

University of Richmond

UR Scholarship Repository

Honors Theses

Student Research

Spring 1992

Efficacious impression management in minority recruitment and retention practices

Amy L. Kristof
University of Richmond

Follow this and additional works at: <https://scholarship.richmond.edu/honors-theses>



Part of the [Psychology Commons](#)

Recommended Citation

Kristof, Amy L., "Efficacious impression management in minority recruitment and retention practices" (1992). *Honors Theses*. 593.
<https://scholarship.richmond.edu/honors-theses/593>

This Thesis is brought to you for free and open access by the Student Research at UR Scholarship Repository. It has been accepted for inclusion in Honors Theses by an authorized administrator of UR Scholarship Repository. For more information, please contact scholarshipprepository@richmond.edu.



EFFICACIOUS IMPRESSION MANAGEMENT
IN MINORITY RECRUITMENT AND
RETENTION PRACTICES

SPRING, 1992

AMY L. KRISTOF

PSYCHOLOGY DEPARTMENT

HONORS TUTORIAL

DR. ROBERT A. GIACALONE

Efficacious Impression Management
in Minority Recruitment and
Retention Practices

Amy L. Kristof
University of Richmond

Abstract

The present study suggests impression management strategies that companies can use to more effectively recruit and retain minority workers. As the workforce composition changes over the next ten years, the need for companies to attract and retain qualified diverse workers will become increasingly important. The present study focused on two minority groups, women and senior citizens. These minority workers were asked to rate the importance of suggestions given by personnel administrators, as to what things would attract members of their minority group to an organization. Both groups cited honesty, fair treatment, and hiring and promotion based on ability and not diversity as the most important things a company could do to attract more minorities. Based on t-test results, women were significantly more interested in career planning and advancement opportunities than were senior citizens. Seniors were significantly more interested in having an orientation geared specifically toward them, being interviewed by other seniors, and working with other senior citizens. Suggestions are made as to how companies can use these results to better tailor their image toward the needs of particular minority applicants.

Efficacious Impression Management
in Minority Recruitment and
Retention Practices

A cause for concern in American business today is the shift of the work force out of the domain of the white male, into the hands of the diverse worker. This issue has been addressed at length in popular news magazines (Church, 1987; Dreyfuss, 1990; Konrad, 1990), human resources periodicals (Copeland, 1988; Feuer, 1987; Guinn, 1989), academic journals (Cox, 1991; Moore & IsHak, 1989), and books (Hofstede, 1980; Jamieson & O'Mara, 1991). While the issue was first addressed with affirmative action and Equal Employment Opportunity, the underlying motivation was designed to give minorities an opportunity to advance. Thus, diversity was mandated by government policies and quotas, and not by business need.

In the late 1980's, however, statistics emerged that forced a change in business attitude. These statistics pointed to the critical role of diversity in American businesses. The Hudson Institute (1987) examined demographic data and population trends in an attempt to outline the future of America's work force in the next century. Their results, the Workforce 2000 statistics, predict a number of significant changes occurring by the year 2000.

The report provides several intriguing predictions regarding changes in the composition of America's workforce. First, the increase in the number of workers entering the workforce between 1989-2000 will be approximately 1% per year, compared with yearly increases of 2.9% during the 1970's (Goddard, 1989). This decline is attributed to the decline in birth rates (Odiorne, 1986), and has already resulted in a reduction of young workers aged 16-24, accounting for a loss of 3 million workers between 1980 and 1986 (Church, 1987). This decline has created a shortage of qualified workers for entry level positions, and signals shortages that will follow at other levels.

As the number of young workers is reduced, the bulk of the work force will be composed of middle-aged or older employees (Brown, 1990; Jamieson & O'Mara, 1991; Miller 1990). This aging work force has several implications for business. First, although older workers have more experience, and tend to be more stable, they are also less adaptable and flexible. Second, changes in reward structures can be expected, as older workers, who are more financially secure, will be more motivated by time-off than salary increases. Third, there will also be increased interest in retirement, security, health care, and wellness programs. Finally, as many of these workers will have "topped out" in their career

paths, career progression and hierarchical structures will need reexamination (Jamieson & O'Mara, 1991). Essentially, the needs of these older workers will need to be met if businesses expect to retain them.

Workforce 2000 statistics also predict that 5/6ths of the net additions to the work force will be nonwhites, women, or immigrants (Hudson Institute, 1987). The predictions that these new additions will be comprised of: 15% white males, 66% women, 29% racial/cultural minorities, and 19% foreign born (Hudson Institute, 1987). Each of these groups presents business with new challenges.

When examining the implications of more women entering the job market, one finds two dominant trends. First, women may show different styles of management, and define success differently than men. Women are often thought to have a more intuitive, contextual view of information intake than men, who are thought to be more linear and rational in their thinking (Parnell & Vanderkloot, 1989). In the past, intuitive means of thinking and decision-making have been considered inferior to rationality, thereby creating a mistaken impression that women's management styles are inferior to men's. As a result, there needs to be a consideration of non-traditional methods used by women who are attempting to find management techniques which best suit their personal styles. Attention to

the differences in style may aid women in breaking through the "glass ceiling" (Esposito, 1991), which has encumbered career women. The second trend, reflecting a focus on family issues, would indicate that part-time positions, job-sharing, and extended maternity leave will become increasingly demanded by dual career families, as attempts are made to balance career and family responsibilities (Guinn, 1989; Jamieson & O'Mara, 1991).

Members of racial and cultural minorities will also become an increasingly important part of America's workforce, and will evoke several changes (Hudson Institute, 1987). First, this influx of minority workers will lead to problems with mis-communication and language barriers, requiring increased use of cultural awareness programming. As immigration patterns have changed, more workers are coming from countries with "high-context" cultures, in which sensitivity is heightened to surrounding circumstances and non-verbal cues. In these cases, communication goes beyond expressing ideas and requires critical attention to overall interaction (Kennedy and Everest, 1991). Second, rewards must be established that reflect the values of different minority groups, including flexible benefits, and appropriate religious holidays (Jamieson & O'Mara, 1991; Santora, 1991). Third, in addition to the

substantial changes in the composition of the workforce, many of the minority workers will not have the basic training and skills needed by businesses (Feuer, 1987; Herren, 1989). This basic skills deficit, which is exacerbated by high drop-out rates of minority high school students (Jamieson & O'Mara, 1991), places the burden of training for basic skills and knowledge on individual companies.

Disabled workers are also becoming increasingly important in the new work force. As the pool of traditional applicants diminishes, there is an increasing need to mainstream workers with physical or mental disabilities (Jamieson & O'Mara, 1991). This mainstreaming requires management training to recognize competencies and limitations, money for improving accessibility, and investigation into work-at-home and other job redesign options. Programs, such as the McJobs program, are being used to successfully recruit, train, and retrain disabled persons so that they can become reliable and valued workers (Laabs, 1991).

Homosexuals and bisexuals represent another minority group with specific needs that are currently not being met by their employers. While statistics report that only one homosexual worker in ten reveals his or her sexual preference, there has been an increase in demand for benefit packages that fit the needs of homosexual workers (Hammonds, 1991).

The AIDS epidemic and the growing number of openly non-traditional families raises the the need for business benefit plans to expand to meet these new needs. For example, the Lotus Development Corporation now offers the longtime companions of homosexual employees the same insurance and benefits offered to heterosexual spouses (Hammonds, 1991).

