The Relationship of Diversity Management and Servant Leadership with Organizational Identification and Creativity in Multinational Enterprises*

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Abstract

With the internationalization and globalization of economies, a transition from monocultural to multicultural life has taken place across all enterprises. In line with this transformation, we observe diversification of employee profiles through developments such as the increase in the number of employees with foreign nationalities, the increase in the rate of women participating in the labor force, as well as the number of employees with different cultures, knowledge, skills and abilities. All of these developments have led to the "management of the diversities" approach, which anticipates managing individual differences within an organization in order to create a competitive advantage for the enterprise. Thus, a new strategy has emerged that is increasingly important for today's businesses. This study examines the mediating effect of the understanding of management of diversities and servant leadership in relation to organizational identification and creativity in multinational enterprises. We have collected employee perceptions from 267 participants. The findings suggest significant relationship between management of diversities, servant leadership, organizational identification and creativity.

Keywords: *Management of Diversities, Servant Leadership, Organizational Identification, Creativity*

Çokuluslu İşletmelerde Farklılık Yönetimi ve Hizmetkar Liderlik İlişkisinin Örgütsel Özdeşleşme ve Yaratıcılık Üzerindeki Etkisi

Öz

Ekonomilerin uluslararasılaşması ve globalleşmesiyle birlikte işletmelerde tek kültürlü yaşamdan çok kültürlü yaşama doğru bir geçiş yaşanmaktadır. Bu değişim doğrultusunda, işletmelerde yabancı uyruklu çalışan sayısında artış, kadınların işgücüne katılımının artması, farklı kültür, bilgi, beceri ve yeteneğe sahip çalışan sayısının artması gibi gelişmeler, çalışan profilini çeşitlendirmektedir. Tüm bu gelişmeler, örgüt içindeki bireysel farklılıkları, işletme için rekabet avantajı yaratmak amacıyla yönetmeyi öngören "farklılıkların yönetimi" yaklaşımını doğurmuş ve günümüz işletmeleri için önemi artan yeni bir strateji gelişmiştir. Bu çalışmada ise çalışan görüşlerine göre uluslararası alanda faaliyetlerini sürdüren bir firmada görev yapan yöneticilerin hizmetkâr liderlik yeterlikleri ile örgütsel özdeşleşme ve yaratıcılık ilişkisinde farklılıkların yönetimi anlayışının aracılık etkisini incelemek amaçlanmıştır. Araştırmanın örneklemi 262 kişiden oluşmaktadır. Elde edilen bulgular sonucunda farklılıkların yönetimi, hizmetkar liderlik örgütsel özdeşleşme ve yaratıcılık arasında önemli ilişkiler tespit edilmiştir.

Anahtar Kelimeler: *Farklılıkların Yönetimi, Hizmetkar Liderlik, Örgütsel Özdeşleşme, Yaratıcılık*

1. Introduction

While the tendency of businesses to transform into multinational enterprises in recent years has led to an increase in cultural and economic sharing areas, this situation has required the re-examination of how resources and capabilities can generate a competitive advantage. In this direction, the effective and efficient management of human resources with differing capabilities hold strategic importance because employee diversity is viewed as an added value to the organization. Organizations that adopt the principle of "diversity is our wealth" are viewed as potentially more efficient and successful. Cultural diversity in particular can result in an organization gaining a flexibility and dynamism that can respond to the expectations of the Global circle (Cox, 199:45-55). Since the capabilities that businesses have in the management of diversities will positively affect organizational outcomes, this form of management is considered to be an important factor that generates a competitive advantage in global markets (Barney, 1986:660-661; Dadfar, 1992:83). Meanwhile, those employees who are striving to establish an identity with the organization while realizing organizational objectives, hope to exist with the diverse groups they represent (e.g., gender, age, disability) and expect these diversities to be respected (Sürgevil & Budak, 2008:66). In this regard, a new management understanding expressed in the name of "management of diversities" has gained a foothold in the field of business administration and management. This approach which adopts the principle of "allowing employees to exist with their differences in organizations" is an understanding that is above and beyond normal efforts to offer equal job opportunities, instead of reflecting the desire to ensure that individuals or groups in the organization should not be subjected to discrimination in terms of demographic, socio-cultural and individual characteristics such as religion, language, race, gender, personality, physical and mental strength, age or experience. A standardized approach of management that views all personnel uniformly, ignoring differences among employees, lays the ground for possible conflict and creating an atmosphere where inner peace is overshadowed. Organizations advocating for equal rights and opportunities recognize that each employee is different and respect their status. The management of diversities in this framework is a powerful and unique tool for understanding organizational culture and analyzing human behavior in the workplace (Barbosa & Cabral-Cardoso, 2007: 277; Gröschl, 2011: 225).

