Effective Diversity Management Initiatives

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ABSTRACT: Diversity characteristics defines into four areas; personality, internal and external characteristics, and organizational characteristics. Today it is hard to find individuals, organizational and management styles all similar to each other. Twenty-first century leaders face diversity challenges in many arenas and it is a fact that leaders have to live with these diversities. Values affects on the management and organization systems. The global values gain importance and remove the sources of diversities. The leaders believe that the values should be mostly protected. This article focuses on effective diversity management initiatives.

1. Introduction

When World War II ended, the United States was the major country in the world. A significant change has been unfolding in the world during roughly after mid of the twentieth century. Technological advances radically reduced the cost of communication and transportation. Few organizations start out international and multinationals. The role of the physical borders is removed by technologies. The world is becoming globalized, as new blocs and relationships emerge to create a radically different environment.

Today it is hard to find individuals, organizations and management styles all similar to each other. And there are always certain groups in any society that are discriminated against unfavorably due to the prejudices and preconception of the people with whom they have to deal. For this reason, Twenty-first century leaders face diversity challenges in many arenas and it is a fact that managers have to live with these diversities. But the question is "How can leaders and/or managers improve diverse organizations and ensure that they are managed to take maximum benefit from diversity?"

On the other hand, researchers have documented two reasons why implementing diversity in the workplace is difficult. First, human beings prefer working in homogeneous groups. Second, human beings and the organizations to which they belong generally avoid and resist change. (Basset-Jones, 2005: 169-175). Diversity management is doomed to fail if it is instituted in the wrong way or for the wrong reasons. Leaders and/or managers have identified a number of reasons why diversity management typically fails. After that they should find the effective solutions about these diversities. Several scholars claim that diversity as a topic in organizational studies first emerged in the U.S. (Omanovic, 2009: 354). Major Federal laws and regulations enacted in the United States that have had a significant impact on human resource practices and policies (shown in the Table) (Hitt et al., 2005: 547). While results have been far from reaching any consistent conclusion, the interest in diversity has increased rapidly during the last years (Knippenberg et al, 2009: 1008-1022). In the 1980s diversity management was developed as a reaction to the demography of the U.S labor market that is still characterized by diverse human resources with regard to personal attributes such as gender, age and ethnic origin (Osterman, 2008, Edelman et al., 2001: 1613-1614). Since 1990s diversity management has spread in Europe as well as workforce structures become more diverse.

There is no doubt that leaders and managers and those who want to cooperate will work together most effectively if they know the parts they are to lead in any team operation and the way their roles relate to one another. The main goal of the leaders is to organize and manage subordinates in such a way that they are motivated and well-performing. Single-solution management approach will not be successful. Leaders and managers can be successful if they rely on more than one solution or approach.

2. Characteristics of Diversities

Different characteristics can be brought together by diversity management. Diversity management covers many areas of Human Resources. Like social traps, diversity issues (a) often require organization members to make behavioral choices that place self-interest and the interest of others in conflict, (b) often challenge decision makers to manage inconsistencies between the short-term and long-term consequences of the choices they make, (c) may compel choice making without the benefit of explicit knowledge of the conflicts of interests and of the consequences of the choices to be made, and (d) typically involve social issues having substantial societal implications (Bary and Bateman, 1996: 758-759).

Diversity means simply visible and no visible differences of all kinds. But, it is not mean discrimination. Because **discrimination** is the act of treating an issue, person, or behavior unjustly or inequitably on the basis of stereotypes and prejudices (Certo, 1997: 571). It refers to taking specific actions toward or against the person based on person's group (Dessler, 1998: 94, 397). On the other hand, **diversity** is the degree of basic human differences among a given population (Certo, 1997: 565) and each individual is a unique combination of differences, despite apparent similarities (Cockrell, et al., 1999: 358). All defined diversity neutrally or positively. For that reason diversity approaches are (a) internally driven, not externally imposed, (b) focused on individuals rather than groups, (c) focused on the total culture of the organization rather than simply the system used, and (d) the responsibility of all in the organization and not only the personnel function (Torrington and Hall, 1997: 371).