In all of these cases, the aged, women, ethnic minorities, disabled, and homosexual workers are requiring things from their employers that have not traditionally been a part of American businesses. Businesses will be forced to address these needs if they are to effectively tackle the personnel issues of the next century and remain competitive.

Three Challenges of Diversity

The challenge of diversity arises at three levels. At the first level, businesses must learn to effectively recruit diverse workers. As the pool of workers decreases, more company resources, both temporal and financial, must be allocated to recruitment. Now, with 5/6ths of the new workers belonging to minority groups, it is necessary that a high percentage of these resources be focused on attracting diverse workers. At a second level, because the workers they must recruit are from groups that have traditionally been ignored or treated as quotas or tokens, different strategies need to be utilized. New and innovative methods of

recruitment must be used to adapt to the needs of diverse workers. Their needs and preferences are expected to differ from those of the traditional white, male worker, and recruitment strategies should reflect these differences. At the third level, once these employees are recruited, training and appropriate benefits packages must be offered in order to retain them. Although costly, the provision of training will be necessary to keep the workforce abreast of changing technology. Consequently, once a company has invested money in the training of employees, it is economically crucial to keep turnover to a minimum. Turnover is always costly for a company, even more so for employees that have been actively recruited and trained. Therefore, it is important to make the effort that the diverse workers' needs are met, and that they remain satisfied with the company. When businesses can consistently retain, as well as recruit minority workers, then they have effectively managed diversity.

A descriptive and operational definition of diversity is important if researchers intend to investigate it and companies plan to invest their time and money. Loden and Rosener (1991) define diversity as "otherness or human qualities that are different from our own and outside the groups to which we belong, but present in other individuals and groups" (p. 18). They suggest that there are two basic dimensions of diversity, primary and

secondary. Secondary dimensions of diversity are "mutable differences that we acquire, discard, and/or modify throughout our lives" (p.19). As these differences can be changed, for example education or religious preferences, these are not the dimensions that most concern businesses. It is the primary dimensions of diversity, in-born and unchangeable, that influence our early socialization and have an ongoing impact on our lives. These dimensions can be operationally defined as age, ethnicity, gender, physical abilities/qualities, race, and sexual/affectional orientation. The combination of these dimensions represents the core of individual identities and will have an important influence in the work place.

While it does not seem difficult to introduce diversity into the work place, the problem of integrating the diverse workers in to the organization does not disappear when a certain number of minority workers have been hired. In business, where socialization tends toward the traditional white male norms and values (Songer, 1991), diverse workers are forced to assimilate into homogeneous work groups (Jackson et al., 1991). Individuality may be stifled for the sake of efficiency and teamwork, contributing to frustration and dissatisfaction for the diverse workers, and making turnover more likely (Jackson et al., 1991). Because dissimilarity itself gives rise to an attrition effect business must

recognize and respond to the differences if it is to create an environment in which all persons can flourish (Geber, 1990; Nelton, 1988). The actions taken to help promote this flourishing environment are collectively called "managing diversity" (Dreyfuss, 1990).

If diversity is not managed by businesses, negative consequences such as worker attrition, low morale, a lack of innovation, intergroup conflict, declines in productivity, and recruitment difficulty will result (Loden and Rosener, 1991). In contrast, the benefits of a diverse work force include better decision making, higher creativity and innovation, greater global market success, and a more proportionate distribution of wealth and economic opportunity (Cox, 1991).

To date, many of the minority recruitment practices have targeted female workers, focusing on family issues by reducing travel, long hours, and relocation, by increasing maternity leave, and creating salient anti-harassment policies and enforcement. Additionally, goals are set for promoting female employees, while caution is given to avoid creating animosity by the use of quotas, and workshops are used to increase diversity awareness among workers (Konrad, 1990). A poll found that the majority of management level female workers identified a "male dominated corporate culture" as a main obstacle that they had faced in

their ascent in the company (Konrad, 1990). Therefore, the basic culture of business is being called into question by female employees, not merely the maternity leave plans.

Other groups have been targeted differently. Focus has been on the need to improve communication and personal relations between diverse and non-diverse workers (Cantor, 1989), including providing career development and planning services for minority workers, aiding in the establishment of self-help groups for minorities, diversity training that promotes the necessity and desirability of diversity, and heightening sensitivity toward cultural and religious holidays (Copeland, 1988). Improving physical accessibility of facilities for physically challenged workers and senior citizens, flexible work schedules including job sharing and part-time work for mothers, both maternity and paternity leave, cafeteria style benefit plans, and the provision of child care for families of all workers have also been suggested (Dreyfuss, 1990; Jones, 1988; Overman, 1991).

Recruitment and training programs, through internships, mentors, and career fairs, have also been suggested as avenues for the development of minority talent (Milano, 1989). Some have suggested using minority recruiters and interviewers helps to put minority applicants at ease and

give them the impression that the company values diversity (Schenkel-Savitt & Seltzer, 1987-1988), while others have pointed to improved basic training of employees and literacy programs to compensate for the predicted lack of skills (Dreyfuss, 1990; Jones, 1988).

Impression Management and Organizations

Although the ultimate goal is to maximize the potential of diverse workers in American businesses, a more immediate goal is to recruit and retain minority workers. In order to recruit the new minority workers, it is crucial for businesses to both enact useful programs and to create the impression that diversity is valued and needed. Unless this impression is made, diverse workers will move on to companies where they gain more acceptance. Therefore, the management of a pro-diversity image by the company is critical in recruiting and retaining a diverse workforce. Unless these strategies used by a company are effective at both helping to retain the diverse worker and creating the desired impression on minority applicants and workers, that they are valued, the strategies are likely to be ineffective.

The management of impressions and images made on others began with the concept of impression management. Goffman's (1959) position was that people manipulate their actions in order to make a favorable

impression on others. He posited that people are social actors who construct a performance of life in order to build their social identities. This idea of controlled self-presentation has attracted a great deal of attention by social psychologists and organizational behavior scholars in recent years (see Giacalone & Rosenfeld, 1989; Giacalone & Rosenfeld, 1991; Martinko & Gardner, 1988; Schlenker, 1980; Tedeschi, 1981)

A closely related concept, self-monitoring, refers to an individual's ability to observe and control one's behaviors in order to create a desired impression (Snyder, 1974). According to Snyder (1974) people who are high self-monitors use situational cues to guide their self-presentation, and low self-monitors behave congruently with their internally held beliefs. Recent work on impression management suggests that it is a vital and necessary component of organizations, affecting all areas of business, and an explanatory tool in areas such as performance appraisal (Villanova & Bernardin, 1989; Villanova & Bernardin, 1991), conflict and negotiation (Greenberg, Bies, & Eskew, 1991; Rahim & Buntzman, 1991; Wall, 1991), communication (Ralston & Elsass, 1991; Russ, 1991), and leadership (Giacalone & Rosenfeld, 1984; Leary, 1989; Leary & Schlenker, 1980; Liden & Mitchell, 1989).

The application of impression management to organizational selection

and entry has produced a bevy of research (Baron, 1986; Fletcher, 1989; Knouse, 1989; Knouse, Giacalone, & Pollard, 1988; von Baeyer, Sherk, & Zanna, 1981; Wanous, 1989). This research has primarily focused on the obvious use of impression management by applicants, whether through the resume, cover letter, or initial interview. There has never been any mention, however, of how companies use impression management to attract applicants. Impression management is usually thought of in terms of individual behavior. However, an organization engages in impression management tactics through their public relations and human resources departments. These departments attempt to convey the image that the company wants the public to recognize. Therefore, during the recruitment process, both the applicant and the company are managing the impressions they present to each other.

