

# Financial Security and Perception of Service Commitment – A study on United Nation (UN) Peace Keeping Experiences of Bangladesh Police Personnel

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**Abstract:** *This study has focused the participation of Bangladesh police in the united nation peace keeping mission with a view to assessing the impact on their perception from the perspective of age, gender and education diversity. Both qualitative and quantitative approaches were applied to gather useful insights about the benefits of participation in UN peacekeeping mission. The findings of this study reveal that the impact of UN Mission works in individual level of changes. Organizational changes are also evident after the experiences in UN Peacekeeping Mission. Standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect to the work, strong time sense, structured and integrated working system etc. are very much evident after the experiences in UN Peacekeeping Mission. Findings also reveal that UN Peacekeeping Mission helps to change the mentality of police members and creates the opportunity to ensure good governance and to protect the rule of law of the country. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as humanity. The UN compensation rates for peacekeeping operations are attractive to Bangladeshi soldiers and police. The income they derive from the mission invested in different asset purchase activities. Among potential area of investment, land purchase is top ranked as the key investment area to both male and female for UN peace keepers. Findings reveal that 46% of male and 47% of female have invested their income from UN Peace Keeping Mission in land purchase. Saving account is the second key area of investment of their income. 23% of male and 26% of female peace keepers have opened saving account by their peace keeping mission income. Perception about financial security across gender is showing that 71% of male and 69% of female think that peacekeeping mission enhanced their financial security.*

**Keywords:** *United Nation, Peace Keeping Mission, Organizational Change, standard policing and Bangladesh police.*

## 1.0 Introduction

Bangladesh Police is the core law enforcing agency of Bangladesh. Since its inception, it has been maintaining the law and order of the country with glory. It is administered under the Ministry of Home Affairs of the Government of Bangladesh. Bangladesh Police devotes 24/7 to ensure the peace of the state. It works relentlessly to secure life and property of the people. The enormous area of responsibility and the volume of works of

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Bangladesh Police entail activities ranging from domestic law and order management to performing globally with the UN in its different peacekeeping missions. Since its commencement to serve in different UN Mission, Bangladesh Police has now been the 3rd Police Contributing Country (PCC) in the world with remarkable commitments of 775 personnel to date (30.04.2018) of its own to the UN Mandate.

Bangladesh Police officials are playing a vital role in maintaining peace in conflict affected countries. It all began in 1989 when it left behind its glorious chapter by participating in the United Nations Transition Assistance Group (UNTAG) in an African state named Namibia – ever since, success stories have flourished the fame with adventurous total number of 18420 personnel in 21 UN Missions to date (Sebastian, 2015).

Bangladesh Police has already demonstrated the expertise in different field of policing like democratic Policing, community policing and so on so forth. Bangladesh Police has not only proved its capacities in the field missions as observer but also has enhanced its capabilities in peace keeping department in the United Nations' Headquarters. Bangladesh Police has been performing duties with utmost sincerity, professionalism and dedication. They assist in facilitating in the process of disarmament and reintegration, maintaining law and order, protecting displaced and distressed persons, facilitating humanitarian assistance and protecting human rights. Responding to the challenges in implementing the UN mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 1 (one) women FPUs in Congo (MONUSCO) (Zaman 2014; Perry & Smith 2013; Islam 2010) also another FPU in Haiti Mission.

Bangladesh is the top contributor of female police officers in the United Nations and peacekeeping operations have become the crucial partner in the transition from war to peace. The female police officers of Bangladesh have established their name and fame and developed themselves as the role model of the peace keeping community. Consequently, the demand for Bangladesh female police officer is increasing day by day in the UN peace keeping operations.

Over the past decades, the restoration of “Rule of Law” in the post conflict mission area is getting high importance and the most important pre requisite to stabilize the conflict within states to develop internal security and minimize criminal activities. As such the role of UN Police has been expanded from monitoring and advising function to reforming, restructuring and institutional building of local police services. Expertise of Bangladesh Police in the field of responsive policing, accountable policing, community policing, electoral assistance has proven its importance in the UN Peace Keeping Operations resulting in wide scopes to work in international arena (Dahrmaphuri, 2013; William & Kar, 2013).

