

MODERATING EFFECTS OF WORKFORCE DIVERSITY ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL ORIENTATION AND ORGANIZATIONAL PERFORMANCE

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Abstract

In today's global environment capital resources are inter-connected throughout the world. Resources be it capital or human are moving freely from one part of the world to another, which provide organizations with ample capital resources and diverse human capital. The need of diversity increased after the Industrial Revolution and the formation of trade and employee unions within EU countries. It is not uncommon for a multinational company (MNC) to have its finance department headed by American, recruitment department headed by Asian and operations run by Indian employees. According to (Editors of Inc.com, 2015) 55% of the Fortune 500 companies have diverse workforce and 23% of the Fortune 500 firms have outsourced its operations to the organizations in different geographical and cultural region. The diverse workforce or workforce diversity is a two-sided sword, it has some negative, and some positive aspects attached to it. The aim of this Paper is to critically review the moderating effect of diverse workforce on the relationship between entrepreneurial orientation and performance of an organization. Great work have been done on the defining different aspects of diversity and managing the diverse workforce but very little work is found that truly gauge the impact of diversity in nurturing entrepreneurial traits in organization that are connect to the better performance of an organization. This paper discusses moderating effect of diversity on all three pillars of Entrepreneurial orientation i.e. Innovation, Proactiveness and Risk-taking (Miller D., 1983).

Keywords: Risk-taking, innovation, proactiveness, diversity, performance

INTRODUCTION

Workforce Diversity

Since our world is already globalized, large amount of humans with different cultural and ethnic background, interacts with each other. In today's era workforce do not work in isolated places, instead the workforce work in worldwide economy competing in global market. Literature provides great amount of work on definition and management of diversity. Diversity is described as adjusting , leveraging difference between humans in terms of gender, race, class, ethnicity, age, etc. (Esty, Griffin, & M. Schorr-Hirsh., 1995). More precisely, the workforce diversity is referred as the human capital of an organization that is more heterogonous with all humans from different sex, race, old ,young, education, culture, regions. (Robbins, 2009). As stated earlier, the diversity is taken in different context by different authors. Some authors take diversity as a positive aspect while others argue that diversity could be cause of conflict within the organization. According to Jonathan, David, & Aparna, (Do Birds of a Feather Shop Together, 2004) in past, researchers has argued that workforce diversity is perilious/beneficial for the process of an organzation. Another author has also criticised that workplace diversity can be either beneficial or dangerous for the performance of an organization (Williams & O'Reilly, 1998). Recent work on diversity has demonstrated strong correlation between diversity at work and cooperate profits. Diversity as workplace bring together the people from different cultural, education and phyhsical backgrounds (Robbins, 2009) that brings better solution, detailed problem definition and diverse alternatives to cooperate problems. Jehn, Northcraft, & Neale, (1999) has associated diversity to the problem-solving and creative thinking. The general consensus of authors is that workforce diversity improve the individual and organizational performance (Kelli , Mayra , & Et al., 2002).

The possibility of diversity in the working place changed to something necessary for people, asset directors and advertising supervisors in vast organizations, specifically in the USA. An attachment to an enterprise's qualities program or statement of purpose can be found on practically every organization site. From the middle of 1990s,companies have situated themselves in the advertising center like a business winning trying place differences and a gaining feedback neighborhood various kinds.

In spite of people in general story on assorted qualities exhibited by organizations, developing differing qualities - and not with standing employing patterns favoring ladies in America's administration extraordinary workforce (Green, 2003)- - the truth of the matter is that a hefty portion of the issues identified with differences don't appear to leave.

White men still command high status employments and generous pay holes hold on amongst males and ladies, White race of Americans, and high and low classes. Assorted

groups in associations normally experience correspondence hindrances and most cases do not have higher profit than their homogeneous coworkers.

A considerable lot of the difficulties of differences stay past the compass of extensive organizations. Recorded frameworks of prejudice, pettiness, and classism alongside their natural objectivity lost support with cosmopolitan grace. However the frameworks of chronicled inclination stay in place and interact with systems of cultures, instruction, medicinal services, economy developing a system predisposition which obliges the rise of a very talented various workers. A true meaning company can understand this when it has tended to inside problems and sides of contracting, preparing, advancement inclination which the differing workers need to enlist essentially isn't accessible.

