



# DIVERSITY AT WORK

Dewi Hardiningtyas, ST, MT, MBA





# OUTLINE

**UNDERSTANDING THE BEHAVIOR**

**INDIVIDUAL DIFFERENCES**

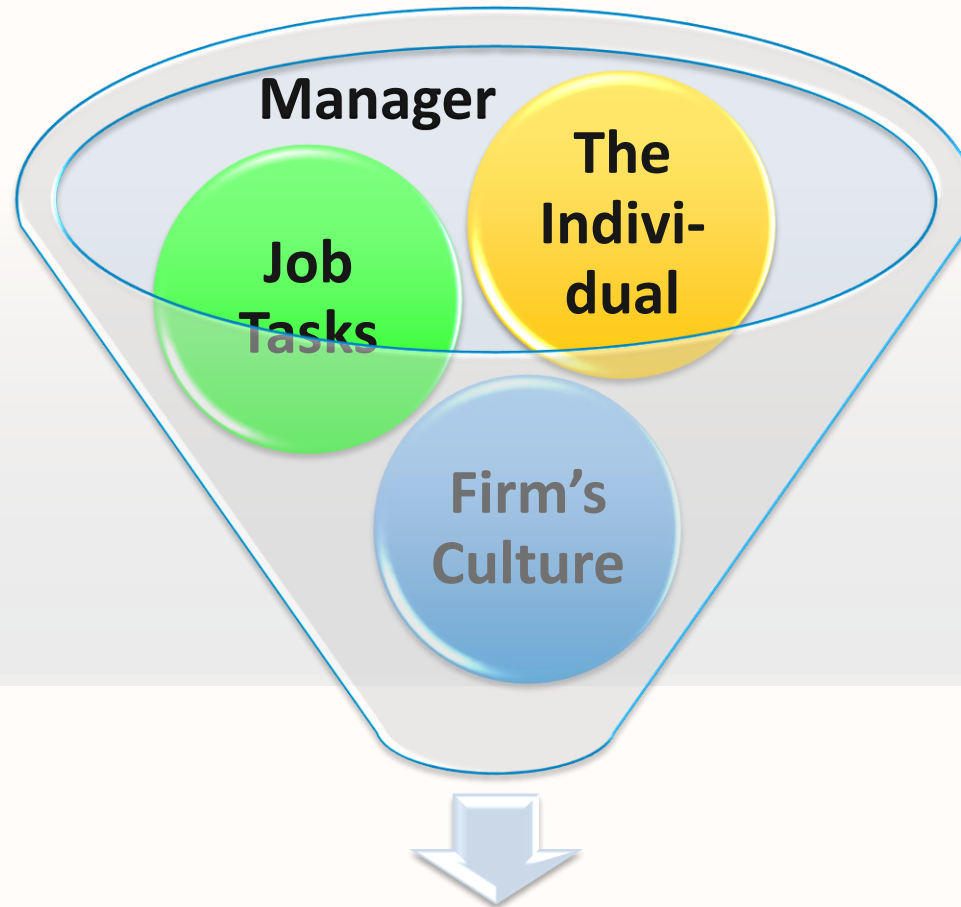
**INDIVIDUAL PSYCHOLOGICAL  
VARIABLES**

**THE PSYCHOLOGICAL CONTRACT**





# Diversity at Work



**Organizational Effectiveness**

# Understanding The Behavior

## The Behavior Effects

Create your own cartoon at [www.projectcartoon.com](http://www.projectcartoon.com)



How the customer explained it



How the project leader understood it



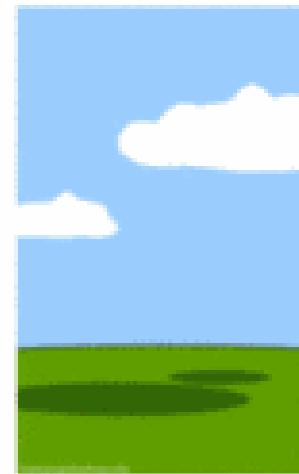
How the analyst designed it



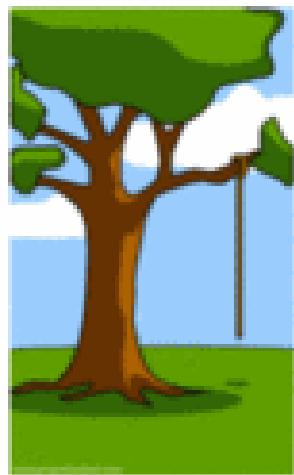
How the programmer wrote it



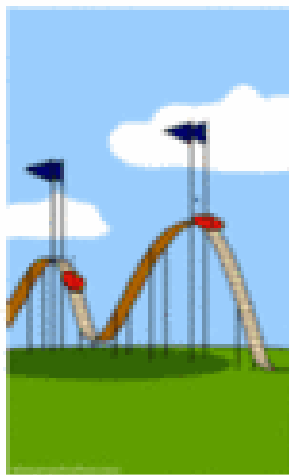
How the business consultant described it



