DIVERSITY RESISTANCE IN ORGANIZATIONS 5 Exclusion, Avoidance, and Social Distancing Mikki Hebl, Juan M. Madera, and Eden King.

Women and Gender Studies Affiliate Present. Managing a dynamic stigma over time. Predictors of identity management: An exploratory experience sampling study of lesbian, gay, and bisexual workers. Waistlines and ratings of executives: Does executive status overcome obesity stigma? A cross-cultural investigation of the effects of incivility on occupational aspirations. Journal of College Student Development. A meta-analytic investigation of the correlates of subtle and overt discrimination. Big data recommendations for IO psychology. Perspectives of Science and Practice focal article. When do 2 women respond against discrimination? Exploring factors of subtlety, form, and focus. Journal of Applied Social Psychology. Exploring the effects of gender identity on women s use of influence tactics. Younger workers metastereotypes, workplace mood, attitudes, and behavior. Journal of Managerial Psychology, 30, Anderson, A. The effectiveness of training strategies to reduce the influence of bias in evaluations of female leaders. The effects of perceived age in technology training. Journal of Business and Psychology, Finkelstein, L. Age metastereotyping and cross-age workplace interactions: A meta view of age stereotypes at work. Work, Aging, and Retirement1, Sabat, I. Individual, interpersonal, and contextual factors relating to disclosure decisions of lesbian, gay, and bisexual individuals. Gender role beliefs and fathers work-family conflict. Journal of Managerial Psychology, 29, Lindsey, A. The impact of method, motivation, and empathy on diversity training effectiveness. Journal of Business and Psychology, Sabat, I. Unique strategies for workplace allies. Including science advocacy in IO curricula. Perspectives of Science and Practice, 7, Jones, K. Negative consequences of benevolent sexism on efficacy and performance. Gender in Management, 29, 3 Managing concealable stigmas at work: A review and multilevel model. Journal of Management, 40, Botsford Morgan, W. The emergence and reduction of bias in letters of recommendation. Strategies for reducing discrimination. Perspectives of Science and Practice, 6, King, E. Three perspectives of employment discrimination 50 years after the Civil Rights Act: Reducing discrimination toward pregnant job applicants. Journal of Applied Psychology, 98, King, E. Experimental field research on sensitive organizational topics. Organizational Research Methods, 16, Finkelstein, L. Stereotypes and metastereotypes of older, younger, and middle-aged workers. Enhancing the effects of diversity training: How setting goals and mentor support can improve trainees attitudes and behaviors. Journal of Business and Psychology, 28, Jones, K. Diversity as a moral issue: Integrating ethical perspectives to improve diversity training effectiveness. Effects of work-family guilt on pro- and antisocial work behaviors. Journal of Social Issues, 68, Ryan, K. Exploring the asymmetrical effects of gender tokenism on supervisor-subordinate relationships. The ins and outs of diversity management: The effect of authenticity on outsider perceptions. Benevolent sexism at work: Gender differences in the distribution of challenging developmental experiences. Journal of Management, 38, Madera, J. Managing group identity in the workplace: The influence of manifestation and suppression on perceived discrimination, job satisfaction, and turnover intentions. Values cannot be ignored. Does breach explain intentions to leave the workforce? An activity for teaching the effects of nonverbal communication. Journal of Effective Teaching, 12, Avery, D. Is relational demography relative? How employment status influences effects of supervisorsubordinate demographic dissimilarity. Journal of Business and Psychology, 27, King, E. Multilevel relationships between diversity training, discrimination, and job satisfaction. Journal of Organizational Behavior, 33, King, E. Why organizational and community demography matter: Demographic representativeness and the emergence of incivility and organizational outcomes. Discrimination in the 21 st century: Are science and the law aligned? The effects of manifest ethnic identification on discrimination. An experimental field study of discrimination toward Muslim job applicants. The influence of economic threat on aspects of stigmatization. Journal of Social Issues, 66, 5 Moral credentialing by association: Do friendships with stigmatized individuals provide

license to discriminate. The divide between diversity training and diversity education: Journal of Management Education, 34, King, E. Stated and unstated barriers and opportunities to creating LGBT-supportive organizations. Perspectives of Science and Practice, 3, King, E. The social and economic imperative of LGBTsupportive organizations. Perspectives of Science and Practice, 3, Ruggs, E. Assessment of weight stigma. Obesity Facts, 3, King, E. Negative consequences of perceived gender discrimination in male-dominated organizations. Journal of Management, 36, King, E. Work, family, and organizational advancement: Does balance support the advancement of women? Sex Roles, 61, King, E. Understanding and overcoming the challenges of expectant motherhood at work. Ethnic differences in the stigma of obesity: Identification and engagement with a thin ideal. Conflict and cooperation in diverse workgroups. Journal of Social Issues, 65, King, E. The effect of bias on the advancement of working mothers: Disentangling legitimate concerns from inaccurate stereotypes as predictors of career success.