Diversity management has been described as looking at: (a) the mind set of an organization; (b) the climate of an organization; and (c) the different perspectives people bring to an organization due to race, workplace styles, disabilities, and other differences (Reichenberg, 2001: 2). Successful diversity management requires human resources managers to posse's skills in leadership, organizational development, change management, psychology, communication, measurement, and assessment (Kreitz, 2008: 102). Diversity management implies that no argument is dilemma free. Every argument offer, it is possible to find out dilemmas in its solutions. Diversity management is a strategy that is purposed to enlarge and carry on a constructive job environment. It is important to respect for the individual differences among subordinates. Diversity management encourages subordinates to be untroubled with diversity in the job environment. And also diversity management should develop appreciation for differences in gender, race, ethnicity, intelligence, sexual orientation, culture, nationality, religion, marital or parental status, position, department, union/nonunion in the environment.

Generally, researchers define diversity characteristics into four areas; personality (e.g., traits, skills, and abilities), internal characteristics (e.g., gender, race, ethnicity, intelligence, sexual orientation), external characteristics (e.g., culture, nationality, religion, marital or parental status), and organizational characteristics (e.g., position, department, union/nonunion) (Digh, 1998: Simons-Welburn, 1999:111-121).

Personality is the set of distinctive traits and characteristics that can be used to compare and contrast individuals (Michael, 1989)). The first element in an organization's environment is individuals. Individuals determine the availability of other resources to the organizations. Individual differences are set of unique factors that differentiate people from one another (Moorhead and Griffin, 1989: 75). While well-adjusted personalities are highly valued by most groups, personal adjustment is not an efficient predictor of diversity. Everybody is expected to look after his or her own individual interest and may be the interest of his or her close relatives. Personality is a total accumulation of decisions throughout our lives. Personality refers traits, skills, and abilities.

Trait; is a characteristic or property of object. There are three broad types of trait which the literature has addressed. First, there are physical factors such as height, weight, physique, appearance, and age. Second, researchers have examined ability characteristics sufficient, fluency of speech, scholarship and knowledge. Third, a range of personality features have been examined. These have increased conservatism, introversion-extroversion, dominance, personnel adjustment, self confidence, interpersonal sensitivity and emotional control (Bryman, 1993: 2). Trait is a major element of human personality and primarily interests habitual patterns of behavior, though and emotion. Trait considers individual qualities and characteristics that differentiate people from others.

Skill; refers talent. Skill is the learned capacity to execute pre-designated results. Skill can be disclosure general and specific talents. General skill would include common talents, whereas specific

skill would be useful for a certain talents. Skill usually requires specific situations to evaluate the level of skill being used. For instance, management requires skill in planning, leading, organizing, and controlling, rather than technical excellence for general management performance (Allen, 1958: 16). Skill demands a variety of different activities in carrying out the work. It requires people with the skills to manage leaders and/or managers should develop and acquire new skills where appropriate. Different works often require different skills.

Ability; is the quality of being able; physical and mental power to perform. Ability is also influence how we behave and perform (McCormic and Tiflin, 1974: 136-174). Even the most highly motivated person will not perform well unless he or she also has the ability to do the job. There are many types of abilities. Mental abilities include intelligence and its building blocks, such as memory, inductive reasoning, and verbal comprehension. Psychomotor abilities include dexterity, manipulative ability, eye-hand coordination, and motor ability (Dessler, 1998: 397). General abilities that all people have, specific abilities may improve through education, training, and experience. Benefiting from individual difference in abilities is important for the leaders and/or managers in order to manage their society and organizations.

Internal characteristics; leaders and/or managers values and cognitions are formed by the many internal factors, such as gender, race, ethnicity, intelligence, sexual orientation, etc.

Gender; is the characteristics that are seen to distinguish between male and female. Men and women are sexual beings. Our sexuality is a central part of our personality. Everybody has sexual desires, anxieties and fantasies (Sims, et al., 1996:295). Gender is widely recognized as important to international arenas. A person's gender has legal significance. Gender is also indicated on government documents, and laws provide differently sex. Understanding of the different roles and expectation of the sex within the community is important to gender-equality. But some researchers think that it may be that the benefits of gender diversity in particular are more fully realized when the breadth of perspectives imbued in a diverse management group benefit not only the top management-led strategic decision-making process but also the strategic implementation phase in which middle managers are primarily involved (Dwyer, et al., 2003: 1010). Important differences between men and women will affect their job performance. But categorizing genders into social roles creates binaries.

Race; refers to categorization of people into populations or definition of groups on the basic inheritance characteristics. Scientists identify links between social definitions of race and genetic heritage according to their ancestry. Skin color or facial features are routinely used to divide people into races. Sometimes similar physical characteristics can be quite different genetically (Bamshad and Olson 2003: 3). The concept of race may change according to cultures of countries. For instance race is used in definition of people (e.g. white, black, etc.) in the US, whereas it describes only to a few territorial species in most of the European countries.

