The multicultural organizations: Perceptions of diversity challenges and initiatives

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Abstract

This research examined the perceptions of media relation professionals regarding diversity challenges and initiatives in the workplace. The study focused on the existence of discrimination in the workplace, discrimination against specific groups, initiatives that companies have taken to manage diversity, and actions taken to address minority and diversity issues according to media relations professionals in Fortune 500 companies in the Midwest of the United States. It was concluded that a large group of respondents have observed or perceived discrimination and it is mainly directed to women, employees that are LGBT, and/or minorities. Additionally, most organizations surveyed have taken actions to manage diversity and that companies try to recruit minorities. It is recommended that management commit to diversity programs and implement them in companies experiencing discrimination problems. Training should also be incorporated in educational institutions.

Keywords: Diversity Initiatives, Diversity Management, Organizational Culture, Organizational Diversity, Workforce Diversity

INTRODUCTION

Discrimination in the workplace can be detrimental to any organization. The goal of any modern business should be to eliminate all forms of discrimination within their workplace and create an environment that embraces diversity. It is important to understand that discrimination in the workplace is not limited to just a select group of individuals. Discrimination can occur against any person, regardless of their gender, race, religion, culture, or sexual orientation. If discrimination is not countered by education, effective diversity programs, responsible management, and proper company policies, the consequences can be quite severe. Bell, Connerley, and Cocchiara (2009) noted that "diversity among applicants, employees, and customers affects every aspect of management, including organizational behavior, human resources, and strategy" (p. 597). As will be discussed in further detail later in the analysis, experiences of discrimination are still prevalent within the workplace. As such, diversity management is a critical challenge and the results of discrimination that is left unaddressed can have far reaching implications.

However, for those organizations that attempt to meet the challenges of diversity, there can be many tangible benefits such as gaining competitive advantage, reducing turnover and absenteeism. Ultimately, these advantages can create cohesive team environments, as well as reducing personnel costs. Bell et al. (2009) concluded that "education would help counteract stereotypes, ignorance of the laws, and ignorance of the potential costs of mismanaging diversity, while increasing understanding of benefits of diversity and inclusion" (p. 600). Therefore, effective diversity management can have real and tangible benefits to any organization.

In order to better prepare future professionals and managers to tackle the challenges of diversity, research has been conducted to determine not only the existence of discrimination, but also the effectiveness of various company programs to overcome these challenges. Ongoing knowledge regarding diversity initiatives and challenges would lead to better curriculum development, career counseling, and provide students with a direction for proceeding on their career paths. Such knowledge may assist business educators in their selection of course contents, workshops, and seminars to improve their ability in providing relevant education for their students. The results of the study will be useful to determine how diversity was being handled on the job and to ensure future business graduates receive adequate preparation on how to effectively survive in a diverse workplace.

Objective

The study's objective was to determine the perceptions of media relation professionals regarding diversity challenges and initiatives in the workplace. Specifically addressed were: (a) existence of discrimination in the workplace of media relation professionals; (b) discrimination against specific groups; (c) initiatives that companies have taken to manage diversity; and (d) actions companies have taken to address minority and diversity issues.

LITERATURE REVIEW

Okoro and Washington (2012) state that given the widespread impact of globalization, workplace diversity in all forms of organizations, including higher education, is now a fact of life and a trend that will continue for a long time. Ignoring the implications of workforce diversity can affect productivity and performance as well as undermine the overall goal of business performance. Today's managers are responsible for leading employees and responding to the needs of customers who are more ethnically and culturally diverse, older, and in greater need of

child and elder care. Leaders in both the public and the private sectors are focusing more attention on the issue of diversity.

Riccucci (as cited in Pitts, Hicklin, Hawes, & Melton, 2010) argued that as the diversity of the US workforce continues to increase at a rapid pace, public managers are facing pressure to create organizational cultures that permit employees from different backgrounds to succeed. The one-size-fits-all approach to management that was effective 30 years ago is arguably no longer an appropriate strategy for ensuring maximum employee performance.

