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KAMU SAĞLIK PERSONELİNİN FARKLILIKLARIN YÖNETİMİNE İLİŞKİN ALGILARININ DEMOGRAFİK ÖZELLİKLER AÇISINDAN İNCELENMESİ

*Nurten POLAT DEDE**

ÖZ

Sağlık kuruluşlarında bilhassa hastanelerde, istihdam edilen işgücünün sahip olduğu bireysel ve kültürel özelliklerinin toplumdaki farklılıkları yansıtması gerekmektedir. Farklı özelliklere sahip sağlık çalışanlarının, hastaların farklı ihtiyaç taleplerini daha iyi anlayacağı ve daha fazla hasta memnuniyeti sağlayacağı düşünülmektedir. Ancak Farklılıkların etkin yönetimi, farklı özelliklere sahip kişileri yönetebilmek için üst yönetim taahhüdü ve bir takım organizasyonel sistemlerin planlanması ve yaşama geçirilmesini gerektirmektedir.

Bu araştırma; kamuya bağlı sağlık kurumlarında çalışanların, farklılıkların yönetimi hakkındaki algılamalarını, demografik özelliklerine göre belirlemeyi amaçlamaktadır. Bu amaçla kamuya bağlı sağlık kurumlarında yönetici ve çalışan pozisyonundaki personele, farklılıkların yönetimi hakkındaki algılamalarını tespit etmek için anket uygulanmıştır. Araştırmanın verileri Balay ve Sağlam (2004) tarafından geliştirilen Farklılıkların Yönetimi Ölçeği'nin tek faktörlü hali kullanılarak elde edilmiştir. Veriler SPSS 25 istatistik paket programı kullanılarak analiz edilmiştir. Bu araştırma sonucunda; kurumdaki pozisyonu yönetici statüsünde olan personelin, çalışan statüsündeki personele göre farklılık yönetimi hakkındaki algılamalarında daha olumlu oldukları tespit edilmiştir. Diğer demografik değişkenler olan kurumdaki görev, cinsiyet, yaş, öğrenim durumu ve meslekteki toplam hizmet süresi değişkenlerinin farklı grupları için farklılık yönetimi hakkındaki algılamada gruplar arasında anlamlı bir fark tespit edilememiştir. Kamu sağlık personelinin farklılık yönetimi hakkındaki algılamalarını artırmaya yönelik; farklılık, farklılık yönetimi gibi



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konularda personele eğitim verilmesi, seminer ve kurslarla konu hakkındaki bilgilerinin artırılmasıyla, personelin iş doyumunu ve motivasyon seviyelerinin yükselmesi sağlanabilir.

Anahtar Kelimeler: Farklılık, İnsan Kaynakları Yönetimi, Farklılık Yönetimi, Farklılık Yönetimi Algılamaları.

INVESTIGATION OF THE PERCEPTIONS OF PUBLIC HEALTH STAFF ON THE DIVERSITY MANAGEMENT IN TERMS OF DEMOGRAPHIC CHARACTERISTICS

ABSTRACT

The individual and cultural characteristics of the workforce employed in health institutions, especially in hospitals, should reflect differences in society. It is thought that health professionals with different characteristics will better understand different needs of patients and provide more patient satisfaction. However, effective diversity management requires the commitment of senior management and the planning and implementation of a number of organizational systems to manage people with different characteristics all together.

This research aims to determine the perceptions of employees in public health institutions about the diversity management according to their demographic characteristics. For this purpose, a questionnaire was applied to the managers and employees in public health institutions to determine their perceptions about the diversity management. The data of the study were obtained by using the single factor version of the Diversity Management Scale developed by Balay and Sağlam (2004). Data were analyzed using SPSS 25 statistical package program. As a result of this research, it has been found that the personnel who have administrative status in the institution are more sensitive in their perceptions about the diversity management than the personnel in the status of employees. There was no significant difference between the groups in terms of perception of diversity management for different groups of variables such as task, gender, age, educational status and total tenure of employment in the profession. In order to increase the perception of public health personnel about diversity management, by providing training to the personnel on issues such as diversity, diversity management, and increasing the knowledge about the subject through seminars and courses, it is possible to increase the job satisfaction and motivation levels of the personnel.

STRUCTURED ABSTRACT

The spread of multinational business understanding with globalization made it inevitable for companies to do business with individuals from different societies. Diversity, multiculturalism and demographic differences resulting from globalization and changes in the way doing business have turned into issues that societies are sensitive to at the international level. Similarly, the issue has become important for enterprises to be dealt with in senior management decisions. Diversity

management is a set of policies, strategies and activities designed to strengthen intra-organizational communication, focusing on positive actions for the future of the organization, where the differences and similarities of the organization are accepted together.

The aim of this research is to find out the perceptions of employees in public health institutions about the diversity management according to their demographic characteristics. For this purpose, a questionnaire was carried out to the managers and employees who serve in public health institutions to define their perceptions about the diversity management.

Doctors, nurses (midwives), health officers and emergency medical technicians/laborers working in public hospitals and private hospitals are the main population in the study. Doctors, nurses (midwife), health officers and emergency medical technicians / laboratory assistants working in public hospitals in Dinar district of Afyonkarahisar, Gölhisar district of Burdur and Burhaniye district of Balıkesir are the samples in question. In the scope of the research, 323 people were interviewed, 244 of the questionnaires were collected, 227 completed totally of the collected ones were put into analysis. 13 people were in the administration position, 214 people were workers. 26 of the participants were doctor, 129 of them were nurse (midwife), 42 of them were health officer and 30 of them were laboratory assistants/emergency medical technicians.