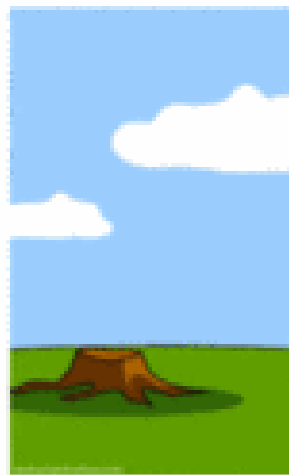
How the project was documented



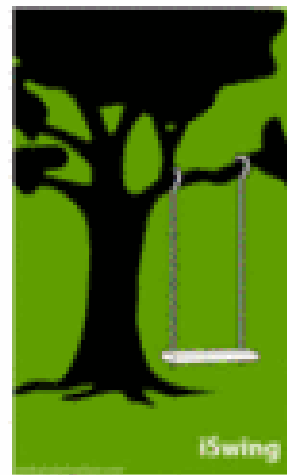
What operations installed



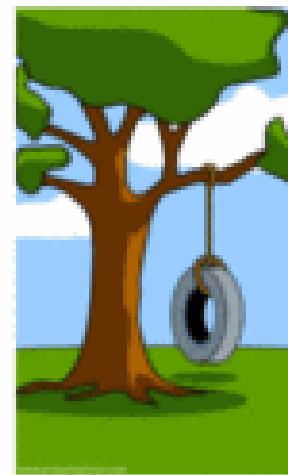
How the customer was billed



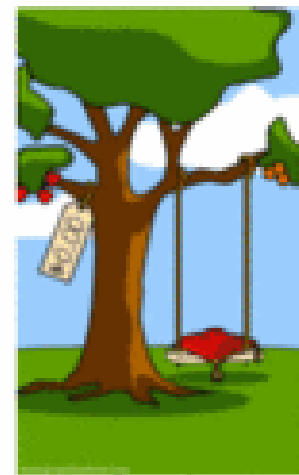
How it was supported



What marketing advertised



What the customer really needed



The Open Source version

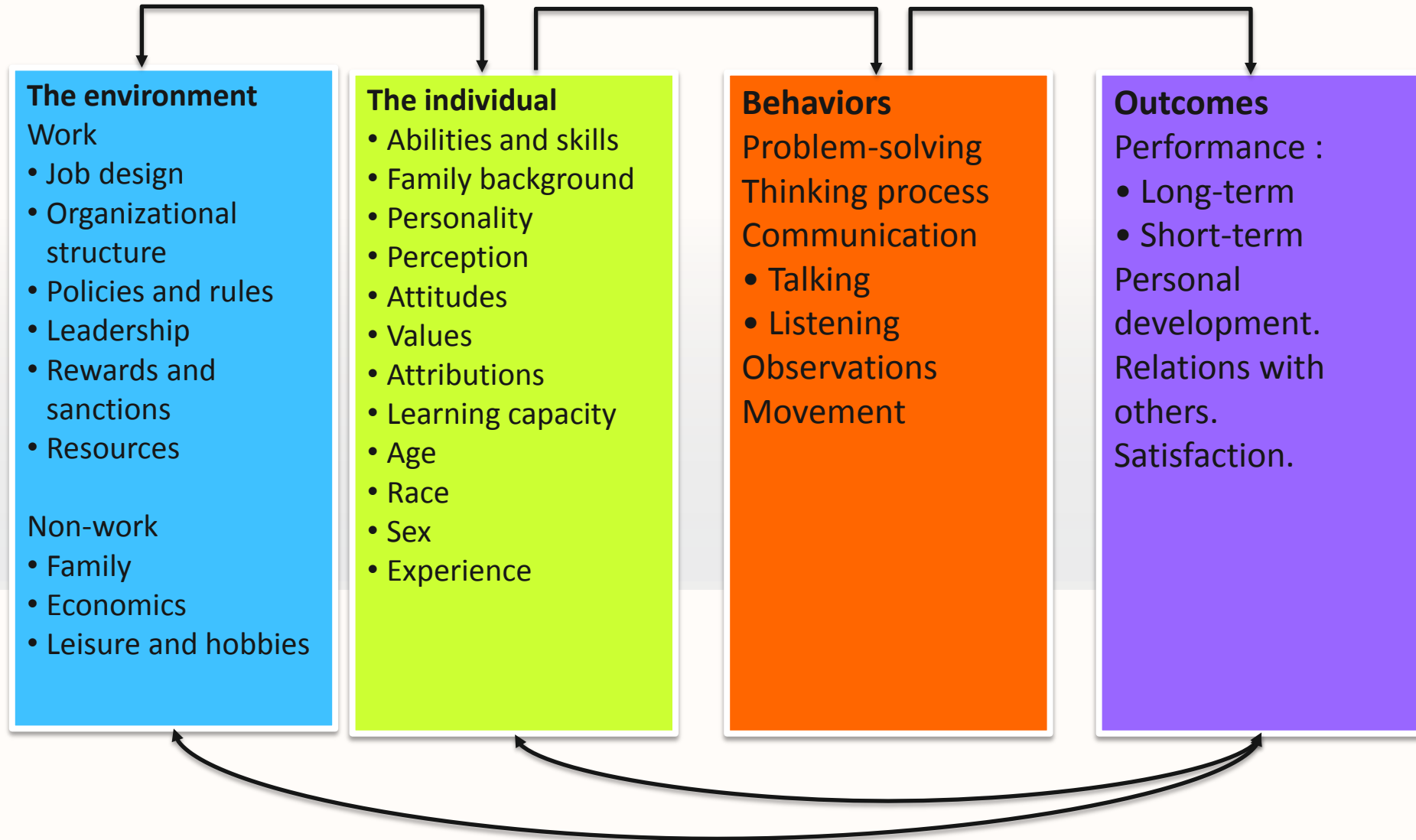


# Can we change it ???



**BEHAVIOR IS COMPLEX**

# Individual Behavior Framework



Behavior is anything that a person does.

Kurt Lewin :

$$B = f(I, E)$$

“An employee’s behavior (B) is a function of individual (I) and environmental (E) variables.”



# Understanding Individual Differences

**Managers must :**



**Observe &  
recognize the  
differences**



**Study variables  
that influence  
individual  
behavior**



**Discover  
relationship  
among variables**



# Performance-related Behavior

Performance-related behaviors are directly associated with job tasks that need to be accomplished to achieve a job's objective.



Does the employee have the skills and abilities to perform the job?

2. Does the employee have the necessary resources to perform the job?
3. Is the employee aware of the performance problem?
4. When did the performance problem surface?
5. How do the employee's co-workers react to the performance problem?
6. What can I do as a manager to alleviate the performance problem?

# Individual Differences

**Abilities & Skills**

**Demographic**

**Ability**

**Skills**

**Gender**

**Culture**



# A B I L I T Y



- An ability is a trait (innate or learned) that permits a person to do something mental or physical.
- Example of mental ability :
  - Number facility : the ability to rapidly manipulate numbers in arithmetic operations.
  - Fluency : the ability to produce words, ideas, and verbal expressions.

# S K I L L S



- Skills are **task-related competencies**, such as the skill to negotiate a merger or operate a computer.
- Example of physical skills :
  - Dynamic strength : muscular endurance in exerting force continuously or repeatedly.



An ideal job is one in which a person's skills and abilities can be applied to produce work that's satisfactory, fulfilling, and challenging.