Diversity management includes acceptance and respect, acknowledging that individuals are unique and different from each other (Lumadi, 2008). Olsen and Martins (2012) further emphasized that "the globalization of business and the changing demographics of labor markets around the world have driven much interest in the areas of diversity and diversity management among management scholars and practitioners. While diversity refers to differences among members of a group or organization on any characteristic, most diversity management efforts are focused on diversity in demographic characteristics, such as race, ethnicity, gender, and age" (p. 1). Interestingly, a diverse workforce may include a multitude of beliefs, understandings, values, ways of viewing the world, and unique information. Rapid internalization and globalization has increased the significance of workforce diversity. As a result, a cross-cultural and multicultural workforce is now a common thread in corporations globally (Shen, Chanda, D'Netto, & Monga, 2009). Workforce diversity, therefore, has important implications toward management practices and policies.

RESEARCH METHODOLOGY

The data for this report were collected from media relations professionals in Fortune 500 companies across nine states in the Midwest of United States. Media professionals within these various organizations were selected at random. Each subject was sent an invitation email and survey link to rate their perceptions on the various challenges of diversity. The research instrument in this study included 17 questions on a Likert scale that ranged from strongly disagree to strongly agree. The survey covered the four dimensions of diversity. The instrument was tested for reliability by using a Cronbach reliability coefficient. Results revealed a reliability of .93 (r=.93) for the final data-gathering instrument. At the end of two follow-up periods, 45 (48.4%) out of 93 were returned and used in the data analysis process.

The type of research methods and procedures that were followed were consistent with other academic studies regarding the same topics of workplace diversity. The respondents in this survey were not divided among lines of gender or sexual orientation. As such, the results should be interpreted as including both men and women or people that are lesbian, gay, bisexual, and transgender (LGBT) or not LGBT. The results and analyses that came from this research are displayed using two different methods within the analysis section. First, the results and the Likert scales are presented with the raw data from the survey. Brief overviews of the survey responses, as well as pertinent observations are provided that support this data. Second, further interpretation, to include the use of tables, has been provided as a subsection to each research question. In order to demonstrate logical interpretations of the data, there are some instances where the data have been combined from two or more research questions. When this has occurred, it is adequately noted as to not cause any confusion.

FINDINGS AND DISCUSSIONS

Media relation professionals were first asked to gauge whether diversity existed within their workplace. As shown in Table 1 (Appendix), the majority of these professionals have not experienced the discomfort of diversity in their workplace.

There are a few important observations that can be derived from the responses shown in Table 1. First, it is difficult to argue that for the vast majority of respondents, discrimination is not a problem within their organization. Through the various responses shown in Table 1, it is an effortless observation to see that most media professionals have not been discriminated against, nor have they witnessed any form of discrimination within their workplace. Furthermore, media professionals are relatively confident that people within their organization are at a minimum treated fairly and even state that their spouses would agree that they are also treated fairly.

While this is certainly welcoming news to any human resource department or management team within these organizations, does it really do enough to unequivocally state that workplace discrimination has been stamped out? Do these responses confirm that there is no need to offer enhanced training to current or future managers? The answer to both of these questions would simply be: probably not. Even though a majority of respondents have revealed that they have not been the victims of workplace discrimination, a large minority of respondents have personally experienced discrimination, or at a minimum, perceive discrimination within their organization.

Perceptions and observations of workplace discrimination. The contrast between the perceptions of diversity and the first-hand observations of discrimination can be found in the survey questions asked in Table 1. To begin, responses to survey questions number 1 and 5 relate to the challenges of diversity that media relation professionals have personally confronted in the workplace. These personal experiences either relate to discrimination that they have experienced or observed within their organization. The majority of the respondents to the first question confirmed that they have not personally experienced discrimination. If the research were to have ended at this point, it may be seen as a very positive victory in the overall efforts to end workplace discrimination. However, when these results are compared to question number 5, which asked respondents if they have observed discriminatory actions by other colleagues, the responses were much different.

Table 2 (Appendix) is created from the survey responses from the first research question. The Table groups similar questions and summarizes similar responses. As indicated in the Table, the vast majority of respondents confirmed that they have not experienced personal forms of discrimination, but nearly 32% revealed that they have witnessed acts of discrimination by other coworkers.

The differences between personal and observed experiences may offer some insights to the perceptions of discrimination within the organization. The contrast of 23% indicates that nearly 32% of all respondents have at some point witnessed discrimination. However, at first glance, the magnitude of this number can be easily masked by the overwhelming positive response rate of the first question. Another major observation can be derived from the responses of media relation professionals regarding the perception of discrimination within an organization. There are times that employee perception of a problem can be much worse than the reality.

Table 3 (Appendix) shows a strong minority of respondents either perceive that their company does not follow policies preventing discrimination or perceive that not every employee is treated fairly.