The better way to comprehend a number of the issues encompassing differences in working environment talk, this is important ,being comfortable with a portion of essential ideas , polarities utilized in assorted qualities wrangle about. The essential classifications which are used in this research are race, type, and gender. The classifications are regularly, broadened. Different classifications can incorporate physical, age capacities religion, sexual introduction. Inside organizations , work markets assorted qualities is contemplated in relative examination of minority and dominant part aggregate individuals and in integrative methodologies that look at faultlines controlled by reoccurring lion's share minority parts crosswise over numerous classifications (Kravitz, 2005). Subsequently, differences can be measured independently at many levels in the working environment chain of command including the field, shop floor, extend group, administration group. Incongruities in decency could be concentrated between marvels, for example, finance holes, work isolation, underestimated work, and unattainable ranks. At last, working environment culture and the connection of it to corresponding portrayal, payment, specialist enable scientists to break down the capacity of specific sorts of laborers to have a voice in the working environment. With these methodologies, the humanist can go past simply measuring the number of lion's share and minority representatives in a working environment. The humanist can gauge upward portability, decency in payment, status like employments, viability of groups, social changes. Differing qualities is, social advantage just in the event that it envelops decency in circumstance, prizes, and corresponding portrayal.

Race and Ethnicity

Race is social growth that recognizes getting together of individuals by main common qualities. by a rule the attributes are phenotypical, which is, facial components, contrasts shades of skin, , and hair surface. Race as a classification does not reflect real genotypical contrasts (quality contrasts). Consequently race may really cover up or darken discrete ethnic gatherings with

basic chronicled causes (Marshall, 1998).it doesn't keep sociologists from utilizing race in examination of differences. Notwithstanding, inside current human science race has not seen as intelligent of a hereditarily just like gathering. Or maybe this is thought to be a classification formed by bigger social qualities.

Sex and Sex

In the book 1972, *Sex/Gender/ Society*, Ann Oakley acquaints idea of sex with humanism. Ann characterizes gender like the natural contrasts amongst men and women and sexual orientation like the parallel and unequal division amongst manliness and gentility in the public eye. The idea of sexual orientation is stretched out to the division of work in organizations (Marshall, 1998). Sociologists utilize "sexual orientation" rather than "sex" since this is trusted which distinctions in status and payment are owing to social like built divisions (Smith, 1987). Sexism is socialization and one of ways people arrange their life. Analysts have used sex to clarify work isolation, work minimization, and the impact of proportionality and work environment culture.

Class

At the point when sociologists cooperate with the classification of social type they are cooperating with a tricky idea. Not at all like race or sex, individuals can change types. Type alludes to a gathering of individuals which share basic monetary situations and openings in an economic situation. Given the generally comparable monetary state, these are managed like open doors for instruction, social insurance, employments, and other financial advantages. For the most part talking there is a higher center, and lower one. Among the levels it can be extra sub-classes. For instance, in high society it can be well off and the center privileged.

In lower type it can be the regular workers, lowerclass. That the monetary line lies within classes as far as finance is bantered about. The thing that we did not talk about is that a great many humans are unconscious of their type(class). In spite of what research information lets us know, well more than 90% of individuals view themselves as center or regular workers (Heaton, 1987).

Sexual Orientation, Physical Ability, Age and Religion

Different classes are regularly understood when taking a gander at work place assorted qualities. Among them are sexual introduction, physical capacity, age, and religion. Sexual introduction can be toward the heterosexuality, homosexuality, both genders (promiscuity), and not one or the other (asexuality). A few sociologists trust sexuality to be hereditary, while others name a wide range of sexual introduction, with also heterosexuality, like socially developed.

Physical capacity is additionally a class to be realized in differing qualities. Customarily, incapacities have been utilized to victimize certain sorts of laborers. Debilitation is a socially built idea that reaches out past the genuine impediments of a person. Ableism is a predisposition toward individuals with handicaps. Four classifications of sexual introduction, physical capacity, age, and religion seem less regularly in company assorted qualities statement of purpose.

The Workplace: Corporations, Nonprofits and the Government

To comprehend the elements of work environment assorted qualities this is important to comprehend the American workforce. Companies, private companies so far give the lion's offer of employments in the American economy. In any case, since the new century charities have utilized roughly 10% of the workforce and development in occupations within the not-for-profit division have been overwhelming those of corporate America. Amid the Great Recession (2007-2009), the special part lost occupations at a rate of 3.7% every year, while employments in the philanthropic segment ascended at a rate of 1.9%. The most astounding philanthropic employment classification is wellbeing administrations; not-for-profit elements represent 57% of the wellbeing administrations occupations in USA (Salamon, Sokolowski, and Geller, 2012).it is a critical problem while understanding differing qualities in the working environment. Despite the fact that not-for-profit associations do tout their differing qualities programs, actually numerous not-for-profits and most not-for-profit doctor's facilities have religious bonds. The bonds add to working environment societies that oblige toward versatility for individuals who don't share religious bonds or points of view on sexuality with them bosses. The administration is another quickly developing segment of the workers.

