

THE BENEFITS AND DISADVANTAGES OF DIVERSITY MANAGEMENT IN EDUCATION

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ABSTRACT

An organization consists of individuals that differ in many characteristics. Difference, different identities, backgrounds, experience, faith, age, gender, race, ethnicity, nationality, people with a marital status in religion, class, business experience, physical talent quality, education or any group, community or organization. a mix of features such as political and economic relations. The global migration rate has increased with globalization and has affected these direct education systems and made schools need to manage diversity. This research aims to reveal the advantages and disadvantages of diversity management in education. In line with the research purpose, the document analysis method was applied. After determining the research keywords, a literature review was conducted. As a result of the research, it has been revealed that the necessity of diversity management in schools and the need to inform the administrators and teachers about the emerging disadvantages and to organize in-service trainings.

Keywords: diversity, diversity management, education

Introduction

Demographic changes in globalized organizations, competition pressures, laws and lawsuits, the rise of multinational companies, the introduction of disabled people and women into business life, and the management of cultural differences caused by migration.

Globalization and competition, increasing international and regional integration, changing socio-demographic conditions, the desire of people to participate in management mechanisms compared to the past, the need for a more democratic management increase the differences between employees and customers (Kamaşak and Yücelen, 2007). To understand and be aware of the ever-increasing differences, to evaluate and manage these differences according to the objectives of the institution and organization and to present them to the organization as a necessity. This has led organizations to adopt new management methods. One of the approaches that have emerged since the 1990s in response to the re-management quests of organizations in these changing conditions is diversity management.

In fact, it is human nature for people to be discriminated against on the basis of age, sex, race, creed and economic level. For this reason, differences emerge, a phenomenon that needs to be managed. This is more common in organizational contexts. Discrimination, which is one of the most serious problems in educational institutions, is accepted as an issue that needs to be addressed in the organizational context and its impact on student success.

The differences were divided into three groups as controlled, uncontrolled and partially controlled. Uncontrollable differences are innate; (i) race, (ii) gender, (iii) disability. Partially controlled differences are later on; (i) language, (ii) religion, (iii) education, (iv) culture, (v) income. Controllable differences are (i) lifestyle preferences, (ii) addictions, (iii) clothing and (iv) physical appearance (Barutçugil, 2010). For this reason, it is important for managers to have knowledge of what organizational differences might be and to have the ability to manage differences. Creating an environment of peace and trust in social environments where differences are accepted as richness is related to tolerance of individuals to each other (Khitruk & Ulinova, 2012).

Diversity Management

Differences can have different meanings in people's minds. Some definitions of what is and what is not difference are as follows: Montes and Shaw (2003) stated that difference may be related to many factors such as culture, race and religion, and referred to the possibility that these differences may cause various problems. Some definitions have interpreted difference as "internal", that is, as an invisible, intangible concept, because over time it has been understood that difference is not just a matter of race or culture.

The idea of respecting these differences is important, as well as managing differences based on leveraging the performance of all employees at the top of the organization. According to Memduhoğlu (2007), diversity management is a concept that is considered new in management science, stems from the acceptance of individual differences and the evaluation of personal characteristics and differences, except that there is no discrimination between any person or group in an organization.

Management differences should not only be evaluated on an organizational and employee basis, but are also important for our internal contribution. Argüden (2007) believes that increasing our knowledge of diversity management will not only enable us to become better leaders in our own organizations, but also enable us to better understand ourselves and become more mature individuals by harnessing the richness of diversity.

According to Ahonen and Tienari (2009), "management of diversity" has become a problem in global economic organizations. As can be seen, there is a consensus among researchers about the importance of differences. As Sürgevil (2010) stated, research on diversity management has started to gain importance in the countries of the world after the United States, both as an administrative and application area. The reason why it is an academic research discipline and applied worldwide; The changes in the way of doing business with the effect of globalization, the changing demographic structure of societies and organizations, various social changes and developments, have caused the spread and increase of other reasons of commercial marriages. Also; the increasing importance of women in business life, the differentiation of young and old employees' ways of doing business, the integration of physically and mentally disabled people into business life, cultural differences caused by migration waves caused by industrialization and similar differences are increasingly important issues related to differences in working life.