Diversity and Impression Management

Although not often considered in impression management research concerning organizational entry, Bond (1991) suggests that cultural diversity plays an important role in how people differ in their self-presentation strategies. His position is that cultures differ in their values, as categorized by Schwartz and Bilsky (1987), into ten interrelated value domains. Because impression management is contingent upon making

a desired impression on others, cultural values play an integral role in what is considered desirable. Therefore, the values honored by specific cultures should significantly affect the range of acceptable impression management strategies used by individuals of that culture. Thus, applicants from different cultures, or more generally, applicants with differing values and orientations, would be expected to make use of different self-presentation strategies as a direct result of their values.

In addition to the cultural influences on individual self-presentation, Moore and Ishak (1989) suggest that culture's influence on self-presentation, can affect the total recruitment and training process. They classify Asian cultures on the basis of the Hofstede (1980) model of cultural differences, and suggest that cultures with differing classifications on Hofstede's four dimensions will hold differential views of recruiting measures. Therefore, workers from different cultures and value orientations are expected to not only employ differing impression management strategies (Bond, 1991), but also to respond differently to the self-presentational strategies of others, as a direct result of their culture and values.

Returning to the idea that impression management occurs by both applicants and companies, effective recruiting strategies for diverse

workers, are dependent not on how the applicants can better manage their impressions for the company, but on how the company can make better impressions on the diverse applicants. Bond's (1991) argument is that people with different values will respond differently to self-presentational strategies. This is directly relevant to the recruitment of aged, women, ethnic minority, disabled, and homosexual workers, as they are expected to hold values markedly different from the traditional white male worker due to differences in life stage, race, physical ability, social status, and gender.

Present Study

The purpose of the present study is to examine how minority workers view the recruitment and retention strategies suggested by personnel administrators. Many suggestions have been made as to what should attract a particular sect of workers, (e.g. maternity leave for women). However, no study has gathered empirical data on what strategies make the best impressions on the target minority groups. Because each group raises particular needs, each minority group needs to be considered separately. Thus, the effectiveness of a company's impression management strategy may be important, since successful recruitment and retention may be dependent on the company's ability to change their

self-presentational strategies to suit the particular minority worker they are attempting to recruit or retain. When companies are able to assess the needs and values of particular applicant groups, they can alter the company's presentation to these groups based on those needs and values.

Methods

Phase I

Subjects

Surveys were sent to 450 members of the Richmond Human Resources Management Association. The sample included personnel administrators from Fortune 500 companies, state agencies, non-profit organizations, schools, hospitals, and sole proprietorships.

Procedure

Respondents were informed in a cover letter that a research project on workplace diversity was being conducted at the University of Richmond, and that they were being surveyed in order to gain a clearer picture of the recruitment procedures being used to attract qualified diverse applicants. They were guaranteed anonymity, and were asked to respond candidly. In order to clarify the survey's focus, a diverse worker was defined as one who could be 1) racially or ethnically different from the white majority, 2) disabled in some way, 3) homosexual, 4) older, or 5)

female.

The survey consisted of eleven open-ended questions (See Appendix A), and questions soliciting demographic information. The eleven questions were written by the experimenters, based on a review of the minority recruitment literature (Copeland, 1988; Geber, 1990; Herren, 1989; Jamieson & O'Mara, 1991; Konrad, 1990; Santora, 1991). An open-ended format was chosen to allow respondents to provide original suggestions and expound upon ideas. Question topics include what attracts diverse workers to companies, what helps retain them, how to make an overall positive impression on minority applicants, reasons for difficulties minorities have in getting interviews and job offers, particular strategies for effective minority recruitment, and skills necessary for creating desired impressions.

Results

Phase I

Of the 450 surveys mailed, 57 were completed and returned, a response rate of 12.7%. An analysis of the demographic data shows that 23 respondents were male and 34 female. Management positions were held by 54 respondents, with only 3 in non-management roles; 50 of them had responsibility for their company's hiring decisions and 7 did not. The

mean age of the respondents was 43.6 years, with ages ranging from 26 to 66. The respondents had spent a mean of 9.2 years at their present jobs, and had held an average of 3.7 other positions. The size of the companies in which the respondents work ranged from a one person company to one with 150,000 workers company wide. The average number of workers at the respondents' present locations was 642.3, with a mean of 14, 707.2 workers company wide. These statistics attest to the variety of participants responding to the survey, and to the external validity of its results.

The responses received for the 11 open-ended questions were independently coded by two individuals into categories for each question. A minimum of three similar responses from the 57 respondents was the qualification for development of a category. Responses appearing less than three times tended to be company specific, and were not applicable to the general population. When there were differences between the categories established by the two coders, they discussed the responses in question and reached a consensus as to the final categories to be used.

Methods

Phase II

Materials

A second survey was developed by the experimenter, based on the categories created by the coders in Phase I. The basic question content was retained from the first survey, with the combination of several questions because of the similarity of responses to each. The new survey contained six close-ended questions, with the categories derived from the first survey serving as the options for evaluation in the second survey (sub-questions). A general form of the survey was then drafted with the questions referring to diverse workers in general (see Appendix B). The survey was then adapted for the particular diverse groups of senior citizens and women, by replacing the words "diverse worker" with the more specific terms of woman or senior citizen for both directions and questions. Each group was then asked to respond as to how they, as individuals, felt about each survey question.

The sub-questions were listed under each question, and the respondents rated each sub-question on level of importance, using a 1 (not at all important) to 7 (very important) Likert scale. Demographic information concerning age, gender, type of work, and job history was also solicited following the the six question survey.

Procedure

Two specific minority groups were sampled, in order to ascertain the

differences in what particular minority groups were looking for when seeking employment. The first minority group was senior citizens. Two populations were used in order to generate a large sample size. One group of respondents was from the Senior Center in Richmond, Virginia, and the other was the Super Duper Seniors, a social group for seniors, from Baltimore, Maryland.

A detailed explanation of the purpose of the study and directions for completing the surveys was given to the director of the Senior Center. She took 75 copies of the survey, kept them in the lobby of the center for three weeks, and explained the directions and purpose to people entering the center. They were told that participation was completely voluntary, anonymity was guaranteed, and she went through the surveys with them on an individual basis if there were any questions.

In order to survey the senior group in Baltimore, the researcher went to a monthly meeting and distributed sixty surveys. At the beginning of the meeting the researcher explained the purpose of the project, and directions for completing the survey. It was explained that participation was voluntary and that their responses would remain anonymous. The researcher was available for questions, and collected the surveys after fifteen minutes.

The second group of subjects that was surveyed consisted of women attending the Virginia Women's Conference at the University of Richmond. The researcher set up a table at the conference and handed out 135 surveys to attenders. The purpose of the study was explained to each woman receiving the survey, and assurance was given that participation was voluntary, and that anonymity was guaranteed. The researcher remained at the table for the duration of the conference in order to answer any questions concerning completion of the survey, and to collect the completed forms.

Results

Phase II

In the first senior group, the Senior Center, a response rate of 45.3% was achieved, as 34 of the surveys were returned completed, 3 were discarded for incomplete information, and 38 were not completed. Incomplete surveys were those with at least three of the six questions not answered. A response rate of 58.3% was attained for the senior group from Baltimore, with 35 surveys completed, 6 discarded for incomplete information, and 19 not completed.