The reason for adoption of diversity management in organizations is that it raises morale, increases creativity and ensures social justice (Esty, Griffin & Hirsch, 1995) a successful diversity management program removes the obstacles that arise when employees are different from each other (cited inGathers, 2003). Success in diversity management depends on the leadership competence of managers in the organization (Kreitz, 2008); leaders with a strong sense of service that includes all people manage diversities successfully. Through this "so-called" servant leadership approach, the leaders serve their followers without discrimination of language, religion, race, color and sex, and establish relationships with them at the level of empathy. This points to servant leadership as the most appropriate leadership style for the spirit of management of diversities (Balay, Kaya & Geçdoğan-Yılmaz, 2014:233), as it is an understanding that respects differences with a human-first philosophy. In light of this information, this study examines the opinions managers and employees regarding servant leadership competencies demonstrated by their managers, and their ability to manage diversities associated with this type of leadership. In order to manage diversities effectively, it is necessary to understand how diversities affect the organizations. Furthermore, it is important to consider the effects of diversities on organizational identification and creativity. Since it appears that no study has addressed the confluence of servant leadership, management of diversities, organizational identification, and creativity, it is anticipated that this study will be positioned to help fill this gap.

2. Literature Review

2.1. Management of Diversities

When examining the concept of "diversity" covered in the literature, what is generally highlighted is the diversity of the human characteristics between the individuals (Bhadury, Mighty &Damar, 2000: 143). To illustrate, while Williams and O'Reilly (1998) describe the concept of diversity as "any attribute that a person uses to discover individual differences" (cited in Mannix & Nea-

le, 2005: 31). Sonnenschein (1997: 3) defines it as "the differences that exists between people in terms of race, culture, gender, sexual tendency, age and physical competence". Jackson, Joshi and Erhardt (2003: 802) explain diversity as "the distribution of the personal characteristics among the independent members of a working unit". In comparison, McGrath, Berdahl and Arrow (1995) point out that diversities should not be regarded merely as demographic differences. Rather, diversities should be regarded as "the total of all characteristics such as demographic (race, gender, age, etc.); job-related knowledge and skills; values, beliefs and attitudes; personality, cognitive and behavioral styles; and status/position in the organization" (Point & Singh, 2003:751). Landau and his colleagues emphasize that diversity can at the same time be a reality, an opportunity, and a challenge for organizations (2011: 102).

It is a reality, because the societies in which enterprises are situated are becoming increasingly diverse. Changes in the demographic structures of societies are running parallel to the development of globalization and technology, resulting in a more flexible culture structure consisting of people from different races, genders, religions, ethnic origins, classes and beliefs who are replacing the dominant cultures (Schermerhon, Hunt & Osborn, 2000:61). It is an opportunity because diversity improves cooperation and communication among groups, helps develop interpersonal and intercultural understanding and tolerance, enriches our lives and fosters creativity. Diversity is also a challenge because our intolerance to differences can lead to discrimination and conflicts. Therefore, the diversities are inevitably becoming an organizational reality with the potential to become an opportunity for organizations when they are effectively managed, and, at the same time, they hold the potential to sow great chaos and conflicts when they are not managed well; it is therefore essential to consider the importance of diversities and their management (Tozkoparan & Vatansever, 2011:92).

The foundation of the understanding of the management of diversities was laid in America in the 1990s (Esty, Griffin &Hirsch, 1995:1). This understanding, examined under the titles of "diversity" and "diversity management" in America, emerged following the trend of "anti-discrimination practices, equitable opportunities and positive actions" that are widely shared in America in order to ensure equality in the workplaces (Kamp & Hagedorn-Rasmussen, 2004:532). Ideas and efforts to create equal employment opportunities have been a core facet of the American business environment for over 40 years, and likewise have been discussed for years in both public and private forums. However, it has only recently been acknowledged that diversities are a valuable asset for organizational growth and development. In this regard, the Hudson Institute's study entitled "Labor 2000" is regarded as a turning point in the understanding of diversity. This study triggered an emphasis on issues related to diversity in the US and neighboring countries (Sürgevil Budak, 2008: 68).