The primary goal of good diversity management is to provide a positive environment for all employees. But in order to create a cohesive work environment, it is important for managers to know how managers define employee differences and how similar definitions provided by staff are. Consistent with DeMeuse and Hostager's (2001) classification, Kreitner ve Kinicki (2001) also points out that managed differences have the following aspects:

- Personality: Characteristics that form an individual's identity.
- Internal Dimensions: These are the characteristics of the individual that include behavior, attitude, expectations and perceptions from other people. It consists of topics such as age, gender, physical ability, sexual preference.
- External Dimensions: These are personality traits that we can change and have a little control over. It includes features such as religion, education, marital status, place of residence, monthly income.
- Organizational Dimensions: includes dimensions such as workspace, unit, seniority, title, management status and was added to existing dimensions by DeMeuse and Hostager (2001).

Today, the globalization of the world, the competition of countries in production and trade, cultural differences due to migration, population evolution, organizations, the formation of organizations from different nations, the existence of rules with certain sanctions, the management of the emerging differences, the participation of disabled people and women in working life, their demand gains importance (Atasoy, 2012). Diversity management; It is expressed as the vision of a manager who aims to gain an advantage over the rivals of an organization by respecting the differences among the members of the organization, valuing their importance and providing opportunities, increasing employee productivity, respecting the differences among the members of the organization, increasing employee productivity (Inegbedion, Sunday, Asaleye, Lawal & Adebajji, 2020). In addition to respecting the diversity of the employees in the organization, the manager should see diversity as diversity and see it as an added wealth to the organization (Demirel & Özbezek, 2016). There is a culture of respect for diversity at every stage of an organization's management system; It has been determined that perceiving, valuing and accepting the same or different qualities of individuals increases employee performance (Khan, Saengon, Charoenpoom, Soonthornpipit, & Chongcharoen, 2021).

Diversity Management Benefits and Disadvantages

Diversity is one of the steps of creativity. Innovation is fed from environments where different ideas are fed and every innovation requires creativity. As in every organization, good management of diversity in educational organizations and thus turning it into an advantage is especially important for schools, which consist of a small-scale map of the society. In an educational environment where people are excluded and devalued because of their differences, teachers and the students they influence will be far from getting the expected efficiency. According to Bergen, Soper, and Foster (2002), expectations from differences in every organization, regardless of the type, can be generalized as follows:

- More intense relations between employees,

- Sensitivity to social and demographic changes,
- Less recourse to legal remedies, faster resolution of problems,
- An environment where justice and equality are felt,
- Greater success in difficult tasks,
- More gain with higher performance.

Although diversity is a concept that causes excitement when first heard and includes innovation in its definition, it is possible to talk about the undesirable situations it brings to the business environment when it is not well managed or misinterpreted. Managers who want to seize the competitive advantage, especially in profit-oriented organizations, are left with a paradox in terms of difference. When they welcome diversity, they will allow intra-organizational conflict; when they stay away from difference, they will have to risk losing their competitive advantage (Bassett-Jones, 2005).

Some of the problems related to difference cited by Sürgevil (2010) are as follows:

- Managerial complexity: It is obvious that there will be less conflict in a group of like-minded individuals and it will be easier to manage this group. Because in this way, there is no need to change the management style or try different styles.
- Justice: The sense of justice may be defined differently in every individual and in every culture. Some groups may need to be protected in the workplace, and this may reduce other employees' sense of justice and their trust in management.
- Similarities versus individual differences: Individuals prefer to work with people who are similar to themselves instead of meeting with people who are different from themselves. Teams formed by the same people all the time can cause grouping and problems in the workplace.
- Identity and commitment: Individuals work more comfortably with people whom they do not need to re-introduce or explain. Commitment will increase when there is no concern about being accepted by individuals with different values and beliefs.