Ethnicity; ethnic group as a collection of people considered both by themselves and by other people to have in common one or more of the characteristics as religion, racial origin, national origin, language and cultural tradition. Thus ethnic group is any social category of people who have common culture that sets apart from others in society (Husain, 1996:16). An ethnic group cannot exist without people who identify with the group as members in it, either symbolically or as part of a corporate group. People identify with an ethnic group because of shared cultural patterns and traditions and they define group boundaries by participation in these patterns and traditions (Martin, 1999: 112). Identified heritage may be based on assumption of family, relative, history, religion, language, geography, nationality or all of these.

Intelligence; is creative and verbal ability, including judgment, reasoning, and thinking capacity (Mondy and Premeaux, 1995: 348). Intelligence as the relative ability to profit (learn) from exposure, explaining that some people need to be exposed many times to comprehend material that others grasp quickly; reflects differences in the ability to deal with cognitive complexity (to process complex information); indexes relative probability of (not) making cognitive errors (Gottfredson, 1997:6). All conceptions are helpful in explaining concretely how differences in intelligence produce diversities in managing, decision making, and success and failure in many tasks.

Common sense tells us that there ought to be a very high relationship between a leaders or managers intellectual ability and his or her performance in directing a group (Fiedler and Garcia, 1987: 43). Intelligence ability is important for being leaders and/or managers but not clearly one of the main criteria for selecting and promoting managers and executives.

Sexual orientation; usually categorized as heterosexual, homosexual, and bisexual, is perhaps the most compelling, yet least understood, component of human sexuality (Muscarella, et al., 2001: 394). Sexual exercises reduce the frequency of heterosexual intercourse and decrease the changes of successful growth. Several theories have been advanced to explain this case. In 1993, the Society for Human Resource Management (SHRM) made what was for the time a bold move: it included sexual orientation in its nondiscrimination statement (Board Votes Commitment to Diversity Initiative, June 1993). On the other hand in many countries, lawsuits have been brought claiming that gays and lesbians violate the religious accommodation requirements. While many people understand that racial and ethnic stereotypes are off-limits, it is not unusual to hear comments that are derogatory about gays or lesbians (Henneman, 2004:11-26). Sexual orientation may be included in antidiscrimination policies. Clearly leaders and/or managers should know that a single theoretical approach cannot disclosure a phenomenon as complex as human sexual orientation.

Internal characteristics are important for leaders and/or managers for decision making. Some researchers assume that the elements of internal characters as racial and ethnic diversity can be experienced possible positive outcomes such as: increased information, enhanced problem solving ability, constructive conflict and debate, increased creativity, higher quality decisions, and increased understanding of different ethnicities/cultures. Another underlying assumption is that surface-level diversity such as race is indicative of deeper-level differences, such as cognitive processes/schemas, differential knowledge base, different sets of experiences, and different view of the world (Shore, et al., 2009: 118). Recent studies indicate that racial and ethnic diversity can be leveraged to improve performance, contingent on the presence of certain leader characteristics, management practices, and strategic positioning (Dreachslin et al., 2004: 965). But the main purpose of the leaders and/or managers is to ensure that subordinates have an equal opportunity of getting a job or being promoted at work, regardless of gender, race or ethnicity.

External characteristics; leaders and manager's values and cognitions are also formed by the many external factors, such as culture, nationality, and religion, marital or parental status. Cross-cultural interactions bring together people who may have different patterns of behaving and believing.

Culture; is the shared set of beliefs, values, and patterns of behavior common to a group people (Schermerhorn, 1996: 39). Every society has its own specific culture, or socio-cultural systems. Culture consists of customs, ideas, rituals, ceremonies, symbols, taboos, language, tactics, techniques, and way of lives. It has crucial role in organization and society evolution. If the culture of organizations and societies is not right, the new ideas will not be able to be exploited effectively unless, of course, they fit neatly into the existing organization's formal and informal structures (Lloyd, 1994: 19-25). Culture can be defined as the characteristic of values, norms, and traditions that organizations, society, and countries share. Strong culture emphasizes considerable pressure on societies to conform. If anyone works or visits foreign countries, cultural differences exist. Because a personnel attitudes, values, norms, ideals are greatly influenced by the culture in which individual lives.