To be successful in matching a person's abilities and skills to the job, a manager must examine :

**Content of the job**

**Required behaviors**

**Preferred behaviors**

# G E N D E R



**1. ABSENTEEISM**

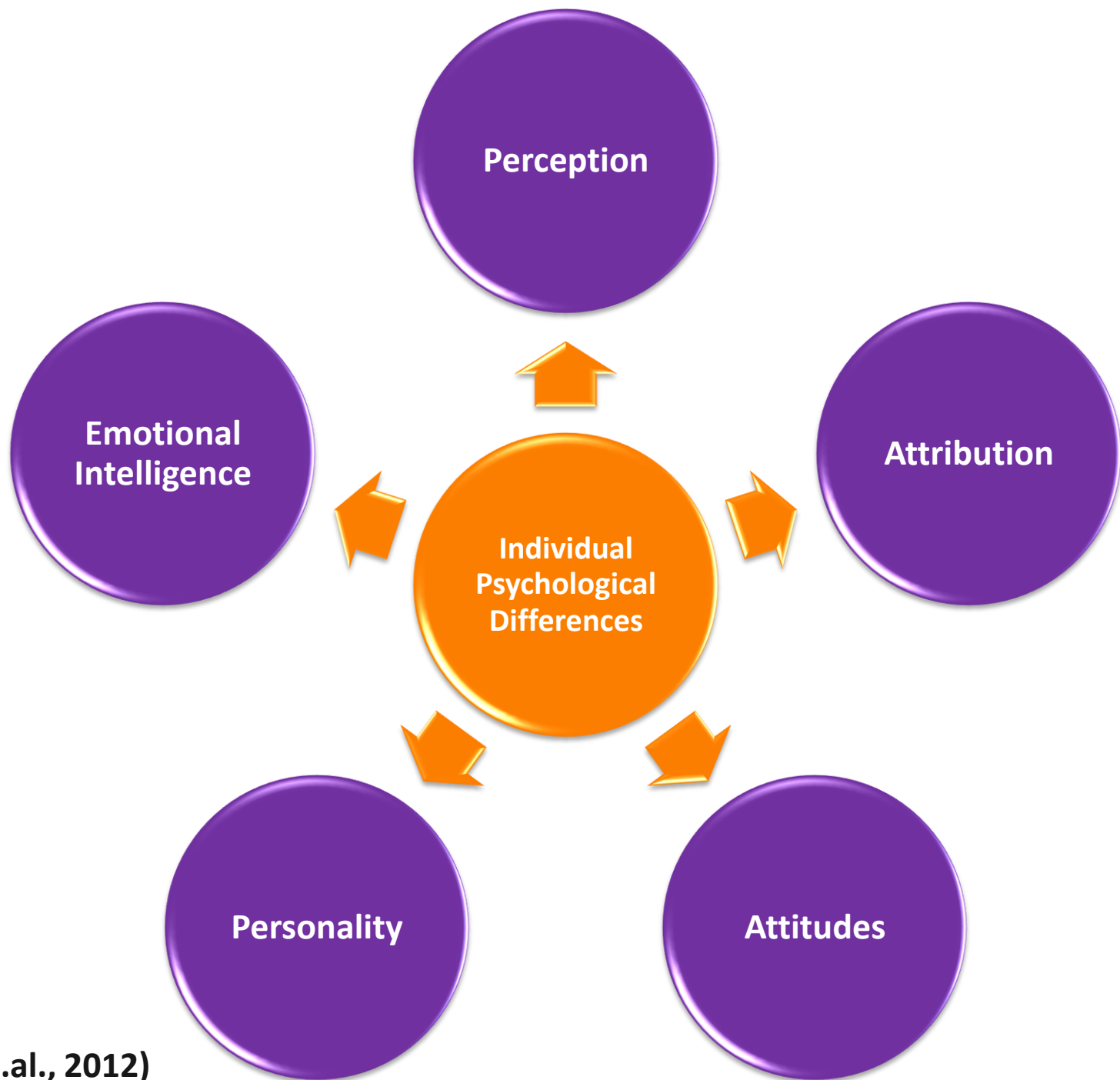


**2. LEADERSHIP STYLE**

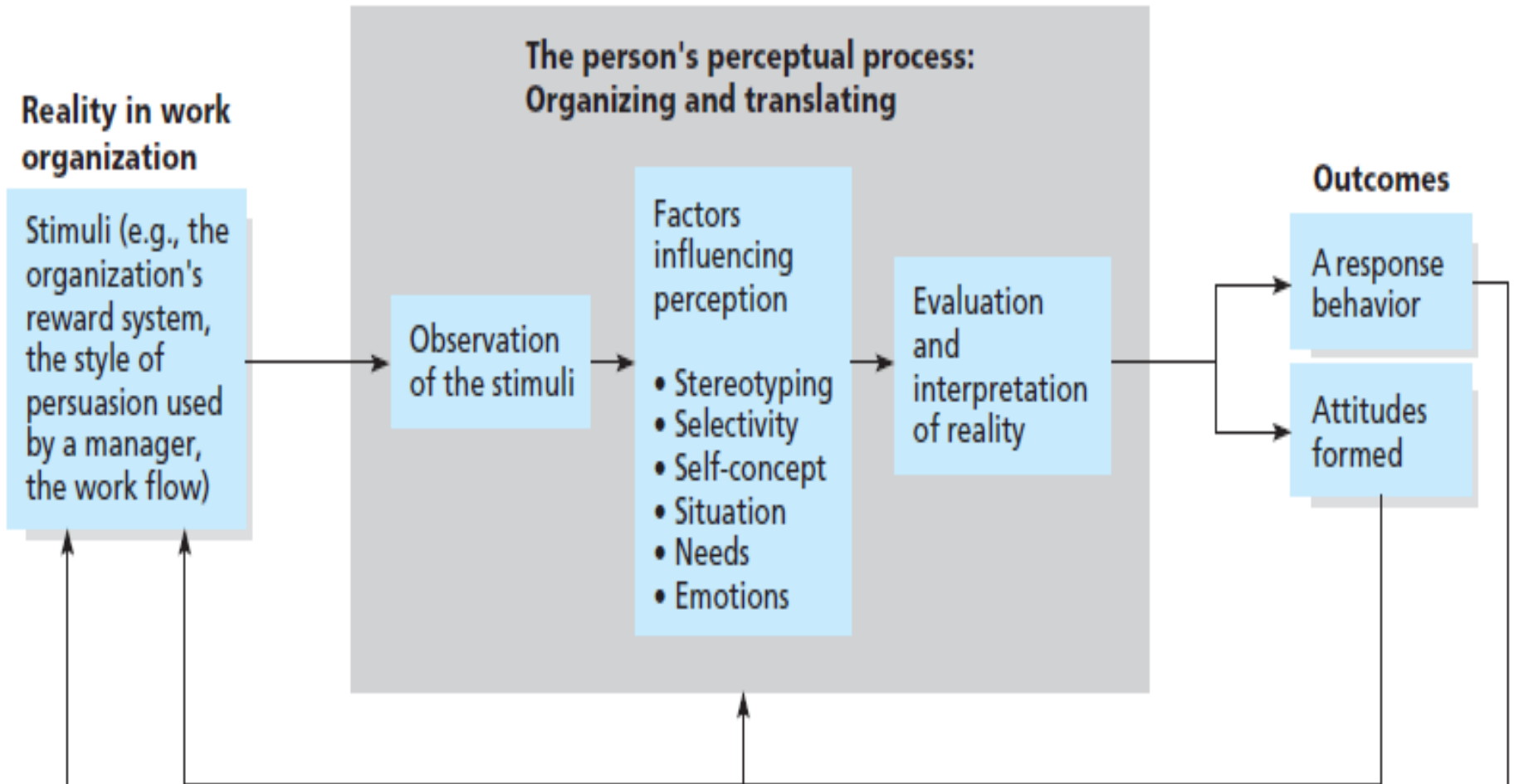


C U L T U R E ' S I S S U E

**Communication – Ignorance – Insensitivity**



**Perception** is the process by which an individual gives meaning to the environment. It involves **organizing and interpreting various stimuli into a psychological experience.**