The importance of the research will stand out more and more as diversity management of the employees who work in health sector which includes a lot of diversity in the demographic sense are defined. Diversity management can influence many factors such as job productivity, job loyalty and ability to do business together among workers and managers who work in this sector.

The data of the study were obtained by using the single factor version of the Diversity Management Scale developed by Balay and Sağlam (2004). The research includes a questionnaire which consists of two parts. In the first part, six questions are included to determine the demographic characteristics, and in the second part, twenty-eight questions appear with a 5-point Likert scale to measure the perceptions of employees about the diversity management. (1) completely disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) completely agree are the scales.

Whether the perceptions of employees in public health institutions about the diversity management according to their demographic characteristics is the research hypotheses. On the base of the purpose of the study and the aforementioned explanations, following hypotheses have been established.

H_{Gender(1)}: Perceptions of participants about diversity management differ according to their gender.

H_{Administrative status in the organization(2)}: Perceptions of participants about diversity management differ according to their status in the organization.

H_{Task in the organization(3)}: Perceptions of participants about diversity management differ according to their tasks in the organization.

H_{Age(4)}: Perceptions of participants about diversity management differ according to their age.

H_{Education level(5)}: Perceptions of participants about diversity management differ according to their education level.

H_{Employment tenure(6)}: Perceptions of participants about diversity management differ according to employment tenure.

Data were analyzed using SPSS 25 statistical package program. As a result of the analysis, there was a significant difference between the perceptions about the diversity management between the personnel in the administrative position and the personnel in the employee position. In this respect, the H₂ hypothesis is supported. The perceptions of the personnel in the administrative position about the diversity management are more positive than the ones in the employee position. While managers think that differences are well managed and differences between employees are not a problem in the organization, other employees disagree. For other different groups of demographic variables, perceptions of diversity management do not differ. Regardless of all their demographic characteristics such as education level, gender, task, age and employment tenure, they did not think different about the diversity management. According to these results, H₁, H₃, H₄, H₅, H₆ hypotheses is not supported in our study. The results obtained in this study are similar to those of Fettahlioğlu and Tatlı (2015), Memduhoğlu (2007) and Öncer (2004).

It has been determined that there is a statistically significant difference between the perceptions on diversity management of the personnel who have administrative duties and those who do not have in public health institutions. The scores of the participants' perceptions on diversity management show a significant difference between employees with and without management duties in their organizations ($t(2-225) = 5.158, p < .001$). When the t-test results related to the scores obtained from the diversity management scale (DMS) according to the position in the institution were taken into consideration, the mean scores of the perceptions of managers about the diversity management (\bar{X}) 4.05 were found to be higher than the average scores of the perceptions of the employees about the diversity management (\bar{X}) 2.91. The more positive opinions of managers about the diversity management practices of their organizations may arise from the instinct of self-protection of these individuals because of their administrative duties. Managers may want to show that policies, practices and attitudes regarding differences in their organizations are better. However, they may perceive their practices and attitudes towards differences in their organizations as more positive.

It is intriguing that descriptive statistical mean values in the diversity management scale in the study are moderate in all employees except managers. From an optimistic point of view, the fact that employees have relatively lower averages to managers in the health care institutions where the research is conducted may be due to the lack of knowledge about the diversity management policies and practices of employees' organizations. Therefore, it should not be overlooked by managers that providing awareness-based diversity management

trainings to staff may have positive effects on the perception of personnel about the diversity management.

The fact that managers are consulting on all kinds of issues, especially health issues with the personnel working in the institution will remind them that they are always important. An organizational culture that supports differences within the organization should be created to strengthen the feelings of friendship of the staff with each other. All kinds of training programs of the personnel of the institution should be supported with scientific data. The personnel should be directed to the educational activities by the management for development in addition to the personal training requests. It should be ensured that the employees are turned into experts in the fields of diversity management with vocational training programs.

Keywords: Diversity, Human Resources Management, Diversity Management, Diversity Management Perceptions.

1. Introduction

The issue of diversity management began to gain importance after the demarcation of the borders between the countries with the effect of globalization (Ozgener, 2008; Wentling, 2004). Diversity management, which at first seemed to be the countries own internal policies, has become a subject of concern for all countries with the effect of globalization including components such as communication, technology and trade. In the business world, companies operating in international markets have had to develop organizational policies and systems in relation to employees from different cultures in different countries (Shen, Chanda, D'Netto and Monga, 2009).

Today the issue of diversity management is being discussed in terms of sustainability (Byrd, 2018; Esen and Esen 2018; Lee, 2019; Özgül and Gürol, 2019), diversity and inclusion (Goswami and Goswami 2018; Jordan, Ferris and Lamont, 2019) and their economic consequences (Ottaviano and Peri 2006). Diversity management is one of the indispensable human resources strategies of all types of businesses globally and locally (Shen et al., 2009). The diversity occurring in organizations with globalization succeeds to keep these diversities in the workforce together and concerns about the continuity of the organization is reflected in the literature (Edwards and Kelan, 2011).