UN Peace keeping missions is the greatest training and learning hub for the Bangladesh police. They learn the international norms and practice how to bring back the order in

public life and in the state. In staying at the international working environment they get the touch of improved working environment where efficiency and effectiveness in work is highly valued. Participated peace keeper can apply their changing attitudes and learning to bring a great change in their home country's police department.

Historically in Bangladesh public sectors bear the blame of corruption, inefficiency and unfriendly attitude to the Public as a legacy of their colonial past. In that regard, Bangladesh police force is no exception. Nevertheless, the performance of Bangladesh police is gradually improving. Bangladesh police force has shown their skill in dismantling the terrorism in our country. Police force has earned the trust of common people by their proactive actions in maintaining the law and order of the country. Obviously behind the good image of Bangladesh police, UN peacekeeping missions are playing the great role.

## **2.0 Literature Review**

The term diversity is used in diversity studies in a broader sense concerning human differences. It is used to describe all types of dimensions of an organization's employees, such as role, function and personality (Hicks Clarke; Iles, 2000). Age, gender, sexual orientation, social class, culture, ethnicity, disability, education, beliefs, experiences, and race are the primary elements that make individuals different from another one (Joplin & Daus, 1997; Hicks-Clarke & Iles, 2000; Kersten, 2000; Triandis, 2003). Diversity can also be categorized as personal or organizational. Personal differences can be appearance related, such as skin color, race, gender, etc., or internal, such as values, beliefs, etc. Organizational differences are considered to be tenure, position and technical skills. This classification is congruent with intergroup theory, which defines groups as identity groups or organizational groups (Alderfer; Smith, 1982; Kossek & Zonia, 1993).

The underlying assumption of attaching importance to diversity and diversity management is that diversity will bring positive outcomes for an organization. Diversity is important in idea generation, growth, learning, image, human resources, and discrimination law (Hon & Brunner, 2000; Friedman & Amoo, 2002). In other words, diversity can add value if it is managed effectively (Milliken & Martins, 1996; Knouse & Dansby, 1999). A diverse workforce can produce higher quality of work because of its broader perspectives and ideas which put forward to solve problems. Understanding the different demands and expectations of diversified markets, group decision-making, group interaction, and innovation are some of the several expected outcomes for an organization (Knouse & Dansby, 1999). Fostering and facilitating a positive diversity climate is considered a business imperative and strategic leadership focus in organizations, since it offers a competitive edge domestically and internationally (Joplin & Daus, 1997; Combs, 2002). People who view diversity positively in the workplace believe that individual differences are positive. Diversity can be a source of learning and creativity; interactions with people from different backgrounds are welcomed; it is an opportunity for personal

promotion and organizational profitability (De Meuse & Hostager, 2001). The benefits of workplace diversity are mainly linked to better decision-making, greater creativity and innovation, and better service for foreign and ethnic groups in terms of marketing and economic distribution of opportunities (Cox, 1991). A firm may achieve a flexible strategic fit more easily if it has a diverse workforce (Laursen et al., 2004). On the other hand, workplace diversity leads to disadvantages such as high turnover rates, interpersonal conflicts and communication breakdown (Cox, 1991).

### 3.0 Methodology

This study is based on survey data collected from 691 UN peacekeepers of Bangladesh. Out of these 691 personnel, there are 391 male peacekeepers and 300 female peacekeepers. A focus grouped discussion (FGD) was held to develop, communicate and validate the survey questionnaire. Through the survey questionnaire the insights on the quality of work life at home and at UN peace keeping missions are collected.

There remains heterogeneity across different categories of personnel. To understand the impact of the affiliations and training given by the United Nations to our peacekeeping personnel we had to apply stratified sampling techniques. There remain different ranks among the different personnel categories. To make an inference about the population we divided the population into groups (clusters). This research has used simple random sample to obtain data from all possible clusters.