Nationality; is membership of a nation. Nationality is important for at least three reasons. These are political, sociological and psychological. First, nations are political units, rooted in history, with their own institutions, forms of government, legal systems, labor and employer' association systems. The second, nationality is sociological because it has a symbolic value to citizens. The third, nationality is psychological because thinking of people is an effect of early life experiences in the family and later educational experiences in schools and organizations, which are not the same across national borders (Hofstede, 1996, 244). Nationality can be regarded as a Proxy for executives' cultural values and cognitions. Diversity in national backgrounds of leaders and/or managers can be considering a Proxy for the actual diversity in cultural values and cognitions. Thus national diversity can serve as an important source of understanding of cultural and organizational differences across borders. National diversity at the leaders and managers level increases the organization's ability to overcome the liability of foreignness in the internationalization process and to establish legitimacy in foreign country and/or environment (Greve et al., 2009: 214-215). Nationality can be acquired by being born within the terrain, or by inheriting it from ancestor. Generally represents the status of belonging to a particular nation. Nationality can be understood as an ethnicity in most countries. And also citizenship is often used in a nationality.

Religion; is a set of beliefs. Religion is very important for most of the people who leave on the earth. It is a major influence on many people's lives, and its impact to business practices regarding dress, food, and interpersonal behavior. Religion can also be the source of ethical and moral teaching, with associated personnel and institutional implications (Schermerhorn, 1996: 41). Most of the people and researchers believe that solving religious diversity is not easy. But, toleration can solve religious diversity. Leaders and/or managers may allow individuals to believe what they want to believe.

Marital or parental status; indicates whether the individual is married or not. Every known human society has some form of marriage. In every complex society governed by law, marriage exists as a public legal act and not merely a private romantic declaration or religious rite (Bonfield, 2001: 2). Although marriage remains an important feature of most societies, nowadays people are living longer, marrying later, and choosing to live before marriage in advanced countries. Judgment was made over five categories of people: married, divorced, step-mothers/fathers, never married, people in general. This status effects relation between leaders and/or managers and their subordinates in organizations. The leaders and/or managers should pay attention their subordinates or workers marital or parental status.

Organizational characteristics; an organization is a systematic arrangement of people to accomplish some specific purpose (Robbins and Coulter, 1996: 4). People having different characteristics work together and share their daily life in organizations. For an organizational role to exist and be meaningful to people, it must incorporate (a) verifiable objectives are a major part of planning; (b) a clear idea of the major duties or activities involved; and (c) an understood area of discretion or authority so that the person filling the role knows what he or she can do to accomplish goals (Urwick, 1944: 38). The underlying goal of diplomacy is to use diversities to the organization's advantage; however, problems arise within organizations when their goal is to maintain statistical parity instead of capitalizing on their diverse workforce (Gilbert and Ivancevich, 1999). Like individuals, organization has values and norms which inevitably influence the behavior of the people who work in them. One of the major reasons for conflict in organizations is that people do not know and understand their assignments and those of their subordinates. The relations between the groups are the conflicts to be solved by the leaders and/or managers. Organizational characteristics refer positions, departments, and unions/nonunion.

Position; refers to a particular location in an organization. Position is a mainly hierarchical concept of subordinates in organizational structure. Position can be structured in many different ways. But every managerial position should be defined. As jobs are analyzed, duties and responsibilities are brought into focus and areas of overlapping or neglected duties come to light. Forcing people to consider what should be done and who should do it is more than worth the effort. Further benefits of position descriptions include the guidance they provide in training new managers, in drawing up candidate requirements, and in setting salary levels (Weihrich and Koontz, 1994: 330-331). Position descriptions have many benefits. Position helps to chain in command, to check the errors where it was happened, and to take the corrective actions. Positions define the formal relationship and use of people in organizations. Not only beneficial for organization but also for subordinates faith.

Department; designates a distinct area, division, or branch of an organization over which a manager has authority for the performance of specified activities (Weihrich and Koontz, 1994: 246). Like the organization of which it is apart, a department should try to maintain itself as a profit center. Any socially responsible decision that reduces the level of benefits may threaten the department liability. Every organization structure indicates how departments are tied together along the principle lines of authority. Department is devices to distribute power, to make think predictable, and minimizes ambiguity in organizations.

