment of a person or situation based on attitudes – a strong belief or feeling.
- Discrimination is behavior for or against a person or situation – it has negative consequences at the individual, team, and organizational levels



# Employment Discrimination

5

- Historically, the five areas where discrimination in employment is the most common are:
  1. Recruitment
  2. Selection
  3. Compensation
  4. Upward Mobility
  5. Evaluation



# Valuing-Diversity Training

6

- To help overcome prejudice and discrimination, organizations are training their employees to value (rather than simply tolerate) employee differences to help ensure quality relationships
  - Understand the current and changing demographics of the workforce
  - View the company's business as part of a global workforce economy
  - Recognize how prejudice and discrimination inhibit business growth



# Effective Human Relations

7

- To have effective human relations with all types of people who are different from you, you need to:
  - Be tolerant of people's differences
  - Understand why they are different
  - Have empathy for them and their situation
  - Communicate openly with them.



# Equal Employment Opportunity

8

- An organization cannot discriminate against a minority – the Equal Employment Opportunity Commission (EEOC) Minority List includes:
  - Hispanics
  - Asians
  - African Americans
  - Native Americans
  - Alaska Natives





# Equal Employment Opportunity

9

- Women are also protected by law from discrimination in employment, but they are not considered a legal minority because in some situations they are a majority
- Disadvantaged young people, workers with disabilities, and persons over 40 and up to 70 years of age are also protected



# Federal Employment Laws

10

- Equal Employment Opportunity of 1972 and Title VII of the Civil Rights Act of 1964
  - Prohibits discrimination in all areas of the employment relationship – based on race, religion, color, sex, or national origin
- Civil Rights Act of 1991
  - Strengthened CRA of 1964 by providing possible compensation and punitive damages for discrimination
- Age Discrimination in Employment Act of 1967
  - Prohibits age discrimination against people older than 40 and restricts mandatory retirement
- Vocational Rehabilitation Act of 1973
  - Prohibits discrimination based on physical or mental disability
- Americans with Disabilities Act of 1990
  - Strengthened VRA of 1973 to require employers to provide “reasonable accommodations” to allow employees with disabilities to work

# Compensation and Benefits

11

- **Lilly Ledbetter Fair Pay Act of 2009**
  - Amends the CRA of 1964 to extend the period of time in which an employee is allowed to file a lawsuit over pay discrimination
- **Equal Pay Act of 1963**
  - Requires men and women to be paid the same for equal work
- **Pregnancy Discrimination Act of 1978**
  - Prohibits discrimination against women because of pregnancy, childbirth, or related medical conditions
- **Family and Medical Leave Act of 1993**
  - Requires employers (with 50 or more EE's) to provide up to 12 weeks unpaid leave for family (childbirth, adoption, eldercare) or medical

# Health and Safety

12

- Occupational Safety and Health Act of 1970
  - Establishes mandatory safety and health standards in organizations, regulated by the Occupational Safety and Health Administration (OSHA)



# Pre-Employment Inquiries

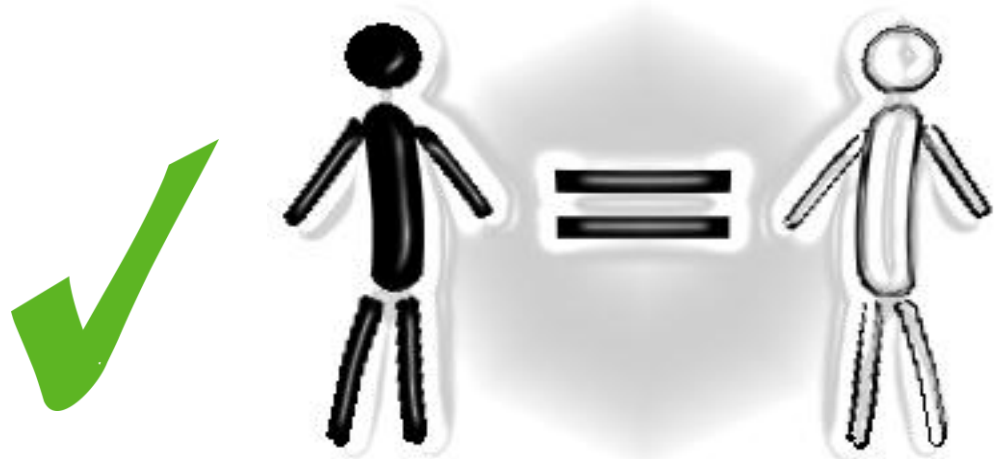
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- On the application blank and during interviews, no member of an organization can legally ask discriminatory questions.
  - The two major rules of thumb to follow:
    1. Every question that is asked should be job related
    2. Any general question that you ask should be asked of all candidates
- Prohibited information is information that does not relate to a bona fide occupational qualification for the job (BFOQ).
  - A BFOQ allows discrimination on the basis of religion, sex, or national origin where it is reasonably necessary to normal operation of a particular enterprise.