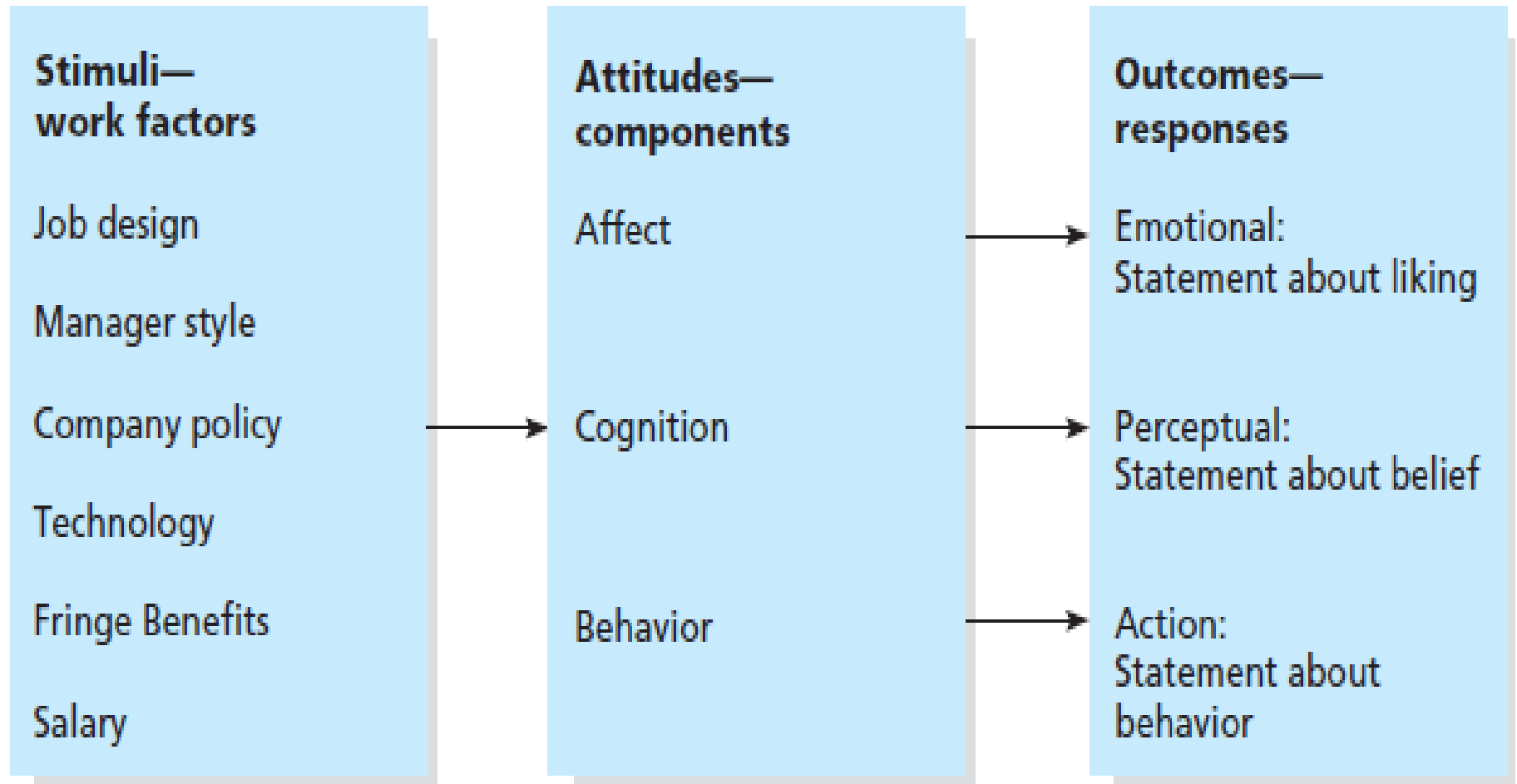
**Attribution** is the process of perceiving the causes of behavior and outcomes.

**Dispositional attributions**  
: emphasize some aspect of the individual, such as ability or skill, to explain behavior.