Union/nonunion; is an organization of workers who have come together to accomplish shared aims. Union is organized a specific department of skilled members. Union is a vehicle by which employees act collectively to protect and promote their interests. For employees who are members of a labor union, wage levels and conditions of employment are explicit articulated in a contract that is negotiated, through collective bargaining, between representatives of the union and the organization's management (Robbins, 2003: 507-508). Union protects to workers right against to employer, and bargains with the employer on behalf of the union members such as work rules, hiring, firing, benefits, policies, procedures, safety, and salary. Union law varies from country to country. In many countries

union is tightly linked with political parties, and most of the time is engaged in wide social and political struggle.

3. Values in Diversity Management

The universal values causing globalization make up diversities in the managerial and organizational perspectives. The importance of institutionalization and true organizational formation is realized. The multinational companies and international organizations gain much importance and the role of the global market becomes greater. The changing and developing structure of the global economy changes the trade perspective. The uniting and taking over of organization become an obligation. The international organizations and multinational task forces that are the result of globalization fulfill their activities without depending on the country borders. Cooperation and group work in the missions gain more importance since the national and cultural values of the countries are different. As the international relationship begins to have priority, the values gain importance. Furthermore, leaders and/or managers are affected by the opposite opinions and diversities, such that globalization works for the ambitions of the developed countries. On the other hand there is a general belief that the undeveloped countries and/or organizations are confronted with losing their own values and cultures when they related with the developed countries. But the undeveloped countries have no choice other than giving up or changing their national objectives. For this reason, the leaders believe that the values should be mostly protected.

Values are the basic beliefs that are the personal or social preference of the final condition of a specific behavior style or existence to the final condition of an opposite behavior style or existence. They consist of the critical elements including an individual's thoughts about what is true, good or acceptable. Moreover, people also hold different beliefs and adhere to different value systems. Their philosophies may diverge, or their ethical values may lead them in different directions (Newstrom and Davis, 2002, 263). From an organizational viewpoint, values are form and shape the corporate culture over time and provide signposts for acceptable behavior of internal and external stakeholders (Henry, 2008: 15). The values are facts to be applied carefully for achieving the objectives.

Generally, individuals work for their own interests first. Although the managers know this fact, they want the subordinates to work for the success of their objects. Yet, it is the managers' duty to balance the two interest groups' wishes and to create conditions which will raise the rate of success. The managers should become aware of the poverty of the subordinates and to improve methods that causes of satisfaction and dissatisfaction. Individual satisfaction is an individual's positive or negative feeling about the value that was received as a result of using a particular object's offering in specific use situations. This feeling can be a reaction to an immediate use situation or an overall reaction to a series of use situation experiences (Woodruff and Gardial, 1996: 20). The managers believe that the organizational values such as devotion to the organization and belonging influence the decision-making process, the basic values such as team spirit and group work should be protected. Values are communicated in organizations by vision, job description, policy pronouncements, and meetings. They should give equal importance to the expectations of the organization and the inferiors.

The interaction of managers and their subordinates with the environment outside the enterprise, but the effective managers may deal with the inside environment, such as organizational nationalism. The managers try to create organizational nationalism by supporting more the service they maintain for public than the profit the organizations get. The managers try hard to make people be proud of being an employee of their organization. It is essential for managers to identify people with the organization they serve and make them organizational nationalist. That is one of the reasons of the multinational organizations' should be institutionalization. The institutionalized organizations include the systems having specific rules which is related with international acts and not giving permission for anyone or organization to do whatever they want. For instance, pay, opportunities for promotion, the nature of the work itself, policies and procedures of the organization, and working conditions are major organizational factors about which employees form of attitudes (Moorhead and Griffin 1989: 88). The institutionalization helps to determine the behavior which subordinates displays. Serving the individuals is prior to serving organization.

As it's known that the management in the armies is one of the main and important examples. The leaders, who are soldiers in the army of the country, give priority to the national values and support that the national interests are more important than the individual interests. The word of soldier

includes as a beginning of the letters is Salute, Obedient, Leadership, Diversity, Initiative, Empathy, and Rank. Letters of soldier are mostly the dimensions of values of the army. These values are backbones of the armies. In addition most of the armies have some special basic values and they train the personnel in the light of these values. For instance, in the United States Military Academy, West Point, the Duty, Honor, and Country concepts are thought as basic values and the training, education, and exercises take place in the frame of these values. The leaders try hard to make their soldiers be proud of being a citizen of their country.

