

TABLE 13.5 | Recognizing Values Differences in Your Hiring and Promotion Process

Mainstream U.S. American	Most Other Cultures	Impact
1. Work and obligation to the job are a high priority for many.	Primary obligation is to family and friends.	This values difference often causes U.S.-American managers to question the loyalty and commitment that diverse employees have toward the company, as well as their motivation to do the job.
2. An organization has the right to terminate an employee. An employee has the right to leave a company for a variety of reasons.	Employment is for one's lifetime.	If an employee from another culture is terminated for not meeting performance standards, it may disgrace the employee. In addition to loss-of-face for the individual, there is the possibility that members of the same group will interpret termination as an affront. It could demoralize and affect group commitment and loyalty. The expectation of lifetime employment may make some managers gunshy when they consider hiring someone from a diverse background.
3. There is a strong drive for personal achievement.	Personal ambition is frowned upon; what matters is the collective good.	People who frown on personal ambition and who place group loyalty before personal reward may be perceived as lazy or unmotivated. Individuals from cultures where "tooting your own horn" is discouraged may not feel it is appropriate to seek promotion or even mention an interest in doing so. Managers will need to keep a special lookout for these "diamonds in the rough" and encourage them to take advantage of developmental activities, or sign up for promotional exams.
4. Competition is a valued way of stimulating performance.	Competition upsets balance and harmony.	People from immigrant cultures may not indicate interest in promoting or setting themselves apart from the crowd because loyalty to the group and a harmonious environment are more important. The danger here for the U.S. manager is the false assumption that the person isn't motivated to do an excellent job and that he isn't aggressive or assertive enough to get the job done.
5. Loyalty is to the organization.	Loyalty is to individuals, such as bosses or informal group leaders.	Employees from cultures that emphasize personal loyalty may see promotion as an act of disloyalty and lack of gratitude toward one's boss. Organizations need to understand the strong pull of boss and peer-group loyalty when offering promotions and understand why this opportunity might not be received enthusiastically.