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Does Diversity Management Provide Competitive Advantage?

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Abstract:

One of the most important concepts of the globalizing business world is managing diversities and creating a competitive advantage to cope with increasing global competition. In the related literature, the most accepted competitive strategies are the generic competitive strategies recommended by M.Porter (1985). Porter divided these strategies into 3 basic headings; differentiation, cost leadership and focus strategies. The aim of this study is to investigate whether there is a relation between responding to increasing competition due to globalization and ability to manage changing labor force structure due to, again, globalization and to propose a model based on this relation. For this purpose, 39 questions were asked to determine the competition strategy and the ability to manage diversities to the individuals who work in 501 workplaces, and the answers received were evaluated by loading into the SPSS package program. It has been determined that there is a relationship between business strategies and the management capabilities of the diversities as a result of the strategy of making factor, the correlation and the regression analysis. It has been found that there is a significant relationship between the management of individual diversities and all competition strategies, and that there is a positive interaction between cost leadership strategy at the highest level. It has been found that there is a significant relationship between group diversities management and all competition strategies and that there is a positive interaction with the strategy of differentiation at the highest level. It has been found that there is a significant relationship between the management of organizational diversities and all competition strategies, and that there is a positive interaction between internationalization strategy at the highest level. Businesses have come to the conclusion that the management of diversity explains the competition strategies by 24.9%. It is thought that this study will benefit literature by being one of the premise studies that search for a relationship by bringing together the two popular concepts of strategy and organizational behavior.

Keywords: competitive strategies, diversity, advantage

1. Introduction

Globalization is changing the world both demographically and involving the business world with different kind of individuals both workers and customers as end-users. For this reason, one of the most important concepts of the globalizing business world is managing diversities and creating a competitive advantage to cope with increasing global competition. With international agreements, the free movement of the workforce, the changing world dynamics and the increasing participation of minorities such as refugees, women, and members of different religions into the workforce has become one of the important debates in the leadership which is one of the functions of management. This necessitated the diversities to be transformed into global competitive advantage for businesses with the aim of transforming the meaningful achievements of the diversities, to prevent the possible/current conflicts or an element that needs to be managed.

The rapid globalization of the global economy has driven businesses into a competitive environment that cannot be compared to the former in local and international markets, these new world conditions made plan strategies that will create competitive advantage obligatory. In the related literature, the most accepted competitive strategies are the generic competitive strategies recommended by M. Porter (1985). Porter divided these strategies into 3 basic headings; differentiation, cost leadership and focus strategies.

With the increasingly rapid globalization, the increasing competition, which is one of the two major influences of this process, necessitated the research of the relationship between the way of businesses coping with the increasing competition and the ability to manage the work force structure changing due to globalization.

2. Globalization and Enterprises

2.1. The Necessity of Creating Competitive Advantage and Competitive Strategies

There is a long history of many years of research on competition strategies to sustain competitive advantage (Altıntuğ, 2009). One of the most accepted of these works which was the subject in many researches of these studies is the creation of generic strategies created by M. Porter to provide competitive advantage. The concept of generic strategies that Porter first introduced in 1980 reveals how

businesses can create competitive advantage within a given market space. There are three basic generic strategies: Cost Leadership, Differentiation and Focus.

In his book "Competitive Advantage- Creating and Sustaining Superior Performance," published in 1985, Porter identified cost leadership and differentiation strategies as one of two generic strategies that businesses will use to create competitive advantage and present value to their customers. Porter (1985, 3) emphasizes that competitive advantage will increase as long as the value of the product presented by the business exceeds the cost of the product, the value is defined as the price the customer desires to pay for the product. According to Porter, superior value can be created by the businesses that offer customers a price / value that offers the same benefits as their competitors but offers lower prices or a superior / different / privileged product / service than their competitors. This is explained by two basic strategies: Cost leadership and differentiation.

2.1.1. Cost Leadership

Ayan (2013) defined the cost leadership strategy as a strategy that should be taken as a basis for all of the company's operations. In the related article, this strategy is explained by the business' ability to create value creation capacity with the least amount of operating expenses and it is stated that the business is directly related to efficiency and productivity, scale and experience (experience curve). Achieving this strategic objective requires a rapid conversion of assets (incorporating fixed costs into the process of creating products / services in larger quantities), operating at lower direct and indirect costs (standard product production, standard part use, variety reduction, lower wages, and R&D expenses), and finally, full control of the value chain (just-in-time production, special arrangements with suppliers, etc.). According to the common beliefs, businesses can have the cost leadership by offering high-tech, standardized products / services and benefiting from scale economies.

2.1.2. Differentiation

It can be explained by the effort of the operator to create a product / service that is uniquely recognized by utilizing the qualified workforce by differentiating the product / service creation processes. Business can be differentiated by making design, brand name, technology, customer service, distribution, etc. of their goods or services different from existing competitors (Porter, 2013). Businesses that implement a strategy in this way can earn above average feedback (Whelen and Hunger, 1998). This strategy is successful when the target customers are not responsive to the prices but are focused on quality and diversity. Gamble et al (2010) emphasized that differentiation would not create value for the target customer and that the business would not be profitable in situations where the product could easily be imitated.

White (1986) associates generic strategies with organizational structure in the article published in the Strategic Management Journal. Important variables for the formation of generic strategies are summarized in Table 1 by examining the work of Porter (1980), Levitt (1980), Hall (1980) and Hambrick (1983).

	Cost Leadership	Differentiation
Production Factors	Low cost materials, labor productivity, adequate capital for required investment	Product technology, creativity/innovation
Processes	Minimum waste, efficient use of building and equipment, process improvement capability	Flexibility, quality
Product - service	Easy production, Intensive capital	Technical service, Design, To be the only one, Options, Quality/consistency, Image Production range
Related services		Availability, Finance, Guarantee New ideas for use Market research
Distribution	Effective numbered customer Simple production chain Price differentiation	Confidence Sales support After-sales support

Table 1: Important Variables of Generic Strategies

Source: White, R. E. (1986). Generic business strategies, organizational context and performance: An empirical investigation. Strategic Management Journal, 7(3), 217-231

2.1.3. Focus Strategy

A business may offer two separate inland products / services: they might consider to be able to address a certain segment, but not everybody. The orientation of businesses to a specific segment is also possible by their ability to create value through cost leadership and differentiation.