To estimate the number of sample survey we followed Yamane (1967) sampling techniques<sup>1</sup>. Based on this formula, if we surveyed on police force only, the sample size should be approximately 691 police personnel from both male (391) and female (300) category. The weighting factor is crucial in determining the sample size. The following table provides the details:

**Table 1: Sample Size**

Category	Number Participants Went to UN Mission (1989 to 18 Aug 2018)		
	Male	Female	Total
Total	17374	1185	18559
Sample	391	300	691

<sup>1</sup>The population size is based on 31 May, 2018, collected from United Nations Portal, and retrieved on June 25, 2018. The population size for Bangladesh is 7,099 personnel. To estimate the number of sample survey we followed Yamane (1967) sampling techniques. A formula propounded by Yamane (1967) used to determine the sample size is as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where; n – is the sample size

N – is the population size

e – is the level of precision(95%; e = 0.05)

The FGD was conducted in the Faculty of Business Studies, in which 20 participants from various ranks of Bangladesh Police were present. The FGD was conducted in the 14<sup>th</sup> July, 2018. The duration of the FGD was around 2 hours. The basic objectives were (1) identifying factors that affect on quality of life based on the experiences of UN peace keeping mission, (2) sharing experiences on different factors identified in the discussion and (3) determining possible organizational changes due to the UN assignments. One moderator was present at that occasion. Data were transcribed and later used to infer outcomes.

The survey questionnaires are mostly based on binary response from the respondents. The logit analysis has applied to understand whether UN mission has any impact on financial security and organizational change among the UN peacekeepers of police personnel in Bangladesh.

In this analysis, we consider corruption as our dependent variable. Corruption can be defined as

In this section, we introduce the model and discuss the precise nature of the dependent variable and the regressors. We use logit model based on the survey data of 504 individuals. For estimating the impact of UN mission, we consider corruption at individual level as a proxy variable.

$$\text{corrupt}_i = \beta_0 + \beta_1 \text{perinte}_i + \beta_2 \text{finsec}_i + \beta_3 \text{age}_i + \beta_4 \text{gender}_i + \beta_5 \text{edu}_i^g + \beta_5 \text{rank}_i^g$$

The model's dependent variable is corruption, which is a binary decision; zero: more corruption (base) and one: less corruption. The independent variables are personal integrity, financial security, gender, education groups, and ranks. We introduce age as a quartic polynomial of the persons yearly age. Murphy and Welch (1990) find that quartic specifications make significant progress relative to the cubic and the quadratic specification by reducing the bias component.

#### **4.0 Empirical Findings**

The demonstration of empirical findings begins with how personal integrity and financial security achieved from mission experience affect the probability of corruption or to be corrupted at individual level in their job responsibilities after controlling gender, age, educational levels and ranks.

**Table 2: The Logit results on Impact of UN mission of on Corruption**

Variables	Odd Ratio
Personal Integrity	7.416*** (3.276)
Financial Security	15.394*** (7.643)
Educational Groups	
GSC	Base
SSC	0.620 (0.699)
HSC	1.025 (1.187)
Undergraduate	2.435*** (0.841)
Graduate	0.732 (0.841)
Doctorate	3.495*** (0.597)
<b>Ranks</b>	
Constable	Base
AASI	2.595** (0.317)
ASI	1.519** (0.351)
Inspector	1.485*** (0.389)
ASP	1.465** (0.507)
Addl SP	3.186*** (0.199)
Addl DIG	4.102*** (0.105)

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Notes: standard errors are in parenthesis. \* indicates significance at the 10 percent level, \*\* indicates significance at the 5 percent level, \*\*\* at the 1 percent level. LR chi2(16) = 66.92, Prob> chi2 = 0.0000, Log likelihood = -138.14063, Pseudo R2 = 0.1950.

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Table 2 displays the odd ratio of being less corrupted an individual with respect to its base level (more corruption). The impact of mission training and experience is positive and highly significant towards mitigating the exploitation in duties and responsibilities at individual level. These results are based on the sample of individuals who went to UN mission. Therefore, the integrity of individuals who did not attend the mission is not the part of our analysis. However, our findings suggestively represent that the odds of being

less corrupted due to personal integrity developed from mission training and curriculum is 7.41 times larger. Simultaneously, the odds of being less corrupted for being financially solvent as a result of mission is 15.39 times larger.

It is remarkable that, the odd ratio of being less corrupted is more than one for educated police and higher ranked personnel and the results are significant. The downtrend of less corruption is true as the level of education is increasing. We found the similar pattern of findings for different ranks of police personnel. The downtrend of corruption is more robust for educated and high ranked police officers.