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Quarterly, 53 1 , Identifying food safety concerns when communication barriers exist.. Journal of Food Science Education, 10 4 , Food safety for a diverse workforce: One size does not fit all. Agriculture, Food and Analytical Bacteriology, 2, Strategies for diversity training: Focusing on empathy in the workplace. Journal of Hospitality and Tourism Research, 35 4 , Job injury issues among Hispanic immigrant employees in hospitality operations. Worldwide Hospitality and Tourism Themes, 3 4 , The temporal effect of training utility perceptions on adopting a trained method: The role of perceived organizational support. Human Resource Development Quarterly, 22, Managing a bilingual workforce: Effective communication strategies for hospitality managers. Worldwide Hospitality and Tourism Themes 3 4 , Preparing hospitality and tourism students to lead a diverse workforce. Journal of Teaching in Travel and Tourism, 11, Perspectives on Science and Practice, 3, The effect of professor ethnicity and gender on student evaluations: Journal of Diversity in Higher Education, 3, Gender and letters of recommendation for academia:

Multiple Pathways and Perspectives This session highlights various ways that employees and organizations have coped with the economic crisis. Five studiesâ€"each investigating different challenges that employees are facingâ€"will be presented. These studies focus on one central question: What factors foster organizational resilience? Scientists and practitioners will present findings from multiple sources. A Meta-Analysis Patrick K. Angela Grotto, agrotto sirota. Mock Ethics Board Hearing Discusion session illustrates ethical complexities about contextual issues within boundaries of competence between I-O and clinical through a mock disciplinary hearing with testimony. Green, SkilFast, Panelist S. Greg Gormanous, gg Lsua. This symposium presents a collection of 5 papers designed to advance theory on multiteam systems, paving the way for future thinking and empirical inquiry of these complex, emerging organizational structures. Military Academy, Dustin J. Mathieu, University of Connecticut, C. Leslie DeChurch, lesliedechurch gmail. This session presents papers on 3 important IRT applications: IRT scale maintenance, differential functioning effect size, and selecting items. The intended audience includes all IRT users in research or practice settings. Little, Pearson, Stephen T. Alan Mead, mead iit. However, cross-cultural theory suggests that many principles derived from Western research can be incongruous across cultures. Presenters will address issues with using measures of response distortion across cultures as well as current research initiatives. Tett, University of Tulsa, Neil D. Insights and Applications Social network analysis offers enormous opportunities to further both research and practice. In this session, panelists will discuss the application of social network analysis to address real organizational issues including career development, creativity, retention, and leadership. They will also address the theoretical insights that can be derived from this approach. Jennifer Kurkoski, kurkoski google. When OCB Can Hurt Employees Organizational citizenship behavior has been recognized for its importance to effective individual and organizational functioning. In this symposium, we extend this research by presenting field and laboratory studies that illustrate conditions under which OCBs can also have harmful consequences for employees who engage in them. David Wagner, dwagner smu. New Challenges and Strategies Technology advances have fueled rapid change in assessment practices, bringing a variety of new challenges and issues to I-O practitioners and researchers. This session will provide an opportunity to discuss key considerations, emerging issues, and new strategies for the design and use of the latest online recruiting and selection procedures. John Weiner, jweiner psionline. Evidence From High-Risk Industries In the past 30 years, safety climate has emerged as an important organizational factor determining safety behavior and outcomes in various industries. This symposium presents recent findings regarding the role of safety climate in 3 understudied, high-risk industries: Strange Bedfellows or Performance Accelerators? Konstantin Cigularov, kcigular iit. Toward a Bolder Model: Reflections on the Teaching of I-O Scientistâ€"Practitioners The relevance of the scientistâ€"practitioner model for I-O psychology has been discussed for decades, as has whether we generally adhere to the model. John Binning, binning degarmogroup. We found that individuals who are considered by others to be lowest in social skill tend to rate themselves among the highest and that narcissism is significantly related to self-rated social skill. Peterson, Arizona State University Submitter: Kristin Byron, klbyron syr. Implications for Organizational Attraction In this study, we link narcissistic entitlement to several attractive attributes of organizations. Specifically, we show that entitlement is indirectly related to attraction to several symbolic attributes competence and sophistication and leadership opportunities through the mediation of material values. Results have implications for the study of recruitment and organizational attraction. Jason Dahling, dahling tcnj. The findings from a longitudinal study of new hires provided evidence that test anxiety and personality interacted to predict commitment after 1 year on the job.

