ORGANIZATIONAL DIVERSITY

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BSS

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AARHUS UNIVERSITY

22 DECEMBER 2022

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ABOUT ME

Ting Huang (Tia)

PhD Scholar at Aarhus University

Supervisor at AU & Sino-Danish Center

- Project title: Top Managers in the Public Sector

- Background in Public Management and Social Development

Research interests:

Leadership & Diversity, Organizational studies, Environmental Issues/Sustainability,

Government-Firm Relations, Statistics

Chinese, PM 2017 cohort, have a great interest in cooking (Chinese food), badminton,

video editing

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Website

LECTURE PURPOSE & SCHEDULE

9:00-9:05/16:00-16:05 Short intro

9:05-9:50/16:05-16:50 Lecture part 1: WHAT-understand concepts of organizational diversity, gender and racial discriminations

9:50-10:05/16:45-17:05 Break

10:05-10:25/17:00-17:25 Lecture part 2: WHY & HOW- the consequences of diversity & how diversity works
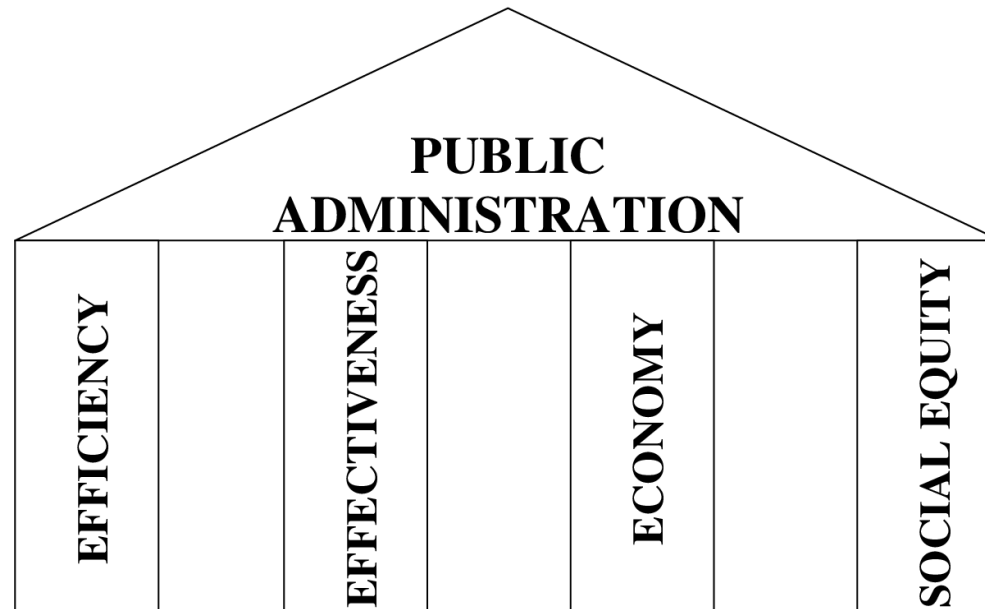
10:25-10:55/17:25-17:55 Lecture part 3: Diversity in the public sector

10:55-11:00/17:55-18:00 Q&A

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PILLARS OF PUBLIC ADMINISTRATION

What are the three pillars of public administration?

Social equity was added 50 years ago as the fourth pillar of public administration to address the concern of disparities.

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PART 1: WHAT IS ORGANIZATIONAL DIVERSITY?

DIVERSITY

Definition

- Diversity refers to **differences** between individuals on any attribute that may lead to the perception that another person is different from self (van Knippenberg and Schippers 2007)

Dimensions of diversity

- **Surface level diversity**—differences among group members in overt, biological characteristics that are typically reflected physical features, e.g. sex, age, and race/ethnicity

- **Deep level diversity**—differences among members' attitudes, beliefs, and values. (Harrison, Price, and Bell 1998)

- **Social category diversity**—differences in readily detectable attributes such as sex, age, and ethnicity

- **Informational/functional diversity**—differences in less visible underlying attributes that are more job-related, such as functional and educational background (Knippenberg, Dreu, and Homan 2004)

GROUP WORK

https://aarhusuni.padlet.org/au673168/c2y7ylt7xdi8dfnm
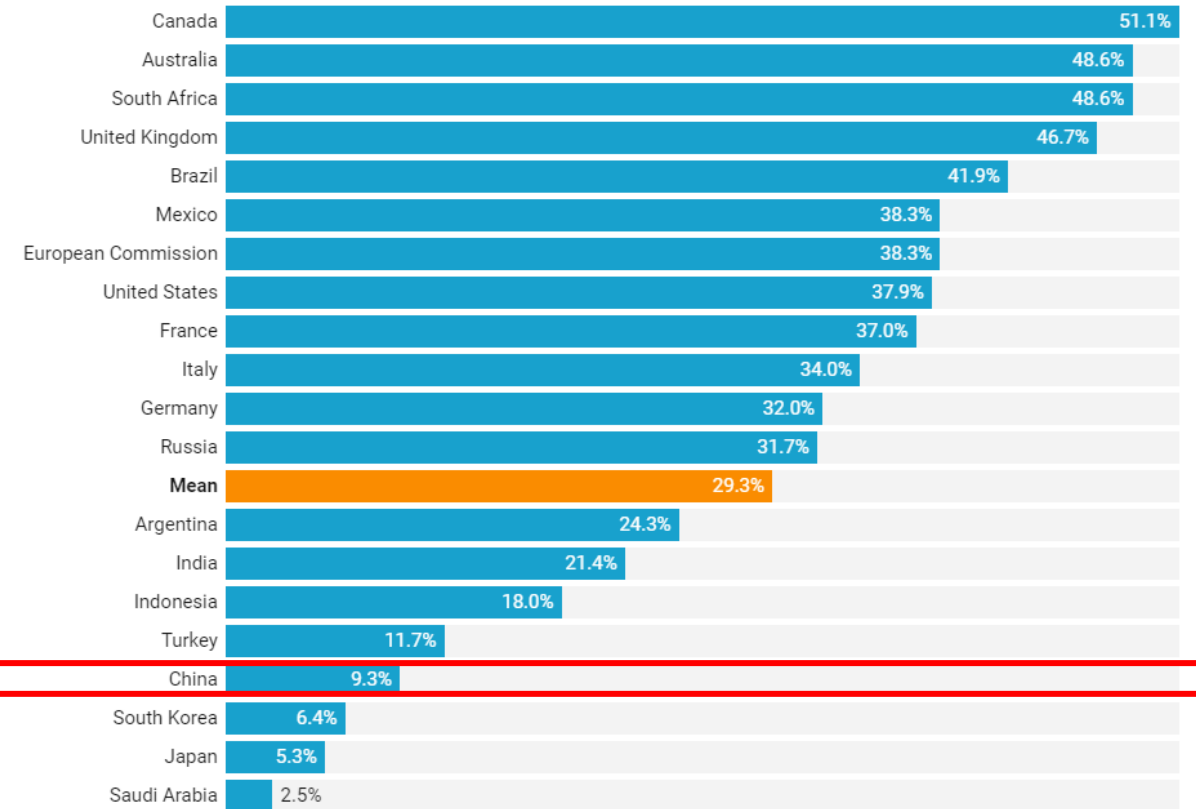
Password: 2022

1. Discuss the differences between different groups and how that affects different actions at work/at managerial positions (write down your answer on Padlet).