**Situational attributions :**  
attributions that emphasize the environment's effect on behavior.

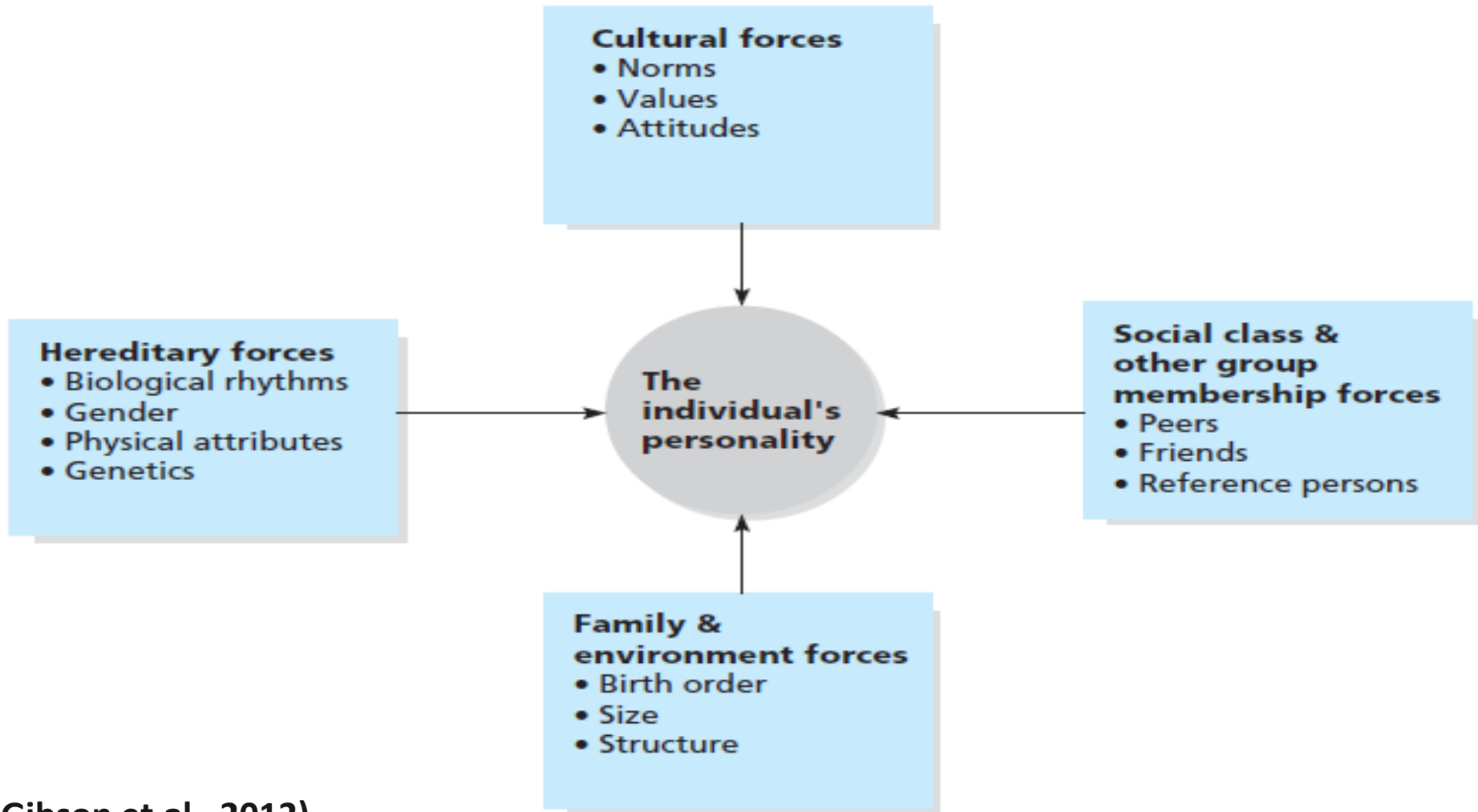
**An attribution bias is making a judgment with only limited information about the person or situation.**

**An attitude** is a positive or negative feeling or mental state of readiness, learned and organized through experience, that exerts a specific influence on a person's response to people, objects, and situations.



(Gibson et.al., 2012)

**Personality** is a stable set of characteristics and tendencies that determine commonalities and differences in people's behavior. Personality is **influenced by hereditary**, as well as cultural and social factors.



(Gibson et.al., 2012)

# The Big Five Model

**Conscientiousness.** The hardworking, diligent, organized, dependable, and persistent behavior of a person.

**Extraversion–introversion.** The degree to which a person is sociable, gregarious, and assertive versus reserved, quiet, and timid.

**Agreeableness.** The degree of working well with others by sharing trust, warmth, and cooperativeness.

**Emotional stability.** The ability a person displays in handling stress by remaining calm, focused, and self-confident.

**Openness to experience.** A person's range of interest in new things.


A person's **EQ** refers to the ability to accurately perceive, evaluate, express, and regulate emotions and feelings.




**Self-regulation** : the ability calm down anxiety, control impulsiveness, and react appropriately to anger.




**Motivation** : a passion to work for reasons that go beyond money or status.



**Empathy** : the ability to respond to the unspoken feelings of others.



**Self-awareness** : an awareness of one's own personality or individuality.



**Social skill** : a proficiency to manage relationships and build networks.



# PSYCHOLOGICAL CONTRACT

An implied understanding of mutual contributions between a person and his or her organization.

## psychological contracts 'iceberg' model



# Psychological Contract Violations

The perception of the person that his or her firm has failed to fulfill or has reneged on one or more obligations.



**voice**

**silence**

**retreat**

**destruction**

**MANAGING DIVERSITY**

**DIVERSITY POLICY**

# THANK YOU!