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Gellatly, University of Alberta Richard D. Goffin, University of Western Ontario Submitter: Results indicated the dark triad as a significant predictor of CWBs and also revealed psychopathy as the strongest contributor. Stephanie Turner, sturne01 fit. Mark LoVerde, MLoverde valtera. Testing a Framework in Chinese and U. Empirical results suggest that this strategy is successful. Carlson, Virginia Tech Submitter: Kevin Carlson, KevinC vt. An Interpersonal Trust Perspective This paper examined the question that how and why guanxi, a Chinese indigenous concept, affects knowledge transfer. Our results indicate that guanxi facilitates knowledge transfer through interpersonal trust, and that tacitness of knowledge moderates the positive relationships between guanxi, as well as competence-based trust, and knowledge transfer. Don Chen, g nus. Moving From Quantity to Quality Current research on prior intercultural experience as an antecedent for cross-cultural competence concentrates on the quantitative aspects of a sojourn, often overlooking the qualitative elements of the experience. This paper explores the implications of further examining prior intercultural experience beyond quantitative measures. Stacy Everett, severet1 gmu. Expatriate teams are defined as workgroups with host-country nationals and at least one foreign-born team member s. This paper proposes the most central team inputs, mediating processes, and outputs involved in expatriate team settings. Feinberg, University of Maryland Daniel W. McGeehan, University of Maryland Submitter: Emily Feinberg, efeinberg psyc. What Does It Really Measure? The usefulness of the Cultural Intelligence Scale CQS was addressed by examining the face validity of its 4 components and looking at their relationships to existing, related measures and performance criteria. The CQS was found to have no incremental value over existing constructs in predicting sociocultural adaptation and cultural judgment. Gabrenya, Florida Institute of Technology Submitter: William Gabrenya, gabrenya fit. The test measures implicit motives to achieve and to fear failure. Results supported the external validity of the CRT-RMS and a dissociative model for relating implicit and explicit personality to behavior. James, Georgia Institute of Technology Submitter: Hye Joo Lee, hlee32 gatech. A Meta-Analysis We meta-analytically examined relations between individualism—collectivism I—C and workgroup cooperation. At the individual and organizational levels, collectivism was generally associated with higher cooperation. Societal-level I—C was very weakly related to cooperation. Correlations between individual-level I—C and cooperation was stronger in collectivistic as opposed to individualistic societies. Justin Marcus, marcusjustin hotmail. An initial qualitative study described structure and content differences between Chinese and American archived business e-mails. Study 2 experimentally manipulated structure high context vs. Richard, Florida Institute of Technology Submitter: Michael McFadden, mcfaddem fit. Results indicated that Chinese PSSE scores were moderately positively correlated with personal and collective self-esteem scores and had a significant but small positive correlation with peer-rated social competence scores. Support was found for the equivalence of measures used to assess TAM variables across nations. As predicted, positivity explained an incremental amount of variance in affective commitment when controlling for job satisfaction and job role at the individual level and acquiescence and national development at the nation level. Climate strength was more strongly related to commitment in countries higher in collectivism and uncertainty avoidance. Compared to individualistic German businesses, family involvement was higher in collectivistic Chinese businesses, but in both samples family involvement negatively affects the relationships between starting capital and business outcomes. As predicted, higher levels of independent self were associated with lower, whereas, higher levels of relational and collective self with greater levels of morality. Self-construal was shown to mediate gender differences in morality. No such effects were found on risk seeking. Garriy Shteynberg, gshteynberg psyc. An initial instrument was administered to military personnel. Following exploratory factor analysis and item analysis, 6 scales were derived. Future empirical work is underway to explore the construct and criterion-related validity of this measure. Carol Thornson, cthornson gmail. Personality characteristics diversely related to different types of cross-cultural adjustment.

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6: Diversity resistance in organizations - EconBiz

Diversity resistance in organizations. and Jeremiah W. Brown -- Exclusion, avoidance, and social distancing / Mikki Hebl, Juan M. Madera, and Eden King.