2. Share your story with your group members:
Have you ever experienced discrimination at work, univeristy or your school? If not, do you know someone who have experienced descrimination? What was it about?

10-12 mins

GENDER REPRESENTATION IN SENIOR CIVIL SERVICE

Women in the senior civil service, G20 countries

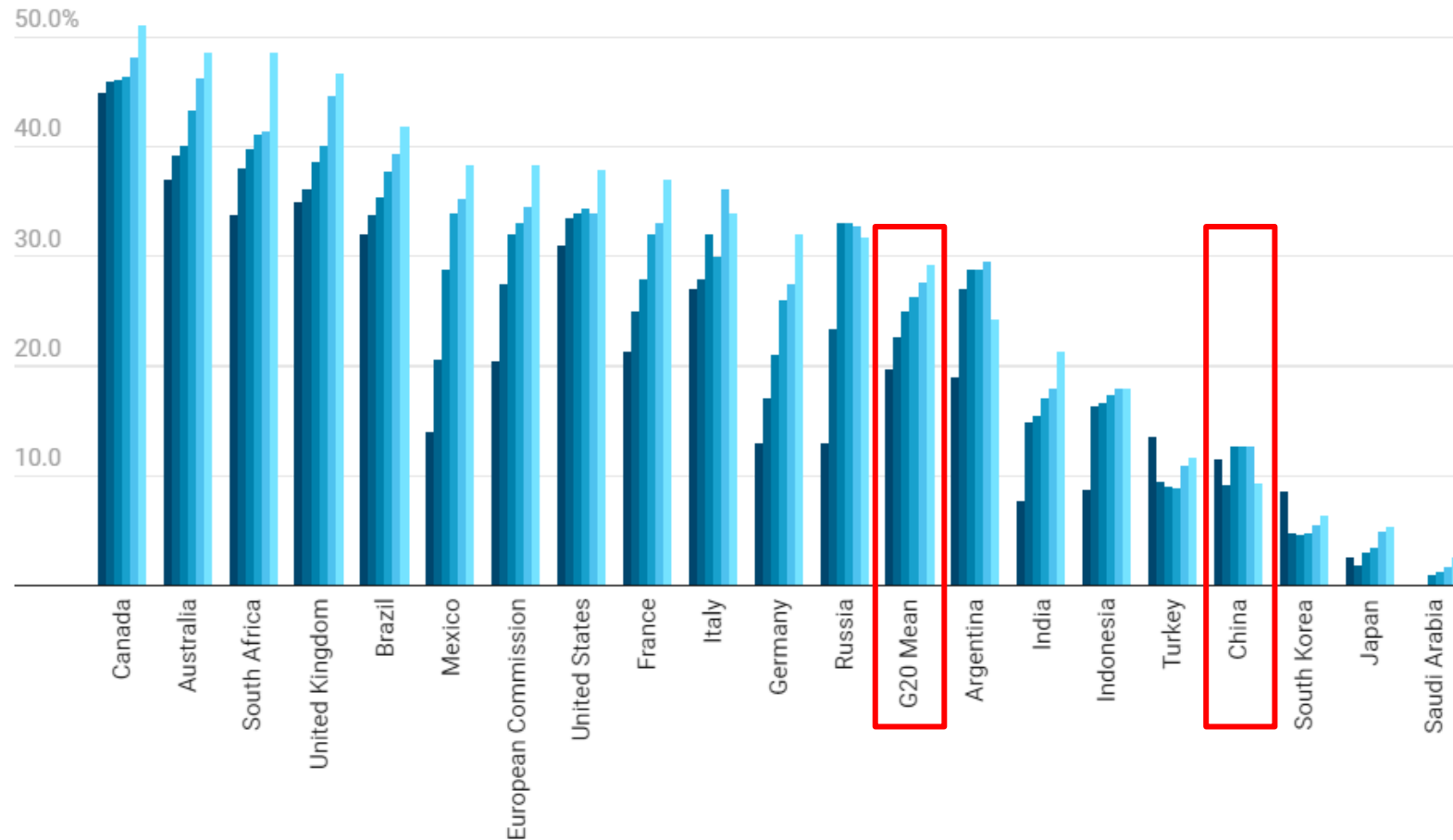| Country	%
Canada	51.1%
Australia	48.6%
South Africa	48.6%
United Kingdom	46.7%
Brazil	41.9%
Mexico	38.3%
European Commission	38.3%
United States	37.9%
France	37.0%
Italy	34.0%
Germany	32.0%
Russia	31.7%
Mean	**29.3%**
Argentina	24.3%
India	21.4%
Indonesia	18.0%
Turkey	11.7%
China	9.3%
South Korea	6.4%
Japan	5.3%
Saudi Arabia	2.5%

Note: The data covers the top five tiers of the civil service in all countries, except for Italy and Germany, which have a slightly narrower definition of the senior civil service.

Source: https://www.womenleadersindex.com/data/

- 5% female mayors across 242 Chinese cities from 2001 to 2013 (Wang, Du, and Marquis 2019)

- 26% TMT gender diversity in 91 Danish municipalities from 2008 to 2012 (Opstrup and Villadsen 2015)

Women in the senior civil service, G20 countries, change since 2012

TOP LEADERSHIP TEAM IN CHINA & DENMARK

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GENERAL INEQUALITY IN DENMARK

Gender distribution of Nordic governments

Out of a total of 20 ministerial posts, 14 are held by male politicians.
This means that less than a third of ministers are women.