Important steps have also been taken in the European Union regarding diversity. In 2000, EU countries adopted a Directive constituting "a framework which ensures equal treatment regardless of religion or belief, disability, age and sexual tendency during employment and recruitment" (European Commission, 2005). Accordingly, each Member State has established its own national discrimination prevention law. In December 2006, the legal environment of companies changed with the redefinition of this directive in national legislation. Since then, companies have conducted numerous studies on the effective management of diversities, from a managerial as well as a practical perspective in an effort to more fully establish organizational environments that respect diversity and prevent discrimination. In addition to the struggle with discrimination and the effects created by globalization effects, widespread acknowledgement and practice of diversity management for both academic and practical reasons has been driven by changes in the ways of conducting business, the increasingly changing demographic structure of societies and thus of the organizations, various social changes and developments, the widespread understanding of multinational business and an increase in the number of business marriages (Ashkanasy, Hartel & Daus, 2002: 308; Hays-Thomas, 2004:3; Sonnenschein, 1997:2-3; Dietz & Petersen, 2006: 243; Reichenberg, 2001: 2).

R. Roosevelt Thomas is referred to as the person who introduced the concept of management of diversities in 1990. According to Thomas, the management of diversities is "to create an environment in which everyone can contribute something to

the organization from himself or herself, and can demonstrate all of their abilities for the goals of the organization" (Budak, 2008:399). It has also been characterized as the "process of creating and maintaining a business environment where diversities and similarities of the employees are valued, so that the employees can use all of their potentials in a way to contribute to the strategic goals and objectives of the organization" (United States Government Accountability Office ResaerchReport, 2005:1). In this respect, the main objective is to ensure maximization of all capabilities of all employees in such a way as to contribute to the goals of the organization and to having them attain their real potential (Cox,1994). Through effective diversity management, in addition to increasing employee commitment, morale and motivation, companies can attract people with varying capabilities to the organization, increase creativity and innovation, as well as improve their understanding of customer needs and obtain information about potential customers (Tozkoparan & Vatansever, 2011:93). Labor diversities offer competitive advantages to businesses by providing easy access to different markets (Cox & Blake, 1991).

2.2. Servant Leadership

The concept of servant leadership is a philosophy that encourages dignifying people, improving them, behaving authentically, performing leadership for the benefit of individuals, and sharing power and status for the goodness of each individual (Laub, 1999:23). In this approach firstly introduced by Robert K. Greenleaf in 1970, the leader must be a person who is able to empathize, listen to his followers effectively, provide emotional support, give importance to the improvement of his followers, make them believe in the work they do, and enable them to feel as member of a community (Balay et al.,2014:232). In comparison to other leadership models, the servant leader is focused not only on the well-being of the organization but also on sincerely serving his followers (Stone et al, 2004). On the basis of servant leadership, the understanding of sharing the rights and privileges inherent in the leader are reflected by employees at every level of the organization. The concept of "dedication to the development of mankind" in its basic philosophy is based on building common values for all employees, which holds strategic importance in the structuring of

organizations (Dinçer &Bitirim, 2007:68). When considered in this aspect, Servant Leadership is a concept of leadership moves beyond the common understanding of leadership, adopting the principles of "human first" and "being service-oriented" (Balay et al., 2014:230). It gives priority to those jobs from which the organization will benefit by creating opportunities to contribute to the improvement of the followers within the organization. In relevant studies it has been stated that the servant leadership contributes to establishing trust-based relations in the organizations and provides an organizational climate where organizational integration is prevalent. When considered from a theoretical standpoint, it can be said that diversities play a discriminating role, where servant leadership plays a unifying role. Servant leaders consider human beings as the most sophisticated and respectful living beings, and they embrace them as human beings above and beyond any differences; they make an effortto reach for the human beings and contribute to their welfare. The servant leader serves his followers without discriminating based on language, religion, race, color and gender. In this direction, servant leadership understanding is the most appropriate leadership style for the spirit of management of diversities (Balay et al.,2014:232).