T-tests were performed on each of the 53 sub-questions in order to determine if there were significant differences in the responses of the

two senior groups. T-values ranged from .018 - 1.000, with only two of the 53 sub-questions showing values of less than .05. Therefore, the two senior groups were not significantly different in their responses and were combined, making 69 the total number of senior citizen subjects. These groups were combined for all further statistical analyses.

The second group of minority respondents, the women from the Virginia Women's Conference, produced a response rate of 59.3%. 80 surveys were completed, 3 discarded for incomplete information, and 52 surveys were not returned.

The means and standard deviations of each sub-question, listed by Question 1-6, are found in Tables 1-6.

Insert Tables 1,2,3,4,5, and 6 about here

An examination of the means of each sub-question was conducted, in order to ascertain what sub-question of each main question was most important to each group. For each of the six questions, both the senior citizens and the women gave the same sub-questions the highest mean importance (see Table 7).

Insert Table 7 about here

In examining the differences between the two groups, women and senior citizens, t-tests were conducted on each sub-question. Of the 53 sub-questions, 15 showed differences between the two groups at a significance level of $p \leq .05$. See Table 8 for a listing of these sub-questions and their respective means.

Insert Table 8 about here

Discussion

The purpose of the present study was to conduct an exploratory analysis of what strategies personnel managers could use to most effectively make a favorable impression on minority applicants and workers. One of the difficulties that surfaces when doing diversity research occurs because each minority group is different. To simplify the situation by considering all diverse workers to have the same desires and needs, is to lose the veracity of the issue, and to pass over the reality of individual differences.

Due to the use of only two minority groups in the present study, the results are only applicable to those two groups, women and senior citizens, and should not be generalized to all diverse workers. However, some trends can be seen, and it is crucial that research incorporating other minority groups be conducted to assess whether or not these trends exist over more than these two groups.

When asked in Question 1 what factors attract diverse workers to a particular organization, both senior citizens and women responded that it was most important to them that they be valued for their skills and abilities, and not for tokenism. The other answer that scored in the "very important" range of above 6 on the 1-7 scale for both groups was a company's previously established reputation for fairness and non-discrimination. Women rated the opportunity for upward mobility very highly, along with the feeling that they were attracted by the same things that attract male workers, such as salary and benefits.

When questioned in Question 2 on what non-diverse employees could do to help promote the hiring and retention of diverse workers, both women and seniors responded that honesty was most important. Open communication, and all persons getting equal treatment also received mean scores in the "very important" 6-7 range from both groups. Women also

considered open-mindedness, the promotion of teamwork, and the acceptance of differences as very important.

The focus on honesty as a key element was seen again in the responses to Question 3 concerning the importance of using certain strategies to help diverse workers feel welcome and comfortable in a company. Both groups rated honesty about what they should expect if they join the company very highly, along with honesty about wanting the diverse worker for his or her talent, and treating minority employees like any other workers.

Responses to Question 4 resembled the responses to previous questions. They support that in order for companies to make overall positive impressions on minority employees, these groups indicated that focusing on talent and not diversity when giving promotions was of top importance. This was followed closely by fair treatment, open communication about problems, and again, by being honest about company expectations.

When discussing the problems, listed in Question 5, that minority applicants may have in getting interviews and job offers, most attention by both groups was given to the prejudice and stereotyping of the company. None of the other reasons listed, all of which had to do with applicant

qualities and not characteristics of the company, were answered as having an importance rating above six by either group. Therefore, although they felt that minority workers may be somewhat lacking in skills or education, they cited problems with prejudicial company attitudes as the major hurdle they must overcome.

Finally, when asked in Question 6 as to what companies could do to improve the impressions given during their interviewing process, both groups agreed that it was most important to train the interviewer to overcome personal biases. Again, none of the other options received a rating of above six by either of the groups.

Dominant Trends in the Results

Examining these responses several trends become apparent. First, the desire of diverse workers to receive genuine and honest treatment is dominant. Honesty is repeatedly cited by the respondents as a vital component of a company and its employees. This is extremely important to keep in mind when the discussion in the present study concerns how to make a better impression on minority workers. Up to this point it has not been mentioned that companies could undertake many of these strategies, make favorable impressions on minority employees, and yet be hiding a discriminatory system or culture. This false self-presentation could

easily occur during recruitment. However, in order to retain qualified minority employees, which is another focus of the present study, honesty must be at the crux of the impression management strategies. If companies are intending to spend large amounts of resources on recruiting minorities, they must be honest in their self-presentation if they intend to prevent excessive turnover, and reap the benefits of their investments.

Honesty leads directly into the second dominant theme that emerges from this research. Minority workers want to be valued for their talent and skills, not for their diversity to be used as a token of a politically correct organization. This view speaks directly to the impression that many people have received as a consequence of affirmative action. Quotas that businesses have established are undermining the realistic strides that are being made by many qualified minority workers, as they have their successes chalked up to quota systems and not to personal excellence. How can minority workers be expected to take pride in their accomplishments if they must question why they are being hired or promoted. These people may or may not be against affirmative action, that was not the focus of the questions. However, both seniors and women are strongly against being wanted by a company merely to fill in the ranks until the appropriate ratio of men to women, or younger to older people is

attained.

The third trend that appears from an examination of the means of each question is the desire of minority workers to be treated fairly. This strongly supports the anti-tokenism sentiment previously discussed.

Diverse workers suggest simply that they want to be treated with the same respect that is given to other workers. They are not asking to be singled out and given favors. There may be certain things that companies can do to help make them feel more comfortable, but in most cases they point to most passionately desiring equal and fair treatment, honesty, and open communication about problems.

Differences Between the Groups

In addition to the overall important trends that can be seen from the responses, because of the data being specific to senior citizens and women, it is critical to look at the differences between the two groups.

As expected, the groups had differing opinions on some of the questions.

Women were significantly more interested in the opportunity for upward mobility and advancement than were senior citizens. This is a logical finding, considering that most seniors are not beginning to plan their careers when they turn 65 years of age. Companies need to keep this fact in mind, however. When interviewing a 35-year old woman and a

59-year old man, an interviewer should be focusing on different things in order to make the most favorable impression on both candidates.

Women were also very interested in open communication and in having their differences accepted. They also responded that they were attracted to companies by the same things that attract male employees, such as salaries and benefits. Their responses indicate that women are eager to become an accepted part of the business world. They want to have their differences accepted, so that they can become effective players in the business game, and cite open communication and honesty as prime ways to achieve this acceptance.

Senior citizens were more interested than women in strategies that intend to help them feel more comfortable by surrounding them with other members of their minority group. Seniors reacted more favorably than women to the idea of having an orientation geared toward them, and to the use of a similar minority member as an interviewer. Also, although neither group was in favor of segregating diverse workers so that they work only with each other, seniors were significantly more interested in the concept than were women.

These findings make intuitive sense when one considers the social pressures that are dominant in today's society. Women are constantly

bombarded with the notion that they have to play a man's game and play by men's rules if they are ever to rise above the secretarial level in an organization. To segregate them from men would only serve to hinder them in their attempts to be accepted by their male colleagues.

Whereas, senior citizens have traditionally been set apart from the younger generations. They are forced into retirement when they reach a certain age, and are often sent or go to nursing homes or retirement communities where they can be surrounded by others their own age. They join together with others who have shared in their experiences of the Depression, several wars, the loss of spouses and close friends to illness, and in other experiences that only those who have lived through them could ever understand. There is also the issue of the generation gap. Senior citizens have been told by their children, and then again by their grandchildren that they "just don't understand" the way things are today. How can they be expected to jump into a work group surrounded by people that they supposedly "don't understand?" Seniors may find companionship and security in proximity with others in their age group; whereas, women may feel discriminated against if separated from men. It is important for companies to keep these considerations in mind when hiring personnel for particular positions, establishing work groups, and designing office

layouts.