Turkey met the concept of diversity management through multinational companies similarly to other developing countries (Ozgener, 2008). The concept maintains its importance in terms of increasing the diversity of labor force in public institutions and creating inclusive organization culture and diversity management (Rice and Arekere, 2005). One of these public institutions is the health sector that needs diversity of labor and inclusive organizational systems most to improve the quality of service (Glazer, Tobias and Mentzel, 2018; West et al., 2018; Winkfield and Gabeau, 2013).

2. Literature Research

2. 1. Definitions about Diversity and Diversity Management

While the definitions made in the preliminary studies on the concept of diversity emphasize the sociological dimension in general, human resources dimension has come to the forefront in the definitions in the field of business administration (Shen et al., 2009). Many definitions of diversities have been made by reconciling the concept of diversity with the understanding of human resources.

Cox (1994) described the representation of people belonging to a culturally diverse group as a diversity in any system. Williams and O'Reilly III., (1998) on the other hand, considered the scope of

diversity quite broadly by describing the concept as “...any feature that can be used to express individual differences of a person...”. Similarly, according to Barutçugil (2004: 227), the differences are identified in a broad manner that includes many elements from personality, religion, nationality, gender and socio-economic characteristics to physical characteristics, working styles and personal gains such as experience and education.

The definition of the diversity, which is an important phenomenon for companies and employees, in the Turkish Language Institution dictionary is: “It is a feature that distinguishes every natural and socially based event and phenomenon from all others” (Türk Dil Kurumu, 2019).

Düren (1999 cited Ünalp 2007: 68) described the diversity management as “People coming from different nations and cultures create a common culture where they can work together comfortably”. In the definition of Düren’s diversity management, it can be seen that an emphasis on the difference stemmed from person’s nation and culture.

The diversity management can be defined as the whole of the activities designed in a conscious and systematic way to strengthen intra-organizational communication, focused on positive actions towards the future of the organization, where the differences and similarities of the organization are accepted together.

Effective diversity management requires the commitment of senior management and the planning and implementation of a number of organizational systems to manage people with different characteristics all together (D’Netto, Shen, Chelliah and Monga, 2014). Efficient installation of systems and support by senior management (Agars and Kottke, 2004) is important in terms of minimizing the problems while maximizing the benefits that the differences between employees can bring. Furthermore, an inclusive organizational culture that recognizes and accepts the differences between individuals should be established within the company (Cox, 1994; McKay, Avery, Tonidandel, Morris, Hernandez and Hebl, 2007). Effective management of diversities in companies can help employees communicate and develop cooperation more easily and improve employee’s organizational commitment (Barutçugil, 2004). In fact, in a study, it was found that employees’ perception of diversity management had a positive effect on organizational commitment and a negative effect on intention to quit. (Bulşu, 2017)

In the definition of diversity management, the researchers state that the differences are a matter of management and that the organization is successful or unsuccessful based on senior executive commitments (Barutçugil, 2004; Sürgevil, 2010).

2. 2. Understanding the Diversities

In recent years, the diversity management in the struggles of companies to improve and protect their image in the public eye is expressed as one of the most powerful human resources strategies used by firms (Kochan et al., 2003). In addition, it is stated by some authors that the integration of diversity and inclusion into business strategies will strengthen the employer brand of firms and increase their performance (Point and Singh, 2003; Yagi, 2017). Some researchers argue that the concepts of diversity and employer branding have inherent contradictions because of their nature (Edwards and Kelan, 2011).

Today, companies need to design effective management systems that can transform the differences in labor force into competitive advantage due to sectoral and organizational factors, business strategies, innovative practices of competitors, legal regulations, social responsibility activities and meeting customer needs (D’Netto et al., 2014; Point and Singh, 2003).

In the past, the issue of diversity management for many companies was about meeting legal requirements. They assumed the responsibility to involve women, minorities, the disabled and the elderly in the labor force in order not to contradict existing laws (Keil et al., 2007). In case of problems, it was in the form of reactive solutions after the problem. Recent studies reveal positive findings between

creativity and differences (Polat Dede, 2019). According to Keil et al. (2007), differentiation of the labor force can increase the effectiveness of the company in achieving its goals and objectives. In this way, employee morale and motivation can be increased. New markets can be reached more quickly. All of these impacts can increase productivity and profit. These potential benefits of differences for companies, if not well managed and ignored, can lead to major losses within the company and irreversible losses. For this reason, the issue of diversity management should be carefully considered and understood.

Today, with the development of fundamental rights and freedoms, it is thought and defended that human life is a whole, that it cannot be democrat in social life and anti-democrat in business life. However, the inhabitants of the European Union complain that their differences in ethnicity, religion, disability, etc., even though their merits are equal, are an obstacle to them (Akın and Yavaş, 2007). In order to break this prejudice, every organization needs a diversity management that operates very well. Organizations that best explain the effectiveness and accuracy of diversity management programs to their potential employees will always be the preferred places of the most popular personnel of the workforce and will achieve this success more quickly and easily.