2.3. Organizational Identification

Organizational identification is a process in which individuals feel allegiance towards the organization, have a high loyalty to the organization, and share the goals and values of the organization with other members of the organization (Schelble, 2002:7). In this respect it covers the alignment of the objectives and values of the enterprise with their own targets and values (Buchanan, 1974: 533). Employees with a high sense of organizational identification consider the successes and failures of the organization as their own inadequacies and failures, and have a sense of oneness with the organization (Mael and Ashforth, 1992:103). According to Schneider et al. (1971), individuals accept the values and goals of their own organizations is a reflection of their hoping to achieve their own personal goals and values (Edwards, 2005: 210). Organizational identification is able to maximize the potentials of individuals. It enables employees to approach each other with their emotions, thoughts, beliefs and attitudes and get them integrated with the business. These feelings, beliefs and atti-

tudes are reflected in the loyalty behaviors of employees (Çakınberk et al. 2011:94). A high sense of identification of employees is directly related to the attitudes of managers. According to Greenleaf (2002: 27), the leadership attitude that is willing to serve, rather than being merely a guide, will ensure the development of organizational identification (Page & Wong, 2000; Dennis & Winston, 2003). If the employees are not aware of the diversities and the effects of these diversities, having them adopt the concept of diversity management will have an impact on organizational performance and success (Turnbull, et al., 2010:35). In this way, it is possible to prevent the emergence of alienation, which starts at the individual level, and may diffuse throughout the organization. The identification of an individual with an institution, and the long-term presence of the individual in diversity management in order to feel the attraction to that institution is a significant factor (Villamil, 2007). Therefore, effective diversity management should contribute to the development of better organizational identification (Mckay, Avery &Morris, 2008).

2.4. Creativity

Creativity is an important element of personal and organizational wealth and the starting point for innovation and entrepreneurship (Zampetakis,2010:23). Creativity, expressed as the presentation of different and valuable thoughts that create value is, from the organizational perspective, includes such activities as adoption of change and innovation, being able to test the ideas and possibilities, being able to observe the events occuring in the external environment of the organization through a different point of view, and improvement of existing products (Duran and Saraçoğlu, 2009:59). Woodman, Sawyer, and Griffin (1993: 295) defined the organizational creativity as a valuable, useful, new product, service, idea or process created by individuals working together in complex social systems (Nart, 2014:84).

Creativity is obligatory for organizational performance, particularly in the high-innovative industries where companies need to compete by constantly producing new products and services (Wu,McMullen, Neubert & Yi,2008:588). It is extremely important to open up and enhance the creativity of employees in order to create value through innovations. Diversities that are valued in

enhancing the creativity of employees play a critical role. Because sometimes creative jobs require different employees with unique abilities (Memduhoglu, 2007). Moreover, the key of the creative and entrepreneurial spirit is the managerial form of the organization. In order to foster creativity, managers are firstly supposed to facilitate the creative process by encouraging creative behavior and supporting organizational climates where creativity can develop (Çekmecelioğlu, 2005:25). According to Cox and Blake, effectively managed labor power diversities increase innovation and creativity in business processes (1991:45-51). Cummings and Schwab (1973) argued that leadership is the most important variable affecting the performance of employees in the organization, and creativity is the critical element in environments where organizations are faced with continuous improvement and adaptation incentives (Ford &Gioia, 2000:705-732). Jung and colleagues proposed that continuous improvement occurs when creative work as well as skilled work are effectively rewarded, thereby incentivizing further creative activity (2003: 3-21). Einsteine and Hwang (2007) found that leader support and communication style are the most important factors influencing organizational creativity.

In the light of this background wisdom, the research model and the following hypotheses are presented:

H_1= "Servant Leadership" has a significant effect on "Management of Diversities".

H_2= "Servant Leadership" has a significant effect on "Creativity".

H_3= "Management of Diversities" has a siginificant effect on "Creativity".

H_4= "Servant Leadership" has a significant effect on "Creativity" through "Management of Diversities".

H_5= "Servant Leadership" has a significant effect on "Organizational Identification".

H_6= "Management of Diversities" has a significant effect on "Organizational Identification".

H_7= "Servant Leadership" has a significant effect on "Organizational Identification" through "Management of Diversities".

3. Methodology

3.1. Sampling of the Research

The employees of the International Company that operates in the food and beverage sector were the participants of this research. For this reason, the employees of the international company factories located in Çorlu, Adana and İzmir provinces in Turkey constitute the sampling framework of the study.

The simple random sampling method was chosen as the sampling method. The population size for the research area was determined as 770 employees which is 390 employees from Adana province, 220 employees from Çorlu province and 160 employees from İzmir province. The survey form created in on line environment and distrubuted by over share account to employees on a social platform for managing the process in the best way and to reach the target group immediately. "The acceptable sample sizes for certain universes table" was used to determine the reliability of the sample size (Sekaran, 1992:253, akt. Altunışık vd., 2007:127). Accordingly, it is determined that 267 survey which represent the main mass of the work at 0.05 level of certainty. The survey was conducted during the months of Augustand October, 2016. A total of 267 questionnaires were complited, and passed the preliminary analysis in terms of their completeness and suitability for analysis.