Future Research

The present study focuses on the issues of two particular minority groups, senior citizens and women, and also attempts to make some limited generalizations about other diverse workers. Future research, using the methods and data gathered in this study, should address other minority groups, including African-American, Hispanic and other racial/cultural groups, homosexual, and disabled workers. The results of the present study would be strengthened by the addition of these other groups, as dominant themes could be more substantiated and more between-group differences could be found.

In addition to investigating other minority groups, future research should also include surveying another group of personnel administrators. Comparisons of their views on the importance of the survey items with the views of different minority groups could show what areas need to be improved, and what strategies are currently achieving the desired results.

The results of the present study can be used by companies to begin assessing their minority recruitment and retention techniques.

Suggestions have been made as to particular items of interest to both women and senior citizens. These items can be highlighted and expanded

upon by companies in order to better meet the needs of their applicants. Therefore, while significance levels and between groups differences are important, it is most beneficial for businesses to assess how effective specific impression management strategies may be for their particular organization. Although diverse workers may appreciate and respond positively to a company that can use all of the strategies suggested by the personnel managers, it is more realistic that only some of the activities will be feasible. Company size, resources, culture, competition, geographic location, and many other variables come into play when assessing what a particular company can do to better meet the needs of its minority workers.

However, at this point it is critical to reassert the necessity for companies to take some steps toward listening to their diverse applicants and present employees. As the composition of the workforce changes, companies will be vying for qualified minority workers. The companies that can best meet the challenges of a changing workforce will be the ones who most successfully greet the new century. It is left to individual administrators to design the best recruitment and retention strategies for their particular companies. They know best the possibilities and limitations of their companies. However, there are some things that can

be incorporated by any company, and these are the changes that appear to mean the most.

The importance of honesty cannot be stressed enough. Both groups of minority workers highlighted its value. It costs nothing for a company to be honest, and workers appreciate the courtesy. It does not benefit a company to paint an unrealistic picture of itself to applicants, only to have them disappointed later when they see the truth. If a company is embarrassed to the point of resorting to dishonesty about its treatment of minorities, then it is time for that company to seriously reassess its goals and realign them with the company values.

Impression management strategies can be used, in a partnership with honest and open communication, to help attract qualified minority employees to companies. As business moves into the next millennium, the need for companies to tap into the resources of a changing workforce becomes increasingly evident. Efficacious impression management strategies, tailored to meet the needs of individual minority groups and employees, can help companies take the needed steps to achieving the effective management of diversity.

References

- Baron, R. A. (1986). Self-presentation in job interviews: When there can be "too much of a good thing." Journal of Applied Social Psychology, 16, 16-28.
- Bond, M. H. (1991). Cultural influences on modes of impression management: Implications for the culturally diverse organization. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 195-215.
- Brown, T. (1990). Workforce 2000: The question is: will it work? Industry Week, 239, 19.
- Cantor, B. (1989). Minority hiring shows problems in corporate America. Communication World, 6, 22-25.
- Church, G. J. (1987). Behind the help-wanted signs. Time, 130, 55.
- Copeland, L. (1988). Valuing diversity, part 2: Pioneers and champions of change. Personnel, 65, 44-49.
- Cox, T. (1991). The multicultural organization. Academy of Management Executive, 5, 34-47.
- Dreyfuss, J. (1990). Get ready for the new work force. Fortune, 121, 165-181.

- Esposito, M. D. (1991). Affirmative action and the staffing demands of the 1990's. Journal of Compensation and Benefits, 6, 41-45.
- Feuer, D. (1987). The skill gap: America's crisis of competence. Training, 24, 27-35.
- Fletcher, C. (1989). Impression management in the selection interview. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 253-267.
- Geber, B. (1990). Managing diversity. Training, 27, 23-30.
- Giacalone, R. A., & Rosenfeld, P. (1984). The effect of perceived planning and propriety on the effectiveness of leadership accounts. Social Behavior and Personality, 12, 217-224.
- Giacalone, R. A., & Rosenfeld, P. (Eds.) (1989). Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates.
- Giacalone, R. A., & Rosenfeld, P. (Eds.) (1991). Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage.
- Goddard, R. W. (1989). Work force 2000. Personnel Journal, 68, 65-71.
- Goffman, E. (1959). The presentation of self in everyday life. Garden City: Doubleday.

- Greenberg, J., Bies, R. J., & Eskew, D. E. (1991). Establishing fairness in the eye of the beholder: Managing the impressions of organizational justice. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 111-132.
- Guinn, S. L. (1989). The changing workforce. Training & Development Journal, 43, 36-39.
- Hammonds, K. H. (1991). Lotus opens a door for gay partners. Business Week, November 4, 1991, 80-85.
- Herren, L. M. (1989). The new game of HR: Playing to win. Personnel, 66, 18-22.
- Hofstede, G. (1980). Cultures consequences. Beverly Hills: Sage.
- Hudson Institute. (1987). Workforce 2000: Work and workers for the 21st century. Indianapolis: Hudson Institute.
- Jackson, S. E., Brett, J. F., Sessa, V. I., Cooper, D. M., Julin, J. A., & Peyronnin, K. (1991). Some differences make a difference: Individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover. Journal of Applied Psychology, 76, 675-689.

Jamieson, D., & O'Mara, J. (1991). Managing work force 2000: Gaining the diversity advantage. San Francisco: Jossey-Bass.

Jones, R. T. (1988). The year 2000 worker. Association Management, 40, 14-16.

Kennedy, J., & Everest, A. (1991). Put diversity in context. Personnel Journal, 70, 50-54.

Knouse, S. B. (1989). Impression management and the letter of recommendation. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 283-296.

Knouse, S. B., Giacalone, R. A., & Pollard, H. (1988). Impression management in the resume and its cover letter. Journal of Business and Psychology, 3, 242-249.

Konrad, W. (1990). Welcome to the woman-friendly company: Where talent is valued and rewarded. Business Week, Aug. 6, 1990, 48-55.

Laabs, J. J. (1991). The golden arches provide golden opportunities. Personnel Journal, 70, 52-57.

- Leary, M. R. (1989). Self-presentational processes in leadership emergence and effectiveness. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 363-374.
- Liden, R. C., & Mitchell, T. R. (1989). Ingratiation in the development of leader-member exchanges. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 343-361.
- Loden, M., & Rosener, J. B. (1991). Workforce America! Managing employee diversity as a vital resource. Homewood: Business One Irwin.
- Milano, C. (1989). Re-evaluating recruitment to better target top minority talent. Management Review, 78, 29-32.
- Miller, W. H. (1990). A feeble response. Industry Week, 239, 34.
- Moore, R. W., & IsHak, S. T. (1989). The influence of culture on recruitment and training: Hofstede's cultural consequences as applied to the Asian Pacific and Korea. Research in Personnel and Human Resources Managment, suppl. 1, 277-300.
- Nelton, S. (1988). Meet your new work force. Nation's Business, 76, 14-21.

