More Effective Management Perspective by Using Diversities: In The Army Examples

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Abstract

Diversities are seen in personal, organizational and managerial areas. Global thinking affects management and organization systems. Management gives it place to active leadership. Intellectual capital, personal and organizational values gain importance. Global values remove the sources of diversities. The research was prepared with people from foreign countries in the Army to determine personal, organizational and managerial diversities; to reveal the effects of globalization and information; and to make the managers use the diversities effectively. Managers should live and manage with diversities in our century This article focuses on more effective management perspective by using diversities in the army examples.

Key words: army, diversity, globalization, information, management.

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1.   INTRODUCTION

Organizations are groups in which a lot of people come together. In these groups, individuals having different characteristics work together and share their daily life. There are people having different characteristics, cultures and life styles in most organizations. All the workers having different individual characteristics try to reach different target audiences with a different management perspective by working in different organization units. All of these different characteristics can be brought together and made to work in coordination by means of **diversity management.**

Diversity management consists of two basic elements, diversity and management. **Diversity** is the degree of basic human differences among a given population (Certo, 1997:565). Individual diversities are a set of unique factors that differentiate people from one another (Morhead & Griffin, 1989:96), and diversity is defined as the characteristic that separates people and things from each other, separateness, and differentiation. Major common points of diversity are gender, religion, language, race, culture, ethnicity, social class, talent and characteristics. However, there are also diversities in the organizations and administrations that people form to meet their various needs. There is management in every area where there is a collective formation. **Management** is the achievement of organizational objectives through people and other resources (Boone & Kurtz, 1993:214). **Management** is defined as the process of setting and achieving goals through the execution of five basic management functions that utilize human, financial and material resources (Plunkett & Attner, 1992:5). Therefore, management is basically conductive a task through the use of intermediaries. The different methods of management result from the manager himself. Different management styles create different management perspectives.

Management styles are then in fact, a source of diversity. The important thing is to make the organization achieve its objectives by the effective and efficient use of the managers, workers and present resources in harmony. If all people were similar to each other, it would not be possible to talk about diversity management. The common characteristic of all people is their being different from each other. In other words, the thing that causes the diversity is the difference itself. Managers should first understand what the diversity is and then choose appropriate management styles. Managers should know to wear a goodly sewed suit that is fitting well with appropriate accessories. Diversity management is gathering the different characteristics in a common point for the objectives of the organization and to manage them.

2.   METHODS OF THE RESEARCH

A survey about the research was given to the participants of the international military trainning courses for foreigners in the army. The individuals were from different countries, and were

both officers and civilian leaders. The purpose was to try and to determine the individual, organizational and managerial diversities, determining the effects of the globalization and information management on the diversities and making the managers use the present diversities in management and organization. Personal information portion of the survey, the independent variables were found by asking the participants to respond to questions about their sex, age, rank, working hours and branch of military service.

As it is applied in a military environment, approximately 90 percent of the participants were male. For determining the effects of the participants on the management styles and perspectives, **5 age groups** consisting of five-year periods, between the ages of 20 and 40 and the age of 41 and above. **5 rank** groups used in all armies of the world, and **working hours** in the armed forces were formed. Units which will be active during a possible war have been grouped according to military manuals. **Combat** units are Infantry, Mechanized Infantry, Commando, Airborne, Tank and Reconnaissance units whose main mission is to combat. **Combat Support (CS)** units are Artillery, Air Defense, Army Aviation, Engineering and NBC units consisting of components providing operational support to a combat parent unit. **Combat Service Support (CSS)** units are Transportation, Ordnance, Quartermaster, Medical, Personnel, Veterinary, Finance, Band and Other Administrative Service units whose main mission is to support combat units in logistics and personnel. Civilian participants are examined as CSS units.

The terms from 1 to 5 in the application have been answered by a scale. The mode, median, arithmetical average, the standard deviation and P values and the effects of the independent varaibles on Hypotheses are shown in the Table. When the average value of the answers was 3 or above, it was thought to support the hypothesis, and the relation between the independent variables affecting the dependent variable has been examined with the Logistical Regression Analysis to find the crucial factors in the available data.

In the application, as 4 has reached to maximum by being repeated 9 times and is one-mode. It has been accepted as the appropriate limit. The median value was 4 of 9 questions and 3 of 1 question. The Arithmetic average was below 3 of 1 question and was changing between 3.50 and 4.29 at other 9 questions. According to the results of the Standard Deviation values, 3 questions have been found coherent, but 7 questions less coherent, and while deciding whether to accept or refuse a hypothesis, a 0.05 meaningfulness level has been used for P Value calculated and compared with the meaningfulness level. The effects of the independent variables on the dependent variable in the survey questions have been examined and these results have shown that the independent variables have no effect on the dependent variables in the 3rd, 5th and 9th questions. Only the working hours in the 1st, 4th, 7th, and 10th questions, the age in the 6th question, the working hours and branch in the

2th question, and the age and branch in the 8th question affect the dependent variables, however the sex and rank have no effect.