How gender balance has evolved in Danish governments

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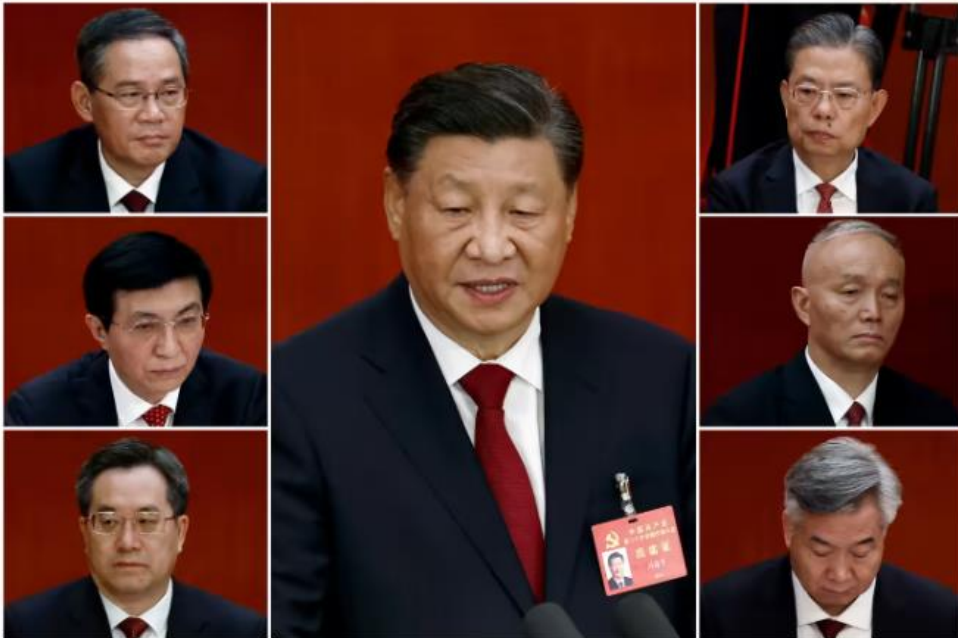
GENDER INEQUALITY IN DENMARK
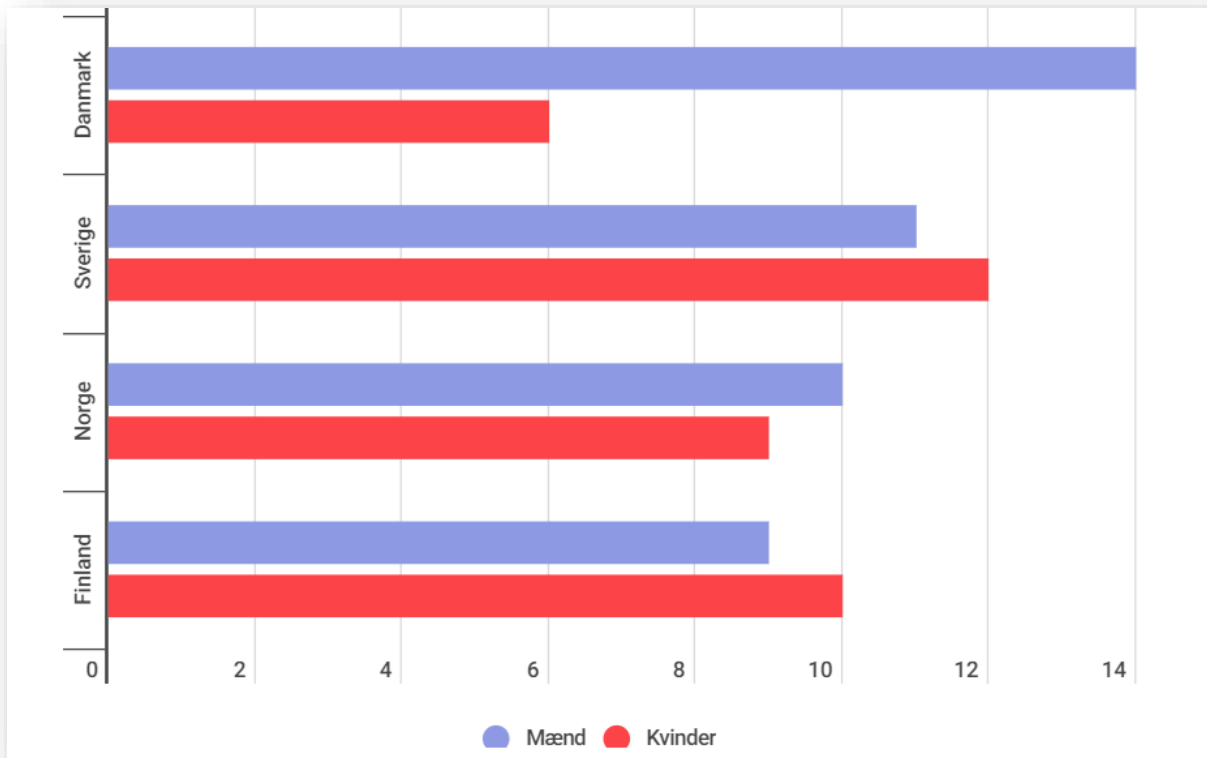
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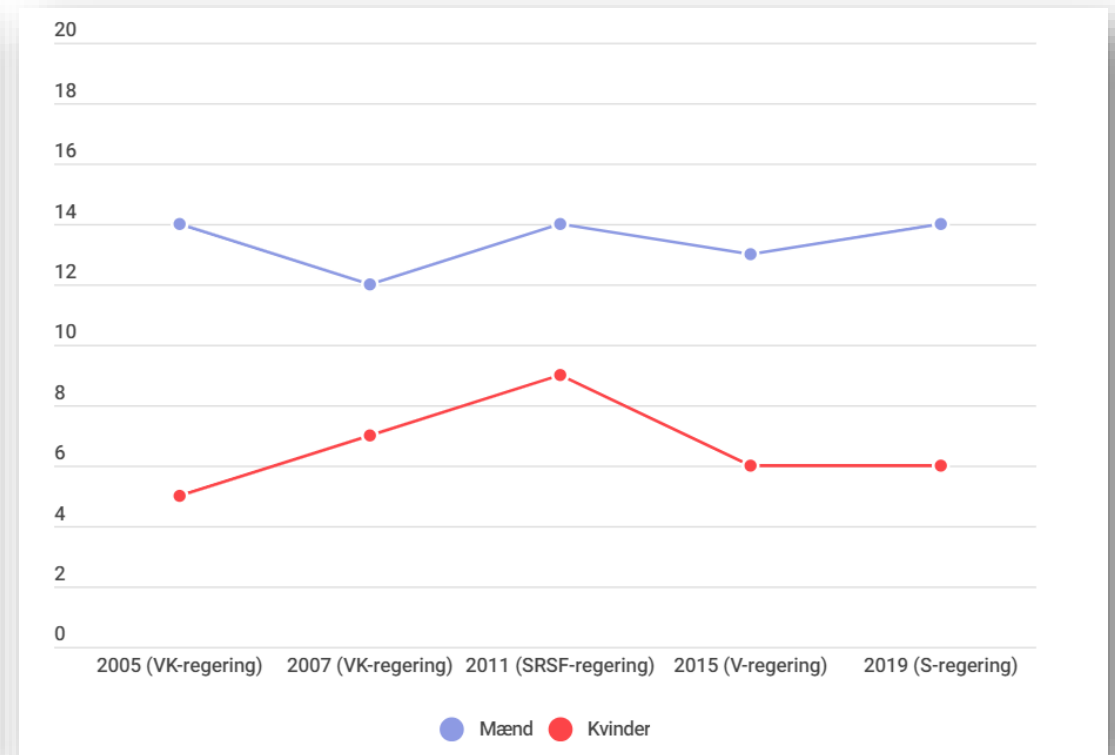
GENDER DISCRIMINATION

- **Metaphors**: glass ceiling, glass cliff, glass walls, glass escalators, sticky floors ......