A frequency analysis was conducted in order to obtain descriptive statistics and the demographic characteristics of the participants. 57% of the 267 participants who made up the sampling of the survey was from white-collar positions; 42.7% from blue-collar positions. 55.4% were female, with 44.6% of them were male employees. For age distribution, 39.4% of the participants are in the 31-40 year age range. Information on personal features of the participants is given in Table 1.

Table 1. Demographic Findings

	F	**%**
Gender		
Female	148	55.4
Male	119	44.6
Age		
18-30	94	35.2
31-40	105	39.4
41-50	52	19.5
51 ve üzeri	16	5.9
Position		
White collor	153	57.3
Blue collar	114	42.7
Education		
High school	64	24,0
Vocational school	121	45,3
Under graduate	36	13,5
Master degree	37	13,9
Other	9	3,4
Duration of work		
Less than 5 years	67	25,1
6-10 years	72	27,0
11-15 years	55	20,6
16-20 years	44	16,5
21 years and over	29	10,9
Total	**267**	**100**

3.2. Data Collection Tools

Diversity Management Scale: In order to determine the level of diversity management perceptions of the reseach participants, the 20-item diversity management scale (Ergül & Kurtulmuş, 2014) was employed. The scale consists of two dimensions as "managerial applications" and "approaches"and utilizes a 5-point Likert type scale, which is expressed as "1 = I absolutely disagree, 2 = I disagree, 3 = I am undecided, 4 = I agree, 5 = I absolutely agree." The reliability of the scales used in the research has been calculated by Cronbach alpha (α) internal consistency analysis.The alpha values being above 0,70 which is accepted as the threshold

value, thus indicating the reliability of the scale. While determining the factor sizes, expressions with an eigen value greater than 1 and with a factor score higher than 0,50 have been taken into consideration (Altunışık et al., 2012). According to anaylsis results, it was determined that a one-factor structure of which eigen value is greater than 1 was obtained in the diversity management scale. The results suggest a structure with 18 statements that account for the 88.93% of the total variance for the diversity management scale. As a result of the factor analysis, it was determined that the factor loadings of diversity management change for the managerial approach and administrative applications dimension between 0,795-0,969 (Table 2).

Table 2. Factor Analysis of Diversity Management Scale

		Factor loadings	Varyans (%)	Alfa
Diversity Management			**88.93**	**.991**
Managerial Approach	*MA18*	.969		
	MA20	.969		
	MA10	.959		
	MA19	.953		
	MA15	.945		
	MA13	.931		
	MA9	.795		
Administrative Applications	AA3	.963		
	AA6	.961		
	AA17	.961		
	AA2	.960		
	AA16	.951		
	AA8	.950		
	AA5	.946		
	AA14	.945		
	AA1	.877		
	AA11	.844		
	AA4	.828		

Servant Leadership Scale: In order to determine servant leadership perceptions of the reseach participants, the 30-item servant leadership (Van Dierendonck and Nuijten,2011) was used. The scale consists of four sections: empowerment, trust, realism and courage. Questions related to these sections are also measured with a 5-point Likert-type scale. Accordingly, they are expressed as "1 = I absolutely disagree, 2 = I disagree, 3 = I am undecided, 4 = I agree, 5 = I absolutely agree."A structure of 22 statements accounting for the 88.87% of the total variance emerged for the servant leadership scale. As a result of the analysis, it was determined that the factor loadings of the servant leadership scale vary for leadership power dimension between 0,692-0,946; for reliability between 0,486-0,941; reality between ,949-970 and courage between 0,825 and 0,939 (Table 3).

Table 3. Factor Analysis of Servant Leadership Scale

		Factor loadings	Varyans (%)	Alfa	KMO
Servant Leadership			**88.87**	**. 980**	**.966**
Power	P3	.946			
	P6	.934			
	P8	.933			
	P4	.925			
	P12	.923			
	P5	.913			
	P1	.910			
	P2	.906			
	P13	.818			
	P7	.692			
Courage	C22	.939			
	C21	.907			
	C20	.885			
	C19	.862			
	C18	.825			
Reliability	R15	.941			
	R14	.614			
	R16	.486			
Realtiy	R25	.970			
	R22	.962			
	R24	.959			
	R23	.949			

Organizational Identification Scale: In order to determine perceptions of organizational identification, the 6-item organizational identification scale (Mael & Ashforth, 1992) was used. The response expressions included in the scale which is again the 5-item Likert type are "1 = I absolutely disagree, 2 = I disagree, 3 = I am undecided, 4 = I agree, 5 = I absolutely agree." For the organizational identification, a 6-word structure that accounts for 89.93% of the total variance has been determined. And their factor loadings vary between 0,837-0,932 (Table 4).