- Odiorne, G. S. (1986). The crystal ball of HR strategy. Personnel Administrator, 31, 103-106.
- Parnell, M., & Vanderkloot, J. (1989). How to build cross-cultural bridges. IABC Communication World, 6, 40-42.
- Rahim, M. A., & Buntzman, G. F. (1991). Impression management in organizational conflict. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 157-174.
- Ralston, D. A., & Elsass, P. M. (1991). Conformity: A subtle means of impression management. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 241-256..
- Rosenfeld, P., & Giacalone, R. A. (1991). From extreme to mainstream: Applied impression management in organizations. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 3-12.

- Russ, G. S. (1991). Symbolic communication and image management in organizations. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 219-240.
- Santora, J. E. (1991 sept). Kinney shoe steps into diversity. Personnel Journal, 70, 72-77.
- Schenkel-Savitt, S., & Seltzer, S. P. (1987-1988). Recruitment as a successful means of affirmative action. Employee Relations Law Journal, 13, 465-479.
- Schlenker, B. R. (1980). Impression management: The self-concept, social identity, and interpersonal relations. Monterey: Brooks/Cole.
- Schwartz, S. M., & Bilsky, W. (1987). Toward a universal psychological structure of human values. Journal of Personality and Social Psychology, 53, 550-562.
- Snyder, M. (1974). Self-monitoring of expressive behavior. Journal of Personality and Social Psychology, 30, 526-537.
- Songer, N. B. (1991). Workforce diversity. Business and Economic Review, 38, 3-6.
- Tedeschi, J. T. (Ed.) (1981). Impression management theory and social psychological research. New York: Academic Press.

Villanova, P., & Bernardin, H. J. (1989). Impression management in the context of performance appraisal. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 299-313.

Villanova, P., & Bernardin, H. J. (1991). Performance appraisal: The means, motive, and opportunity to manage impressions. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 81-96.

von Baeyer, C. L., Sherk, D. L., & Zanna, M. P. (1981). Impression management in the job interview: When the female applicant meets the male (chauvinist) interviewer. Personality and Social Psychology Bulletin, 7, 45-51.

Wall, J. A. (1991). Impression management in negotiations. In R. A. Giacalone & P. Rosenfeld (Eds.), Applied impression management: How image-making affects managerial decisions. Newbury Park: Sage, 133-156.

Wanous, J. P. (1989). Impression management at organizational entry. In R. A. Giacalone & P. Rosenfeld (Eds.) Impression management in the organization. Hillsdale: Lawrence Erlbaum Associates, 253-267.

Table 1

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 1.

QUESTION 1:

TO WHAT EXTENT DO YOU THINK THAT EACH OF THE FOLLOWING IS AN IMPORTANT FACTOR IN ATTRACTING SENIORS/WOMEN TO AN ORGANIZATION?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Seniors/women or friends, presently in the company.	4.82	1.95	4.64	1.69
2. Specific recruitment of seniors/women (job fairs, special ads)	4.93	3.76	5.05	1.30
3. Opportunity for upward mobility.	3.76	1.94	6.46	.78
4. Want employees for talent not for tokenism.	6.04	1.44	6.81	.46
5. Reputation for fairness & non-discrimination.	6.00	1.51	6.80	.49
6. Benefits that appeal to a particular group	5.67	1.46	5.91	1.31
7. Same things that attract majority workers.	4.94	1.89	6.53	.83

Table 2

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 2.

QUESTION 2:

IN YOUR OPINION, HOW IMPORTANT ARE THE FOLLOWING IMPRESSIONS MADE BY "NON-SENIOR"/"MALE" EMPLOYEES IN PROMOTING THE HIRING AND RETENTION OF SENIOR CITIZENS/WOMEN?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Open-mindedness.	5.75	1.61	6.37	.88
2. Promoting teamwork in the company.	5.53	1.54	6.10	1.04
3. Acceptance of differences.	5.37	1.54	6.28	.83
4. Helpfulness.	5.68	1.47	5.71	1.17
5. A focus only on individual ability and talents.	4.96	1.86	5.21	1.60
6. All persons get equal treatment.	6.12	1.43	6.14	1.28
7. Honesty.	6.43	1.34	6.68	.81
8. Open communication.	6.14	1.55	6.66	.71
9. A focus on job requirements.	5.59	1.40	5.76	1.19

Table 3

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 3.

QUESTION 3:

IN YOUR OPINION, HOW IMPORTANT IS IT THAT COMPANIES UNDERTAKE EACH OF THE STRATEGIES BELOW IN ORDER TO ASSURE SENIOR CITIZEN/WOMEN APPLICANTS THAT THEY WILL BE WELCOME AND COMFORTABLE IN THE ORGANIZATION?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Flexible benefits.	5.96	1.48	5.93	1.28
2. Ads placed in special interest newspapers, and job fairs.	5.38	1.68	5.04	1.27
3. Honesty in interviewing that lets the worker know that he/she is wanted for talent.	6.07	1.46	6.39	.83
4. Honesty about what to expect if he/she joins the company.	6.49	1.11	6.64	.62
5. Treat him/her as any other.	6.29	1.36	6.44	.98
6. Spotlight current minority workers in the company.	4.58	1.97	4.96	1.40
7. Let applicants talk to other minority employees.	5.25	1.85	5.38	1.41

Table 3 continued

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 3.

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
8. Have a HR emphasis on diversity issues through programming for non-diverse employees.	4.85	1.61	5.18	1.47
9. Have an orientation geared for diverse workers.	5.12	1.77	4.35	1.65
10. Keep open communication to stay on top of problems.	6.01	1.38	5.71	1.26

Table 4

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 4.

QUESTION 4:

IN YOUR OPINION, HOW IMPORTANT IS IT FOR THE STRATEGIES BELOW TO BE USED IN ORDER TO MAKE AN OVERALL POSITIVE IMPRESSION SENIOR CITIZENS/WOMEN?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Provide training on new equipment & computers.	5.72	1.63	5.65	1.35
2. Open communication about problems.	6.22	1.14	6.30	1.01
3. Make them feel welcome through HR programming.	5.72	1.52	5.53	1.39
4. Flexible hours & benefits.	5.74	1.71	6.01	1.29
5. Training on diversity issues for non-diverse employees.	4.94	1.74	5.19	1.63
6. Acknowledge no difference from other employees.	5.36	1.85	5.58	1.62
7. Treat them fairly.	6.29	1.48	6.57	.86
8. Make accommodations for their differences.	4.68	2.01	4.80	1.78
9. Be honest about expectations and company culture.	6.06	1.40	6.39	.87

Table 4 continued

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 4.

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
10. Segregate them so they work only with each other.	2.99	1.85	1.71	1.51
11. Focus on abilities & talent when giving promotions.	6.34	1.24	6.80	.46
12. Provide career planning services.	4.15	2.04	5.77	1.39

Table 5

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 5.

QUESTION 5:

IN YOUR OPINION, WHAT IS THE IMPORTANCE OF THE ITEMS BELOW IN LEADING TO DIFFICULTIES THAT SENIOR CITIZENS/WOMEN MAY FACE WHEN ATTEMPTING TO GET INTERVIEWS OR JOB OFFERS IN TODAY'S ORGANIZATIONS?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Prejudice & stereotyping by the company.	5.55	1.78	5.92	1.20
2. Diverse worker's lack of needed skill, eg. computers.	5.35	1.49	4.93	1.49
3. Diverse worker's lack of education.	4.85	1.76	4.50	1.76
4. Too few jobs for everyone.	5.35	1.71	5.61	1.47
5. Companies look for similarity during selection.	4.49	1.60	4.87	1.55
6. Language barrier/physical accessibility problem.	4.91	1.80	4.19	1.78
7. The expense to accommodate diversity.	5.22	1.82	5.16	1.58
8. Poor interview presentation by the diverse worker.	5.31	1.53	4.41	1.88
9. Lack of confidence	5.09	1.67	4.99	1.69

Table 6

Means and Standard Deviations for Women's and Seniors' Responses toQuestion 6.