- **The glass ceiling** : a transparent barrier that keeps women from rising above a certain level in organizations (Morrison, White & Velsor, 1987)

- **The glass cliff** : women may be preferentially placed in leadership roles that are associated with an increased risk of negative consequences. (Ryan and Haslam, 2005)

  - Decision maker side:

    - Leadership advantages

    - Strategic changes

    - Shoulder the blame

  - Applicant side: pool of applicants changes in the times of crisis

Vice-premier inspects newly-delivered hospital to combat coronavirus

Updated: February 3, 2020 07:02   Xinhua

Vice-Premier Sun Chunlan, who leads a central government group to guide the epidemic control work in Hubei province, inspects Huoshenshan Hospital in Wuhan, Central China's Hubei province, Feb 2, 2020. Entrusted by Xi Jinping, general secretary of the Communist Party of China (CPC) Central Committee, Sun Chunlan inspected Huoshenshan (Fire God Mountain) Hospital, a newly-delivered hospital to combat coronavirus in Wuhan. [Photo/Xinhua]

REASONS BEHIND GENDER DESCRIMINATION

Social role theory: differing leadership styles of men and women

- Men-agentic: aggressiveness, assertiveness, acting like a leader, self-reliant, self-confident, forceful in negotiations, independent, dominant, and ambitious

- women-communal: gentle, kind, affectionate, empathetic, nurturing, sensitive and helpful

Role incongruity theory

- women are considered disadvantaged in their leadership roles and assessed less favorably when in such positions.

- The incongruity arises when there is a conflict between the social roles that women hold in society and the requirements of being in leadership roles.

Think manager think male: both male and female managers see the manager's job as masculine and a better fit for males

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RACIAL DISCRIMINATION──EVIDENCE FROM AN EXPERIMENTAL RESEARCH

Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination   Bertrand & Mullainathan (2004)

Purpose of the study

- It studies race in the labor market by sending fictitious resumes to help-wanted ads in Boston and Chicago newspapers to measure callback for interview for each sent resume

Method

- To manipulate perceived race, resumes are randomly assigned African-American (50%) or White-sounding names (50%)

- To measure how credentials affect the racial gap in callback, they vary the quality of the resumes (labor market experience, holes in employment history, skills, postal address...)

- 4 resumes sent to each ad: 2 higher-quality & 2 lower-quality ones

RACIAL DISCRIMINATION——EVIDENCE FROM AN EXPERIMENTAL RESEARCH

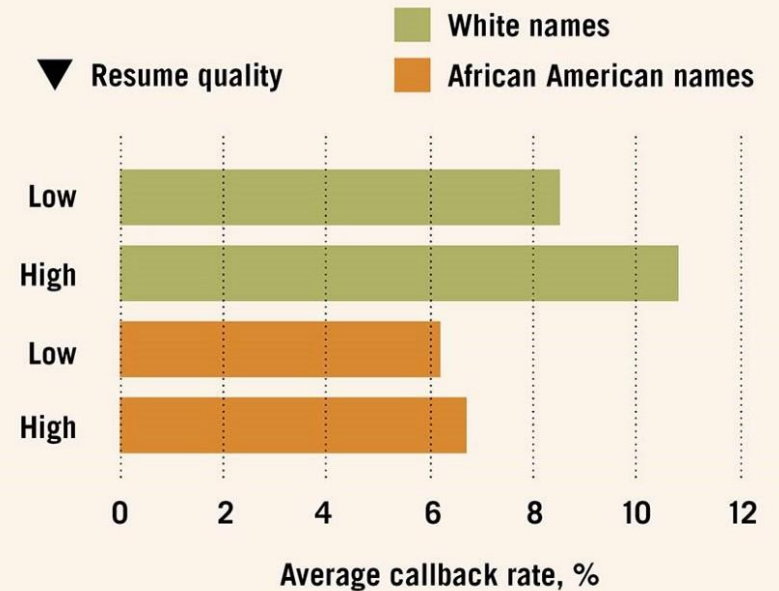## It finds large racial differences in callback rates

- Applicants with White names need to send about 10 resumes to get one callback whereas applicants with African-American names need to send about 15 resumes.
- This 50-percent gap in callback is statistically significant.

Race also affects the reward to having a better resume

- Whites with higher-quality resumes receive nearly 30-percent more callbacks than Whites with lower-quality resumes.
- Having a higher-quality resume has a smaller effect for African-Americans.
- The gap between Whites and African Americans widens with resume quality

Racism in a resume

Job applicants with African American–sounding names got fewer callbacks.

White names
African American names

▼ Resume quality

Low
High
Low
High

0   2   4   6   8   10   12

Average callback rate, %

Source: Bertrand and Mullainathan, 2004

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RACIAL DISCRIMINATION IN PUBLIC AND PRIVATE ORGANIZATIONS

Is the Public Sector a Fairer Employer? Ethnic Employment Discrimination in the Public and Private Sectors   Villadsen and Wulff (2017)

Method

- Sent out artificial applications with either an ethnic Danish or an ethnic Middle-Eastern name
- Not differentiated postal address; Similar work experience and educational background

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RACIAL DISCRIMINATION IN PUBLIC AND PRIVATE ORGANIZATIONS

TABLE 1
Callback Averages: Sector Difference

| Sector | Total | Callback | | | | D − E | Posterior Probabilities | | P (D > E) |
| | | Danish (D) | | Ethnic (E) | | | 95% HDI | | |
		n	Rate	*n*	Rate		Low	High	
Private	192	27	0.14	20	0.10	0.04	−0.03	0.10	.86
Public	252	97	0.38	61	0.24	0.14	0.06	0.22	1.00
	444	124	0.28	81	0.18	0.1	0.04	0.15	1.00

- Danish named applicants are called to approximately 3 interviews for every 10 applications they submit, whereas applicants with an ethnic name must submit approximately15 to receive the same number of callbacks.