Despite this fact, most HR departments report dissatisfaction with their exit process. This panel discussion focuses on strategies for both the design of new programs and the enhancement of existing programs. Lovato, Kenexa, Chair Lisa M. Mock Ethics Board Hearing Discusion session illustrates ethical complexities about contextual issues within boundaries of competence between I-O and clinical through a mock disciplinary hearing with testimony. Green, SkilFast, Panelist S. Multiple Pathways and Perspectives This session highlights various ways that employees and organizations have coped with the economic crisis. Five studies--each investigating different challenges that employees are facing--will be presented. These studies focus on one central question: What factors foster organizational resilience? Scientists and practitioners will present findings from multiple sources. A Meta-Analysis Patrick K. This symposium presents a collection of 5 papers designed to advance theory on multiteam systems, paving the way for future thinking and empirical inquiry of these complex, emerging organizational structures. Military Academy, Dustin J. Mathieu, University of Connecticut, C. This session presents papers on 3 important IRT applications: IRT scale maintenance, differential functioning effect size, and selecting items. The intended audience includes all IRT users in research or practice settings. Little, Pearson, Stephen T. Insights and Applications Social network analysis offers enormous opportunities to further both research and practice. In this session, panelists will discuss the application of social network analysis to address real organizational issues including career development, creativity, retention, and leadership. They will also address the theoretical insights that can be derived from this approach. When OCB Can Hurt Employees Organizational citizenship behavior has been recognized for its importance to effective individual and organizational functioning. In this symposium, we extend this research by presenting field and laboratory studies that illustrate conditions under which OCBs can also have harmful consequences for employees who engage in them. However, cross-cultural theory suggests that many principles derived from Western research can be incongruous across cultures. Presenters will address issues with using measures of response distortion across cultures as well as current research initiatives. Tett, University of Tulsa, Neil D. New Challenges and Strategies Technology advances have fueled rapid change in assessment practices, bringing a variety of new challenges and issues to I-O practitioners and researchers. This session will provide an opportunity to discuss key considerations, emerging issues, and new strategies for the design and use of the latest online recruiting and selection procedures. We found that individuals who are considered by others to be lowest in social skill tend to rate themselves among the highest and that narcissism is significantly related to self-rated social skill. Peterson, Arizona State University Submitter: Evidence From High-Risk Industries In the past 30 years, safety climate has emerged as an important organizational factor determining safety behavior and outcomes in various industries. This symposium presents recent findings regarding the role of safety climate in 3 understudied, high-risk industries: Strange Bedfellows or Performance Accelerators? Implications for Organizational Attraction In this study, we link narcissistic entitlement to several attractive attributes of organizations. Specifically, we show that entitlement is indirectly related to attraction to several symbolic attributes competence and sophistication and leadership opportunities through the mediation of material values. Results have implications for the study of recruitment and organizational attraction. The findings from a longitudinal study of new hires provided evidence that test anxiety and personality interacted to predict commitment after 1 year on the job. Gellatly, University of Alberta Richard D. Goffin, University of Western Ontario Submitter: Toward a Bolder Model: Results indicated the dark triad as a significant predictor of CWBs and also revealed psychopathy as the strongest contributor. Expatriate teams are defined as workgroups with host-country nationals and at least one foreignborn team member s. This paper proposes the most central team inputs, mediating processes, and

outputs involved in expatriate team settings. Feinberg, University of Maryland Daniel W. McGeehan, University of Maryland Submitter: Testing a Framework in Chinese and U. Empirical results suggest that this strategy is successful. Carlson, Virginia Tech Submitter: What Does It Really Measure? The usefulness of the Cultural Intelligence Scale CQS was addressed by examining the face validity of its 4 components and looking at their relationships to existing, related measures and performance criteria. The CQS was found to have no incremental value over existing constructs in predicting sociocultural adaptation and cultural judgment. Gabrenya, Florida Institute of Technology Submitter: The test measures implicit motives to achieve and to fear failure. Results supported the external validity of the CRT-RMS and a dissociative model for relating implicit and explicit personality to behavior. James, Georgia Institute of Technology Submitter: An Interpersonal Trust Perspective This paper examined the question that how and why guanxi, a Chinese indigenous concept, affects knowledge transfer. Our results indicate that guanxi facilitates knowledge transfer through interpersonal trust, and that tacitness of knowledge moderates the positive relationships between guanxi, as well as competence-based trust, and knowledge transfer. Moving From Quantity to Quality Current research on prior intercultural experience as an antecedent for cross-cultural competence concentrates on the quantitative aspects of a sojourn, often overlooking the qualitative elements of the experience. This paper explores the implications of further examining prior intercultural experience beyond quantitative measures. At the individual and organizational levels, collec- Society for Industrial and Organizational Psychology, Inc. Hilton Atlanta tivism was generally associated with higher cooperation. An initial qualitative study described structure and content differences between Chinese and American archived business e-mails. Study 2 experimentally manipulated structure high context vs. Richard, Florida Institute of Technology Submitter: Climate strength was more strongly related to commitment in countries higher in collectivism and uncertainty avoidance. Results indicated that Chinese PSSE scores were moderately positively correlated with personal and collective self-esteem scores and had a significant but small positive correlation with peer-rated social competence scores. Compared to individualistic German businesses, family involvement was higher in collectivistic Chinese businesses, but in both samples family involvement negatively affects the relationships between starting capital and business outcomes. Support was found for the equivalence of measures used to assess TAM variables across nations. As predicted, higher levels of independent self were associated with lower, whereas, higher levels of relational and collective self with greater levels of morality. Self-construal was shown to mediate gender differences in morality. No such effects were found on risk seeking. An initial instrument was administered to military personnel. Following exploratory factor analysis and item analysis, 6 scales were derived. Future empirical work is underway to explore the construct and criterion-related validity of this measure. As predicted, positivity explained an incremental amount of variance in affective commitment when controlling for job satis25th Annual Conference SIOP Conference Carol A. Contrary to our predictions, we find that African Americans are perceived as the most leader-like group. Nevertheless, as expected, we find that Asian Americans score highest on task-oriented leader attributes. King, George Mason University Submitter: Personality characteristics diversely related to different types of cross-cultural adjustment. In addition, causal pathways from interaction adjustment to work and general adjustment were significant, and work and general adjustment dimensions were interrelated. Baltes, Wayne State University Submitter: Colorblindness, Meritocratic Worldview, and Microaggression Perceptions This study looked at racial attitudes and perceptions of microaggressions--discriminatory actions ranging from the subtle to the overt. Findings revealed that the more individuals display a colorblind and meritocratic worldview, the less likely they are to perceive microaggressions in the workplace; Whites are more colorblind than minority members. Through qualitative interviews, we replicated and extended previous work describing the influences and consequences of workplace language use. Future research directions are also presented. Spanish on employment decisions. Results indicate that Hispanic-accented applicants may not experience access-related discrimination but might be a target of treatment-related discrimination. Cultural Interpretations of Performance Pay This study investigates the relationship between culture and performance pay through an

