Chapter 3: Values, Attitudes, and Diversity in the Workplace

▌VALUES

values = concepts/beliefs that guide how we make decisions about & evaluations of behaviours, events
- stable, enduring

Rokeach Value Survey

Milton Rokeach divided values into 2 sets (each has 18 value items):

terminal values = goals that individuals would like to achieve during their lifetime
- desirable end-states of existence

instrumental values = preferable ways of behaving
- means for achieving terminal values

- ppl in same categories or occupations tend to hold similar values

ethics = study of moral values or principles that guide our behaviour and inform us whether actions are right/wrong (moral judgment) *e.g. lack of moral → business scandals*

▌ASSESSING CULTURAL VALUES

Global Leadership and Organizational Behaviour Effectiveness (GLOBE) research program discovered 9 dimensions on which national cultures differ:

Assertiveness	extent to which a society encourages people to be tough, confrontational, assertive, competitive VS. modest, tender (= Hofstede's quantity-of-life dimension)
Future Orientation	extent to which society encourages and rewards future-oriented behaviours (planning, investing in the future, delaying gratification) (= Hofstede's long-term/short-term orientation)
Gender Differentiation	extent to which society maximizes gender role differences
Uncertainty Avoidance	society's reliance on social norms and procedures to alleviate the unpredictability of future events
Power Distance	extent to which members of society expect power to be unequally shared
Individualism / Collectivism	extent to which individuals are encouraged by societal institutions to be integrated into groups within organizations and society
In-group Collectivism	extent to which members of society take pride in membership in small groups (family, circle of close friends, organizations in which they're employed)
Performance Orientation	extent to which society encourages and rewards group members for performance improvement and excellence
Humane Orientation	extent to which society encourages and rewards individuals for being fair, altruistic, generous, caring, kind to others (Hofstede's quality-of-life dimension)

*not all OB theories and concepts are universally applicable to managing ppl around the world

*take intro consideration cultural values when trying to understand behaviour of ppl in diff. countries

VALUES IN THE CANADIAN WORKPLACE

Generational Differences

The Elders (playing by the rules)	- traditional values: belief in order, authority, discipline, Judeo-Christian moral code, Golden Rule (*do unto others as you would have others do unto you*)
Baby Boomers (spoiled, hedonistic)	Autonomous rebels (25%) Anxious communitarians (20%) Connected enthusiasts (14%) Disengaged Darwinists (41%) - (except Darwinists) rejection of authority, skepticism regarding motives of big businesses & govn't, strong concern for environment, strong desire for equality in workplace & society - Darwinists: angry, intimidated by change, anxious about professional & financial futures
Generation X	- experience seeking, adaptability, concern w/ personal image among peers Thrill-seeking materialists (25%) – desire $$, materials, recognition, respect, admiration Aimless dependants (27%) – financial independence, security, stability Social hedonists (15%) – exp-seeking, committed to own pleasure, immediate gratification New Aquarians (13%) – exp-seeking, egalitarian, ecologically minded Autonomous post-materialists (20%) – personal autonomy, self-fulfillment, human rights
The Ne(x)t Generation	"millennials" "Generation Y" "Echo Boomers" (1977~1997) - creators, curious, contrarian, flexible, collaborative, high self-esteem, optimists w/ desire for order, team players - ease w/ technology
Generations Meet in the Workplace… - Baby Boomers (workaholics) currently dominate the workplace, will replace Elders - Generation X: adapting, want more exp; not in awe of authority, not interested in workaholic behaviour - managing these different groups can be very difficult; managers need to be flexible, observant, willing to adjust more to individual needs	

Cultural Differences

Francophone VS Anglophone Values

Francophone	- more collectivist (group-oriented), greater need for achievement, more concerned abt interpersonal aspects of workplace, reduce/avoid uncertainty at work, experience more stress, attend more classical symphonic performances

	- managers: affiliation, extrinsic job values - highest absenteeism rate, less physically active
Anglophone	- more individualist (I-centered), take more risk, autonomy - managers: achievement-oriented, intrinsic job values

Aboriginal Values

- usually perceived as impediment to economic development & organization effectiveness
  e.g. reluctance to compete, diff. time orientation, emphasis on consensus decision making
- collectivist, reflect & advance goals of community, greater sense of family in workplace, greater affiliation & loyalty, small power distance, lower uncertainty avoidance

Asian Values

- greater power distance, greater collectivism, long-term *guanxi* (important for business success)
  guanxi = enduring connection btwn 2 ppl to enable flow of personal/social transactions
  - relies on personal power & authority, shame (external pressures on performance)

▌ATTITUDES

attitude = +ve / -ve feelings about objects, ppl, events

Job Satisfaction = individual's general attitude toward his job (employee attitude)

Job Sastifaction & Individual Productivity

- productivity affected by external conditions & job satisfaction
  e.g. market moving up, volume high → satisfied/dissatisfied brokers earn lots of commisions
- relationship btwn job satisfaction & productivity stronger (esp. for higher-level employees) when employee's behaviour is not linked to outside factors
  e.g. machine-paced jobs
- **productivity ⟷ job satisfaction**

Job Sastifaction & Organizational Productivity

- organizations w/ more satisfied employees → more effective
- job satisfaction does not guarantee financial gains