- A difference of 10 percent points solely due to the name difference.

- Both sectors tend to discriminate, but to a very different extent

SUMMARY OF PART 1

What is diversity: differences between individuals on any attribute

- Surface level diversity vs deep level diversity
- Social category diversity vs Informational/functional diversity vs Reaction perspective

Gender discrimination

- Phenonmenons: the glass ceilling, the glass cliff
- Reasons: Think manager think male, social role theory, role incongruity theory

Racial discrimination

- Racial minorities experience discrimination in recruitment
- This discrimination is not less in the public sector (in Denmark)

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PART 2: WHY IS DIVERSITY IMPORTANT? HOW DOES IT WORK?

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DIVERSITY MATTERS IN ORGANIZATIONS?

Question: what are the positive and negative outcomes of diversity?

https://aarhusuni.padlet.org/au673168/3rngly2i2jx6o5l5
Password: 2022
10 mins

Positive oucomes

Negative outcomes

HOW DIVERSITY WORKS?

Social categorizing theory (passive view)

- Diversity → Social categorization, identification, impersonal attraction →Trust, commitment, cohesion → Positive outcomes
- Homogeneous groups should outperform heterogeneous groups
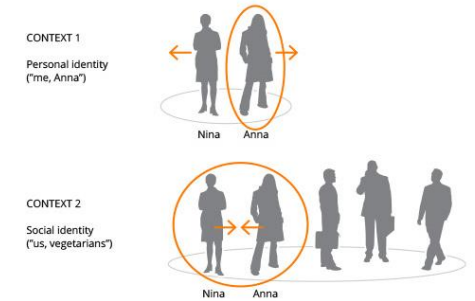
Information/decision-making theory (positive view)

- Diversity → bring multiple perspectives → positive conflict, improved decision making → positive outcomes
- Diverse groups should outperform homogeneous groups

Source: Knippenberg, Dreu, & Homan (2004)

OTHER PERSPECTIVES-REACTION TO DIVERSITY MATTERS

Is the Pain Worth the Gain? The Advantages and Liabilities of Agreeing With Socially Distinct Newcomers Phillips et al. (2009)
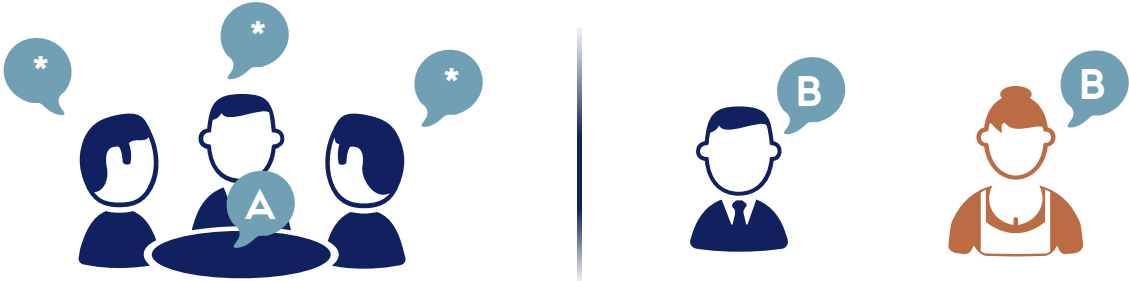
% Groups Accurate
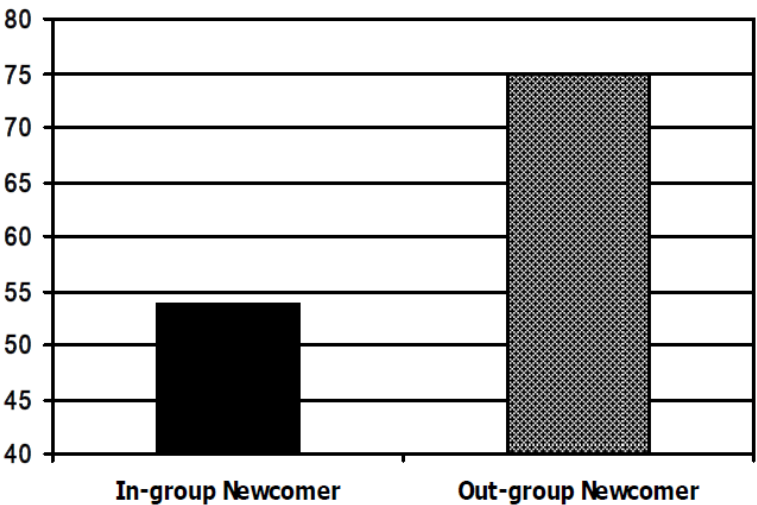
Perceived Effectiveness
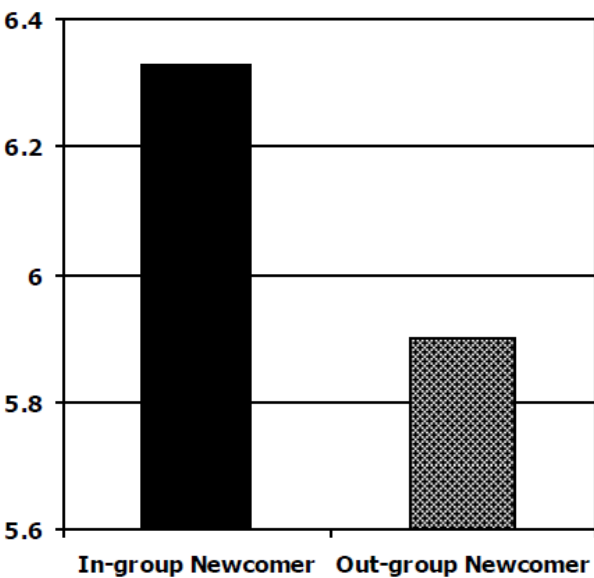
Group Confidence in Decision
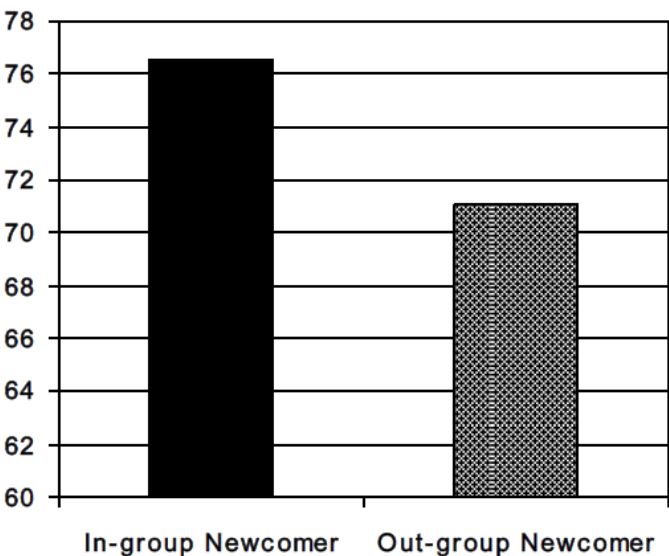
PART 3: DIVERSITY IN THE PUBLIC SECTOR