Lastly, four different strategies have been summarized in figure 1, in which the outcome of the evaluation made in terms of content and target market area of the competition strategies.

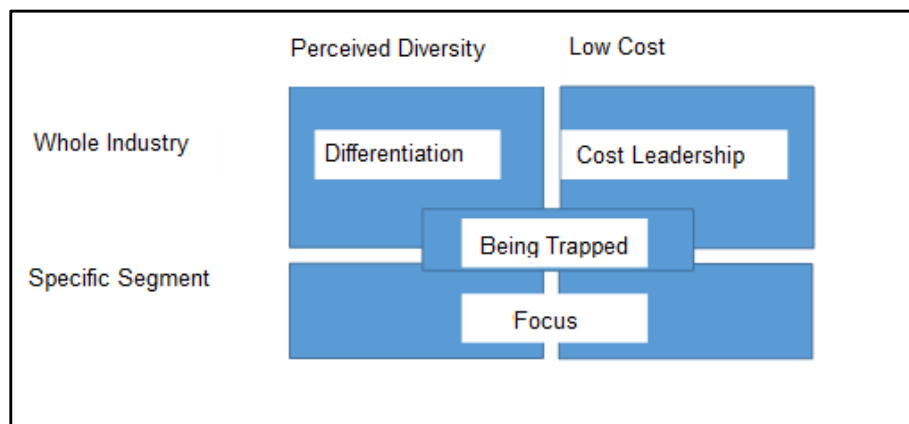


Figure 1: Michael Porter's Generic Strategies

Source: Porter's Generic Strategies

<http://www.businessmgt.com/2015/01/porters-generic-strategies.html>

Businesses that choose one of these three strategies gain above average income in the relevant industry. Businesses trying to implement all strategies at the same time are described as being trapped in the related literature. Such businesses earn income below the industry average. "Because the position of trapped does not require an open market segmentation relative to other positions (cost leadership, differentiation and focus), it will create a disadvantageous situation in the eyes of the target audience (the situation of not being able to reach any target audience while trying to reach all) and each different position requires different organizational arrangements, such as resource and capabilities, organizational culture, motivation system, management philosophy, marketing activities, thus it will be difficult to harmonize them and eventually it will result in conflict (Barca and Esen, 2011:98).

3. The Ability to Manage Diversity

As the globalization phenomenon accelerated, socio-cultural and commercial relations in economic life increased visibly, demographic and technological mobility increased, and as a result, diversities between individuals and societies began to attract even more attention. Businesses have to be in contact with different stakeholders in different ways with a large number of employees who have diversities in many ways such as country, religion, language, race, education, culture, age, experience, sex. It has become a necessity for today's business world that organizations must evaluate these changes in their performance. In business management, strategic interpretation field for new factors to be used in the field of competition such as "managing heterogeneous structures", "tolerance", "to give meaning without differentiating difference", "using different features in marketing strategies" has been born.

3.1. The Definition and Classification of the Concept Diversity

The concept of diversity is derived from the Latin word "divers" (Vuuren-Herman-Westhuizen-Philip-Walt, 2012: 155-156). In Merriam-Webster's dictionary, the concept of diversity is defined as a situation that has many different forms, types, ideas, representations, and different elements or qualities that have different cultures within a group or organization (URL-1). Substantially, the notion of diversity refers to what makes people different from each other; race, culture, age, gender, sexual preference, various competencies, non-homogeneity, differentiation, uniqueness (Sürgevil, 2010: 2-3; Barutçugil, 2016).

Diversity is a concept with depth and consists of various dimensions. A wide variety of evaluations are available in the field. A wide variety of evaluations are available in the field. Esty, Griffin and Hirsch (1995) examined diversities in ten different dimensions; "age-gender-religion-race-family characteristics-hierarchy-disability-sexual preference-class-ethnicity" (Surgevil, 2010: 8-9). Harrison, Price and Bell (1998), labelled diversities as; "superficial diversities" and "deep diversities", the visible signs such as race and gender as superficial diversities, and the diversities in thought and attitudes as deep diversities. Barutçugil(2016) deals with the diversities in the context of the uncontrollable and controllable elements; inheritable and uncontrollable reasons are race, gender, congenital disability and controllable reasons are later acquired religion, language, education, culture, income, lifestyle, addiction, clothing and appearance. On the other hand, Hubbard (1986) evaluated diversities in two dimensions as "primary" and "secondary", demographic and innate features as primary diversities, personal and social values, expectation-experience and abilities as secondary diversities. Primary dimensions such as age, race, ethnicity, gender, physical characteristics, that reflect the personality of the individual and the world view, are easily recognized and unchanging basic elements that affect individuals during their lifetime or show diversities that are innate. Secondary dimensions consist of features that are later acquired, such as beliefs of individuals, educational levels, marital status, socio-economic status, etc., which are acquired easily by the individual, and which are not easily understood at first sight and are generally easier to change (Atasayar, 2015: 8). In addition, Barutçugil (2016), discussed diversities at four different levels; "Personality", "Internal Factors", "External Factors" and "Organizational Factors".

"Personality" refers to diversities such as age, race, gender, ethnicity, physical ability, sexual orientation. "Internal Factors" refers to geographical location, marital status, parental status. "External Factors" refers to external appearance, education, religious belief, income level, habits, hobbies. "Organizational Factors" refers to diversities such as management position, specialty field, seniority, department / unit, job quality, trade union membership. The fact that the dimensions of diversity have been addressed in such a large area seems to have come to the fore with two categories, albeit with such diversity in parallel with the researches, studied. Namely; in

the first category; race, age, gender, ethnicity and significant physical characteristics, the family we live in, the social environment, history, etc. are diversities that include biologically defined characteristics. In the second category; there are characteristics that people can adapt, with a conscious choice and effective effort, or make changes (Tozkoparan-Patriot, 2011: 93).