exploratory qualitative analysis and literature review. A platform for future research is concluded, calling for a appropriate level of cultural aggregation, b focus on pay equity construal rather than preference, and c attention to specific dimensions of culture. Merriman, Penn State University Submitter: Sexism did not moderate findings. Job autonomy was negatively related to supervisor conflict in the U. Country moderated supervisor-conflict--strain relations with stronger relations found in China. Job autonomy buffered supervisor-conflict--job strain relations in the U. Pyc, Hofstra University Submitter: Individual and Organizational Factors Karen S. This session uses statistical research and critical thinking to expose half-truths and hidden dangers in the seductively appealing strengths movement. Kaiser, Kaplan DeVries Inc. Overfield, Kaplan DeVries Inc.

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Thomas and Victoria C. Estrada, and Jeremiah W. McKay and Jimmy Davis Dancing with resistance: Douglas Johnson Cycles of resistance: Davidson and Karen L. Bierema and Kecia M. Thomas Description and Table of Contents Description This is a groundbreaking volume that provides informed, balanced yet frank discussion of US workplace diversity and diversity resistance issues. The chapters in this book put a name on behaviors and practices that have existed in the workplace for a long time, yet until recently have had no name. Further, the majority of the chapters innovatively link existing psychological and organizational factors such as fear, uncertainty, power, emotions, and organizational change and development. To guide us, we can draw on existing research and practice literature that have both theoretical and empirical depth. The authors also shed light on how nooses surprisingly exemplify diversity resistance that is also frequently covert, subtle, and frequently silent. The book is appropriate for undergraduate and graduate students in industrial and organizational psychology, human resources management, diversity management, sociology of work, organizational change, and cultural diversity within organizations. It provides a central resource for classes on prejudice and discrimination in organizations, emotions at work, personnel psychology, strategic human resources management and cultural issues in human resources management. Professionals and practitioners who increasingly interact with diverse employees will find this book essential to their work. Table of Contents J. King, Exclusion, Avoidance, and Social Distancing. Wasserman, Dancing with Resistance: Roote, Cases in Organizational Resistance to Diversity. Mixed Messages Regarding Workplace Diversity. Proudford, Cycles of Resistance:

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Bierema is associate professor and program coordinator of adult education in the Department of Lifelong Education, Administration and Policy, University of Georgia. Bierema holds an Ed. Bierema teaches courses in adult learning, organization development and change, human resource development, and group dynamics. She has published numerous articles and book chapters, and is the author or coauthor of three books. He is scheduled to graduate with his Ph. She teaches and conducts research on organizational diversity, multicultural leadership, and social identity development, and has coauthored five book chapters, presented at nearly 40 conferences on these topics, and published in journals such as the Journal of Organizational Behavior, Group and Organization Management, the International Journal of Conflict Management, and the Journal of Applied Social Psychology. She received her B. Faye Crosby is a feminist social psychologist specializing in issues of social justice. Crosby has written, cowritten, edited, or coedited 14 books and over articles and chapters. Crosby also writes about and attempts to put into practice good mentoring. She is coeditor of Mentoring Dilemmas. In Blackwell-Wiley published the multifaceted Sex Discrimination in the Workplace for which Crosby was the senior editor. Davidson is associate professor of leadership and organizational behavior at the Darden Graduate School of Business, University of Virginia. In his research, teaching and consulting, Dr. Davidson focuses on how leaders can use diversity strategically to create sustainable competitive advantage for firms, both globally and domestically. He is the past chair of the gender and diversity in organizations GDO division of the Academy of Management. A in psychology from Morehouse College in and his M. His research focuses on the psychology of workplace diversity with a particular focus on the career and organizational experiences of women and people of color. He is a certified Coach. His primary research focuses on the study of gender and culture in civilian and military organizations, with particular emphasis on the study of harassment, prejudice, and discrimination across cultures. Estrada is a fellow of the Inter-University Seminar on the Armed Forces and Society, and is a consultant to the Sweden Department of Defense on matters related to women in the military. Estrada serves as an associate editor for the journal of Military Psychology. Prior to his academic career, Dr. Estrada served in the U. Gallegos is a social psychologist who has spent her career in academia and organizations working to create healthier, more inclusive cultures where people can thrive and achieve their fullest potential. She provides organizational consulting to companies in the areas of strategic culture change, supervisory and management skills, leadership styles, career development, conflict management, and team building. A graduate of Emory University, where he earned his bachelor of arts in psychology, he received his M. He plans to obtain his Ph. A licensed psychologist, she is also a fellow of the APA. Mikki Hebl is an associate professor of psychology at Rice University. Her research focuses on the workplace discrimination and the barriers stigmatized individuals face in social interactions, the hiring process, business settings, and the medical community. In addition, she addresses ways in which both individuals and organizations might remediate such discrimination. Douglas Johnson is an assistant professor of human resource management at Georgia Gwinett College, teaching courses such as compensation and benefits, staffing, training and development, and diversity management. He has published research in the areas of careers and diversity management, with a special focus on organizational outsiders within marginalized individuals. He has received awards for his research, teaching, and service. He serves in leadership roles within the Academy of Management Gender and Diversity in Organizations division, as well as the mentoring committee. After receiving her degree from Rice University in , she began a program of research that seeks to guide the equitable and effective management of diverse organizations. Her research integrates organizational and social psychological theories in conceptualizing social stigma in the context of the contemporary American workplace. Her research interests also include issues related to the workâ€"family interface, emotions, and teams in organizations. Lankau earned her Ph.