Nowadays, armies fulfill their missions, as a Task Force Units, under the framework of the United Nations (UN) or North Atlantic Treaty Organization (NATO) in economically and socially undeveloped countries, like Somalia, Iraq, and Afghanistan where are most critical and dangerous regions in the world. Task Force Units are established by the armies that are members of the UN and NATO. Task Force units like multinational companies and international organizations. Additionally most of the developed countries consider such missions as an activity providing employment for their countries, since UN and NATO afford the necessities of the units and personnel participating in the missions. They have units to be used only in peace keeping and peacemaking missions. During these missions they conduct the activities such as armed conflicts, controlling, patrolling, and searching. Soldiers mostly fulfill the missions in the peace keeping and peace making operations. These are based on humanitarian aid such as the restoration of the religious or cultural places or the evacuation of injured or sick people. While the leaders in combat units are faced with the negative situations in the mission area, the leaders in the peace keep and peace making operations feel the moral satisfaction of the same mission and are supported more by the local people. For this reason soldiers in the combat units have negative opinions when compared with the soldiers in the peace keeping and peacemaking units and they do not want to interact with the people from different cultures. Partnership for Peace unit's leaders has a positive attitude as they are not under the effect of the enemy in relation to the leaders in fighting units.

In UN and NATO missions soldiers have a chance to compare the cultures and values conditions of these countries, where they served, with their own countries. This comparison can cause the soldiers to be affected more positively or negatively. It has been observed that the armies suffered heavy casualties due to the fact that they do not respect to the local people's values. People can take every risk to protect their values. It's known that the most dangerous weapon is a man who has self confidence against his values. All leaders and/or managers have set of values which affect their decisions even the values are not the same for them.

4. Loyal to Universal Criteria and Tolerance

Diversity management theoretical voices begin with a mentality of toleration. Yet toleration must be supplemented by a meta-theory that accounts for choice making at the level of methodology practice. Toleration must allow for comparison between theories through some form of argument. At the same time it must be recognized that comparison itself requires defining criteria to affect comparison as a basis for and as part of choice making. When a methodological choice is made by interventionists, it is vital that they hold a definite theoretical image in mind directly informs the action (Hood and Romm, 1996: 54).

As required by the nature of humans and the structure of the organizations, diversity is a fact that leaders and/or managers face with every time and has to live with. It is difficult for individuals to change their diversities as they are generally innate. But diversities may be removed by creating universal criteria and tolerance. Criteria may both be national and international or consist of standards required for the worldwide associations. Another way for removing diversities is to behave equally, in other words without exception in management. European Union (EU) and NATO are a good example of the unities resulted from globalization, standards required for removing diversities and management without exceptions. The European Union clash of cultures, languages, and politics has been expressed on a business level as a gauntlet of regulations and tariffs designed to protect each nation's firms from foreign competitors (Stoner and Freeman, 1992: 129). Since the life standards of the EU member countries are high, many countries wish to be a member by making concessions from their national values.

In the same way, NATO's essential purpose is to safeguard the freedom and security of all its members by political and military means in accordance with the principle of the United Nations

Charter. The Alliance has worked since its inception for establishment of a just and lasting peaceful order in Europe based on common values of democracy, human rights and the rule of law (NATO Handbook, 1999: 23). Partnership for Peace missions, the basis of the combat rules is being successful without using force. But when it is obligatory, the force can be used depending on the right to self defense. The international organizations, under the framework of United Nations, can be listed from the Korea War in 1950 to International Security Assistance Force (ISAF) in Afghanistan in 2010. NATO international task forces are groups in which a lot of different people and cultures come together. International Corporation operates as if entire world were a single entity. Multinational operations are typically extremely huge corporations.

International operations challenges to organizations and its management. When entering new countries or environments, leaders need to cope with local people, institutions, and legal systems that are different from those of the home country and/or environment. Because, (a) humans judge each other on surface-level characteristics, such as race, gender, in the absence of additional information, (b) group membership based on these characteristics implies true similarity or differences between people which then creates the formation of in-group and out-group distinctions, and (c) these judgments ultimately results in outcomes that may have negative effects for minority or out-group members (e.g., lack of mentors, stalled careers, lower performance evaluations) or group productivity (Shore et al., 2009: 118).