“...The unique qualities of human resources in enterprises also make it difficult to manage human resources. Therefore, the main factor that will determine the effectiveness of leaders will be to understand and direct the effectiveness of human resources.” (Yazıcı, 2001). Especially in high power distance and collectivist societies such as Turkey, because of the high-level commitment of employees to the managers, administrators have a decisive impact on employee behavior (Ece and Gültekin, 2018). According to these expressions, the challenges that the leader and the managers might encounter in diversity management have been emphasized.

Managing people with similar cultures, personality, beliefs, values and judgments has a number of advantages. However, it is important for the effectiveness of enterprises to manage the employees who have differences despite all their difficulties, to gather them around a common purpose and to manage the possible conflicts effectively. Ignoring the differences in the labor force and trying to standardize all employees will create a problematic organization and labor force for the managers and will disturb the peace of the organization. Organizations that offer equal opportunities to their employees will see differences as a value and can benefit from these differences to gain competitive advantage (Tozkoparan and Vatansever, 2009). Ignoring differences can negatively affect the ability of organizations to work or cause the organization to disappear completely. Because dealing with conflicts will partially or completely prevent the organization from reaching its main goal (Jehn and Mannix, 2001). Diversity management, which is the way to prevent conflicts, will bring organizations to their goals and ensure that other organizations are one step ahead.

2. 3. Dimensions of Diversity

There are two main approaches in the literature regarding the grouping of diversity dimensions. One of them is the “factor approach”, which deals with the definition and measurement of different types of diversities and takes into account “factors”. The second approach is the “proportions approach”, which aims to determine the proportion of minorities within the majority members. This approach assumes that diversities in dimensions may vary and therefore focuses on proportions (Mannix and Neale, 2005).

2. 3. 1. Factor approaches

Differences are classified under two dimensions in the literature by some researchers. According to the researchers' point of view and research aims, these two dimensions seem to have different names. For example (Gümüş, 2009; Hubbard, 2004; Mannix and Neale 2005; Milliken and Martins, 1996):

- Easy to understand -features that cannot be observed easily

- Superficial difference - profound difference
- Work-related diversity-non-work-related diversity
- Task-related diversity-relationship-oriented diversity
- Role-related difference-hereditary diversity

As categorized above, there are researchers who use “two-factor diversity dimension” as well as those who adopt “multi-factor approaches by developing more inclusive dimensions. However, in the literature, it is seen that the two-factor diversity dimensions are commonly classified on the basis of non-changeable differences (primary dimension) and changeable differences (secondary dimension). It is classified under two dimensions as primary and secondary (Hubbard, 2004):

The primary dimension is an innate, unchangeable basic characteristic that manifests itself in every stage of human life. They are the basic qualities that determine the way of perceiving the person and the social life between him and the people around him. These diversities are basically; age, ethnicity, physical characteristics, sexual orientation, gender, race.

The secondary dimension includes the characteristics of the person's preference, which people can modify. These characteristics are diversities that cannot be easily noticed by the environment, which may occur over time and directly affect one's self-confidence. For example, characteristics related to status such as education level, geographical region, income level, marital status.

2. 3. 2. Proportional approaches

In this approach, the groups are classified by considering the minority-majority ratio within the group. The approach has several deficiencies since it focuses on a single feature that differentiates people such as gender, race and religion (Mannix and Neale 2005).

2. 4. Demographic Variables and Diversity Management Perception

In previous studies, it was found that having different demographic characteristics changed employees' perception of diversity management.

Öncer (2004) found that employees' perceptions of diversity management did not change according to demographic characteristics such as age, gender and education level. Memduhoğlu (2007) found that there are no statistically significant differences in the perception of diversity management according to the demographic characteristics of high school principals, assistant principals and teachers. Diversity management perceptions in the study consist of three sub-dimensions. These three sub-dimensions are; (i) perceptions of managers and teachers about differences on individual attitudes and behaviors of employees, (ii) perceptions of managers and teachers about organizational values and norms related to differences, (iii) perceptions of managers and teachers about managerial practices and policies towards differences. According to the results of the study, the perceptions of managers and teachers about differences in terms of individual attitudes and behaviors did not change according to gender, age, education level, branch, professional seniority (total term of service) and seniority. As a similar result, there was no difference in the perceptions of managers and teachers about organizational values and norms related to differences according to demographic variables. Finally, in terms of perceptions of managerial practices and policies, perceptions of administrators and teachers about differences did not change according to gender, age, education level, branch, professional seniority (total service period) and seniority of management. However, differences have been identified in the perception of diversity management of principals, deputy principals and non-administrative teachers.

Fettahlioğlu and Tatlı (2015) found that employees' belonging to different genders did not change their perception of diversity management in their studies. According to the results of the

research, no difference was found between marital status differences and perceptions of diversity management. Similarly, there were no differences in employees' perception of diversity management even if they have different education levels, belong to different age groups, and have different experience periods. Moreover, in the study conducted by Meteroğlu (2015) in educational institutions, no difference was detected in teachers' perception of diversity management according to age and gender.

On the other hand, some researchers have reached discordant results with the findings of Öncer (2004), Memduhoğlu (2007), Fettahlıoğlu and Tatlı (2015) and Meteroğlu (2015). For example, Balyer and Gündüz (2010) found significant differences in the managerial practices and policies sub-dimension of teachers' perceptions of diversity management according to gender variable. Şahin (2015) concluded that in terms of their perceptions of managerial practices and policies, male teachers' perceptions of diversity management were more positive than female teachers. Şahin (2015) also found differences among teachers' perceptions of diversity management according to age groups. According to the results of this study, it is stated that teachers' perceptions about the diversity management increase with age. Karademir, Çoban, Devocioğlu, Karakaya and Yücel (2012) found differences between age groups and diversity management perceptions.