3.   COMMENTS ON HYPOTHESES

To find the sources of individual, organizational and managerial diversitys, to determine the effects of globalization and information management perspective, 3 hypotheses have been formed. When all the 10 questions included in every hypothesis were evaluated as a whole, the factors shown in the Table (Begeç & Saruhan, 2004:266, 269), were found important, examined and evaluated. According to the results it was evaluated whether it supports the hypotheses or not. The independent variables in the questions belonging in the 1st and 2nd hypotheses, working hours, branch, and the age, and in the 3rd hypothesis only the working hours were found to affect on independent variables.

Table: Effects of the independent variables on Hypotheses, and results of the analysis with the Logistical Regression Method

Hypothesis	Que No	Mod	Med	Arith. Average	Standard Deviation	Independent Variables	P Value
H1: The managers are willing to manage the diversities.	1	4	4	4.09	0.97	Working Hours	<0.05
	2	4	4	3.58	0.90	Working Hours Branch	=0.01 <0.05
	3	4	4	3.50	1.09	-	-
	4	4	4	4.04	0.96	Working Hours	<0.05
	5	4	4	3.84	0.75	-	-
	6	4	4	3.95	0.89	Age	<0.05
H2: T The managers applying the diversity management perspective internalize globalization.	7	4	4	3.91	0.80	Working Hours	<0.05
	8	4	3	2.96	1.32	Age Branch	<0.05 <0.05
H3: The managers internalizing the diversity management to use the information management processes more effectively.	9	4	4	4.28	0.70	-	-
	10	5	4	4.29	0.75	Working Hours	<0.05
Begeç & Saruhan, 2004: 266, 269							

The age, rank and the working hours are generally parallel in the armies of the world. There is specific waiting periods in every rank and personnel are promoted when it is their turn. The ones working long periods are usually from old age and higher rank. The civilian participants do not have ranks, so the working periods and the age do not affect each other. The participants from old ages may work short periods. The independent variables of age and working periods have been evaluated

separately; despite this the rank has not been evaluated since it has any effects on the dependent variables.

3.1.   Hypothesis 1 - The managers are willing to manage the diversities: Managers are the people who determine the vision of the organization, apply it and make the workers apply it. The decreases in the number of family enterprises and the appearance of the big international enterprises have introduced the concepts of professional management and professional manager. **Professional management** is a function, a dicipline, a task to be done. **Professional managers** are the professionals who practice this discipline, cary out the functions, and discharge these tasks (Drucker, 1973:6). Yet the managers are mostly affected by the diversities during their tenure and have difficulties. It was understood that the diversities were generally seen in individual, organizational and managerial areas.

Individual diversities generally result from the individuals' different characteristics and can be examined under five titles as the physical, mental, individual characteristics, cultural and demographic diversities. Individual diversities, questions 1 and 2, were affected by the working hours and branches. The working hours reveal the diversities of individual characteristics between the subordinates and cause the managers to be affected by the different individual characteristics of the subordinates. In parallel to an increase in the working hours, the individual diversities begin to have more effect on the workers from higher ranks and benefiting from the individual diversities gains importance. The managers in the CS branch are affected more by their subordinates' individual diversities. The managers in the combat units expect their subordinates to do their jobs with integrity and in a command chain. The missions are mostly physical, and compared with other groups the relations become harder and complicated from superiors to subordinates in a hierarchical order. Despite this, the CS and the CSS units are branches which are mostly based on administrative and technical information and require the use of different information levels during the duty. These units work under the command of the combat units in battle and are directed by them. The relations are often horizontal. For this reason, the managers in these groups are affected more by their subordinates' different individual characteristics than by the participants from combat branches.

The organizational diversities, questions 3 and 4, are generally seen in three areas as structural, functional and among groups. Organization is a systemic arrangement of people to accomplish some specific purpose (Robins & Coulter, 1996:4). The structural diversity in organizations exists in size and legal structures; the functional diversity is created in image, target audience and in cost. There are diversities between the formal or informal groups formed by the individuals having different characteristics in organizations. Working hours (question 4) have affected on the organizational diversities. According to the working hours while deciding the managers

consider how their decisions may affect their departments. As the working hours become longer, the individuals begin to have duties in higher ranks, to manage wider units and departments having complex and various functions. Managers can more carefully study the structural and functional characteristics of the organization and the effects of these characteristics on it. When compared with the managers having short working hours, the managers having long working hours consider more carefully how their decisions may affect the departments.