Table 4. Factor Analysis of Organizational Identification Scale

	Factor loadings	Varyans (%)	Alfa	KMO
Organizational Identification		89.93	.916	.936
OI2	.932			
OI4	.927			
OI6	.927			
OI5	.906			
OI3	.867			
OI1	.837			

Creativity Scale: In order to determine the level of creativity of the reseach participants, the organizational identification scale with 13 items developed by Van Balay (2010) was employed. The response expressions included in the 5-item Likert type scale were, "1 = I absolutely disagree, 2 = I disagree, 3 = I am undecided, 4 = I agree, 5 = I absolutely agree." A structure of 13 expressions, which accounts for 89.35% of the total variance was determined for the creativity scale. Factor loadings vary between 0,837-0,917 (Table 5).

Table 5. Factor Analysis of Creativity Scale

	Factor loadings	Varyans (%)	Alfa	KMO
Creativity		89.35	.990	.966
C5	.917			
C7	.914			
C11	.910			
C10	.909			
C6	.906			
C9	.905			
C12	.904			
C3	.903			
C2	.901			
C1	.893			
C13	.866			
C4	.851			
C8	.837			

4. Data Analysis and Findings

A regression analysis was performed in order to examine the relationships between the variables included in the research model and to test the relevant hypotheses. For the analysis of the data, SPSS16 statistical package program was used.

The mediator variable analysis method proposed by Baron and Kenny (1986) was used to test the mediator role of diversity management in creativity and organizational identification behaviors with an understanding of servant leadership. The mediator variable is a part of the cause-and-effect relationship between two variables (McKinnon, Fairchild and Fritz, 2010: 594). The mediator relationship is tested with a model shown below. In this model, X represents the independent variable, Y represents the dependent variable and M represents the mediator variable. In addition, the path c shows the effect between the independent variable and the dependent variable, the path a shows the effect between the independent variable and the mediator variable, and the path b shows the effect between the mediator variable and the dependent variable (Baron & Kenny, 1986: 116).

Some conditions must be available in order to mention the intermediary effect. These conditions, named as the steps of Baron and Kenny, are listed as follows (Baron & Kenny, 1986: 116; Gürbüz &Bekmezci, 2012:200).

• The change in the independent variable must cause a change in the mediator variable;

• The change in the mediator variable must cause a change in the dependent variable;

• When the mediator variable and the independent variable are included in the analysis together, the effect of the independent variable on the dependent variable should diminish (partial mediator effect) or should completely disappear (full mediator effect).

Accordingly, the independent variable (servant leadership) and the mediator variable (management of diversities) should have mutually exclusive direct effects on the dependent variable (organizational identification and creativity), and the independent variable should have an effect on the mediator variable. The regression analysis, in which the effects are analyzed according to these explanations, are presented in the following tables.

According to the results of regression analysis in Table 6, the established regression equation is meaningful (F=42,901; p < 0,001). When the values in Table 6 are examined, it is observed that servant leadership explains about 14% of the change in the management diversities. One unit increase in the servant leadership increases the management of diversities by about 12%. This result supports the H_1 hypothesis, which indicates that the servant leadership attitudes of the managers affects the understanding of diversity management. The H_1 hypothesis has therefore been accepted.
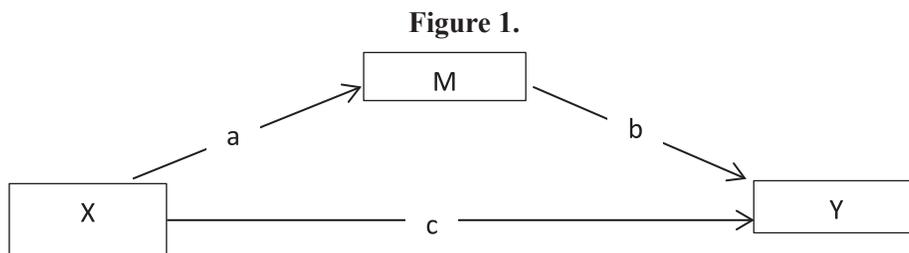
Figure 1.