Job Sastifaction & Organizational Citizenship Behaviour

- job satisfaction → employees high in OCB → organization function more effectively
- job satisfaction influences OCB thru perceptions of fairness (when one believes that there are fair outcomes, treatment, and procedures in the workplace; trust developed in employer)

Job Sastifaction & Customer Satisfaction

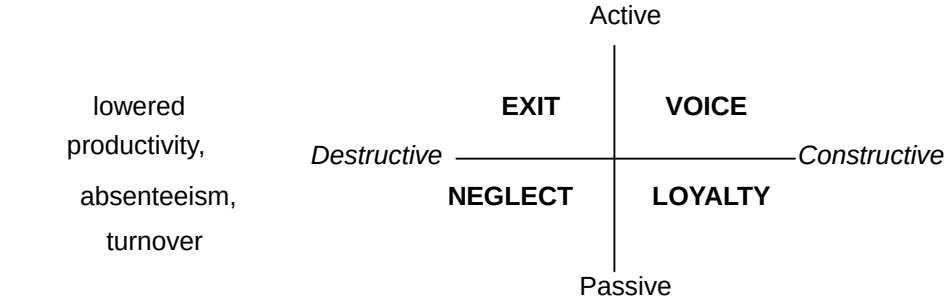
- satisfied employees inc. customer satisfaction and loyalty
  - satisfied employees → friendly, upbeat, responsive → customers appreciate
  - satisfied employees → less turnover → familiar faces & experienced service for customers
- dissatisfied customers inc. employee dissatisfaction
- **job (dis)satisfaction ⟷ customer (dis)satisfaction**

How Employees Can Express Dissatisfaction

- person's general disposition toward life moderates job satisfaction-turnover relationship
  - e.g. person w/ highest predisposition to be happy/satisfied w/ life in general
    → more likely to quit if dissatisfied with job (willing to exert more control over situation)

Responses to job dissatisfaction:

Exit	Destructive (from organization POV)	actively attempting to leave organization *(look for a new position, resign)*
Voice	Constructive	actively attempting to improve conditions *(suggest improvements, discuss problems w/ superiors, union acitivity)*
Loyalty	Constructive	passively but optimistically waiting for conditions to improve *(speak up for organization in face of external criticism, trust organization & its management to "do the right thing")*
Neglect	Destructive (from organization POV)	passively allowing conditions to worsen *(chronic absenteeism/lateness, reduced effort, error rate inc.)*



Organizational Commitment

= state in which employee identifies w/ a particular organization and its goals, and wishes to maintain membership in the organization

*3 Types of OC:

Affective commitment	individual's relationship to the organization (emotional attachment to, identification w/, and involvement in organization) - strongly associated w/ **+**ve work behaviours → performance, attendance, citizenship
Normative commitment	obligation an individual feels to staying w/ the organization - less strongly associated w/ +ve work behaviours
Continuance commitment	individual's calculation that it's in his best interest to stay w/ organization based on perceived costs of leaving it - often associated w/ **-**ve work behaviours

*individuals who show very little commitment → 4 x more likely to quit

How to increase OC? Reasons employees have high OC… they are/have

1. proud of company's aspirations, accomplishments, legacy; share its values
2. know what each person is expected to do, how performance is measured, and why it matters
3. in control of own destinies; enjoy high-risk, high-reward work environment
4. recognized for quality of their performance
5. have fun, enjoy supportive & interactive environment

MANAGING DIVERSITY IN THE WORKPLACE

Major Workforce Diversity Categories: - Gender - Age - Domestic Partners - National Origin - Disability - Non-Christian

Responses to Diversity Initiatives

- due to certain values of some generations, tension over diversity will remain in the workplace for some time to come
- sometimes, changing employees' behaviours is enough w/o changing attitudes
- not everyone values diversity; so when company tries to inc. diversity of employees hired, some may show –ve attitudes toward them

Cultural Intelligence (CQ)

= ability to understand one's unfamiliar & ambiguous gestures in the same way as would ppl from his culture

*Types of CQ:

Provincial	work best w/ ppl of similar bg, but have difficulties working w/ those from diff. bg
Analyst	analyze foreign culture's rules & expectations to figure out how to interact w/ others
Natural	use intuition rather than systematic study to understand those from other cultural bg's
Ambassador	communicate convincingly that they fit in, even if they don't know much about the foreign culture
Mimic	control actions & behaviours to match others, even if they don't understand the significance of the cultural cues observed
Chameleon (5%)	have high levels of all three CQ components could be mistaken as being from the foreign culture

Major Workforce Diversity Categories

Gender	- women: growing % of workforce - org. need to ensure that hiring & employment policies create equal access & oppor.'s to ppl regardless of gender
National Origin	- immigrants (or come from homes where English is not spoken): growing % of Can. workers - communication problems can occur when employees' English is weak
Age	- Can. workforce is aging - inc. % of employees expect to work past traditional retirement age of 65 - org. cannot discriminate on basis of employee's age until he reaches 65 - org. obligated to accommodate needs of older workers
Disability	- org. need to ensure that jobs & workplaces are accessible to ppl who have mental / physical disabilities & health challenges
Domestic Partners	- inc. # of gay & lesbian employees (or those w/ live-in partners of opp. sex) - they demand same rights & benefits for their partners that org. provide for married couples
Non-Christian	- org. need to be sensitive to customs, rituals, holidays, appearance of attire, other religions to ensure that these ppl suffer no adverse impact for their practices/appearance