# Affirmative Action

14

- Affirmative Action Programs (AA) are planned, special efforts to recruit, hire, and promote women and members of minority groups.
  - AA requires that organizations determine racial and sexual compositions and compare these ratios with those of available people in the population of the appropriate recruitment area.
- Based on these numbers, the organization plans and acts to obtain the proper percentages according to a calculation process.



# The Legally Protected

15

- **Minorities**

- EEO laws prohibit job discrimination on the basis of race, color, national origin, and religion unless discrimination stems from a BFOQ

- **Religious Beliefs**

- Employers are required by law to make reasonable accommodations for employees' religious beliefs, without undue hardship on employer

- **Age**

- People age 40 and older are protected from age discrimination

- **People with Disabilities**

- The ADA gives equal access to employment, transportation, and buildings to people with disabilities

- **Alcohol and Drug Abuse and Testing**

- According to Partnership for a Drug-Free America, 1 in 6 Americans has a substance abuse problem, and it is estimated to cost \$86B annually in lost productivity, absenteeism, and health care costs

- **AIDS and AIDS Testing**

- A person with HIV or AIDS is protected from discrimination under the ADA of 1990 and the Rehabilitation Act of 1973

- **Sexual Orientation**

- All organizations are responsible for providing all workers with an environment that is safe and free of threats, intimidation, harassment, and especially violence

# Sex Discrimination

16

- Women are a legally protected group. The most common issues that prompt sex discrimination complaints, in order by numbers of cases are:
  - Discharge
  - Terms and Conditions of Employment
  - Sexual Harassment
  - Wages
  - Pregnancy
  - Promotion
  - Hiring
  - Intimidation and Reprisals

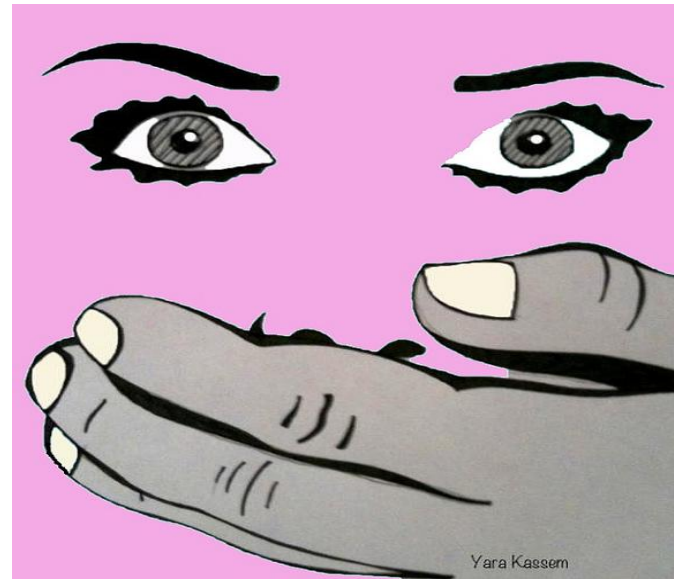




# Sexual Harassment

17

- Sexual Harassment is one of the most sensitive areas of discrimination because it is often a matter of personal judgment. It is any unwelcomed behavior of a sexual nature
- The federal and state courts have defined Sexual Harassment in six areas as grounds for lawsuits:
  - Unwelcome Sexual Advances
  - Coercion
  - Favoritism
  - Indirect Harassment
  - Physical Conduct
  - Visual Harassment



# Dating Coworkers

18

- Romance does change behavior and human relations at work and it can affect performance
  - Two of the problems with dating coworkers are:
    1. Once the romantic relationship ends, it can be difficult working together
    2. It is not unusual for one of the people to sexually harass the other to get back together



# Political Correctness

19

- Political Correctness is being careful not to offend or slight anyone with our behavior.