As indicated by America Census information from 2011 and the 2010 American Community Survey, 15.3% of the non military personnel workers works for elected, state, or nearby governments. The legislature as a business is considerably more assorted than the partnerships and philanthropies. A case of this, you can find in the development business. Development higher-level occupations (development administrator, estimators, and chiefs/bosses of exchanges) in 2010 were included just 4% African Americans, while 12% of city building controllers, people who investigate the work of development administration, were African American (American Department of Labor and American Bureau of Labor Statistics, 2011).

While realizing differences within the working environment, organizations frequently wind up between two in number developing segments of the workforce with altogether different ways to deal with diversity.

Fairness and Diversity

This is insufficient basically having relative portrayal in the working environment. A poultry business can ask being assorted in light of the fact that a dominant part of its workforce is Latino and a large portion of its workforce is female. In any case, if every one of the administrators and officials of the organization are white men, then doubtlessly the organization is quite recently exploiting cheap, untalented work packed in a neighborhood group. A healing center may claim to be different in light of the worldwide foundation of its doctors. In any case, if the cleaning workers is overwhelmingly African American ladies, medical attendants and directors are dominantly white, then it does not seem to give a different working environment, regardless of the foundations of the inhabitant doctors. A vast law office utilizing more female legal advisors than guys may case to be various. However, in the event that ladies lawyers at the company just gain 70% of the male partners' salaries, then the reasonableness of the association's way to deal with differences should be addressed. Work isolation, wage holes, and occupation underestimation, not simply staff checks, recount the genuine tale about assorted qualities for sociologists.

Work Segregation

Work isolation exists when a class of occupations is filled basically by specialists of a specific sort. Furthermore, isolation is there when organizations have the two layered framework wherein occupations are partitioned up in levels which offer unequal pay, obligation, safety, preparing, and versatility (Doeringer and Piore, 1971). Work isolation shows it exceptionally hard to show segregation while the sorts of worker ladies/minorities do is not quite same as the sorts of work which white men do. US courts just perceive segregation doing likewise work and generally just to do it at a similar organization.

From the late 1960s this kind of segregation inside employment cells has to be a great extent a non-figure the sexual orientation wage crevice (Blau, 1977; Groshen, 1991; McNulty, 1967) in light of fact that the courts can't address issues, for example, why PC software engineers, work more inclined to be fulfilled by a male, getting paid substantially more than grade teachers, a job more inclined to be fulfilled by ladies. A few scientists trust that occupation isolation might be the biggest residual piece of the sexual orientation wage hole (Groshen, 1991).

Wage Gaps

A wage hole is a word that connotes contrasts in payment for work in light of race and sexual orientation. The National Committee on Pay Equity revealed which in 2012, ladies were

acquiring a normal of 76.5% of what men were winning ("Wage Gap after some time," 2013). Regardless of cases that from the end of twentieth century the general wage hole has shut amongst male and ladies, many contend that the wage crevice has enhanced for white ladies. The adjustment in wage crevices from 1975 and 2010 speaking to 35 years of change for white ladies. Now a days, the blend of being "wrong" sexual orientation and "wrong" race seem to have a twofold punishment (Greenman, and Xie, 2008). African/Americans/Hispanics have lost ground to white women over the previous centuries. The wage crevice between Hispanic ladies and white ladies is more prominent than the wage hole between white males/white females. The ascent of administration businesses and the end of assembling have profited white ladies yet not all of the ladies. Despite the fact that a wage hole for like work exists amongst men and ladies and in addition white Americans, minorities in US, the essential purpose behind the general wage crevice lies in employment isolation, occupation underestimation.