QUESTION 6:

IN YOUR OPINION, HOW IMPORTANT ARE EACH OF THE FOLLOWING IN CREATING A FAVORABLE IMPRESSION ON A SENIOR CITIZEN/WOMEN JOB CANDIDATE DURING A JOB INTERVIEW?

<u>Response</u>	<u>Seniors</u>		<u>Women</u>	
	<u>Mean</u>	<u>s.d.</u>	<u>Mean</u>	<u>s.d.</u>
1. Use a senior/women interviewer.	4.95	2.06	3.62	1.87
2. Focus only on company culture.	4.08	1.83	3.62	1.70
3. Follow a standard interview format.	4.83	1.84	4.58	1.73
4. Make the facility physically accessible, or provide interpreter.	5.08	1.96	4.93	1.89
5. Make no changes.	4.34	2.11	3.70	2.21
6. Train interviewer to overcome personal biases and focus on abilities of the candidates.	6.21	1.16	6.46	1.32

Table 7

The Sub-questions Receiving the Highest Mean from Both Women and Senior Citizens for Each of the Six Main Questions.

1. To what extent do you think that each of the following is an important factor in attracting diverse workers to an organization?

- * The company wants Diverse workers wanted for their talent and skills, not for tokenism.

Women: 6.81

Seniors: 6.04

2. In your opinion, how important are the following impressions made by non-diverse employees in promoting the hiring/retention of diverse workers?

- * Honesty.

Women: 6.68

Seniors: 6.43

3. In your opinion, how important is it that companies undertake each of the strategies below in order to assure diverse applicants that they will be welcome and comfortable in the organization?

- * Honesty about what should be expected if the diverse worker decides to join the company.

Women: 6.64

Seniors: 6.49

4. In your opinion, how important is it for the strategies below to be used in order to make an overall positive impression on diverse workers?

- * Focus on ability and talents when giving promotions, not on diversity.

Women: 6.80

Seniors: 6.34

Table 7 continued

The Sub-questions Receiving the Highest Mean from Both Women and Senior Citizens for Each of the Six Main Questions.

5. In your opinion, what is the importance of the items below in leading to difficulties that diverse workers may face when attempting to get interviews of job offers in today's organizations?

- * Prejudice and stereotyping by the company.

Women: 5.92

Seniors: 5.55

6. In your opinion, how important are each of the following in creating a favorable impression on a diverse job candidate during a job interview?

- * Train the interviewer to overcome personal biases and focus on abilities of the candidates.

Women: 6.46

Seniors: 6.21

Table 8

Significant, $p < .05$, Differences in Means Between Women's and Senior.

Citizens' Ratings of Importance.

1. To what extent do you think that each of the following is an important factor in attracting diverse workers to an organization?

		<u>Mean</u>	<u>T-value</u>	<u>p-values</u>	<u>df</u>
*Opportunity for upward mobility & advancement	<u>Women</u>	6.46			
	<u>Srs.</u>	3.76	-11.42	.000	145
*Wanted for talent, not tokenism	<u>Women</u>	6.81			
	<u>Srs.</u>	6.04	- 4.47	.000	144
*Company reputation for non-discrimination	<u>Women</u>	6.80			
	<u>Srs.</u>	6.00	- 4.48	.000	145
*Same as other workers	<u>Women</u>	6.53			
	<u>Srs.</u>	4.94	- 6.77	.000	144

Table 8 continued

Significant, $p < .05$, Differences in Means Between Women's and Senior

Citizens' Ratings of Importance.

2. In your opinion, how important are the following impressions made by non-diverse employees in promoting the hiring/retention of diverse workers?

		<u>Mean</u>	<u>T-value</u>	<u>p-values</u>	<u>df</u>
*Open-mindedness	<u>Women</u>	6.37			
	<u>Srs.</u>	5.75	- 2.94	.004	145
*Promoting teamwork in the company	<u>Women</u>	6.10			
	<u>Srs.</u>	5.53	- 2.68	.008	146
*Acceptance of differences	<u>Women</u>	6.28			
	<u>Srs.</u>	5.37	- 4.52	.000	144
*Open communication	<u>Women</u>	6.66			
	<u>Srs.</u>	6.14	- 2.68	.008	147

3. In your opinion, how important is it that companies undertake each of the strategies below in order to assure diverse applicants that they will be welcome and comfortable in the organization?

*Have an orientation geared for them	<u>Women</u>	4.35			
	<u>Srs.</u>	5.12	2.71	.008	145

Table 8 continued

Significant, $p < .05$. Differences in Means Between Women's and Senior

Citizens' Ratings of Importance.

4. In your opinion, how important is it for the strategies below to be used in order to make an overall positive impression on diverse workers?

		<u>Mean</u>	<u>T-value</u>	<u>p-values</u>	<u>df</u>
*Segregate them: the diverse workers work mostly with each other	<u>Women</u>	1.71			
	<u>Srs.</u>	2.99	4.62	.000	146
*Focus on ability, not diversity when promoting	<u>Women</u>	6.80			
	<u>Srs.</u>	6.34	- 3.05	.003	145
*Provide career planning services	<u>Women</u>	5.77			
	<u>Srs.</u>	4.15	- 5.69	.000	144

5. In your opinion, what is the importance of the items below in leading to difficulties that diverse workers may face when attempting to get interviews of job offers in today's organizations?

*Language barrier/physical inaccessibility	<u>Women</u>	4.19			
	<u>Srs.</u>	4.91	2.36	.020	137
*Poor interview presentation by the diverse worker	<u>Women</u>	4.41			
	<u>Srs.</u>	5.31	3.09	.002	138

6. In your opinion, how important are each of the following in creating a favorable impression on a diverse job candidate during a job interview?

*Use an interviewer of the same minority group	<u>Women</u>	3.62			
	<u>Srs.</u>	4.95	4.06	.000	142

Appendix A

QUESTIONNAIRE ON DIVERSE WORKERS

Instructions: Listed below are a series of questions on diverse workers in today's workforce.

PLEASE NOTE: For the purposes of this study, a diverse worker is one who could be 1) racially or ethnically different from the white majority, 2) disabled in some way, 3) homosexual, 4) older, or 5) female.

Inasmuch as this questionnaire is anonymous and confidential, we would appreciate your most candid responses. If you need additional space, please feel free to write on the back of the questionnaire.

1. What do you think attracts diverse workers to particular organizations?

- 2a. What tactics or techniques should a company use to recruit a diverse worker? That is, what actions should a company undertake in order to convince such a person that he/she will be welcome and comfortable in their organization?

- 2b. What tactics or techniques should a company use to retain a diverse worker? That is, what actions should a company undertake in order to give current diverse workers the feeling that they are accepted and valued in the organization?

3. What tactics should a company use, and what tactics should be avoided, in order to make an overall positive impression on a diverse worker?

4. What do you think are the main reasons why diverse workers may have difficulties getting interviews or job offers in today's organizations?