Her area of expertise is organizational behavior. She conducts research on mentoring and diversity in the workplace. She serves as a coach in the executive M. She is currently on the editorial boards of Journal of Management and Group and Organization Management. She is also a member of the board of the Southern Management Association. His research interests include individual and organizational methods to remediate discrimination, selection issues related to diversity, and leadership. He received a B. He received his Ph. His research interests include diversity climate and its effects on organizational outcomes, test development and validation, adverse impact of personnel procedures against racial minorities, and minority recruitment and retention. Prior to embarking on an academic career, he worked as a human resource consultant responsible for test development and validation, test administration, performance appraisal system development, training program implementation, job applicant rating, and litigation support. As a human resource consultant, he developed employment tests for nationally known organizations such as Lucent Technologies, Michelin, Sony Magnetic Products, and General Electric. Plaut is an assistant professor of psychology at the University of Georgia and earned her Ph. She is a social and cultural psychologist. She studies the nature, prevalence, and impact of various approaches to racial and ethnic diversity e. She also studies ways to promote the participation and retention of women and minorities in fields in which they are underrepresented e. The aim of her research is to dismantle barriers to creating inclusive diverse environments. In addition to teaching a course on cultural diversity in organizations, her research interests focus on issues related to workplace diversity, international human resource management, and occupational health psychology. She currently serves on the editorial boards of the Journal of Occupational Health Psychology and the Journal of Business and Psychology. Her research, writing, and consulting interests include group and intergroup dynamics, leadership, diversity, and conflict. Her work has appeared in academic and practitioner journals. She was recently named a Fulbright Senior Specialist Candidate. Previously, she earned a Bachelor of Arts degree in psychology with a minor in ethnic studies from the University of Californiaâ€"San Diego in She received her master of science in applied psychology from the University of Georgia in August. Currently, her research interests include the recruitment and retention of women and ethnic minorities in the workplace, career development and work experiences of women of color, and resistance to diversity initiatives in organizations. Her research focuses on labor-force diversity issues, leadership development and effectiveness, and career success. She is a frequent speaker to professional and academic audiences on these topics, having delivered more than presentations throughout the United States. She has published articles in a variety of journals, including the Journal of Applied Psychology, Journal of Management, Organizational Research Methods, Journal of Vocational Behavior, and many others. She is past president of the Southern Management Association. His interests in diversity, appreciation of differences, and inclusion in the workplace led him to work under the guidance of Dr. Specifically, the topic of identity has always been of personal interest and continues to inspire his research focus. He is currently looking at differences in ethnic identity and hiring decisions with the dual goals of uncovering inconsistencies and attempting to improve the workplace to one of acceptance for all. She has extensive expertise in the area of work-life quality, organizational effectiveness, and gender-based stereotyping. She has also consulted organizations and lectured nationally and internationally. Her work focuses on understanding systems of privilege and resistance that limit the career development of women, people of color, and gay and lesbian workers, as well as those behaviors and practices that create and sustain hostile climates for diversity and inclusion. She is author of Diversity Dynamics Wadsworthâ€"Thomson and over 35 peer-reviewed articles and book chapters. She and Karen Proudford also edited a special issue of the Journal of Career Development on Black women as organizational outsiders within. She has successfully served as a mentor and major professor to 13 Ph. She earned a B. She consults to a variety of industries in the corporate and nonprofit arena. She received her Ph. She is an active member of her community and serves on several community boards and professional organizations. She earned her Ph. She has published research on sexual harassment, work-family conflict, and workforce diversity in numerous journals including Journal of Applied Psychology, Journal of Vocational Behavior, Organizational Research