As shown in Table 3, 20% of respondents indicated that they feel employees within their organization are treated unfairly or that discrimination exists within the organization. An interesting comparison is made when the responses regarding actual or observed discrimination is compared to the perceptions of discrimination. In question number 5, approximately 32% of respondents indicated that they have witnessed some form of discrimination against individuals that were LGBT. However, in question number 4, only 20% actually believe discrimination exists within the organization. Given all things equal, if 32% of respondents actually witnessed discrimination, the response to question 4 should be at least 32%, unless there are other factors that are influencing the responses. The difference in the responses may be that the respondents felt that the discrimination they witnessed is a localized problem or does not represent the organization as a whole.

The importance of the responses given from the first group of research questions cannot be overstated. It is a fact that a majority of these professionals have not experienced workplace discrimination. These professionals, in large part, do not perceive that discrimination exists within their organization. This is an important accomplishment and a testament to the progress that organizations have made on the issues of discrimination. However, the evidence from this study and other studies also reveal that organizations may continue to have localized problems of discrimination.

Discrimination Targets Several Groups of Employees

The next phase of the research was to study whether discrimination was directed toward specific groups of employees. Similar to the types of questions asked in the first research question, these responses can be divided into the following categories: (a) perceptions of discrimination; (b) witnessed or observed discrimination; and (c) actions the company has taken to prevent discrimination. As shown in Table 4 (Appendix), the responses from those who have actually witnessed or heard discriminatory remarks are similar to the results shown in Table 1.

These responses again form some very practical observations. When the responses are clustered into the three categories mentioned above (perceptions, observations, and company actions), a large majority of media professionals again indicate that they have not been the victim of or observed forms of discrimination at their workplace. Unfortunately, there are also a large minority of respondents that have witnessed or at least perceive discrimination within their workplace.

The gap between perceived versus observed discrimination. The responses that were given in questions number 1 and 2 were geared toward gauging the perception of discrimination within the workplace. The questions do not ask whether or not specific instances of discrimination were observed, rather, they focus more on the opinion of the media professionals as to whether they feel discrimination exists. Both of the questions achieved responses in the affirmative of over 30% when asked whether or not they perceive that certain groups of people are discriminated against in their organization. The data at this point may not lend itself to important observations that can be extrapolated over the entire population, but it does begin to make the case that at the very least, the perception by employees that discrimination still exists is relatively strong.

The more interesting analysis from the responses shown in Table 4 comes from the introduction of questions number 3 and 4. Unlike the first two questions, these questions were designed to observe whether or not these employees actually witnessed an act of discrimination

within their workplace. A smaller group of respondents actually confirmed that they witnessed discrimination.

Again, the data points out a gap between what respondents perceive is happening within their workplace and what they have witnessed. Over 30% of respondents felt that discrimination existed against certain groups within the organization. However, when asked whether they observed these acts of discrimination, the number decreased to as low as 17%. What is driving the gap between the 30% of people who perceive discrimination and the 17% who witnessed discrimination? The answer again may reside in the fact that either respondents in the study felt that the discrimination they witnessed was not an organizational problem or that some of the perceptions of discrimination may be linked to more deep rooted societal opinions of discrimination. Either way, the data are compelling enough that not only do a majority of respondents feel that they do not perceive discrimination as a problem within their organization, or have they witnessed discrimination against a specific group. These responses are very similar to the ones given in the first research question that set out to determine whether or not discrimination even existed in a workplace.

While the data indicate some gaps between perceived and observed discrimination, they do highlight some interesting observations between the types of groups that may be discriminated against within an organization. The groups that the research focused on were women, minorities, and those individuals that have different sexual orientations. The data collected from the analysis of these groups are divided in the various subsections below.

Discrimination against women. There were two questions from the research that focused specifically on the discrimination that women experience in the workplace. As shown in Table 5 (Appendix), a large minority of respondents felt as though women within their organization were not discriminated against.

When respondents were asked to gauge their perceptions of discrimination against women, 35% confirmed that people throughout their respective organizations are not comfortable with women in managerial positions.

The studies appear to have varying results, possibly driven by the types of work environments (male dominant) and the participants in the study. For example, the study of media professionals took responses from both men and women. If the questions were only directed to women in this study, the perception of workplace discrimination may have been higher. However, since both men and women participated, the responses to questions regarding women in management may have been skewed lower.