A cursory official response to the question of why Bangladesh provides so many UN peacekeepers would include the following points:

First, participation in UN peace operations fulfills the country's constitutional and international obligations.

Second, involvement with such missions allows officers of the police forces to interact with members of foreign police forces and improve their professional skills. Such multinational exposure helps them gain operational expertise and first-hand knowledge of the latest doctrines and police equipment.

Third, financial rewards represent a powerful incentive for Bangladesh to take part in UN missions until very recently. UN payments allow the police forces to purchase and maintain equipment which it would not be able to obtain under normal circumstances and to reward its personnel. In other words, peace operations help subsidize Bangladesh's police force.

Of course, there are some internal security challenges but they are not severe enough to hamper the deployment of the police forces to UN peacekeeping missions. Analysts have offered additional reasons as to why Bangladesh provides so many UN peacekeepers.

#### **4.1 Purpose of participating in UN mission**

UN peace keepers have shown the different reasons behind the participation in UN Peacekeeping mission. Major reasons have been categorized into five categories such as serving as a Peacekeeper, Monetary Benefit, Professional experiences, Govt. order and others.

This study has made cross tabulation between gender and the purposes of mission and has found the various findings in this regard.

**Table 3: Reason for participating in UN mission across gender**

	Male	Female	Total
To serve as a Peace Keeper	273	47	320
	85.31%	14.69%	100%
Monetary Benefit	63	32	95
	66.32%	33.68%	100%
Professional Experience	46	27	73
	63.01%	36.99%	100%
Govt. Order	9	1	10
	90%	10%	100%

**Source:** Author's findings from Survey data

Table 3 shows that to serve as a peace keeper and monetary benefit are the prime reason of participating in peace keeping mission. A group of male and female peace keeper highlighted the achieving professional experience as the prime reason for their participation in mission.

**Table 4: Reasons for participating in UN mission across age groups**

Categories	Age				Total
	30	40	50	60	
To serve as Peace Keepers	12	176	97	32	317
	3.79%	15.52%	30.60%	10.09%	
Monetary Benefit	20	33	32	10	100%
	21.05	34.74%	33.68%	10.53%	95
Professional Experience	3	43	22	5	100%
	4.11%	58.90%	30.14%	6.85%	73
Govt. Order	0	7	2	1	100%
	0	70%	20%	10%	100%

**Source:** Author's findings from Survey data

Table 4 explains the reason for participating in UN mission in terms of age ranging from 30 to above 50, 317 respondents have shown their wish to serve as peace keeper was the key reason of participating in peace keeping mission. Monetary benefit is the second most important reason of participation in peace keeping mission. 95 peacekeeper ranging

from 30 to above 50 age think monetary benefit motivate them to participate in peace keeping mission.

#### 4.2 Investment of income from UN Peace Keeping Mission

**Table 5: Most preferable area of investment across gender**

	Male (%)	Female (%)
Savings account/FDR	23.71	25.69
Procure Consumable	6.19	7.41
Land Purchase	46.65	47.22
House Construction	14.69	14.81
Children's Education	1.03	.93
Medical Treatment	1.55	0
Business	2.32	.93
Investment in Income generating activities	1.03	2.78
Loan Payment	1.29	0
Other	1.55	.93
Total	78.23	21.77

**Source:** Author's finding s from Survey data

Table 5, shows the most preferable area of investment of income from UN peace keeping mission. Among potential area of investment, land purchase ranked top as the key investment area to both male and female UN peace keepers. Findings reveal that 46% of male and 47% of female want to invest their income from UN peace keeping mission in land purchase. Saving account is the second key area of investment of their income. 23% male and 26% female peace keeper have invested in saving account of their peace keeping mission income.

#### 4.3 Income from peacekeeping enhance my financial security of peacekeepers

**Table 6: Perception about financial security across gender**

	Male (%)	Female (%)
Strongly disagree	.52	0
Uncertain	1.03	0
agree	27.06	30.19
Strongly agree	71.39	69.81

**Source:** Author's finding s from Survey data

Almost all the peacekeepers both male and female strongly agree that peace keeping mission has enhanced their financial security. Table 6 describes about the perception

about financial security across gender and showing that 71% of male and 69% of female think that peacekeeping mission enhanced their financial security.