EXCLUSION, AVOIDANCE, AND SOCIAL DISTANCING MIKKI HEBL, JUAN M. MADERA, AND EDEN KING pdf

Methods, Journal of Occupational and Organizational Psychology, and Human Resource Management Review. Heather Wishik of Heather Wishik Consulting is a global organization development consultant, currently based in Massachusetts, who works with business, academic, government, and nongovernmental organizations in the U. Assisting executives to lead their organizations toward strategic approaches to leveraging difference, and to obtain the organizational learning required to do so, are key portions of her practice. She holds a J. She speaks and works in English and French, and knows basic conversational Dutch. Thomas and Victoria C. Castro, Chairwoman of U. Equal Employment Opportunity Commission Resistance to diversity is not a new or emerging issue. Every society and culture has confronted resistance to new immigrants, diverse ideologies, and simply different ways of being. In contrast to the past, instances of resistance are not as vocal nor as transparent, thus making them more difficult to decipher and confront. Our discomfort, anxieties, fears, stereotypes, and anger persist and derail attempts at creating an inclusive society and culture, both inside as well as outside organizational life. The topic of diversity is an enduring and likely permanent issue within organizational life. Plaut sity such as training, mentoring, and networks. More systemic efforts that address leadership and organizational development have also been offered. In addition to a growing academic literature related to the issue of workplace diversity, there is an emerging industry targeted toward supporting organizations in their attempts to achieve and sustain diversity and its benefits while also avoiding the potential conflicts that can be related to it. Yet despite the growing interest in diversity and the implementation of various initiatives related to it, costly problems persist. Continuing examples of workplace discrimination, harassment, and class action lawsuits that center on issues of employee difference reflect resistance to diversity at all levels of organizations.

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*Juan M. Madera. 2. *Madera, J. M. (). When targets blame their organization for sexual harassment: A multilevel investigation of within-person appraisals.*

Participants included working adults who completed an online survey. The results showed that efforts to suppress a group identity were positively and behavioral manifestations of group identity negatively related to perceived discrimination, which predicted job satisfaction and turnover inten- tions. These results suggest that diverse employees actively manage their nonwork identities while at work and that these identity management strategies have important consequences. This research suggests that employees who perceive workplace give rise to negative perceptions and experiences e. Individuals from suppress their identity or concealing an invisible identity. For exam- such social identity groups often engage in social identity manage- ple, Ellison et al. This process of social identity management can include attempts disclosure would lead to discrimination from coworkers. For example, Kaiser and Pratt-Hyatt showed do use various identity management strategies e. Thus, the purpose perceived workplace discrimination requires that the perceivers of of the current article is to explore the influence of workplace social discrimination recognize two social elements prior to perceiving identity management on perceptions of discrimination, job satis- discrimination: By examining a wide range of treatment of their group relative to other groups. As such, group social identity groups, we extend existing research on the psycho- identification plays an important role in the perception that dis- logical experience of identity management as a predictor of dis- crimination in the workplace has occurred. When individuals manifest their social identity in the workplace, other coworkers might be more sensitive to their behavior and treat- ment to those belonging to the manifested social identity group. This could be because the display of formal workplace discrimination is Juan M. King, Department of Psy- abilities Act. In fact, research shows that people are more careful of chology, George Mason University; Michelle R. Hebl, Department of what they say in interactions involving members of an out-group than Psychology, Rice University. Correspondence concerning this article should be addressed to Juan M. Hilton College, Houston, TX applicants received more positive interpersonal treatment when they To capture a range of identity groups, orientation. Thus, we predicted Hypothesis 1 that the manifesta- participants indicated the group if any to which they most tion of social group identities would be negatively related to a strongly identified according to the following response options: Not all individuals manifest their social group identity; in fact, This document is copyrighted by the American Psychological Association or one of its allied publishers. Suppressing group past research to assess the degree to which participants manifested identity might include concealing signs e. A principal identity group with coworkers Clair et al. Factor discriminatory behavior toward other members of the suppressed loadings for all 10 items were greater than. Thus, a composite group identity. We developed 10 items to mea- aware that members of the targeted group are present. For exam- sure suppressed group identity based on past research Clair et al. Likewise, suppressing an identity will variance. Factor loadings for all 10 items were greater than. Thus, we expected Hypothesis 2 that the Perceived discrimination. In a study of Hispanic employees, perceived Job satisfaction. The scale was anchored by 1 Strongly Disagree and 7 larly, perceived discrimination was negatively related to job Strongly Agree. Thus, it was anticipated Hypothesis 3 that Turnover intentions. Three items from Cammann et al. The scale was anchored by tween group identity management i. In particular, Price and Mueller found that job satisfaction has an indirect influence Common Method Variance on turnover through its direct influence on formation of turnover intentions. Thus, we predicted Hypothesis 4 that job satisfaction To address common method bias concerns present in self-report would mediate the relationship between perceived discrimination measures, we followed the procedural recommendations devel- and turnover intentions. We first tested a