Table 6. The Effect of Servant Leadership on Diversity Management

		β	t	p
Independent Variable **Servant Leadership**		,935	1,310	,000
R=,136	R²=,121	F= 42,901		

Dependent Variable Management of Diversities

Table 7. The Effect of Servant Leadership on Creativity

	β	t	p
Independent Variable	,893	5,348	,000
Servant Leadership			
R=,121	R²=,101	F= 32,291	

Dependent Variable Creativity

The values in Table 7 show that there is a correlation between servant leadership and creativity at about the 12% level, with approximately 10% of the change in creativity explained by servant leadership. The results of the analysis show that the established model is meaningful and the independent variable contributes to the explanation of the dependent variable (F:32,291; p < 0,001). This result supports the H$_2$ hypothesis, which specifies that the servant leadership attitudes of managers influence creativity. Hypothesis H$_2$ has been accepted in this circumstance.

The values in Table 8 show that there is a correlation between diversity management and creativity at about the 34% level, and approximately 10% of the change in creativity is explained by diversity management. The results of the analysis show that the established model is meaningful and the independent variable contributes to the explanation of the dependent variable (F:30,989 p < 0,001). Hypothesis H$_3$ has been accepted in this situation.

Based on the results of the regression analysis of the first model in Table 9, the model in which servant leadership is the independent variable and creativity is the dependent variable is statistically significant (F= 32,291 p < ,001). Accordingly, the H$_2$ hypothesis is accepted, i.e., "Servant Leadership" has a significant effect on "Creativity". The regression analysis summarized above show that servant leadership and diversity management, which is the mediator variable, have direct effects on the dependent variable creativity. In this framework, the first two conditions that Baron and Kenny put forth regarding the mediator effect have been confirmed. In order to test the third condition, a hierarchical regression analysis was conducted in which servant leadership and diversity management were included as independent variables in the analysis. In the second model, in which the mediator variable, diversity management is included, the effect of independent variable, servant leadership on the dependent variable has diminished.

Table 8. The Effect of Diversity Management on Creativity

	β	t	p
Independent Variable	,885	6,703	,000
Diversity Management			
R=,340	R²=,191	F= 30,989	

Dependent Variable Creativity

Table 9. Hierarchical Regression Analysis for Mediator Effect

		β	t	p
Model 1	Independent Variable	,893	5,348	,000
	Servant Leadership			
	Dependent Variable	,518	6,996	,000 ,000
Model 2	**Servant Leadership Diversity Management**	,401	5,406	
R=,541	R²=,292	F= 32,291		

Dependent Variable: Creativity

Table 10. The Effect of Servant Leadership on Organizational Identification

		β	t	p
Independent Variable **Servant Leadership**		,913	5,464	,000
R=,424	R²=,180	F=36,513		

Dependent Variable: organizational Identification

Table 11. The Effect of Diversity Management on Organizational Identification

		β	t	p
Independent Variable **Diversity Management**		,914	6,927	,000
R=,522	R²=,277	F= 36,656		

Dependent Variable: Organizational Identification

While the effect of the dependent variable in the first model is β = 0,518, it has decreasingly taken the value of β = 0,401 in the second model. In this case, the results show that the third condition of the mediator relationship has been confirmed; the mediator variable diversity management has a partial mediator effect on the relationship between servant leadership and creativity. Hypothesis H_4 has been accepted.

The values in Table 10 shows that there is a correlation between servant leadership and organizational identification at about the 42% level; about 18% of the change in organizational identification is explained by servant leadership. The results of the analysis show that the established model is meaningful and the independent variable contributes to the explanation of the dependent variable (F:36,513; p < 0,001). Hypothesis H_5 has been accepted in this context.

The values in Table 11 show that there is a correlation between diversity management and organizational identification at the level of about 52%; about 28% of the change in organizational identification is explained by diversitiy management. The results of the analysis show that the established model is meaningful and the independent variable contributes to the explanation of the dependent variable (F:36,656; p < 0,001). Hypothesis H_6 has been accepted in this context.

According to the results of the regression analysis of the first model in Table 12, the model in which the servant leadership is the independent variable and organizational identification is the dependent variable is statistically significant (F= 36,516 p < ,001). Accordingly, the hypothesis H_6 in the form of H_5 has been accepted; i.e., "Servant Leadership" has a significant effect on "Organizational Identification" .