REPRESENTATIVE BUREAUCRACY THEORY

Question: why is representation important in the public sector?
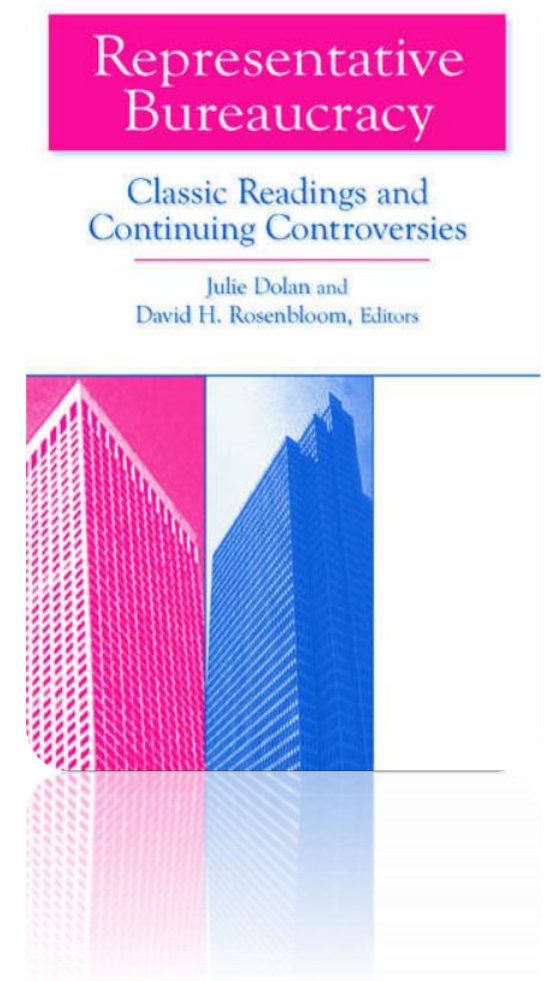
THE THEORY OF REPRESENTATIVE BUREAUCRACY

- **Passive representation**: emphasizes the extent to which the composition of public organizations reflects societal characteristics, such as gender, race, and ethnicity.

- **Active representation**: bureaucrats intentionally 'press the interests and desires of those who they are assumed to represent, whether they be the whole people or some segment of the people'

Figure 1 Passive-Active Representation Model

Source: Krøtel, Ashworth, & Villadsen (2019)