The attitudes and behaviors of individuals and countries have diversified since the beginning of the history. The social, cultural, religion, organizational and individual diversities show that there is not a fact common for all people. The values and norms accepted by some people are not accepted by others, also denied. It is not possible to reach an agreement on all of the values and norms that are abstract and different for everybody. There may be a reconciliation of these diversities. This reconciliation can be reached by reciprocal tolerance. The basis of the tolerant management perspective is tolerating the personality, internal and external characteristics and organizational characteristics and also tolerating minority in the groups even though it is difficult for many individuals and countries to tolerate. Worldwide associations can fulfill their missions with tolerance. Tolerance is the basic behavior that may remove the diversity management.

The leaders believe that the universal criteria such as human rights and international law create common values; tolerating the diversities will increase the organizational performance and providing equal chance to the inferiors will the individual performance. The leaders and/or managers can serve in international areas as if they are in their own country thanks to the universal criteria. And also the universal criteria are often one of the life insurances of the workers and soldiers. Criteria are the rules of the game which universal acts, laws, norms, etc. say the society must operate. Universal criteria are most of the times forbid the existence of illegal acts in society.

Today it is seen that during the missions in the countries where there is always war, the countries making religious, nationality, linguistic and racial distinctions cannot be successful, while the ones tolerating the diversities are supported by the local peoples and have little casualty. The universal criteria such as human rights and international law are among the essential elements of the International Organizations, Multinational Task Forces, and Partnership for Peace missions as all leaders know that one day they will need these criteria. Even though the leaders are from different countries, their interests are same. So, the managers internalizing the diversity management of remain loyal to universal criteria and toleration.

5. Conclusion

Diversities facing the leaders and/or managers are generally in the personality, internal characteristics, external characteristics, and organizational characteristics areas. Values affect on diversity management, and the universal criteria should be used by leaders and/or managers for minimizing the diversities in management. Tolerance causes different perspectives in management and has a crucial role in the unity of purpose, the increase of efficiency, and increased productivity. Below are the results for organizations to compose more effective diversity management initiatives.

The personality affects on the success of the management. Leaders and/or managers should apply internal and external characteristics of their subordinates. The organizations should form their structure so flexible as to serve in international arenas, according to the requirements of the universal values, and should prepare themselves so as to serve in the international unities for having a role in the

global world. While the leaders and/or managers are trying to adapt to a global environment, they should take into consideration that one day the international unities may come to an end, and they should take all the necessary precautions against the globalization's effects which cause the disappearance of national objectives and the loss of national values and cultural diversities coming from their history. The leaders and/or managers should give importance to their workers or subordinates' values and make these values overlap with the values of the society, country, and organization. To alleviate the influence of social and cultural diversities on the management process, leaders and/or managers should train personnel according to the universal criteria and values and tolerate their workers, subordinates, and citizens as long as they do not try to change the present systems by force.

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FEDERAL LAWS AND REGULATIONS RELATED TO HUMAN RESOURCE MANAGEMENT		
Act	**Requirement**	**Covers**
Thirteenth Amendment	Abolished slavery	All individuals
Fourteenth Amendment	Provides equal protection for all citizens and requires due process in state action	State actions
Civil Rights Acts of 1866 and 1871 (as amended)	Grant all citizens the right to make, perform, modify, and terminate contracts and enjoy all benefits, terms, and conditions of the contractual relationship	All individuals
Equal Pay Act of 1963	Requires that men and women performing equal jobs receive equal pay	Employers engaged in interstate commerce
Title VII of CRA	Forbids discrimination based on race, color, religion, sex, or national origin	Employers with 15 or more employees working 20 or more weeks per year; labor unions; employment agencies
Age discrimination in Employment Act of 1967	Prohibits discrimination in employment against individuals 40 years of age or older	Employers with 15 or more employees working 20 or more weeks per year; labor unions; employment agencies; federal government
Rehabilitation Act of 1973	Requires affirmative action in the employment of individuals with disabilities	Government agencies; federal contractors and sub-contractors with contracts greater than $2.500
Americans with Disabilities Act of 1990	Prohibits discrimination against individuals with disabilities	Employers with more than 15 employees
Executive Order 11246	Requires affirmative action in hiring women and minorities	Federal contractors and subcontracts greater than $10.000
Civil Rights Act of 1991	Prohibits discrimination (same as Title VII)	Same as Title VII, plus applies Section 1981 to employment discrimination cases
Family and Medical Leave Act of 1993	Requires employers to provide 12 weeks of unpaid leave for family and medical emergencies	Employers with more than 50 employees

Source: Hitt et al., (2005:548)