As globalization accelerates and the workforce flows easier, the cultural diversities among employees have begun to attract more attention. Cultural diversities arise from a variety of factors such as tradition, clothing, behavior, food culture, music and art, etiquette rules, beliefs, attitudes, world view, self and collective appraisal, thinking and acting, competition and cooperation, fundamental values (Barutçugil, 2016).

The traits that arise from cultural diversities in organizations can affect the individual identities and other perceived identities of individuals within the organization (Atasayar, 2015: 9). In this regard, especially as a result of the acceleration of globalization, the issues of utilizing different subcultures in the direction of cultural conflict, management of different subcultures, forming a common culture, keeping different cultures together, managing cultural diversity and achieving organizational goals gain importance in organizations nowadays (Şişman, 1996: 463). Diversity / difference among people is a fact of the global business world, and this diversity can lead to positive or negative effects on employee behavior and work outcomes, with regard to how well understood and managed they are (Özgener, 2008: 622).

3.2. Diversity Management Need, Diversity Management and Process Approach

Diversity management begins with teachings based on religious bases in the historical process. Unfortunately, following this understanding that comes to life with the idea of treating others like you want to be treated; there also is an understanding that lives in the form of giving life to the existence of assimilation / single cultures, the scene of sad events in the history of mankind, and finding diversities is objectionable. This phase is followed by the third phase of development under different pressures, which is developed in response to the necessity to find solutions to economic, social and legal problems (Atasayar, 2015: 13). The fourth stage continues with the emergence of concepts such as equality of opportunity and positive discrimination, which are developed as a result of the representation of minorities and mistreated communities' in state policies in the regulation and legal practice in the context of an increase in social events. Following the fifth phase, which emphasized the need for diversity to be widespread with the trends towards the development of an environment of human rights and tolerance, the management of diversities has been the sixth and final stage to date. In terms of business management, first of all, in the 1960s, the issue of managing diversities started to come to the fore, attracting attention due to the legal issues related to minorities, women workers, problems of the working elderly population, and started to draw more attention due to the change of labor force profile, increase of application needs in line with changing organizational structures during the 1980s and 1990s. In the 2000s, human resources management has taken an important place in the fields of organizational behavior and management. Especially, in terms of occupational ethics, it has become important that people are regarded as of themselves by being accepted with all their qualities. Today, there are many definitions and approaches to managing diversity. In the field of writing, prominent definitions of the subject can be conveyed as follows: The diversity management is to attach importance to the assessment of diversities so that everyone is equally regarded and accepted while arranging any organization (Balay and Sağlam, 2004: 34), to see diversities, to accept them, to respect and appreciate people with individual diversities Atasay, 2015: 11).

Gorman (2000), on the other hand, presents a natural structure consisting of a mixture of various items characterized by diversities and similarities. In this context, Gorman (2000) argues that efficiency in the diversity management can be achieved by addressing diversities and similarities together. While people who come together to realize organizational goals such as performance, profitability, productivity, efficiency are trying to adapt to colleagues and co-workers they also expect to be respected for their gender, age, disability etc. (Surgevil and Budak, 2008: 66). Here, harmonization of the different levels of education, skills, talents, experiences and perspectives of the individual in a way to create competitive advantage and having a quite wide scale of diversities from ethnic origins to communication style, from religious belief to sexual preference, from physical characteristics to capacity and learning speed to be respectfully accepted comes to the fore. Considering diversity management as a process involving directing all individuals' abilities to create an effective working environment in the direction of attaining organizational goals and in this context accepting diversities, valuing people with individual diversities, accepting diversities as a feature that gives differentiation and superiority to the organization. It is possible to define this as an understanding of balancing the tension arising from the diversities of the workforces and trying to gain an advantage from these diversities (Özgener, 2008:622-Sürgevil & Budak, 2008:67- Barutçugil, 2016). The use of individual diversities on purpose in processes and strategies that will enable the organization to achieve its goals and as an opportunity for team development is seen as one of the most important objectives of diversity management. For this reason, while maximizing the benefits of diversity, diversity management plays an important role in the success of the business, to bring down ideas and innovations in order to minimize their problems, to transform applications that will increase the quality of the corporate performance and quality of goods and services (Barutçugil, 2016).

Diversity management reflects the understanding that tries to evaluate the problems in the dimensions of individuals, groups, organizations and societies and to offer solutions and suggest that all individuals have equal opportunities and that individuals need to be respected at the same time (Sürgevil and Budak, 2008:68). Diversities are required to be managed on three levels on the basis of "Individual", "Personnel" and "Organizational", but traditionally, focused parties are usually individual and interpersonal diversities (Gorman, 2000: 11). In this context, diversity management skills such as the ability to recognize the complexity of the diversities, to analyze its elements and to select the appropriate response come to the forefront and the diversity management requires competencies such as awareness development, communication skills, intercultural competencies, counselling - coaching - mentoring skills, education - management skills (Barutçugil, 2016). In terms of being a subject that covers such a wide area, it is a process that needs to be taken seriously and long term for businesses.

4. The Relation between Competitive Strategy and Diversity Management

Penrose (1959) suggests that the ability of businesses to improve existing skills allows businesses to grow and profit above average. According to the resource-based approach, businesses gain competitive advantage through resources such as assets, knowledge and skills they have (Wernerfelt, 1984). Barney (1991) states that resource-based view should be used according to the theory of structure-control-performance, neoclassical microeconomics or evolutionist economics in explaining its competitive advantage. Grant (1991) emphasizes that resources and capacity form the company's strategy and are the source of profit. The resource-based approach explains the performance diversities of companies through sources. The analysis of resources and the analysis of the external environment are evaluated together to decide on the strategies that will create competitive advantage. As a result of the resource-based view, human-centered assets are the assets that should be focused on the most among the intellectual beings, since they are the characteristics that bring people to life. It is seen that human capital, which is the milestone of intellectual capital understanding, has come forward to compete and make a difference for businesses.