The managerial diversities, questions 5 and 6, consist of the differences between political systems, power and authority differences, and leadership differences of the managers in the organization. The political systems include the government of the country and the organizations are formed according to the political system the country has. Other areas power and authority diversities result from the managerial diversities of the managers. Power, a much broader concept than authority, is the ability of individuals or groups to induce or influence the beliefs or actions of other persons or groups (Weihrich & Koontz, 1994: 292). Authority is the right to take action, to make decisions, and to direct the work of others (Dessler, 1998:231). Power originates from the authority and differs in the managers' own management styles. The other area where managerial diversities occur is in leadership. Leadership is both a process that managers perform and a property or set of qualities attributed to those managers (Albanese, 1998:473) and involves the motivation, direction, supervision, guidance, and evaluation of others for purpose of accomplishing a task (Fiedler & Chemers, 1984:4). Managerial diversities occur because of the management perspectives of the managers. Important strategy resource that has the ability to create difference may be the managerial diversity. Age (question 6) is effective in managerial diversities. When age was taken into consideration, it was found that managers believe that their leadership perspectives change their decision-making process, but do not believe that it is beneficial for the organization to consider diversities in using initiative. Old military leaders have been managers for longer times compared with the young military leaders. They can apply different leadership styles to their own management process. They have a chance to test the diversities on the units and headquarters under their command. The leadership styles of the individuals do not appear after a short time, they take many years. The managers find the most appropriate management style for themselves after testing different styles.

3.2.   Hypothesis 2 - The managers applying the diversity management perspective internalize globalization:
Globalization became a subject of discussion after capitalism won the war among the two biggest economic systems of the world with this defeat. Universal values causing globalization make up diversities in the managerial and organizational perspectives. Values are form and shape the corporate culture over time and provide signposts for acceptable behavior of internal and external stakeholders (Henry, 2008:15). 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. 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 & Davis, 2002:263). The values are facts to be applied carefully for achieving the organizational objectives.

In time changes and improvements occur in the objectives of an organization. **Change** is any alteration occuring in the work environment that affects the way in which employees must act (Newstrom & Davis, ibit:337). **Organizational development** delibrately shifts the emphasis away from the organization's structure, from technical skill, from wherewithal and results per se, as it diagnoses the organization's ills (Hampton, et all, 1978:765). As a result of globalization, there have been many changes in military areas. For instance, NATO's essential purpose is to safeguard the freedom and security of all its members by political and military means in accordince with the principle of the UN Charter. The Allience has worked since its inception for establishmentnof a just and lasting peacefull order in Europe based on common values of democrasy, human rights and the rule of law (What is NATO, 1999:23). Partnership for Peace missions, the basis of the combat rules is being successful without using force. The force can be used depending on self defense. The armed forces can fulfill these missions with tolerance. Tolerance may be the basic behavior that can remove the diversity management.

In international areas, multi national operations have begun to be performed. The international missions, under the framework of UN, can be listed from the Korea War in 1950 to International Security Assistance Force (ISAF) in Afghanistan in from 2001 to nowadays. International missions are fulfilled by not only military means but also all economic elements. It has been found that working hours (question 7), age and the branches (question 8) have effects on globalization. According to the working hours, the managers believe that the national values and cultural diversities should not be lost during adaptation to globalization, and they defend that the economic, social and cultural borders should be abolished. However, the independent variables do not have any effect. A great majority of the managers were originally soldiers. These individuals mostly participate in the country defense and are deployed to protect national values. But the international unities increase the cultural influence and eliminate the importance and effect of the national powers. This situation causes a clash between the military leaders' mission of protecting the national and cultural values. In spite of the fact that the aim of raising and training civilian leaders is different, they can be affected by the military leaders during joint studies. The majority of the participants support the idea that cultural diversities must be protected since they believe they will not be needed after the unities

resulting from globalization. Their business life will be affected negatively; moreover, they may be unemployed.

The managers have to meet the needs of the employees and to improve methods that causes of satisfaction and dissatisfaction. Subordinate satisfaction is a subordinate's positive or negative feeling about the value that was received as a result of using a particular organization's offering in spesific use stuations. This feeling can be a reaction to an immidiate use stuation or an "owerall" reaction to a series of use situation experiences (Woodruff & Gardial, 1996:20). 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 attitutes (Moorhead & Griffin, 1989:88). Managers apply different methods to accept more organizational aims than personal aims. Managers in government give priority to national values and support that national interests are more important than personal interests.

The participants fulfill the missions under the framework of the UN or NATO in economically and socially undeveloped countries like Somali, Iraq and Afghanistan. They have a chance to compare the conditions in these countries with their own countries. This comparison can cause the participants to be affected negatively. 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 Peace Keeping and Peace making missions. In case these missions are decreased or removed, in the economic, social, and cultural areas the young ones are affected much more than the old ones.