Şahin (2015) found that teachers' perceptions about the diversity management increased according to seniority, but this difference was not statistically significant. Balyer and Gündüz (2010) found that there is a statistical difference in the level of managerial practices and policies sub-dimension of teachers' perception levels related to the diversity management.

3. Research Objective and Significance

Organizations are increasingly attaching importance to developing policies to use individual differences as a competitive advantage (Balay and Sağlam, 2004). This research aims to determine whether diversity management perceptions of public sector health workers have changed according to demographic characteristics such as position in the institution (having management duties), current duty (doctors, nurses, health officers and emergency medical technicians / laboratory technicians), gender, age, educational status and total service time.

The importance of the study will become more evident with the determination of the perceptions of employees regarding diversity management in health sector which is demographically diverse; as their perceptions may affect many factors such as job productivity, organizational commitment, creative thinking, innovative business behaviors and increasing their ability to do business together.

4. The Population and Sample of the Research

The main population of the study consists of doctors, nurses, health officers and emergency medical technicians / laborers working in public hospitals and private hospitals. The sample of the study consists of doctors, nurses, health officers and emergency medical technicians / laborants working in public hospitals in Dinar, district of Afyonkarahisar, Gölhisar, district of Burdur and Burhaniye, district of Balıkesir. In the scope of the research, 323 people were interviewed, 244 of the questionnaires were collected and 227 of them were filled in completely and subjected to statistical analysis as the sample of the research. 13 people from the management position and 214 people from the employee position participated in the study. 26 of the participants were doctor, 129 of them were nurse (midwife), 42 of them were health officer and 30 of them were laborants / emergency medical technicians.

5. Data Collection Tool

The data to be used in the study were obtained through a questionnaire study using the diversity management scale developed by Balay and Sağlam (2004). The questionnaire, which was developed primarily to measure the perceptions of education employees about the diversity management, was re-adapted to measure the perceptions of health sector employees about same subject.

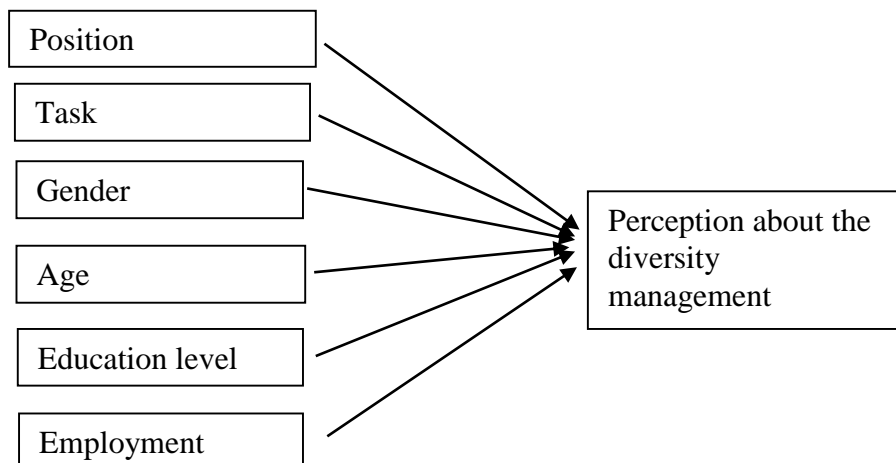
The questionnaire used in the research consists of two parts. In the first part, there are six questions to determine the demographic characteristics, and in the second part, there are twenty-eight questions with a 5-point Likert scale to measure the perceptions of employees about the diversity management. The scale consisted of (1) completely disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) completely agree.

6. Introducing the Diversity Management Scale

The Diversity Management Scale (DMS) was developed by Balay and Sağlam (2004: 39-44) as a questionnaire to create a valid and reliable measurement tool that can be used to measure employees' perceptions of diversity management in educational organizations. The authors tried to determine the applicability of the three-factor DMS scale (individual behaviors and attitudes, organizational values and norms, managerial practices and policies) as single-factor, hence the variance values of the items of the scale were examined. It was determined that the single-factor variance value of the scale was 41.7% and it was stated that the scale could be used as a single factor as well by emphasizing that the variance value of the single-factor scales as 30% and more was sufficient. In this study, the DMS scale was used as a single factor because of its ease of use as it was stated by the authors.

7. Research Model

In our study, it was tested whether the perceptions of health workers about diversity management differed for different groups of demographic variables such as position in the organization, task in the organization, gender, age, education level and total employment tenure in the profession. In this case, the research model can be shown as follows:



8. Hypothesis of the Research

On the base of the purpose of the study and the aforementioned studies, following hypotheses have been established:

H_{Gender(1)}: Perceptions of participants about diversity management differ according to their gender.

H_{Administrative position in the organization(2)}: Perceptions of participants about diversity management differ according to their positions in the organization.

H_{Task in the organization(3)}: Perceptions of participants about diversity management differ according to their tasks in the organization.

H_{Age(4)}: Perceptions of participants about diversity management differ according to their age.