Furthermore, when these responses were coupled with data from question 3, which asked whether professionals have witnessed other coworkers engaging in discrimination against women at work, the number appears to be low. Table 6 (Appendix) displays the results of these responses.

When the results in Table 6 are compared to those in Table 5, a distinction can again be made between the perceptions of workplace discrimination and the observations of workplace discrimination. As mentioned previously, 35% perceive discrimination against women, while 27% have actually witnessed the discrimination. There is again a gap between what is perceived and what is observed. The gap may be attributed to the fact that the discrimination is localized so others do not feel as though it is organization wide or the perception figure may be higher because other coworkers have confided in those participating in the study that at some point they have experienced discrimination of their own.

The results from this subsection of the research are apparent: Discrimination, both observed and perceived, appears to be low compared to the overall responses. However, this does not discount the fact that nearly 36% of respondents perceive discrimination against women in their workplace. This is a large enough percentage that management should work to address. It is important to note that this study worked to gauge the perceptions of media relation employees in a professional work environment within Fortune 500 companies. If over one third of respondents, who were both men and women, felt that discrimination existed within their organization, the number could be much higher in industries like construction or public services like firefighting, that are dominated primarily by men. The important consideration is to view these results as indicators of professionals in leading organizations and should not be extrapolated over all varying types of industries or workplaces.

Discrimination against LGBT. The research also attempted to focus on the discrimination that individuals with different sexual orientations may face in the workplace. This type of analysis is important in modern research initiatives, as research on this topic was not conducted as much in the past. There are two questions within the research that focused on discrimination against these groups. The first question gauged the perception of workplace discrimination among people that were LGBT, while the second attempted to determine whether this discrimination had actually been observed. As shown in Table 7 (Appendix), the perception of workplace discrimination against LGBT is relatively low when compared to the overall responses given in the survey.

Even though the responses in Table 7 show that over half of all respondents felt as though people who were LGBT were not discriminated against, a large majority of respondents, over one third in total, felt as though some type of discrimination did exist. When the perception of discrimination in Table 7 against LGBT is compared with those who actually observed discriminatory remarks against this group from Table 2, the responses are entirely in line. Previously in Table 2, 32% responded that they have witnessed workplace discrimination against LGBT employees. This number is the same as the 32% who perceive that LGBT discrimination occurs at some place within their organization. These two similarities indicate that both the perception of LGBT discrimination and the experienced discrimination against LGBT employees are consistent. Though these remarks may not indicate harassment, it does recognize that the underlying tones of discrimination may exist.

Discrimination involving racism. Discrimination involving racism exhibited by employees at Fortune 500 companies appears to be lower than discrimination against women or people that are LGBT. As shown in Table 8 (Appendix), an overwhelming number of respondents felt as though discrimination against minorities did not exist at their workplace.

Seventy-five percent have not witnessed acts of racism at their employment. There is a possibility that this number may be skewed by the number of minorities that participated in the research or the types of workplace environments that these professionals work in. However, this may not be the case, as results from other studies indicate that that the responses in this research are similar to those done by other organizations. For example, in a poll noted in the Academy of Management Learning and Education, the following groups stated that they felt as though they were discriminated against within their organization: Asians – 31%, African Americans – 26%, Hispanics – 18%, and Whites – 12% (Bell et al., 2009). This study indicates that Asians and African Americans were the groups of people that were the most discriminated against.

Another interesting comparison can be made when these results are compared to the questions regarding other types of discrimination. Earlier research questions indicated that

26.7% of media professionals witnessed discrimination against women and 31.8% observed discrimination against people that were LGBT. These numbers are higher than the 18% of respondents that state they have witnessed racism at their workplace. These results may indicate a shift from workplace discrimination against minorities and women, to other groups like people who are LGBT. This shift could be caused by a number of factors, to include the more common acceptance of minority inclusion in the workplace and effort to break metaphors like the "glass ceiling" for women. Whichever is the case, it is important to recognize the various types of discrimination that may exist within an organization.

Managing Diversity May Not Be As Effective As Previously Thought

The next phase of research attempted to find the effectiveness of managing diversity from an organizational standpoint. The results of the initial research questions can be found in Table 9 (Appendix) and highlight the fact that diversity measures have not been as effective as previously understood.