Esty, Griffin and Hirsch (1995) attracted attention to workplace diversity in the 19th and in early 20th century, and first time in the literature they suggested that diversity can be a competitive advantage with the following words: "*Valuing diversity will help your organization's bottom line and give your organization a competitive advantage*". They summarized the ways in which wellmanaged diversity can be a competitive advantage as follows; (1) increasing productivity, (2) fewer lawsuits because of hostile environment, (3) retention of business, (4) increasing marketing abilities since a diverse employee group can provide insight into the thinking of a wide range of customers, (5) creating the largest possible talent pool for recruitment and (6) becoming an employer of choice.

Resources are seen as material and non-material company assets such as recruitment of qualified staff, internal technology, brand name, efficiency procedures, commercial agreements (Maijoor and Witteloostuijn, 1996: 549-550). Marino (1996), on the other hand defined as specific practices for business, business processes and culture. Penrose evaluated the characteristics of these resources and talents that add privilege to businesses under four main groups: value, rareness, imitation and organization. This approach is called inside out point of view because it deals with the business resources as the outgoing point.

Erwee and Innes (1998) studied the perceptions of managers regarding diversity management in a sample of Australian companies and found that companies in the multicultural phase and non-discriminatory stages of evolution are more open to change. Gorman (2000) has pointed out that diversity management will create a balance environment in the business by creating a focal point for organizational change in order for the organization to provide faster adaptation to the cultures. Sutanto (2009) analyzed diversity in workforce of United States of America, and stated the challenges and opportunities of the changes for organizations. They said that demographic diversity can also mean diversity of perspectives and ideas in terms of creativity, innovation, and performance. Helm Stevens and Ogunji (2010) pointed out the paper of Esty, Griffin, & Hirsch (1997) which attracted attention to managing organizational diversity in workforce since it will benefit bottom line and they stated that "*It is important for business and management curriculum to reflect the understanding that beyond being a legal mandate and moral imperative, diversity throughout the organization provides competitive advantage.*"

According to Demir (2011), human-centered assets derive from the collective experience, creativity, problem-solving capacity, leadership, and entrepreneurial and managerial skills of people working in businesses. The resource-based approach is the common point where all human-centered assets come into play when it comes to value in business and, at the same time, to influence the process in the formation of a strategy. To turn diversities into advantages, for businesses; increase morale and motivation to work in the organization, to help employees in the sense of justice, peace and tranquility, mutual respect and trust, creativity and productivity, learning and personal development, increasing talents and capacity, reducing the cost of workforce turnover and absenteeism, flexibility and enthusiasm, to better understand the needs of customers, to learn about the needs of new customers, to help develop new products, services and marketing strategies, helps to improve reputation and image with external stakeholders, opportunities for disadvantaged groups and to better manage the impact of globalization and technological change by creating an environment of social cohesion, and flexibility, as well as in a wide range of areas that will affect global competition (Sürgevil & Budak, 2008, Sürgevil, 2010, Tozkoparan-Vatansever, 2011, Barutçugil, 2016, Gider-Şencan, 2016).

In a study, they made in construction sector, Polat et al (2012), have seen that organizations use organizational structure in order to gain advantage over their competitors in large and different budget projects where they do not regard the human resources as strategic marketing means and see the organizational structure of the construction enterprises as an important strategic resource. Cantürk and Çiçek (2015) investigated the relationship between businesses' preference for resource and opportunity approach and the competition strategy they had adopted and found that they considered the resource and opportunity approach as complementary when adopting their strategies. According to R. Roosevelt Thomas, who first introduced the concept of diversity management caused by workforce diversity resulting from globalization; diversity management means assessing diversities as part of an organizational strategic plan, and showing everyone their potential to increase productivity based on their performance understanding (United States Government Accountability Office Research Report (2005) from Atasayar, 2015:13-14).

Although the resource-based approach to the diversity in workforce, strategy and value creation process of the companies has also been discussed but the subject in the related literature has not been examined in sufficient detail. For example, Richard (2000) has found that ethnic diversities create value for businesses such as productivity, market and market performance increase, and interact with business strategies. Orlando (2000) noted that the cultural diversity has an impact on the business strategy and the value that it creates for its operation. Dwyer et al. (2003) examined the influence of gender diversity in management on firm performance and found that that gender diversity's effects at the management level is conditional on, that is, moderated by, the firm's strategic orientation, the organizational culture in which it resides, and/or the multivariate interaction among these variables. Thomas (2004) analyzed the case of IBM about diversity management and they pointed out the fact that as a result of promoting workforce diversity

they get growth and progress. Jones (2005) argued that the diversity of the workforce and the ability to manage diversity will create creativity in companies and support innovation and increase the competitive advantage. Similarly, Sürgevil (2010) states that for the staff working in an organization it will provide development in creativity and problem-solving abilities, as well as providing resources for the organization benefits such as providing resources for organizational outcomes, marketing advantages and reduced costs. Cunningham (2009) has found the influence of proactive differentiation management practices between ethnic diversities and business performance, and stated that business performance improves in businesses which have a successful diversity management. Cunningham (2011) said that businesses with intense gender diversities also apply proactive diversity management strategies. However, it has not yet been studied on which strategies the diversity of human-based assets and the process of management skills were effective with the help of on resource based approach.

5. Research Methodology

5.1. The Purpose and the Importance of the Study

The aim of this study is to investigate whether there is a relation between responding to increasing competition due to globalization and ability to manage changing labor force structure due to, again, globalization and to propose a model based on this relation. Taking into account the relevant literature, companies that develop different processes on diversity management, especially to develop their understanding on the demand and the need of the customers and develop different products/services, those who adopt this as an organizational policy may want to adopt internationalization and focus strategies, but on the other hand have unskilled workers due to focusing on the costs rather than the qualifications. These organizations consist of individual diversities however and it is expected of them to carry out their business with unprofessional structures.