REPRESENTATIVE BUREAUCRACY & PERCEIVED LEGITIMACY

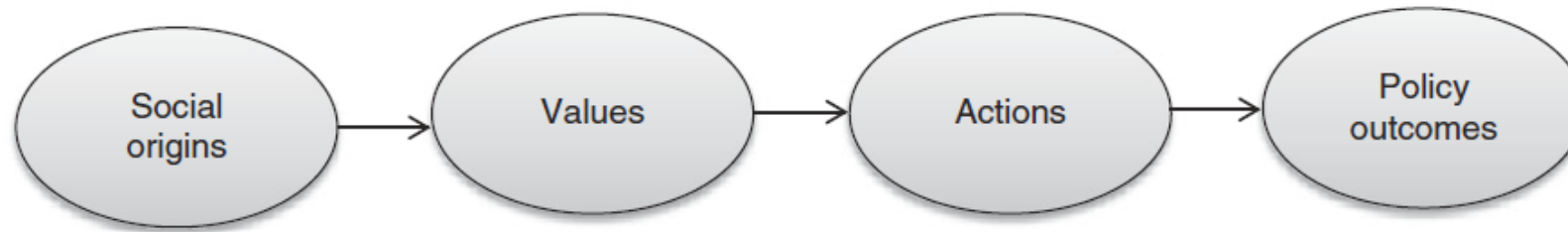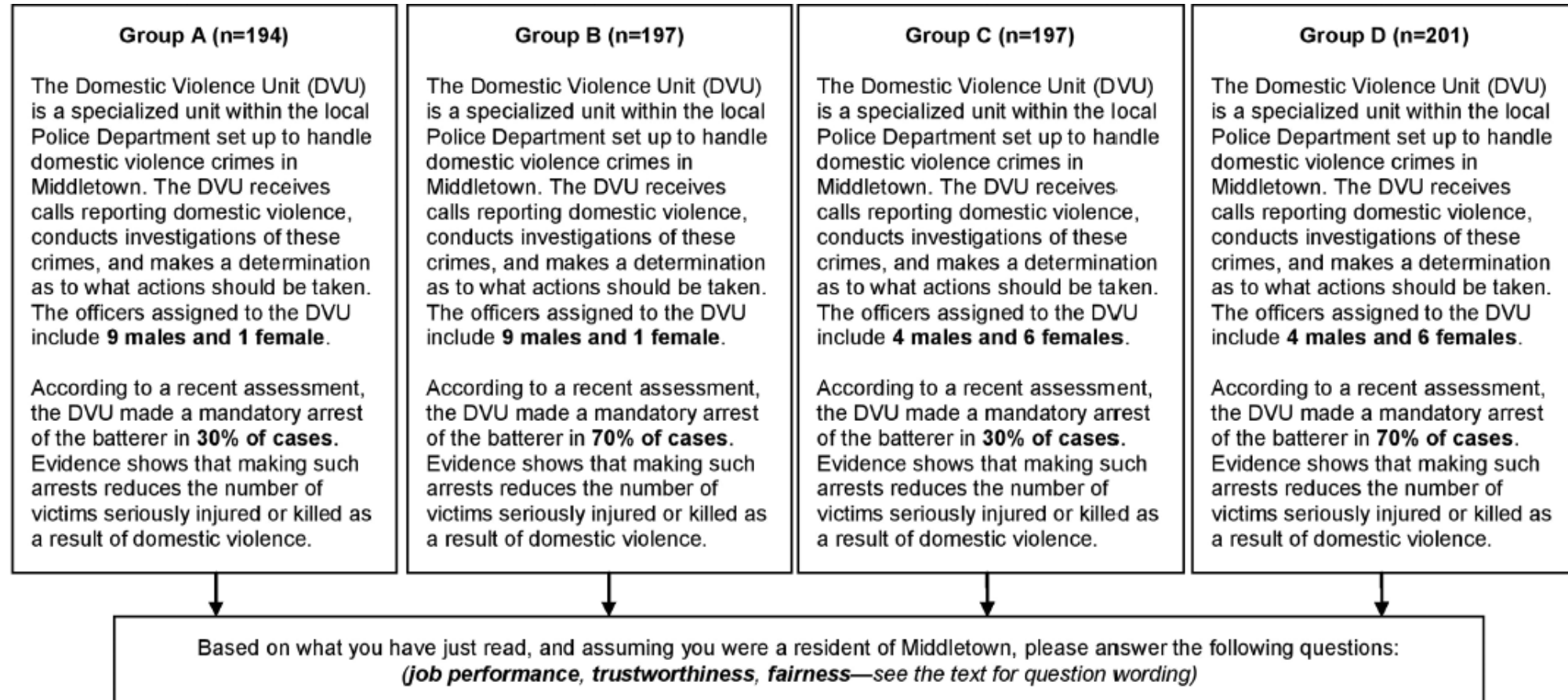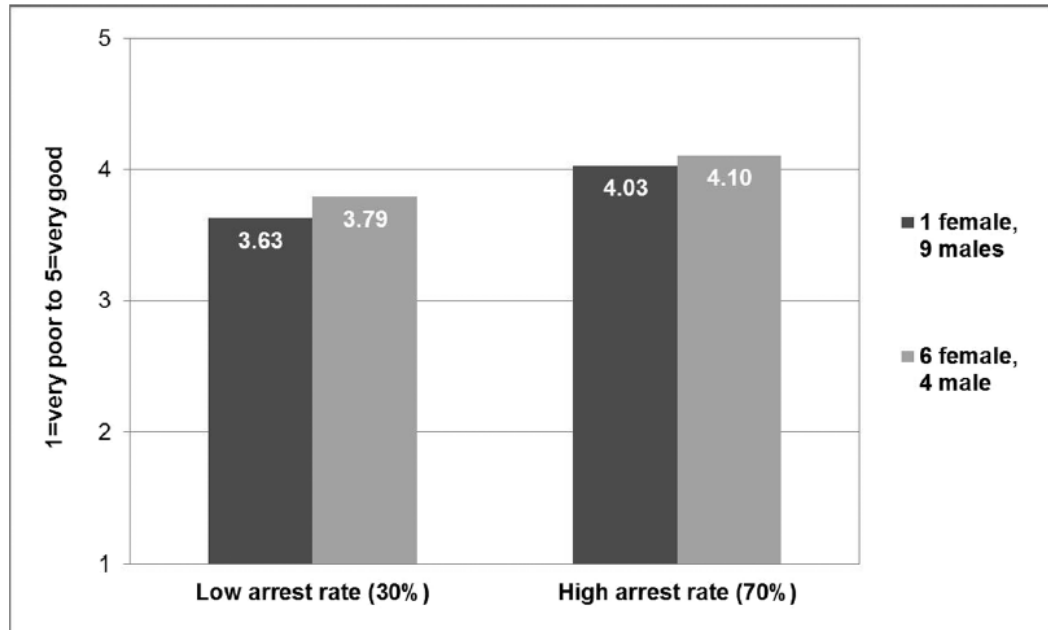| Group A (n=194)	Group B (n=197)	Group C (n=197)	Group D (n=201)
The Domestic Violence Unit (DVU) is a specialized unit within the local Police Department set up to handle domestic violence crimes in Middletown. The DVU receives calls reporting domestic violence, conducts investigations of these crimes, and makes a determination as to what actions should be taken. The officers assigned to the DVU include **9 males and 1 female**.	The Domestic Violence Unit (DVU) is a specialized unit within the local Police Department set up to handle domestic violence crimes in Middletown. The DVU receives calls reporting domestic violence, conducts investigations of these crimes, and makes a determination as to what actions should be taken. The officers assigned to the DVU include **9 males and 1 female**.	The Domestic Violence Unit (DVU) is a specialized unit within the local Police Department set up to handle domestic violence crimes in Middletown. The DVU receives calls reporting domestic violence, conducts investigations of these crimes, and makes a determination as to what actions should be taken. The officers assigned to the DVU include **4 males and 6 females**.	The Domestic Violence Unit (DVU) is a specialized unit within the local Police Department set up to handle domestic violence crimes in Middletown. The DVU receives calls reporting domestic violence, conducts investigations of these crimes, and makes a determination as to what actions should be taken. The officers assigned to the DVU include **4 males and 6 females**.
According to a recent assessment, the DVU made a mandatory arrest of the batterer in **30% of cases**. Evidence shows that making such arrests reduces the number of victims seriously injured or killed as a result of domestic violence.	According to a recent assessment, the DVU made a mandatory arrest of the batterer in **70% of cases**. Evidence shows that making such arrests reduces the number of victims seriously injured or killed as a result of domestic violence.	According to a recent assessment, the DVU made a mandatory arrest of the batterer in **30% of cases**. Evidence shows that making such arrests reduces the number of victims seriously injured or killed as a result of domestic violence.	According to a recent assessment, the DVU made a mandatory arrest of the batterer in **70% of cases**. Evidence shows that making such arrests reduces the number of victims seriously injured or killed as a result of domestic violence.

Based on what you have just read, and assuming you were a resident of Middletown, please answer the following questions:
(*job performance*, *trustworthiness*, *fairness—see the text for question wording*)
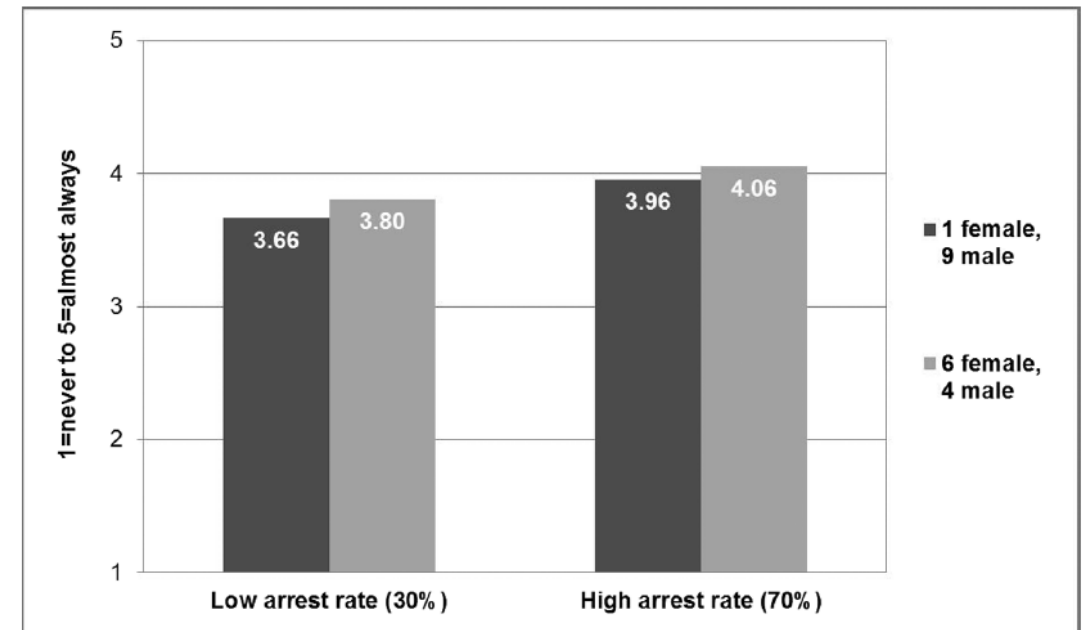
Source: Riccucci, Van Ryzin, & Lavena (2014)