Table 9 details the responses given by media professionals regarding the management of diversity. Approximately 78% indicated that their organizations have some type of classes, workshops, or seminars that deal with the various facets of diversity. Furthermore, nearly 70% agree that managing diversity has made their organization more effective.

Diversity training within the workplace remains an important tool for teaching employees on the various challenges of managing a diverse workforce. As demonstrated by the responses above, organizations will often hold training sessions to equip employees with the knowledge required to develop the necessary diversity skills. In a study conducted by the Academy of Management Learning and Education, human resource professionals identified a problematic gap between the importance of these skills and the actual skills that new graduate employees possess. This study surveyed asked human resource managers to rate on a 1 to 5 scale, with 5 being the most important, various issues that were inherent with managing diversity. When these professionals were asked to rate how important it was for management to have certain knowledge regarding certain groups of people, like minorities or LGBT, these professionals responded with a 3.88 out of 5 (Bell et al., 2009). However, when asked whether or not new graduates actually possessed this knowledge, the response was a 2.54 out of 5. The difference between the importance of management using this knowledge and the actual skills possessed by college graduates may create a gap in the ability for managers to effectively manage diversity.

Effectiveness of diversity training and management initiatives. The responses in Table 9 may also highlight an even more revealing fact. When the responses in Table 9 are coupled with responses given in the first and second research questions, it would appear that the overall effectiveness of diversity management from an organizational standpoint is low. Table 10 (Appendix) combines three survey questions that address the effectiveness of organizational initiatives to manage diversity.

The data presented in Table 10 have several implications. First, it does reaffirm that for the most part, organizations do sponsor some type of trainings to assist in diversity management. The study does not analyze the extent or length of the training, but at a minimum level, it does confirm that the organization does make an effort to teach the various topics of diversity. The second group of data in Table 10 examine the perception of management regarding the challenges of diversity. Approximately 67% disagreed with the statement that management only talks about diversity but does not follow through with action. However, it is interesting to note

that nearly a quarter of those same respondents agreed with the previously mentioned statement. This is an interesting figure because nearly all of the organizations surveyed had training, but almost a quarter of those respondents felt as though management did nothing more than talk about it. Finally, the third question in Table 10 attempted to gauge the commitment of management to follow their own policies regarding discrimination. Nearly a quarter of those respondents felt as though the company does not follow organization policies regarding discrimination.

The three responses shown in Table 10 combine to paint a picture of the current state of diversity management in the workplace. While the institutional programs regarding diversity and policies are certainly in place, it appears that in some workplaces, management is hesitant to meet their programs and policies with action.

A question of neutrality. An interesting observation is made regarding the amount of respondents that identified as neutral on questions number 1 and 2 in Table 9. For question number 1, nearly 20% responded as neutral to the question regarding diversity training. On question number 2, which asked respondents to gauge the effectiveness of diversity management, the response was approximately 30% neutral. This is an interesting observation because it is one of the only instances in the research where the neutral responses were this high. Employees responding to these questions, though previously reassured that all personal data would remain confidential, may have been wary to respond to these questions that asked about the intricate practices of their organizations. Furthermore, for questions like number 2, those individuals that responded as neutral may have been hesitant to respond as either disagree or strongly disagree. Either case, the higher neutral responses in Table 9 indicate that these employees may not be aware of any diversity management programs or fail to see their effectiveness.

Recruitment and Hiring Techniques for Minorities

The final stage of the research involved the recruitment and hiring practices of organizations when it came to minorities. Table 11 (Appendix) outlines the responses given for each of the three categories.

Table 11 demonstrates that 82.3% of the respondents agree that their organization actively attempts to recruit minorities. This fact is interesting when compared to the responses given in question 1. Approximately 58% of the surveyed media professionals feel as though their organization attempts to actively recruit minorities in order to fill some type of unstated quota. Even though there is an agreement over the recruiting practices of organizations regarding minorities, there is disagreement regarding the reasoning behind the hiring. These differences may be caused by general preconceived notions or again, it may be the perceptions of employees because the company has not done a sufficient job in training employees on managing diversity. The last question in Table 8 concerned the assignments that minorities received from their organization. As similar to some responses given in Table 6, over a quarter of the respondents remained neutral. The large majority, 62% felt as though special assignments were not awarded based on race.