The UN compensation rates for peacekeeping operations are attractive to Bangladeshi police. This is because domestic wages were very low until the introduction of new "National Pay Scale 2015" for the government servants. This contention is well supported by a series of interviews we conducted with officers of the police forces. All of the interviewees reiterated strongly that it was financial considerations which made them eager for UN duties. One officer identified pecuniary benefits as the sole criterion for the members of the police force opting for peacekeeping duties.

#### 4.4 Income from peacekeeping affects personal integrity

**Table 7: Personal Integrity Across Gender**

	Male (%)	Female (%)
Strongly disagree	1.03	0
Disagree	1.29	0
Uncertain	1.80	.95
agree	35.9	40.95
Strongly agree	60.41	58.10

**Source:** Author's findings from Survey data

Table 5, shows that 96% male and 99% female believe that income from peacekeeping mission affects their personal integrity.

Countries sending troops (including police and military experts) are paid \$1,410 per month per person by the UN, which is considerably higher than the average wage in many countries. Individual Police Officers gets almost double and in few missions even more. The financial package offered for UN peacekeeping is an attractive incentive for a developing country like Bangladesh. From 2001 to 2010, UN compensation amounted to a total of approximately \$1.28 billion, 67 per cent of which is accounted for troop costs with the rest as equipment cost reimbursement. The salaries and benefits received by the officers of the police forces serving in UN missions are significantly different from those they receive under the national pay scale. The UN reimburses the money on the basis of a flat rate (i.e. \$1,028 per head) to the respective troop-contributing countries. However, the government fixes a sliding rate based on the rank of officers and troops in the police forces. Officers and soldiers involved in a UN mission receive 20 per cent of the amount while serving in missions and they receive the rest 80 per cent in two installments upon their return. While serving in the UN missions, they also receive their monthly salaries as per the national salary scale (Zaman & Biswas, 2014).

#### 4.5 Income from peacekeeping has reduced corruption in the Police.

**Table 8: Perception that peacekeeping has reduced corruption across gender**

	Male (%)	Female (%)
Strongly disagree	1.57	.95
Disagree	2.88	1.90
Uncertain	5.76	1.90
agree	35.86	41.90
Strongly agree	53.93	53.80

**Source:** Author's finding s from Survey data

Table 8, shows that among the police officers who attended the missions (54% of male and 53% of female peace keepers) perceive that the income from peace keeping mission has reduced the corruption in Police Veterans.

Posh life style and financial solvency mainly motivate the police members in joining UN Peacekeeping Mission. A peacekeeper mentioned that basically he was motivated to join in UN Peacekeeping Mission after seeing the attractive lifestyle and financial solvency of his senior police members. It is known to all that remuneration in Bangladesh Police Service is not up to the mark aligned to the global standard. As a result, it is a big dream of every police member to achieve financial solvency by gaining the appropriate remuneration from the service and become the UN peacekeeper is the foremost way in gaining that solvency. Though financial solvency gets the utmost priority in motivating the police members in joining UN Mission, high career growth, prestige, strong social networking, and high learning opportunity also work as motivating factors regarding joining in UN Peacekeeping Mission

Experiences help people to enhance the quality of service giving by them. Experiences of working in UN Peacekeeping Mission undoubtedly help Bangladesh Police to enhance their quality of life along with bringing the change in the organization positively. Administrative skills, field operation, discipline, working with a foreign team, dealing with cross cultural diversity etc. are the main area of gaining experience from UN Peacekeeping Mission. A FGD (Focus Group Discussion) discussion with some proud members of Bangladesh Police, served as UN Mission Peacekeeper, helps to present the experiences of the mission along with what changes have made due to the mission regarding quality of life and overall organization.

Working in a team is a great learning from UN Peacekeeping Mission. A FGD participant, previously worked in UN Peacekeeping Mission, was recalling his memories that how he along with his peers and camp manager worked hand in hand in building a washroom in a local police station within a very short time.