Entrepreneurial Orientation

The literature suggests that entrepreneurial orientation is a company based process whose basis is innovativeness, risk-taking and proactiveness (Wiklund, 1999). Innovative is considered a strong pillar of entrepreneurial orientation process, in fact, innovative nature is considered inseparable and embedded in entrepreneurship (Schumpeter, 1934). In today's globalized markets, firms that invest in new innovative technologies thrive and perform better than the firms in developed nation because developing market are immature in nature and innovation helps open new areas of investments and provide new opportunities of growth which were not discovered before (Zoltan & Virgill, 2009), organizational with diverse workforce tend to be more innovative than organizational that are not diverse. Risk-taking is second essential characteristic of entrepreneurial orientation process and entrepreneurial behavior. Literature provides evidence that various categories of risk is positively related with performance of firm. Risk can be broken down into three broad categories namely, risk of uncertainty, high leverage and employing resources to new ventures (Baid & I. S. & Thomas, 1985). Mixed evidence has been found on the subject of risk-taking and diverse workforce. In general diversity is considered as an instrument to minimize risk, however some studies suggest that diverse workforce, if not managed efficiently has become the reason of friction between employees and unproductivity. Lastly, the literature also demonstrates positive relation between, third pillar of entrepreneurial orientation, reactiveness and performance of SME. Reactiveness is the capability of a company to quickly react to available opportunity and capitalize on it before the competitors.

Firms that are leaders, not followers, tend to performance better than then follower firms. Leader firms or proactive firms have foreseeability and malleability to predict and allocate its resources to the foreseeable opportunity and benefit before the other entrants enter the market (Lumpkin & Dess, 1996).

Organizational Performance

Literature provides vast work on the organizational performance. The products and results of the company is measured according to nature and purpose of company. Performance of some Non-profit firms is measured on the basis of its success in distributing social good while the performance of conventional firms is gauged on the more quantitative measures like revenue, profit, growth, ROI, EPS etc.

According to Williams & O'Reilly, diversity is positively correlated with the organizational performance as the human capital with diverse background beings diverse opportunities, expertise, problem-solving skills and diverse alternatives. As a result, literature concludes that all entrepreneurial orientation variables are present when firm seek to achieve export opportunities and the combination of these variable explains the firm's organizational performance(Lumpkin & Dess, 1996). Business with entrepreneurial orientation characteristics perform better than traditional SMEs, which is why in recent years tech startups has shown greater growth in various markets in Oman (Hesham & McCoy, 2014)

Research Aims/ Objectives

In literature it is simplistically analyzed the entrepreneurial orientation has instant positive relation or effect on the company's capabilities to seek and exploit export opportunities or organizational performance (Lumpkin & Dess, 1996) in context of this study, but this relationship is not this simple there are mediating factors also that effects this relationship(Harms Rainer, 2013). Baron & Kenny (1986) explains a mediator "represents the generative mechanism through which the focal independent variable is able to influence the dependent variable of interest". In context of our research, workforce diversity has mediating or moderating effects on the relations between entrepreneurial orientation and organizational performance (Lumpkin & Dess, 1996).

This paper aims filling the gap between the definition of diversity and its effect on the relationship within entrepreneurial orientation and organizational performance. The goals of this proposed study are to:

1. Investigate the effects of workforce diversity on one of the trait of entrepreneurial orientation i.e. Innovation

2. Investigate the effects of workforce diversity on one of the trait of entrepreneurial orientation i.e. Risk taking
3. Investigate the effect of workforce diversity on one of the trait of entrepreneurial orientation i.e. reactiveness
4. Investigate the relationship of entrepreneurial orientation and organizational performance.
5. Investigate impacts of workplace diversity on the organizational performance.