CONCLUSIONS AND RECOMMENDATIONS

The following conclusions may be drawn based on the findings of this study:

1. A large group of respondents indicated that they have observed or perceived discrimination in their workplace.
2. Discrimination appears to be directed in large part to women, those employees that are LGBT, and/or minorities.
3. Most organizations have taken actions, such as offering mandatory training or classes, to help teach and manage diversity within their organizations.
4. Companies try to actively recruit minorities but there are some professionals that view this action as an attempt by the company to fill certain unspoken quotas.

Based upon the conclusions of this study, it is recommended that:

1. Commitment to diversity programs will need to be embraced by top management. This commitment will translate into managers following their own company policies and taking the challenges of diversity seriously.
2. Diversity education programs need to be implemented in those companies that continue to have problems with discrimination.
3. Diversity management training should be incorporated in educational institutions that will give future managers the necessary training needed to meet the future challenges of their employees.

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APPENDIX

Table 1
Existence of Diversity

Factors	SA	A	N	D	SD
1. I have experienced the discomfort of discrimination	0.0	8.9	4.4	53.3	31.1
2. Our company sometimes does not follow our stated policies against discrimination	0.0	24.4	4.4	44.4	24.4
3. Not everyone at my level in the organization is treated fairly	0.0	20.0	6.7	48.9	24.4
4. Discrimination exists in my organization	0.0	20.0	6.7	51.1	22.2
5. I have heard people at work make negative comments about lesbian, gay, bisexual, and transgender (LGBT) persons.	0.0	31.8	4.5	40.9	22.7
6. My spouse or (significant other) would say that they treat me fairly here.	4.4	80.0	4.4	6.7	4.4

Note. SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly Disagree

Table 2
Personal Experiences of Discrimination

Factors	A	D
I have experienced the discomfort of discrimination	8.9	84.4
I have heard people at work make negative comments about lesbian, gay, bisexual, and transgender (LGBT) persons	31.8	63.6

Note. A=Agree D=Disagree

Table 3
Perceptions of Workplace Discrimination

Factors	A	D
Not everyone at my level in the organization is treated fairly	20	73.3
Discrimination exists in my organization	20	73.3

Note. A=Agree D=Disagree

Table 4
Discrimination Against Specific Groups

Factors	SA	A	N	D	SD
1. Some people in my organization are not comfortable with women in managerial positions	0.0	35.6	6.7	40.0	17.8
2. Many people in my organization are biased against people who LGBT	0.0	31.1	11.1	37.8	20.0
3. I have heard sexist remarks about women at work	0.0	26.7	6.7	46.7	20.0
4. I have heard racist remarks at work	0.0	17.8	6.7	53.3	22.2
5. Management talks about diversity, but does not really do anything about it	0.0	24.4	8.9	44.4	22.2

Note. SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly Disagree

Table 5
Discrimination Against Women in Management Positions

Factor	Yes	Neutral	No
Some people in my organization are not comfortable with women in managerial positions	35	7	58

Table 6
Observed Workplace Discrimination Against Women

Factor	Yes	Neutral	No
I have heard sexist remarks about women at work	27	7	66

Table 7
Discrimination Against LGBT

Factor	Yes	Neutral	No
Many people in my organization are biased against people who LGBT	31	11	58

Table 8
Observed Discrimination Against Minorities at Work

Factor	Yes	Neutral	No
I have heard racist remarks at work	18	7	75

Table 9
Managing Diversity

Factors	SA	A	N	D	SD
1. My organization has sponsored classes, workshops, and/or seminars on managing the diverse workforce	15.6	62.2	20.0	2.2	0.0
2. Managing diversity has helped my organization to be more effective	11.1	57.8	31.1	0.0	0.0
3. My company accommodates the needs of disabled persons	40.0	60.0	0.0	0.0	0.0

Note. SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly Disagree

Table 10
Organization Effectiveness

Factors	A	D
Organization has classes on diversity	77.8	2.2
Management talks about diversity, but does not really do anything about it	24.4	66.6
Our company sometimes does not follow our stated policies against discrimination	24.4	68.8

Note. A= Agree D= Disagree

Table 11
Actions Regarding Minorities

Factors	SA	A	N	D	SD
Sometimes I feel my organization hires minorities to fill unstated quotas	0	57.8	11.1	24.4	6.7
Our company actively recruits minorities	6.7	75.6	15.6	0	2.2
Sometimes I feel people get assignments because they are identified as a minority	0	11.1	26.7	44.4	17.8

Note. SA=Strongly Agree A=Agree N=Neutral D=Disagree SD=Strongly Disagree