H_{Education level(5)}: Perceptions of participants about diversity management differ according to their education levels.

H_{Tenure(6)}: Perceptions of participants about diversity management differ according to their employment tenure.

9. Findings

The data obtained from the research were analyzed using SPSS 25 package program. The questionnaire used in the analysis consists of twenty-eight questions asked with a 5-point Likert scale. Six demographic questions were asked, as well. In this section, the results tables related to the conducted analyses were obtained and those results were interpreted.

9.1. Statistics on Demographic Variables

Frequency values related to demographic information of the participants were given in Table 1 below.

Table 1: Number and Frequency Values of Demographic Variable Groups of Participants

Age groups	n	%
Ages between 18-30	25	11.0
Ages between 31-40	126	55.5
41 years and over	76	33.5
Gender		
Female	150	66.1
Male	77	33.9
Position in the organization		
Manager	13	5.7
Non-managerial employee	214	94.3
Task in the organization		
Doctor	26	11.5
Nurse	129	56.8
Health officer	42	18.5
Emergency medical technician and laborant	30	13.2
Employment tenure		
Less than 5 years	45	19.8
Between 11-15 years	44	19.4
16-20 years	73	32.2
21 years and over	65	28.6
Education level		
High school	31	13.7
Associate's degree	121	53.3
Bachelor's degree	26	11.5
Bachelor's degree or more	49	21.6

As a result of the research conducted with 227 people, the values related to the demographic variable groups are as shown in the table above. 150 of the participants (66.1%) and 77 (33.9%) were male. In addition, of all participants involved in the research, 13 individuals (5.7%) were employed in the managerial position and 214 (94.3%) were in the position of non-managerial employee. When we look at the occupational groups of the participants, there are 26 doctors (11.5%), 129 nurses (56.8%), 42 health officers (18.5%), and 30 emergency medical technicians and labs (13.2%). For the different age groups of the participants, 25 are between the ages of 18-30 (11.0%), 126 are between the ages of 31-40 (55.5%) and 76 are 41 and over (33.5%). When the educational level is examined, 31 of the participants are high school graduates (13.7%), 121 are associate's degree graduates (53.3%), 26 are

bachelor's degree graduates (11.5%) and 49 are master and higher graduates (21.6%). In terms of employment tenure, 45 people have been in service for less than 5 years (19.8%), 44 people have been in service for 11-15 years (19.4%), 73 people have been in service for 16-20 years (32.2%), and 65 people have been in service for 21 years and over (28.6%).

9.2. Factor Analysis

Table 1 below shows the results of factor analysis for the scale we use. In the factor analysis PCA-Principal Component Analysis was used and varimax rotation was used as the rotation. First of all, KMO and Bartlett's test values must be taken into consideration. If the value of the KMO Test is less than 0.5, it is not acceptable. A result higher than 0.8 is an excellent result (Durmuş, Yurtkoru and Çinko, 2011). The following table shows that the KMO value is greater than 0.5. Therefore, we can say that the variable set to be used in PCA is homogeneous. The assumption that we have a homogeneous set of variables is met this way. The Bartlett's Test tests the significance of the correlation matrix used as an input data for PCA. The p value of Bartlett's test was found to be significant as $p = 0.000$. Thus, the correlation matrix can be used as an input data for the PCA.

Factor loadings will be checked after KMO and Bartlett's test results. Factor loadings for all variables are over 0.5. Thus, there is no need to remove any variable from the factor. The explained variance was sufficient with 51.33%. Cronbach's Alpha value, which measures internal consistency, was calculated to measure the reliability of the factor.

Table 2: Diversity Management Perceptions Scale Factor Analysis Results

Question Codes	Factor Loadings	Cronbach Alfa	Explained Variance (%)
1.The efforts to develop skills and knowledge of employees in this organization are supported.	.590	.964	51.335
2. Employees of this organization benefit from the different experiences of their colleagues in solving their individual problems.	.524		
3.Different thinking tendencies among employees in this organization are welcome.	.652		
4.Differences in behavior between employees in this organization are considered natural.	.624		
5. Employees of this organization can easily express their convictions among their colleagues within the scope of freedom of religion and conscience.	.606		
6. Employees in this organization respect the different ways of life among their colleagues.	.654		
7. Employees in this organization exhibit empathic behavior in understanding their colleagues	.622		
8. Employees in this organization tend to change their behavior in a positive way when they are convinced of something.	.566		
9.Employees in this organization are based on scientific evidence rather than prejudices.	.598		
10. Employees in this organization are always open to exchanges of ideas that will take their personal understanding forward.	.701		
11.Employees in this organization can communicate with those who have different personality traits.	.584		
12. Employees in this organization talk carefully about the issues that their colleagues are sensitive to.	.623		
13. Managers perceive the individual differences of employees as a wealth	.726		
14.Managers try to conduct training and management activities in a way that meets the different expectations of the employees.	.789		
15. Managers ensure that employees benefit equally from the services and facilities of the organization.	.790		
16. Managers try to create an environment in which employees can demonstrate their knowledge and skills.	.792		