Table 12. Hierarchical Regression Analysis for mediator Effect

		β	t	p
Model1	Independent Variale **Servant Leadership**	,913	5,464	,000
Model2	Independent Variable **Servant Leadership** **Diversity Management**	,468	7,277	,000
		,477	7,418	,000
R=541	R²=289	F=36,516		

Dependent Variable: Organizational Identification

The regression analyzes summarized above show that servant leadership and the mediator variable diversity management have direct effects on the dependent variable, organizational identification. In this framework, the first two conditions that Baron and Kenny put forth regarding the mediator effect have been confirmed. In order to test the third condition, a hierarchical regression analysis was conducted in which servant leadership and diversity management were included as independent variables. In the second model, in which the mediator variable diversity management was included, the effect of the independent variable servant leadership on the dependent variable decreased. While the effect of the dependent variable in the first model is $\beta = ,468$ it has decreasingly taken the value of $\beta = ,477$ in the second model. Meanwhile, the positive effect continues. In this case, the results show that the third condition of the mediator relationship has been confirmed; the mediator variable diversity management has a partial mediator effect on the relationship between servant leadership and organizational identification. Thus, hypothesis H7 has been accepted.

Conclusion and Evaluation

This study set out to determine the level of relationship between the servant leadership competencies and the diversity management skills of managers working for an international brand, based on employee and manager perceptions when regression values between the variables are examined based on the findings, significant relationships at the level of 0.01 were determined between each of the four variables. Accordingly, the positive relationship between servant leadership and diversity management has been identified. This finding shows alignment with the research results of Geçdoğan (2013) and Balay et al. (2014). Similarly, in the literature, it is possible to encounter the studies arguing that the leadership competencies of managers have an effect on their diversity management skills (Mujtaba and Sungkhawan, 2007; McCuiston & Wooldridge, 2003; Shaban, 2016). At the same time, this study has concluded that servant leadership does indeed have a positive effect on creativity and organizational identification. Again, this finding mirrors research which conducted by Hamilton (2008). It is thought that the leadership behaviour is effective in attaining organizational objectives by affecting employee performance

(Rowe et al., 2005: 197-219). Similarly, Oldham and Cummings (1996: 607-634) determined that employee creativity is related with the manager behavior when understanding emotions and feelings. Another result obtained in this research is that servant leadership behavior positively affects organizational creativity; a result that is consistent with those of Liden, Wayne and Stilwell (1993: 662-674), Redmond et al. (1993: 120-151) and Oldham and Cummings (1996: 607-634) .

Another finding obtained in this research is that diversity management positively affects creativity; a conclusion echoing that of Kurtulmuş and Karabıyık (2016). The results also suggest that the diversity management variable significantly predicts the organizational identification variable. Magoshi and Chang (2009) found significant relationships between diversity management and the organizational commitment of the employees. It can be argued that the organizational identification preceptions of the employees working in those environments where diversities are welcomed and there is respect towards diversities, at least at the basic level, will be significantly affected (Kurtulmuş and Karabıyık, 2016:1333). Effective diversity management will make a meaningful contribution to the performance and creativity of the organization (Shaban, 2016;Patrick & Kumar, 2012; Zenger et al. 1994). The mediator variable analysis method suggested by Baron and Kenny (1986) has been used in light of the mediator role of diversity management in the servant leadership and creativity relationship. As a result of the analysis, it has been determined that the diversity management has assumed a partial mediator role between servant leadership and creativity. Similarly, as a result of mediator variable analysis, it has been determined that diversity management plays a role as the "partial mediator variable" in the relationship between the servant leadership and organizational identification.

When all of these results are evaluated, based on the findings that servant leadership has a strong effect on diversity perceptions of employees, managers can take advantage of the servant leadership competencies for effective diversity management and to increase progress towards organizational objectives. Moreover, diversity management is closely related to the competency and perspectives of managers. It can be said that the leaders who

can implement diversity management successfully are critical facilitators in creating an atmosphere in those organizations where high organizational commitment and creativity prevail.

In this study, it was aimed to investigate the mediating effect of managerial understanding of differences between managerial leadership competencies and organizational identification and creativity of managers who work in a firm that operates international field activities according to employee views. As a similar study, the effect of diversity management can be investigated in social media. Also, the effect of the relationship management and servant leadership relationship on job satisfaction and organizational justice can be analyzed in different industries for future studies.

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