REPRESENTATIVE BUREAUCRACY & PERCEIVED LEGITIMACY

How would you rate the job the DVU is doing at responding to domestic violence in Middletown?

Low arrest rate (30%): 1 female, 9 males = 3.63; 6 female, 4 male = 3.79
High arrest rate (70%): 1 female, 9 males = 4.03; 6 female, 4 male = 4.10
(1=very poor to 5=very good)

How much of the time do you think Middletown citizens can trust the DVU to do what is right?

Low arrest rate (30%): 1 female, 9 male = 3.66; 6 female, 4 male = 3.80
High arrest rate (70%): 1 female, 9 male = 3.96; 6 female, 4 male = 4.06
(1=never to 5=almost always)

SYMBOLIC REPRESENTATION

Active representation channel
(within the bureaucracy)

Social origins → Values → Actions → Policy outcomes

Social origins → Trust, perceived legitimacy → Cooperation, compliance → Policy outcomes

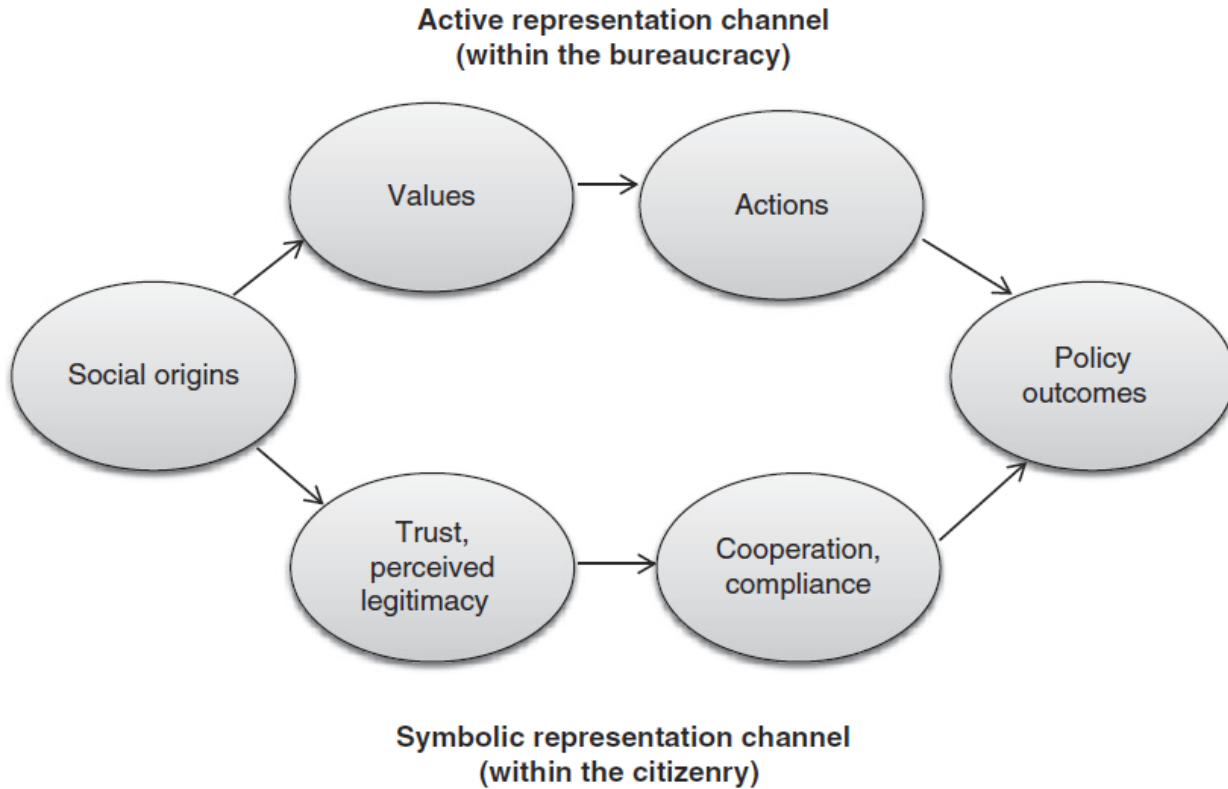Symbolic representation channel
(within the citizenry)

Figure 2 Expanded Two-Channel Model

- The mere existence of a passively represented bureaucracy can itself translate into benefits for the citizenry—without any actions taken by bureaucrats

Question: what are drawbacks of the model?

3-5 mins

SUMMARY OF PARTS 2 & 3

- Diversity can widely affect important organizational outcomes, e.g. performance, innovation, employee wellbeing, turnover...

- Three machanisms via which diversity works: social categorizing theory *VS* Information/decision-making theory *VS reaction of original members*

- Diversity in the public sector: representative bureaucracy theory
  - Active representation
  - Passive representation
  - Symbolic representation

MAIN TAKE-AWAYS OF THE LECTURE

- While diversity is an important issue in modern society at different types of organizations and in different sectors, there are strong discriminations against the minorities.

- While the impact of diversity has been emphasized much, important questions still needs to be answered:
  - What are the factors driving increased diversity or discrimination?
  - How different dimensions of diversity work together in affecting organizational outcomes?
  - what happens when a minority group becomes a majority within an organization?
  - How to effectively manage diversity?

- Important theories from this lecture:
  - The glass ceiling, glass cliff
  - Social categorizing theory *VS* Information/decision-making theory *VS* reaction perspective
  - Representative bureaucracy theory