17. Managers do not discriminate due to status differences between employees.	.825		
18. Managers are committed to resolving conflicts between different cultural values.	.801		
19. Managers take care not to make gender discrimination between employees.	.733		
20. Managers are sensitive to the equal application of the reward and punishment system to all employees.	.737		
21. Managers do not privilege anyone because of their political views or tendencies.	.783		
22. When evaluating employees, managers look at their usefulness and success rather than their political views.	.826		
23. Managers take into consideration the different solutions offered by the employees in important decisions regarding various problems concerning the organization.	.720		
24. Managers shall treat all employees fairly in assignments concerning the health field.	.787		
25. Managers are positive about the different approach of employees on any subject.	.776		
26. Managers make effective efforts to resolve conflicts arising from personal differences.	.813		
27. Managers look positively to the willingness of employees to make changes in jobs related to the health sector.	.812		
28. Managers act with a sense of responsibility in their attitude and behavior towards employees with different personal characteristics.	.834		
		Total	51.335
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.964
Bartlett's Test of Sphericity		Approx. Chi-Square	2891.640
		Sig.	0.000

The Cronbach Alpha value is above 0.7 with a high value of 0.964. Diversity Management Scale developed by Balay and Sağlam (2004: 39-44), was previously stated that it can be used as a single factor even in their own studies. In the sample we used, it was determined as a result of factor analysis that the Diversity Management Scale could be used as a single factor.

9. 3. Analysis about Demographic Variables

It has been tested whether the perceptions of health workers about diversity management differ for the different groups of demographic variables such as position in the organization, current task, gender, age, educational status and total tenure of employment in the profession. SPSS 25.0 package program was used to analyse the normal distribution of the data in terms of kurtosis and skewness. The skewness and kurtosis values between -2 and +2 are acceptable values for the normal distribution (George and Mallery, 2010). As can be seen from Table.3, the data showed normal distribution within group. Accordingly, parametric difference tests, called T-test and ANOVA (F) tests were used to measure the relationship between the research variable and demographic variables. T-test was used for demographic variables with 2 groups, while ANOVA (F) test was used for variables with more than 2 groups. Statistical significance was accepted as $p < 0.05$.

Table 3: Demographic Variable Groups' Kurtosis and Skewness Values

Diversity Management		N	Skewness		Kurtosis	
		Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	Female	150	1,030	0,714	-0,904	0,261
	Male	77	-0,553	0,186	-1,893	0,228
Position in organization	Manager	13	-0,141	0,061	-1,612	0,130
	Non-managerial employee	214	-0,513	0,176	1,112	0,623
Task in organization	Doctor	26	-1,357	0,288	1,529	0,127
	Nurse	129	0,209	0,808	0,026	0,567
	Health Officer	42	0,096	0,463	0,480	0,049
	Emergency medical technician and laborant	30	1,516	0,363	-1,018	0,176
Age	Between 18-30 age	25	1,244	0,286	-0,825	0,988
	Between 31-40 age	126	0,958	0,276	0,629	0,124
	41 age and more	76	0,741	0,415	1,484	0,710
Education level	High School	31	-0,115	0,007	-1,423	0,695
	Associate's degree	121	-0,925	0,577	1,706	0,780
	Bachelor's degree	26	-1,884	0,444	-0,403	0,144
	Master and more	49	-1,650	0,276	-0,474	0,414
Tenure of employment	Less than 5 years	45	1,915	0,598	0,715	0,773
	Between 11-15 years	44	0,400	0,051	-1,362	0,802
	Between 16-20 years	73	0,229	0,064	-0,611	0,091
	21 years and more	65	-1,233	0,228	-1,918	0,080

9. 3. 1. Analysis of gender and perceptions of diversity management

In the table below, genders are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H₁: Perceptions of participants about diversity management differ according to their gender.

Table 4: Findings Related to Gender Variable

Gender	Statistic Values			T-test	
	N	Mean	Std. Deviation	t	P
Diversity Management	Female	150	2.9050	.82095	-1.848 0,066
	Male	77	3.1146	.78485	

It can be said that the variables with p values of t statistics less than 0.05 differed according to gender and the values higher than 0.05 do not differ according to gender. In this case, according to Table 4, as the p value of t statistic is higher than 0.05 ($p = 0.066 > 0.05$), it is observed that diversity management perception variable does not differ according to gender. According to this result, **H₁** hypothesis is not supported.

9. 3. 2. Analysis of position in the organization and perceptions of diversity management

In the table below, positions in the organization are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H₂: Perceptions of participants about diversity management differ according to their positions in the organization.

Table 5: Findings Related to Position Variable

Position in organization	Statistical values			T-test		
	N	Mean	Std. Deviation	t	P	
Diversity Management	Manager	13	4.0467	.83023	5.158	.000
	Employee	214	2.9110	.76727		

It can be said that the variables with p values less than 0.05 differ according to the position in the organization, and values greater than 0.05 do not differ according to the position in the organization. In this case, according to Table 5, as the p value of t statistic is less than 0.05 ($p = 0.000 < 0.05$), it is observed that diversity management perception variable differs according to the position of employees in the organization. According to this result, H_2 hypothesis is supported. When the mean score is considered, it can be said that employees in the managerial position have higher perception of diversity management than other employees. Managers' perception of diversity management is more positive than other employees.

9. 3. 3. Analysis of task and perceptions of diversity management

Task groups in the organization are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H_3 : Perceptions of participants about diversity management differ according to their task in the organization.