congeneric Method measurement model, in which the items were loaded onto their respective latent variables. The fit of this model was satisfactory: Undergraduate students at a large mid-Atlantic university re- The standardized parameter estimates ranged from. Manifest group identity 4. Because a number of factors could 2. Suppressed group identity 2. As shown in Table 2, the partial Note. Control variables were gender, ethnicity, age, sexual-orientation, correlations with the control variables showed that the manifesta- job tenure, and social identity group type i. This article is intended solely for the personal use of the individual user and is not to be disseminated broadly. The ing Hypothesis 1. Thus, Hypothesis 3 was supported by the results. Thus, Hypothesis 4 was supported by the results. We first tested our hypothe- sized model, specifying the role of both mediators simultaneously. Table 1 As shown in Table 3, the hypothesized mediation model demon- Participant and Group Identification Descriptive Statistics strated adequate fit see Figure 1. As shown in Table 3, the alternative Participant gender models did not demonstrate better fit than the hypothesized model, Male Manifesting Group identification group identity was negatively related to perceived discrimination, Race These results suggest that the expression of identity in a Age A possible reason for this finding is that people are Disability 0. Results are for an omnibus test where two mediators are specified simultaneously in a model. Suppression of a group identity at work has negative consequences. As manifestation of an identity has focused on invisible stigmata, such as such, suppressing an identity can be a negative experience. In addi- gay and lesbian employees e. Thus, if a person is not their social identity in the workplace, coworkers might be more aware of being in the presences of an out-group member, then they are sensitive to their behavior and treatment to avoid discriminatory less likely to monitor their behavior. Limitations and Future Research Future research might examine the dynamics of suppressing discrim- ination and harboring prejudice and stereotypes. Although the current study advances the literature about diversity and discrimination in the workplace, the use of a cross-sectional, Conclusion correlational design limits the research leaving uncertain whether the management of group identities leads to perceived discrimination or if The current article examined how group identity management perceived discrimination causes people to either suppress or manifest influences perceived discrimination, job satisfaction, and turnover their identity at work. It is also likely that group identity management intentions. The results suggest that manifesting a group identity in the and perceived discrimination have a reciprocal relationship. For ex- workplace is related to less perceived discrimination and that sup- ample, as people manifest their identity, they might receive negative pressing a group identity is related to more perceived discrimination. Therefore, future re- turnover intentions directly and indirectly through perceived discrim- Figure 1. Standardized beta-weights are shown. Control variables were gender, ethnicity, age, sexual-orientation, job tenure, and social identity group type i. Perceived discrimination was related to less job satisfaction Hogg, M. Subjective uncertainty reduction through self- and higher turnover intentions. Future research could build on these categorization: A motivational theory of social identity processes. Eu- results by testing theoretical mechanisms that may explain what ropean Review of Social Psychology, 11, â€" Social identity and self-categorization processes in organizational contexts. Academy of Management Review, References 25, â€" Test of a mediated performanceâ€" James, L. A tale of two methods. Journal of Applied Psychology, 86, â€" What are the odds? Do Whites direct their prejudice toward strongly identified minorities? How demographic similarity affects the prevalence of perceived em- Journal of Personality and Social Psychology, 96, â€" Journal of Applied Psychology, 93, â€" Retaining your high performers: Moderators of the This document is copyrighted by the American Psychological Association or one of its allied publishers. Effects of manifest ethnic performance-job satisfaction-voluntary turnover relationship. Journal of identification on employment discrimination. 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diverse work- diator models.

The Life of John Clare (Large Print Edition) Wave Motion, Intelligent Structures and Nonlinear Mechanics Say it in Swedish Zanys Los Angeles Apartment Sales and Rental Guide, 2003-2004 The first three sections [also sections nine and eleven of Newtons Principia. Peter Schumanns Bread and Puppet Theatre 1988 jeep cherokee repair manual Use your memory tony buzan The Village Spirit The alienation of land Christ as a present reality Offshore Adventure Mission-book of the Congregation of the Most Holy Redeemer. Matter and meaning in the Carolingian world Thomas F. X. Noble. Bonagratia Von Bergamo Pounders Marine Diesel Engines (Marine engineering series) II. SCHEMATIC, OR METRICAL, TEXTS. American Academy of Pediatrics Baby and Child Health Woman, in her social and domestic character Thinking territory Sent to Sydney (Read-It! Chapter Books (Read-It! Chapter Books) What leaders expect Asme section viii div 2 Amorous Fiammetta. The nature of cancer The Burning House Enzymatic browning in foods and its prevention The truly metaphysical activity of this life At the turn of the year The mansion on the hill Making sense of creativity in higher education Norman Jackson. Data book for heat and mass transfer Your health today 3rd edition teague Impressionist Still Life Ccna 200 120 dumps Real estate profit power A major production : the Arab boycott campaign Training for Organizational Transformation: Part 1 From The record of a Quaker conscience Cyrus Pringle Brentano, C. The story of Honest Casper and Fair Annie.