The managers in the CSS branches believe in the necessity of removing the economic, social, and cultural borders in the world more than the managers in other branches. The managers in the combat and CS branches mostly serve in the critical regions of the world. During these missions they conduct the activities such as armed conflicts, controlling, patrolling, and searching. In spite of this, the managers in the CS branches mostly fulfill the missions based on humanitarian aid such as the restoration of the religious or cultural places or the evacuation of injured or sick people. While the managers in combat and CS branches are faced with the negative situations in the mission area, the managers in the CS branches feel the moral satisfaction of the same mission and are supported more by the local people. Therefore, the managers in the combat and CS branches have negative opinions when compared with the managers in the CS branches and they do not want to interact with the people from different cultures. The managers in the CS branches serve in logistics in their own countries. They have a positive attitude as they are not under the effect of the enemy in relation to the managers in other branches.

3.3.   Hypothesis 3 - The managers internalizing diversity management to use the information management processes more effectively: The information era changes managerial and

organizational perspectives, and power received from information becomes important. There was an argument going on the difference between data and information. Data were raw facts which only become information when they were used. Data management concern with efficiency and economy and information management whith effectiveness (Cook, 1996:103). Most requirements of organizations are information management. It is vital veins that always keep organizations active. Thanks to information, managerial stages are eliminated. The managers reaching new information fast and accurately can be efficient and beneficial. This speed and truth can be caught by the computational information systems. Information systems contain information about significant people, pleaces, and things within the organization or in the environment surrounding it (Laudon & Laudon, 1998:9).

It has been found that working hours (question 10) affect the information management process. Decision-making process of the managers is accelerated by computational technology, and managers believe that according to working hours the workers' different information capacities and their sharing these affect the information management process positively. The independent variables do not affect the managers' belief that sharing information causes the loss of authority and the high quality inferiors' special knowledge has effect on the managers' decision-making process. Experiments have shown that countries using information technologies are more active in international missions. Thanks to their effects, they have more personnel in decision-making positions. These personnel need computational technologies for deciding what is in their countries best interests. Managers need computational technologies even more.

The international organizations that are the result of globalization fulfill their activities without depending on the country borders. Physical borders is removed by information technologies. Success in international trade depends on economic supremacy. Supremacy can be achieved by the efficient use of the available computational technologies. If decisions are not made in time, the market is likely to be lost. One can reach the true information with the help of information storing systems and modern archive systems. Computational technologies have a great role in the success of organizations. Having these technologies also has a deterring role in the political and economic arenas between countries since information can be reached easily and national policies can be applied thanks to computational technologies. Using the computational technologies against the countries not having these technologies is an essential requirement for countries and organizations. Many countries participate in international activities for increasing their political influence and making profits. A powerful armed force is needed for this reason. Only the armed forces of the countries having informational technologies can be powerful. Managers can't obtain power without having enough knowledge in international arenas. As the working hours increase, the managers benefit from the informational technologies depending on their experiments.

4.   **CONCLUSION**

The results of the research show that the diversities facing the managers are generally in the individual, organizational and managerial areas. Globalization and information affect diversity in management. The individual diversities of people working together in the management process are not obstacles for the managers, but they are coercive powers for increasing the rate of success. All structural and functional properties of the organizations are not different; in fact they are parts of a whole. Political, authoritarian, power and managerial diversities are advantages. So, one of the most important subjects affecting the managers is diversities and the management of those diversities. Below are the results for organizations to compose a more effective management perspective by using diversities.

Individual, organizational and managerial diversities which will affect the success of the management should be determined. Managers should apply a management perspective, behave and determine the decision-making and application styles according to his subordinates' individual diversities. Managers should take into consideration that people in lower positions will be affected differently by their decisions as their positions become higher, consider the difficulties of managing the diversities, and form the command chain according to these diversities. As the level of the branch and position rises, one should look for higher qualities and be selective. Leaders who can find solutions during war and chaotic times, take risks and who are flexible, fast and make the right decisions and have initiative should be brought to the managerial positions. Managers should apply and improve decision-making processes according to their own leadership characteristics. Managers should be permitted to rise in the areas where they are successfull and professional. Managers should benefit from the information systems and computational technologies to make fast and accurate decisions. Managers should take their subordinates' expectations into consideration, raise their motivation and give them equal chance to improve themselves.

Organizations which will serve in international arenas should be prepared before and form matrices. Organization should create team spirit and apply a participatory management perspective. Effects of the information era in economic, social and cultural areas should be taken into consideration. Managers should fulfill the requirements of the management without exceptions, make the necessary changes that meet the new needs, and they should not permit the use of rules for the interests of individuals or groups. Managers should first understand what diversity is and then choose appropriate management styles.

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