# Women and Minority Managers

20

- Gender differences in salary still exist, especially for female executives
- Two old myths about women managers are
  - They will leave the job to have children
  - They are too emotional to be managers
- The barriers to upward mobility in organizations are commonly called the “glass ceiling,” referring to the invisibility of these barriers.
  - The barriers can be insurmountable, especially for working mothers
- Minorities are making slow progress into management and professional level jobs. However, their progress has not been rapid enough to make a significant change in the distribution of those jobs
- Research has revealed two advancement-related traits:
  - Having a strong desire to advance
  - Focusing on getting the job done or solving the problem

2

# Women and Minority Managers

21

- Education, technical knowledge, and skills allow entry into lower management; and networks and subjective social factors allow advancement to higher levels of management.
  - This is a disadvantage for women and minorities who can't get into the right networks to break the glass ceiling.



# Stereotypes of Business Man vs. Women

22

- **A business man is aggressive**
  - A business women is pushy
- **He is careful about details**
  - She's picky
- **He loses his temper because he is so involved in his job**
  - She's a bitch
- **He's depressed or hung over, so everyone tip-toes past his office**
  - She's moody, so it must be her time of the month
- **He follows through**
  - She doesn't know when to quit
- **He's firm**
  - She's stubborn
- **He is a man of the world**
  - She's been around
- **He isn't afraid to say what he thinks**
  - She's opinionated
- **He exercises authority**
  - She's tyrannical
- **He's discreet**
  - She's secretive
- **He's a stern taskmaster**
  - She's difficult to work for



# Overcoming Sexism and Racism

23

- Hiring and promotion decisions should not be based on sex, though affirmative action plans may be implemented
- Men and women should avoid using sexist and racist language

**OVERCOME !**

John 16



# Family Sex Roles are Changing

24

- In the old days, most fathers worked long hours and spent little time with their children.
  - Today, research has clearly found that fathers are important in child care
- In the old days, most mothers stayed home and took care of the children.
  - Today, mothers work outside the home. Mothers who do leave the labor force full-time tend to go back in increasing numbers as the children get older
- More mother and fathers are taking maternity leave under the Family Leave Act to spend up to 12 weeks at home w/ children.





# Work and Family Balance

25

- Technological instant communication devices have enabled employees and their family members to communicate with each other nearly anywhere, anytime. So, time designated for work and family results in work-family spillover.
  - Work-family spillover is the effects of work and family on one another that generate similarities between the two domains. Therefore, work-related moods or attitudes are carried home, or family-related moods or attitudes are carried to work.



# Managing Diversity

26

- Managing diversity is not about tolerating differences, it is about understanding how important diversity is to the success of the organization.
  - Failure to understand the importance of diversity undermines the management of diversity.
- Having a diverse workforce no doubt helps a company's image.
  - It can also impact the bottom line by reducing employee turnover, boosting innovation, and attracting new business.



# Work-Life Benefits

27

- In addition to the many standard benefits, such as health care and retirement, here are some of the many work-life benefits being offered:
  - Telecommuting – Telecenters – Mobile Work
  - Flex Time
  - Work-Life or Cafeteria Benefits
  - Child Care
  - Work-Life Balance and Wellness Programs
  - Tuition Reimbursement
  - Employee Assistance Programs



# Global Diversity

28

- A Multi-National Company (MNC) conducts a large part of its business outside the country of its headquarters
- Expatriates are people who live and work in a country other than their native country.
  - They often experience culture shock, a state of confusion, and anxiety when they are first exposed to an unfamiliar culture
- US managers using traditional American Mgmt. styles often fail in an overseas business culture because managing diversity goes well beyond business etiquette, and includes language, local culture, and local business practices

# Cross-Cultural Relations

29

- To have successful human relations, you must be flexible to adapt to other people's ways of behaving; you are the foreigner and cannot expect others to change for you.



*The End*