

Mgm604-0802b-01  
organizational  
behavior - phase 1  
discussion board



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## MGM604-0802B-01 Organizational Behavior - Phase Discussion Board

Introduction: There is growing realization that diversity at the work place is a two-edged sword that is beneficial to any organization, provided the other edge of potentially disruptive effects is managed.

Diversity:

Diversity can be taken to be a mixture of items that have similar and different characteristics. Extending this meaning of diversity to an organization provides us with the perspective that an organization is made up of a mix of individuals that show similar and different characteristics. Simple as this may sound, it is complex and of significant import to any organization (Thomas, 1996). Being complex, it poses a challenge in its management and calls for a good understanding of the underlying dimensions associated with it and this is reflected in the observation of Kreitz 2008, p. 101, " just as mono-cropping destroys biological diversity, and, in extreme cases, human as well as natural ecosystems, mono-managing similarly destroys diversity within organizations."

The modern business world has proceeded well beyond the legally protected aspects of diversity such as race, gender and age, to embrace a much broader spectrum of diversity that virtually takes into consideration almost every aspect of human differences (Jayne & Diboye, 2004). Such a broad perspective of diversity requires that diversity be seen as having domestic dimensions and international dimensions. According to Loden and Rosener, 1991, the primary dimensions to domestic diversity are, race, gender, sexuality, ethnicity, physical abilities and characteristics. These differences may be taken as resident differences that is present in the work force of any country, within which operate the secondary dimensions of diversity in the <https://assignbuster.com/mgm604-0802b-01-organizational-behavior-phase-1-discussion-board/>

form of work experience, education background, geographic location, military experience, income, marital status, parental status and religious beliefs. Thus while dealing with a training program that addresses diversity to a workforce audience from a national perspective it may be sufficient to consider just the primary dimensions and secondary dimensions of domestic diversity.

In a country like the United States of America, where there is a coming together of different cultures and in addressing an international work force, it becomes necessary to understand the international dimensions to diversity that is brought about by the culture or cultures that need to be addressed. Much of our understanding of the international dimensions of diversity is owed to Hofstede and his research project that has enabled us to focus on different cultures and not on the individuals that represent these cultures. The Hofstede understanding of international diversity gives us five dimensions or factors to it, which are power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity and long-term versus short-term orientation. These dimensions differentiate and define interaction of international diversity within the different cultures that exist in organizations. For example, power distance according to Hofstede, is the acceptance of a culture to inequalities in several aspects of life that include the exercise of authority, wealth status, and privilege. A high score in the power distance index shows that obedience is a significant value and acceptance of inequality is a part of the natural or established order of things. Low scores in the power distance index is an indication of the tendency towards equality and an informal working environment (Draguns, 2007). This example

demonstrates the interplay between the structure and culture of an  
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organization with the expectations of workforces from different cultures in an international perspective.

#### Conclusion:

For diversity in an organization to be employed to its benefit it is necessary to understand the different dimensions of diversity and manage it so as to negate the potential disruptive effects.

#### Literary References

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