Differentiating poor from rich is a very common scenario in this capitalistic world though in most of the cases in mission, there is no difference between poor and rich. People are very warm-hearted and in most of the cases they exchange greetings to each other. One of the important learning from the mission is integrity. People are very willing to help each other even to an unknown one and in exchange they even cannot think to take anything.

Resource multiplication and Resource maximization are a huge lesson from UN Mission. They work in a very concrete and structured way and they are very much disciplined in their work. It is tough to find any undisciplined action in their daily activities. There is no term like “relax in working time” in the dictionary of UN Peacekeeping Mission. They work very swiftly in their working time. They do not like pending activities as well as they do like to work in a very calm environment. They maintain diary to note down their daily duties as well as they also note down the activities that they cannot fulfill today so that in the next day they can prioritize their activities. Women and children always get the most priority there which is a very important practice to know.

Though cultural openness and diversity are there, there is no religious obstacle. Regarding religious practice there are different points of view among the participants. Some participants could freely practice their own religion though there are opposite scenarios also. Even there are many places in UN Mission where one has to practice her/his religion very privately. UN Peacekeepers are highly professional. Their attitudes, behaviors, activities etc. show that how much professional they are in terms of their work. Favoritism is an unknown word there. The never expect any undue favor from anyone.

Working in digital environment enriches the experiences of Bangladesh Police in UN Peacekeeping Mission. Every administrative steps are fulfilled using software. Not only software solution but also the environment is fully equipped with the modern equipment as they believe without using the modern equipment how one tackle a gigantic as well as critical mission in an efficient way. Smart people can easily cope up with the environment even with an extreme or tough environment. UN Mission helps to learn how to cope up with extreme cold or hot weather, how to cope up with the culturally diversified people, how to cope up with new and unknown situation. Bengali people are very soft hearted and as a result sometimes they take the responsibility of others. This does not happen in UN Mission. Staffs are busy with their own work and they believe that if they take more load than their responsibility, quality may be hampered.

As discussed before the art of utilizing limited resources is a great learning from the mission. UN Mission helps to know how to minimize wastage. One participant of this FGD was sharing his experiences regarding this waste minimization. There was a scarcity of water in the camp area. They had to use the water in a minimum level. In that condition, the waste water in shower was utilized in cultivation. As a result, the camp area was turned into a greenish area. This was a great example of waste minimization and innovation. There is no “peon culture” in UN Peacekeeping Mission. Mission member has to do her/his own work in own hand. Time management is a great skill to learn from there. They always respect and strictly maintain the time.

Problem solving skill is another area our veterans were exposed to while in UN Missions. Avoiding a problem was not the culture in UN Mission. UN peacekeepers try to solve the problem by entering into the problem not avoiding the problem though their system is also well managed where one cannot easily avoid or fly away from a critical or worse situation. Training and learning system is very improved and pragmatic also. Every small life is counted by the UN peacekeepers. Even the life of a baby tortoise is very valuable to them. Human dignity is a great learning of the UN Mission. “Respect for All” is a kind of tagline in UN Mission. UN Mission also helps to make the morale high. Especially, after comeback from the mission, a strong impediment works in term of bad deeds. Work division is very common scenario in UN Mission. Total duties of the UN Peacekeepers are divided in unit by unit depending on the expertise. Unit wise effort make the mission easy, better and successful.

### **Conclusion**

Bangladesh has provided UN peacekeepers in order to promote a positive image of the country. Economic incentives are not the whole story. Political leaders and officials from the police forces never fail to point out how Bangladesh’s performance in peacekeeping operations has helped to present the country in a positive light. The findings of this study reveals that the impact of UN Mission works in individual level of changes, organizational changes are also evident after the experiences in UN Peacekeeping Mission. Standard policing, pragmatic training program, digital working environment, prompt action against the complaint, respect the work, strong time sense, structured and integrated working system etc. are very much evident in the UN Peacekeeping Mission. Findings also reveal that UN Peacekeeping Mission helps to change the mindset of police members and creates the opportunity to ensure good governance and to protect the rule of law of the country. A strong commitment is developed to the police service in serving the nation. UN Peacekeeping Mission is a kind of training field in learning sensitivity, sensibility as well as human rights.

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