5.2. Research Hypothesis and Model

The basic question of the research and the hypothesis developed based on these questions and research model shown in figure 2 are as follows: Do the businesses' diversity management ability affect the competitive strategies?

→ H₁: There is a significant relationship between the level of diversity management skills and businesses' competitive strategies.

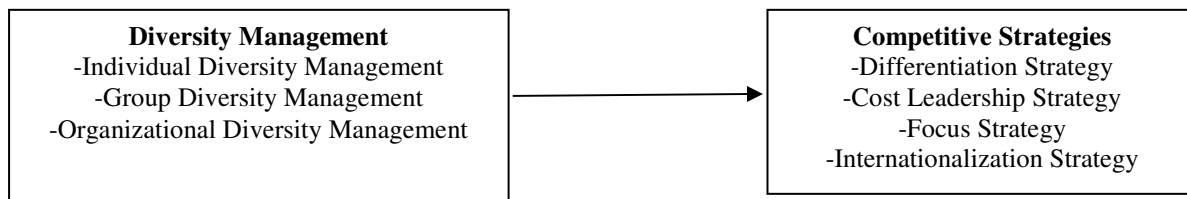


Figure 2: Theoretical Research Model

5.3. The Population of the Research and the Scales

The population of the research consists of individuals working in different sectors (education, finance, information, entertainment, security, counselling, etc.). Survey was applied to the employees for the research. Simple random sampling is used as the sampling method. In a simple random sample, every element of the population is equal to the chance of getting into the sample. Therefore, the weight to be given to each element in the calculations is the same (Arıkan, 2004:141). Since the total number of employees in the surveyed sectors is not known precisely, the size of the population has been accepted as 100 million. While it was enough to reach 384 employees (Yazicioglu and Erdoğan, 2004: 50) in the calculation of the sample, 501 employees survey was applied. The Measure of Diversity Management measure used in the research is the measure developed by Bean et al (2001). This scale consists of 14 questions consisting of individual, group and organizational dimensions, each containing five different expressions. The Competition Strategy scale is a measure of 20 questions generated by Nayyar (2004).

6. Research Analysis

6.1. Socio - Demographic Features

The socio-demographic characteristics of the employees included in the study are shown in Table 2 and can be summarized as follows: 44.9% of the 501 employees were female, 55.1% were male; 55.9% were single and 44.1% were married; education level of 14,3% were primary school and high school graduate, 58,7% associate degree and bachelor degree, 27% master degree and doctorate degree; 21,3% between the ages of 18-30, 45,1% between the ages of 31-40 and 35,6% over the age of 40 years. Professional experience 30,7% is between 1 and 5 years, 25,10% is between 6-10 years, 13,6% is between 11-15 years, and 24% is 16 and over years.

	Variables	Frequency	%
Sex	Female	225	44,9
	Male	276	55,1
Age	18-30	107	21,3
	31-40	226	45,1
	41 and over	178	35,60
Marital Status	Single	280	55,9
	Married	221	44,1
Education Status	Primary - High School	72	14,3
	Associate and Bachelor's	294	58,70
	Masters - PhD	135	27,00
	lower than 1 year	33	6,6
Job Experience	1-5 years	154	30,70
	6-10 years	126	25,10
	11-15 years	68	13,6
	16 years and over	120	24,0
Employee number	between 1-49	192	38,3
	between 50-99	112	22,4
	between 100-499	93	18,6
	over 500	104	20,5

Table 2: Demographic Data

6.2. Analysis

First, factor analysis was applied to variables in the study. The resulting factor loads and variances for the variables are shown in the following tables. In the factor distribution, the Kaiser-Meyer-Olkin (KMO) test was performed to measure the sample adequacy. A KMO rate more than 0.5 indicates that the suitability level of the data set is high for doing factor analysis (Durmuş et al., 2012: 54). Reliability of the scales indicates that if Cronbach alpha is higher than 0.60 the reliability is also high. (Durmuş vd.,2012:35). The factor and reliability analysis of the perception of diversity management in this direction are the results obtained in Table 3.

		Factor Loading	% Variance Explained	Cronbach alpha
	Perception of Diversity Management			0,747
	Factor 1: Individual Diversities		37,631	0,743
1	I have a reputation in this workplace	0,532		0,727
3	I have been exposed to discrimination, harassment and bullying by other people	0,788		0,717
5	I have been treated fairly on education, career, promotion	0,759		0,724
6	I find workplace diversities positive	0,573		0,716
7	I have problems due to diversities (gender, district, culture)	0,768		0,708
8	Respecting diversities affect the organizational commitment	0,872		0,724
9	Respecting diversities affect work productivity	0,778		0,741
13	Employees are free in planning and managing their work.	0,857		0,726
	Factor 2: Group Diversities		11,837	0,721
4	I feel like I belong to a group	0,61		0,739
11	In my workplace, my managers include every member of the group in problem solving	0,804		0,702
	Factor 3: Organizational Diversities		10,884	0,704
2	I hear jokes on people's gender, region, religion, disability in my workplace	0,739		0,703
10	In my workplace managers treat everybody equally disregarding diversities	0,824		0,698
12	In my workplace superiors' management, clearly/supports equal opportunity, preventing discrimination and diversity management	0,855		0,706
14	In my workplace managers prevent any kind of discrimination (race, gender, fellow)	0,782		0,707
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy =0,884			
	Chi-Square Bartlett's Test=2747,808			

Table 3: The Perception of Diversity Management and Reliability Analysis

Two questions from the questions of the diversity management variables are inverted (questions 2 and 7) and so they were analyzed while considering the situation. In this context, as shown in the table, the diversity management is divided into three factors. The naming of these factors is the management of individual diversities, the management of group diversities, the management of organizational diversities which are named as in the literature.