As a result, it can be said that there are differences according to the task groups in the organization for the variables in F tests whose p values are less than 0.05, and there is no difference in those whose p values are bigger than 0.05. As can be seen in Table 6 below, employees in different task groups in the organization do not differ in terms of perception of diversity management. According to this result, H_3 hypothesis is not supported.

Table 6: Findings Related to Task Variable

Task in Organization		N	Mean	Std. Deviation	F	Sig.
Diversity Management	Doctor	26	3.267	.751	1.719	0.164
	Nurse	129	2.889	.833		
	Health officer	42	3.037	.745		
	Emergency medical technician and laborant	30	3.014	.838		

9. 3. 4. Analysis of age groups and perceptions of diversity management

The age groups are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H_4 : Perceptions of participants about diversity management differ according to their age groups.

As a result, it can be said that there is a difference according to age groups for variables in F tests whose p values are less than 0.05 and there is no difference in those whose p values are bigger than 0.05. As can be seen in Table 7 below, different age groups do not differ in terms of perception of diversity management. According to this result, H_4 hypothesis is not supported.

Table 7: Findings Related to Age Groups Variable

Age		N	Mean	Std. Deviation	F	Sig.
Diversity Management	Between ages of 18-30	25	2.276	0.889	1.963	.143
	Between ages of 31-40	126	2.923	1.010		
	41 years and over	76	3.172	0.750		

9. 3. 5. Analysis of education level and perceptions of diversity management

Education level groups are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H₅: Perceptions of participants about diversity management differ according to their education level.

As a result, it can be said that there is a difference according to the education level groups for the variables in F tests whose p values are less than 0.05 and there is no difference in those whose p values are bigger than 0.05. As can be seen from Table 8 below, those at different educational levels do not differ in terms of perception of diversity management. According to this result, **H₅** hypothesis is not supported.

Table 8: Findings Related to Education Level Variable

Education Level		N	Mean	Std. Deviation	F	Sig.
Diversity Management	High school	31	3.187	.795	2.266	.082
	Associate's degree	121	2.875	.841		
	Bachelor's degree	26	2.867	.655		
	Master and More	49	3.151	.796		

9. 3. 6. Analysis of employment tenure and perceptions of diversity management

Employment tenure groups are compared according to the mean values of the perception variable about diversity management. The hypothesis related to the test;

H₆: Perceptions of participants about diversity management differ according to employment tenure.

As a result, it can be said that there is a difference according to the service time groups for the variables in F tests whose p values are less than 0.05 and there is no difference in those whose p values are bigger than 0.05. As can be seen from Table 9 below, employment tenure groups do not differ in terms of perception of diversity management. According to this result, **H₆** hypothesis is not supported.

Table 9: Findings Related to Employment Tenure Variable

Employment Tenure		N	Mean	Std. Deviation	F	Sig.
Diversity Management	Less than 5 years	45	2.910	.674	621	.602
	Between 11-15 Years	44	3.020	.672		
	Between 16-20 Years	73	2.906	.870		
	21 Years and more	65	3.071	.922		

10. Conclusion

Previous studies in the literature have determined that perceptions of employees about diversity management may differ according to demographic characteristics. However, in our study, it is determined that differences in gender, task groups, age groups, education levels and employment tenure

do not change their perception of diversity management significantly. According to these results, **H₁**, **H₃**, **H₄**, **H₅**, **H₆** hypotheses are not supported.

The findings of our study are consistent with the results of the previous research conducted by Öncel (2004), Memduhoğlu (2007), Fettahlıoğlu and Tatlı (2015) and Meteroğlu (2015). In our study, it is also investigated whether managerial tasks of participants changed their perceptions of diversity management. As a result of the analysis, there is a significant difference between the perceptions about the diversity management between the personnel in the managerial position and the personnel in the non-managerial position. According to this result, **H₂** hypothesis is supported. The perceptions of the personnel in the managerial position about the diversity management are more positive than the ones in the non-managerial position. While managers think that differences are well managed and differences between employees are not a problem in the organization, other employees disagree. This result is similar to Memduhoğlu's (2007) study.

Starting from this idea and based on the findings of the research, the following suggestions were made.

It has been found that there is a statistical difference between the perceptions of diversity management between the personnel of the public health sector in the status of managers and employees. As a reason for this difference, it can be said that the employees do not have information about the diversity management. Moreover, the manager might have been reluctant to express their failures and problems regarding diversities of the organization where they manage. Another reason is, they might not have seen the failures and problems in their management practices as well as those working in other positions

It is very challenging that the descriptive statistical mean values of the diversity management scale in the research are moderate in all employees except managers

Furthermore, it should not be overlooked by managers that providing awareness-based diversity trainings to these personnel can have a positive effect on the perception of personnel about the diversity management.

The fact that the managers consult to the staff, who work in the organization, about all kinds of issues, especially the health issues will remind these staff that they are always important.

An organizational culture that supports differences within the organization should be strengthened to enable the feelings of friendship of the staff with each other. All kinds of training programs of the personnel in the organization should be supported with scientific data. For the development of the personnel of organization, it should be ensured that the personnel are directed to the activities by the administrations in addition to the personal training requests. It should be ensured that the personnel in the status of employees are turned into experts in their fields with vocational training programs and the personnel having vocational courses should be employed in the department where they take courses.

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