Management of Diversity in Education

Schools, one of the educational organizations, will provide many benefits if they successfully manage differences in a principled and effective way. These benefits will be seen by administrators, students, teachers and other staff at all levels of society. Important areas with different experiences and perspectives will be created among these mentioned participants. It is also expected that some benefits such as interpersonal efficiency, flexibility and sociocultural exchange will be realized. Since administrators, teachers and students who see these benefits see it as a wealth; it is gained in the process of creating a culture at school or adopting this culture as a lifestyle. When students graduate, they continue this experience they have gained in the later areas of their lives as a natural part of their lives (Balyer & Gündüz, 2010).

When evaluated in terms of school management, educators are faced with inequalities at increasing rates. First of all, the school, where people with many characteristics come together, is a model place for mutual respect, harmony and tolerance (DEET, 2001). If educators want students to be successful in this growing and globalizing age of multiculturalism and diversity, they must prepare them accordingly. Because this situation can also determine their ability to find a job in the future (Wentling, 2001). While evaluating this issue, Gary (1994) mentioned the important effects of multicultural management in schools on school activities such as staff, curriculum, programs, examination, pedagogy, disciplinary policy, students, parents. Therefore, successfully managing diversity in educational institutions offers significant benefits to teachers, students, administrators and society in general. This primarily creates a living space surrounded by different experiences and perspectives. In addition, effective cultural exchange can provide valuable experiences of flexibility and creativity. Administrators, teachers and students who adopt this culture as a way of life at school may continue to see this as a blessing. For this reason, students who are inspired by this school organizational structure accept the different conditions they are in in their later experiences as a part of natural life.

It can be said that the advantages and disadvantages brought by the differences in professional life will also be valid in schools. In addition to physical and emotional characteristics, the school environment in which teachers from different ethnic origins, beliefs, ideologies, lifestyles, education and economic levels work can cause conflict and create harmony. It is the leadership attitude or administrative policies and practices of school administrators that will provide balance and effectiveness. In this respect, it is important to know whether schools are run effectively and successfully as an institution.

The same is true for the staff, students, parents and other educational actors in the school, which is a social institution. In this context, it is important for school principals to accept that multicultural life is inevitable and to adopt the view that diversity can enrich an organization rather than considering differences as a problem

(Tozkoparan ve Vatansver, 2011). Part of the duty of the administrator is to ensure that teachers, other staff, students and parents are free and respectful to school cultures, values and beliefs (Sürgevil & Budak, 2008; Kaya & Aydın, 2014; Öncer, 2004; Yazıcı, Başol & Toprak, 2009). Dealing with different people in the school with tolerance and respect creates a democratic organizational environment and provides opportunities for employees to showcase their performance (Memduhoğlu, 2007). The school has an open organizational structure that allows teachers to evaluate and implement different ideas, enable teachers to share new experiences, enrich knowledge and contribute to the development of the school (Genç, 2017). For this reason, when differences are managed effectively, the desired success is achieved in achieving organizational goals (Memduhoğlu & Ayyürek, 2014).

Conclusion and Recommendations

Theoretically, differences play a distinctive role, while organizational culture plays a role of unity and harmony. In this context, creating synergy by harmonizing or harmonizing differences in an organization consisting of employees with different cultural backgrounds (language, religion, ethnicity, etc.) requires high coordination and efficiency in management. For this, it is necessary to first analyze the cultural potential of the organization (cultural diagnosis), then develop various strategies. Creating and maintaining an organizational culture compatible with the chosen strategy is another important point. In this context, it is believed that the social and solidarity community organizational culture mentioned in the theory will be more effective in managing differences.

There may be conflicts within the organization due to differences. It is important to create an organizational culture that will create added value for the team and/or individuals by minimizing this conflict environment. In order to create an organizational culture that respects diversity sees diversity as wealth, and values diversity in line with organizational goals, a continuous mental transformation should be ensured and personal managers and teachers should be given periodic training on diversity management.

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