Factor and reliability analysis table for competition strategy and sub-dimensions are also included. Question 5, which has a low factor load (creating more competitive advantage than running more advertising or sales promotion activities than competitors), has been removed from the analysis.

		Factor Loading	% Variance Explained	Cronbach alpha
	Competitive Strategy		55,399	0,952
	Factor 1: Differentiation Strategy		24,142	
1	The distribution channel members such as Wholesalers and Retailers create competitive advantage to operate effective control according to their competitors	0,792		0,951
2	New product/service design and development made more effectively than competitors create competitive advantage for our business	0,789		0,952
3	Providing better customer service than competitors creates competitive advantage to our business	0,777		0,951
4	Creating a new product/services faster than competitors creates competitive advantage for our business	0,773		0,949
	Factor 2: Cost Leadership Strategy		9,145	
6	Offering similar quality product/services with lower prices than our competitors creates advantage	0,759		0,951
7	Supplying and using raw materials at a lower price than competitors creates competitive advantage	0,755		0,952
8	Supplying required capital at a lower cost compared to competitors creates competitive advantage	0,753		0,949
9	Investing in cost reducing production tools compared to competitors creates competitive advantage	0,753		0,951
	Factor 3: Focus Strategy		11,127	
10	Focusing our marketing activities on a specific demographic area compared to our competitors creates competitive advantage for our business	0,752		0,951
11	Production adapted according to the individual customers' preferences creates competitive advantage	0,752		0,951
12	Compared to competitors targeting a specific target customer range creates competitive advantage	0,751		0,95
13	Competing in markets that are not discovered by competitors creates competitive advantage	0,742		0,949
14	Installing and developing more customer commitment compared to competitors creates competitive advantage for our business	0,736		0,949
	Factor 3: Internationalization Strategy		10,897	
15	Entering international markets via export/import creates competitive advantage for our business	0,717		0,951
16	Entering international markets via direct investment creates competitive advantage	0,712		0,952
17	Partnered investment in subjects such as internationalization via technology, consultancy and distribution means (Joint venture)	0,703		0,951
18	Internationalization via merge or/and purchase creates competitive advantage to our business	0,689		0,949
19	Internationalization via licence agreements creates competitive advantage to our business	0,68		0,951
Kaiser-Meyer-Olkin Measure of Sampling Adequacy =0,960				
Chi-Square Bartlett's Test=6162,450				

Table 4: Factor and Reliability Analysis of Competition Strategies

After the factor analysis of the variable of competition strategies, the factors of competition strategy developed by M.Porter in the literature are given differentiation strategy, cost leadership strategy, focus strategy and internationalization strategy names.

In order to analyze the relationship between the variables, regression analysis was performed to determine the correlation and the direction of the relationship. Correlation analysis results are given in table 5.

Variables	A	1	2	3	B	1	2	3	4
A- Diversity Management	1,000								
1- Individual diversity man.	0.678	1,000							
2- Group diversity man.	0.647	0.599	1,000						
3- Organizational diversity m.	0.682	0.541	0.583	1,000					
B- Competitive Strategy	0.437	0.436	0.392	0.436	1,000				
1- Differentiation Strategy	0.432	0.422	0.419	0.423	0.419	1,000			
2- Cost Leadership Strategy	0.421	0.418	0.411	0.412	0.692	0.702	1,000		
3- Focus Strategy	0.423	0.424	0.398	0.397	0.699	0.700	0.699	1,000	
4- Internationalization Strategy	0.422	0.397	0.409	0.435	0.701	0.703	0.704	0.745	1,000

Table 5: Correlation Analysis between Diversity Management and Competition Strategy

A correlation analysis revealed that there is a significant relationship (0.437) between diversity management and competition strategy. From the sub-dimensions of the diversity management, it is seen that the focus strategy (0.424) is more effective than the others that there is a significant relationship between the management of individual diversities and the sub-dimensions of competition strategies. It is seen that the sub-dimension of group diversity management and competition strategy is more effective than the other (0.419) and that the management of organizational diversities is more effective in the internationalization strategy (0,435) than the others. These results can be interpreted as the management of individual, group and organizational diversities should be seen as a strategy of organizations and that organizations should be more interested in this issue in order to gain superiority over their competitors. After the correlation analysis, regression analysis was conducted to reveal the level of explanatory and effective level of the relationship between the perception of diversity management and the competition strategies. The result of the regression analysis is shown in Table 6 which revealed that there is a significant correlation between diversity management and competition strategy (p = 0.00) and the diversity management perception explained the competition strategies by 24.9%.

	Competitive Strategy	
	Beta	t (p value)
Diversity Management	0,437	0.00
F	117,517	
R2	0,249	

Table 6: Regression Analysis between Diversity Management and Competition Strategy

	Differentiation Strategy		Cost Leadership Strategy		Focus Strategy		Internationalization Strategy	
	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)
Individual Factors Management	0.422	0.00	0.418	0,001	0.424	0.00	0.397	0.00
F	118.421		117.752		121.023		116.112	
R2	0.248		0.251		0.247		0.244	

Table 7: Regression Analysis between Individual Diversity Management and Sub-Dimensions of Competition Strategy

	Differentiation Strategy		Cost Leadership Strategy		Focus Strategy		Internationalization Strategy	
	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)
Group Diversities Management	0.419	0.00	0.411	0.003	0.398	0.00	0.409	0.00
F	116.112		114.11		116.147		112.01	
R2	0.248		0.246		0.246		0.247	

Table 8: Regression Analysis between Group Diversity Management and Sub-Dimensions of Competition Strategy

	Differentiation Strategy		Cost Leadership Strategy		Focus Strategy		Internationalization Strategy	
	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)	Beta	t (p value)
Organizational Diff. Management	0.423	0.00	0.412	0.00	0.397	0.00	0.435	0.00
F	118.423		114.11		116.147		112.01	
R2	0.248		0.246		0.246		0.251	

Table 9: Regression Analysis between Organizational Diversity Management and Sub-Dimensions of Competition Strategy

Relationships between management of individual, group and organizational diversities and competition strategy are shown in Tables 7, 8 and 9. According to the results of the analysis, it is determined that management skills of all the diversities affect the determination of organizational strategies such as differentiation, cost leadership, focus and internationalization. The research model explaining relationships and interaction is shown in Figure 3.