5. How might the process of interviewing be modified in order to create a favorable impression on a diverse job candidate?
6. How might companies target particular categories of diverse workers for recruitment? For example, how might a company recruit Arabs as opposed to Chinese, or women as opposed to senior citizens?
7. What particular impressions could "non-diverse" employees make on the diverse worker or applicant in order to help in the hiring or retention of the diverse worker? That is, what impressions should they attempt to be making?
8. What particular impressions do you think "non-diverse" managers are making on the diverse worker? What impressions should management attempt to be making in order to help in the hiring or retention of the diverse worker?
9. What specific skills and/or traits are necessary in order for current employees and management to make the desired impressions on diverse workers and job applicants?
10. Do you think a position such as V.P. of Work Force Diversity or Manager of Multicultural Programming is useful in making a good impression on the diverse worker? Why or why not?

IN ORDER FOR US TO BE ABLE TO KNOW SOMETHING ABOUT THE TYPE OF PERSON WHO ANSWERED THIS QUESTIONNAIRE, PLEASE COMPLETE THE INFORMATION BELOW ABOUT YOUR WORK EXPERIENCE.

1. ARE YOU A ... (CHECK ONE)
☐ MALE ☐ FEMALE
2. HOW LONG HAVE YOU WORKED WITH YOUR PRESENT COMPANY?
 YEARS, MONTHS
3. ARE YOU PART OF ... (CHECK ONE)
☐ MANAGEMENT ☐ NON-MANAGEMENT
4. OTHER THAN YOUR CURRENT JOB, HOW MANY JOBS HAVE YOU HAD WITH OTHER COMPANIES?
 JOBS
5. HOW OLD ARE YOU?
 YEARS OLD
6. HOW MANY PEOPLE WORK FOR YOUR COMPANY AT ITS PRESENT LOCATION?
 PEOPLE
7. HOW MANY TOTAL PEOPLE WORK FOR YOUR COMPANY?
 PEOPLE
8. DO YOU MAKE HIRING DECISIONS?
☐ YES ☐ NO

Appendix B

The following is a questionnaire based on issues raised by a group of personnel administrators in the greater Richmond area. We are interested in finding out how these issues might be ranked by a larger group of people.

Instructions: Please respond to the questions listed below by using the scale immediately preceeding each question. Please make certain to answer ALL the questions. Your responses are greatly appreciated.

PLEASE NOTE: For the purposes of this study, a diverse worker is one who could be 1) racially or ethnically different from the white majority, 2) disabled in some way, 3) homosexual, 4) senior citizen, or 5) female.

Use the scale below to answer each question:

1-----2-----3-----4-----5-----6-----7

NOT IMPORTANT

SOMEWHAT IMPORTANT

VERY IMPORTANT

I. To what extent do you think that each of the following is an important factor in attracting diverse workers to an organization?

- ____ A. Diversity presently in the company or the presence of friends in the organization.
- ____ B. Specific recruitment of diverse workers, i.e. job fairs, ads targeting minorities.
- ____ C. The opportunity for upward mobility and advancement.
- ____ D. The company wants diverse workers for talent and skills, not for tokenism.
- ____ E. The company has a reputation for fairness and non-discriminatory atmosphere.
- ____ F. Benefits such as flex-time or flexible benefit plans that appeal to diverse workers.
- ____ G. The same things that attract non-diverse workers wages, benefits, culture, etc.

II. In your opinion, how important are the following impressions made by "non-diverse" employees in promoting the hiring/retention of the diverse worker?

- ____ A. Open-mindedness.
- ____ B. Promoting teamwork in the company.
- ____ C. Acceptance of differences.
- ____ D. Helpfulness.
- ____ E. A focus only on individual ability and talents.
- ____ F. All persons get equal treatment.
- ____ G. Honesty.
- ____ H. Open communication.
- ____ K. A focus on job requirements.

III. In your opinion, how important is it that companies undertake each of the strategies below in order to assure diverse applicants that they will be welcome and comfortable in the organization?

- ___ A. Flexible benefits that meet the needs of diverse workers.
- ___ B. Ads placed in minority papers, job fairs, etc.
- ___ C. Honesty in interviewing that lets the worker know he/she is wanted for talent.
- ___ D. Honesty about what should be expected if he/she decides to join the company.
- ___ E. Treat the diverse candidate the same as any other worker.
- ___ F. Spotlight current diversity in the company.
- ___ G. Let them talk to current diverse employees.
- ___ H. Have a Human Resource emphasis on diversity through educational programming for non-diverse employees.
- ___ I. Have an orientation geared for minorities.
- ___ J. Keep open communication with diverse workers to stay on top of any problems.

IV. In your opinion, how important is it for the strategies below to be used in order to making an overall positive impression on diverse workers?

- ___ A. Provide training for diverse workers.
- ___ B. Maintain open communication about problems.
- ___ C. Make them feel welcome through programming by Human Resources Department.
- ___ D. Flexible hours and benefits.
- ___ E. Provide training on diversity issues for non-diverse employees.
- ___ F. Acknowledge no difference from other employees.
- ___ G. Treat them fairly.
- ___ H. Make accommodations for their differences.
- ___ I. Be honest about the expectations and culture of the company.
- ___ J. Segregate them so that the "diverse workers" work mostly with each other.
- ___ K. Focus on their abilities and talent, not their diversity when giving promotions.
- ___ L. Provide career planning services.

V. In your opinion, what is the importance of the items below in leading to difficulties that diverse workers may face when attempting to get interviews or job offers in today's organizations?

- ☐ A. Prejudice and stereotyping by the company.
- ☐ B. Lack of skills.
- ☐ C. Lack of education of the diverse worker.
- ☐ D. Too few job openings available for everyone.
- ☐ E. Companies are looking for similarity when selecting new employees.
- ☐ F. Language barrier or physical accessibility problem.
- ☐ G. The expense to accommodate diversity (i.e. wheelchair accessibility, maternity leave.)
- ☐ H. Poor interview presentation by the candidate.
- ☐ I. The diverse candidate's lack of confidence.

VI. In your opinion, how important are each of the following in creating a favorable impression on a diverse job candidate during a job interview?

- ☐ A. Use a diverse interviewer to put the candidate at ease.
- ☐ B. Focus only on the culture of the company.
- ☐ C. Follow a standard interview format.
- ☐ D. Make the facility physically accessible or provide interpreter if needed.
- ☐ E. Make no changes.
- ☐ F. Train the interviewer to overcome personal biases and focus on the abilities of the candidates.

VII. In your opinion, how important are each of the following impressions made by "non-diverse" employees in promoting the hiring/retention of the diverse worker?

- ☐ A. Open-mindedness.
- ☐ B. Promoting teamwork in the company.
- ☐ C. Acceptance of differences.
- ☐ D. Helpfulness.
- ☐ E. A focus only on individual ability and talents.
- ☐ F. All persons get equal treatment.
- ☐ G. Honesty.
- ☐ H. Open communication.
- ☐ K. A focus on job requirements.

IN ORDER FOR US TO BE ABLE TO KNOW SOMETHING ABOUT THE PEOPLE WHO ANSWERED THIS QUESTIONNAIRE, PLEASE COMPLETE THE INFORMATION BELOW.

1. Are you a . . . (check one)

☐ Male ☐ Female

2. How old are you?

Years

3. Please check which category you feel best describes yourself:

☐ African-American ☐ Asian ☐ Hispanic

☐ Caucasian (Non-Hispanic) ☐ American Indian

☐ Other (Please explain)

4. Are you currently employed? (check one)

☐ Yes ☐ No

5. How many jobs have you held during your working years?

6. Would you consider those jobs to be primarily:

☐ Manual (i.e. factory work, janitorial position)

☐ Professional (i.e. medicine, law, business)

☐ Service (i.e. teaching, secretarial)