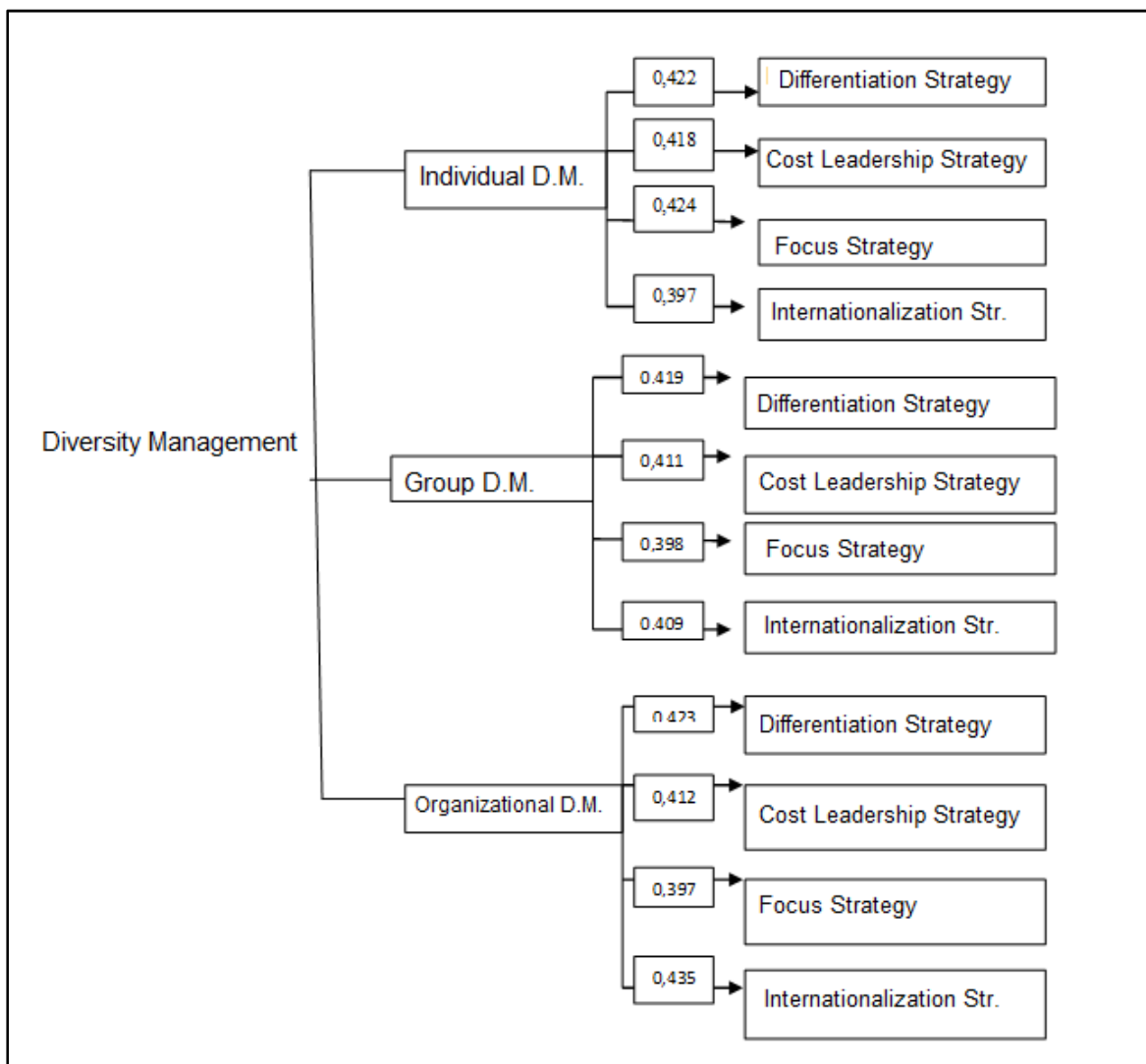


Figure 3: Modified Research Model

All the dimensions of the all diversities management capabilities explain the differentiating strategy at the same level ($R^2 = 0.248$). It is foreseen that organizations will improve their business performance by adopting a differentiation strategy, which will improve their ability to create advantages in the context of innovation when they make the diversity management a conscious organization process.

The explanations of the cost leadership strategy of managing individual diversities are higher than the management of the other two diversities ($R^2 = 0.251$). As the cost-minimization of organizations aiming to become cost leaders is emphasized in the literature, Rosevite Thomas (2005) emphasizes that labor productivity, such as ethnicity, religion, gender and culture, as a result of globalization, will increase operational efficiency.

It has been observed that organizations that adopt the focus strategy are exposed to higher levels of individual diversity in management abilities. ($R^2=0,247$). This can be interpreted as a way of facilitating the businesses' orientation towards specific market segments, which can benefit from their own diversity of work force, thus making it possible to recognize new customer demands and needs through their own labor diversities.

The organizational diversity management explains the strategy of internationalization at a higher level. ($R^2=0,251$). It is foreseen that international organizations try to create competitive advantage by applying management policies of organizational diversities such as equality of opportunity and preventing the discrimination in order to use the global workforce more effectively.

5. Conclusion

The diversity management is a process that covers the collective structure and policies. It has become a requirement in the Information Age for people to be able to transform all the diversities into values that will result in the success of the business, to give a meaning for multiculturalism as a competitive advantage in corporations, and to utilize the diversity as a wealth and power element for organizations.

Within the framework of resource-based approach, organizations' resources and skills are as important as external environmental factors in their strategic planning process. Over the past 30 years, the workforce has been seen as the most important element of the assets and capabilities that have organizations make a difference as intellectual capital. It is relatively easy to manage a workforce that

has a homogeneous structure. However, the main difficulty is to manage the workforce that has diversities, to be able to find them in common places and to reduce conflicts as much as possible (Tozkoparan-Vatansever, 2011: 90). The diversity management as a field to create a way for employers to transform their diversities into strategies that will lead to organizational richness and thus competitive advantage will lay the groundwork for resolving the conflicts arising from the structure and effort that are trying to keep each and every one of the standard management concepts within a uniform / specific pattern. A business that can recognize the diversity of its employees as an asset and respect these diversities as an element of organizational culture will serve not only to create an ethical management style but also to maintain its existence. In this context, diversity management arises as a new approach that global economies, in which changes and transformation are constant, need in many ways.

Acceptance and appreciation of diversities enable people to work without feeling pressured, and thus can positively impact performance measures such as organizational commitment and succession, employees' efficiency, and productivity. Today where approaches that support especially disabled workers and women workers to be involved in socio-economic life are perceived in proportion with education and cultural level, this approach has become a matter of respect for human rights, which is a legal aspect rather than social responsibility. In addition to demographic diversities, with these new management approaches emphasizing diversities through similarities, there are also many included areas such as the personal talents of the employees, the cultural heritage they are carrying and the richness they bring from their social lives; and thus, it is tried to make conclusions that will result in organization through diversity management. In order to achieve all these developments in a coordinated way, it is necessary to understand that the diversity management is a process, and thus to apply these consciously by transforming the organization into appropriate strategies in the direction of its goals.

It is a management approach that can be sustained based on management, acceptance, valuation and respect for the diversities that need to be defined as a kind of mutual win-win approach by creating equal opportunities for all individuals and units that are stakeholders for the organization and ensuring positive behaviors for each partner. The structure of business life necessitates that the situation should be seen as an opportunity for the development of organizations rather than creating a chaotic environment from the inevitable diversities already in the organization so that the diversities exist both together and in harmony so that new ideas and creativity, and should be regarded as a factor strengthening competition strategies. The evaluation of individual, group and organizational diversities in a way to make a high use of employee potentials and the subsequent development of new policies on diversity should be an important part of the global competitive strategies.

Managing diversity in a way that contributes to the development of individuals and businesses, depends on the presence of visionary managers and the vision of the company in the light of this manager, which can accurately position the diversity management within competitive strategies, transform diversities into effective and productive success This study contributes to the literature by being the first to use the human resources diversities, intentionally or unintentionally, during the organizations' strategy determination and to evaluate the relationship between the managerial choice and the managerial ability to manage this diversity.

The remarkable results of the study are as follows:

-Management of individual diversities is about the ability of individuals to manage innate diversities among themselves. This sub-dimension points to cost-oriented organization structures and businesses that serve a certain market where competition is more intense, such as textile workshops. In our study, the explanations of the cost leadership strategy of managing individual diversity are higher than the management skills of group and organizational diversities ($R^2 = 0.251$), this situation reinforces the prediction that utilization of workforce diversity will increase efficiency in achieving cost minimization.

-Again, the management strategy of individual diversities reveals the focus strategy to be higher ($R^2 = 0.274$). In this case, entry into new market segments can be anticipated to be favorable for the organizations to be positioned so that all its stakeholders can respond to their constantly renewed and varied demands and needs. At this point, it is possible to gain competitive advantage in terms of innovation and change since communication that can be established more effectively with stakeholders can ensure that the trends prevailing on the market and the expectations of consumers are realized more clearly and quickly. It is also predicted in this study that the businesses will be able to contribute to the strategic issues with their diverse work force to the ability to increase customer value and innovate, especially in recent years. Highly important strategic arguments, such as generating value for all stakeholders, giving the right messages to influence consumers' purchasing decisions, and creating a common vision, can be turned into advantages by properly managing the individual diversities in the organization. The ability to adapt quickly to innovations, as well as the rapid acceptance of customer requests, can bring the business to a privileged position with a strong and competitive position in the eyes of its customers. In addition to all these, by managing individual diversities, we can foresee that businesses that follow the focus strategy will also provide benefits that will allow them to increase their activities in larger geographical areas at the same time.

-It should be examined separately whether this is done consciously or unconsciously in this process. While organizations based on consciously designed diversities are expected to benefit from this process strategically, it is estimated that this spontaneous process is a result of organizational strategy as it is similar to a strategy in cost leadership. It is suggested for future studies that the research with this direction should be repeated considering these variables.

-Differentiation strategy points to innovative oriented organizations, in this sense, both organizations have consciously adopted the strategy of benefiting from the diversity management in both election and management senses.

- In organizations that have adopted the globalization strategy it has been observed that the rights of individuals are protected in the organization dimension as a requirement of legal sanctions and management procedures in order to manage the diversity of the workforce. In our study, the management of organizational diversities explains the strategy of internationalization at a higher rate (R^2

= 0.251). Here, we can foresee that international businesses try to create a competitive advantage by implementing an understanding of the management of organizational diversities with an ethical understanding that will create equality of opportunity in the direction of global principles.

-As another result of our work; management skills of individual, group, and organizational diversities are effective in determining competitive strategies such as differentiation, cost leadership, focus and internationalization when applied as a process and administered on a managerial basis. Thus, it can be said that the process of diversity management for organizations; need a conscious effort in order to use the diversities for the benefit of the organization as a whole, to obtain common values from them, and to transform all these elements into strategies that can provide competitive advantage.

It is useful to consider the limitations of the research in order to generalize the results of this research. The research has been applied to 501 people working in a developing country, in different institutions and organizations and it is necessary for the research to be applied to people working in other countries and / or in certain sectors and for the generalization of the results by determining the sectoral and country diversities.

As a result, to see the management skills of diversities in the process of creating a strategy as an opportunity and thus to internalize the consensus, tolerance and universal point of view in organizational culture should be the aim of the organizations.

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