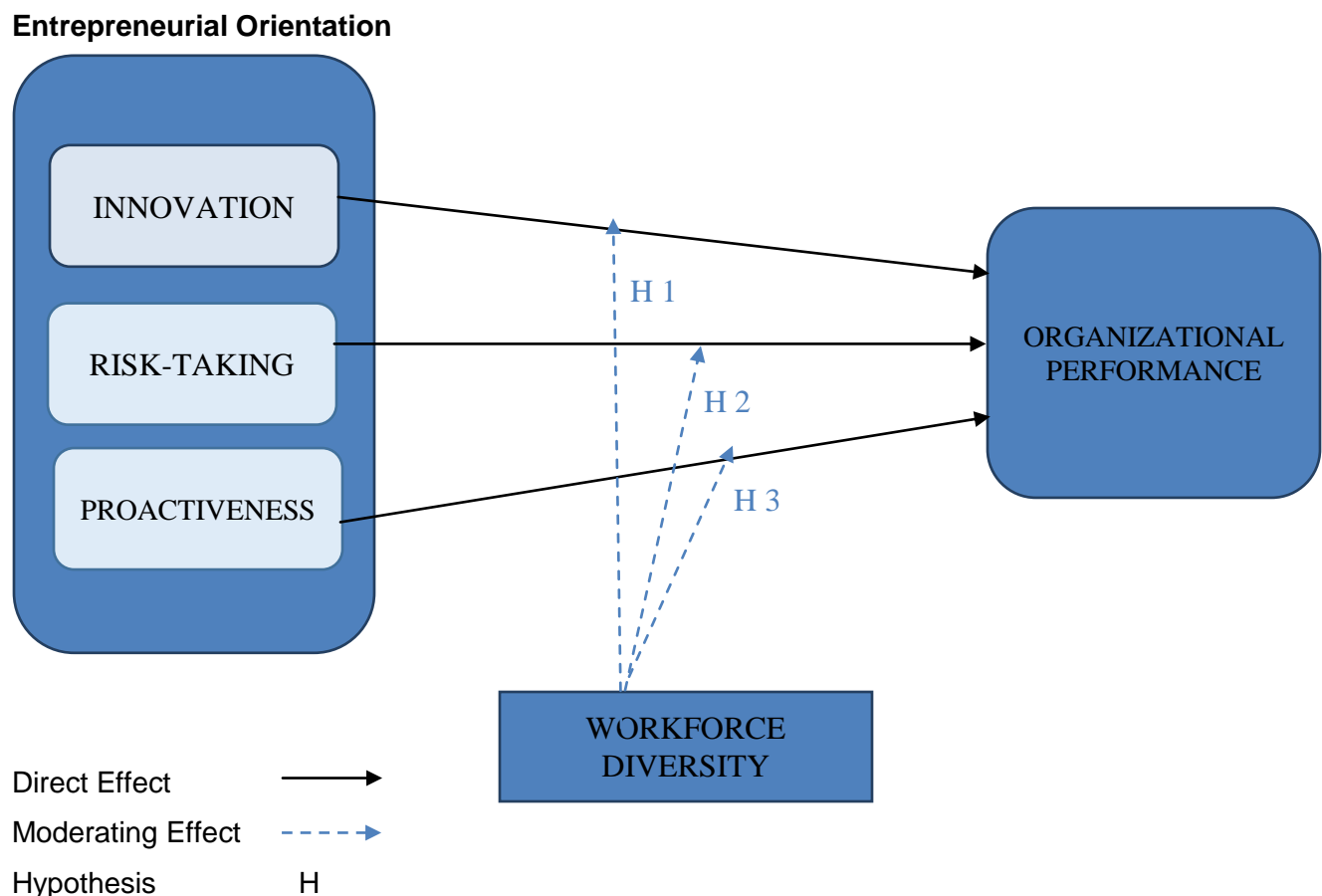
Research Hypotheses

Hypothesis # 1 *The impact of workforce diversity on Innovative (pillar of EO) that moderates the relationship between entrepreneurial orientation and organizational performance.*

Hypothesis # 2 *The impact of workforce diversity on Risk-taking (pillar of EO) that moderates the relationship between entrepreneurial orientation and organizational performance.*

Hypothesis # 3 *The impact of workforce diversity on Proactiveness (pillar of EO) that moderates the relationship between entrepreneurial orientation and organizational performance.*

Figure 1. Conceptual Framework



Significance of Research

Organizations that have realized the importance of diversity benefit far more than the organizations that view diversity as an additional expense. In fact, organizations with diverse workforce benefit from cost reduction as they will not need to incur additional expenses when doing business with different geographical or cultural markets, secondly diverse workforce will introduce additional opportunities in organizations. From decision-making and problem-solving point of view, diverse workforce will bring better solutions as employees with diverse background will bring together different alternatives (Williams & O'Reilly, 1998).

According to (Choy, 2007) the study of diversity and performance is important because diversity is correlated with synergistic performance. Synergies are formed in diverse workforce when team members accept, appreciate, and utilize one another's knowledge, skills, and experience.

While emphasizing on the importance of his study, (Richard, 2000) suggests that the workforce with diverse cultural and educational background explore opportunities for innovation and creative problem solving. The importance of diversity can also be witnessed in today's practical world where the most successful organizations like Google, Facebook, Boeing, and GE etc. are more diverse than other less successful organizations.

The optimum result of this research is to benefit the organization by making the head management realize the importance of diverse workforce and diverse management and to identify the positive correlation of diversity with entrepreneurial traits and the moderating effect of diversity on the relationship between entrepreneurial orientation and organizational performance.

LITERATURE REVIEW

The meaning of diversity is to practice acceptance and respect. It clarifies realizing that every individual is exceptional, and receiving our individual difference. they can be among the measurements of race, ethnicity, sex, sexual introduction, moneywise status, age, physical capacity, religious conviction, political conviction, or different belief system. It is the studying of these distinctions in a protected, positive, sustaining condition. Diversity is made by humans and gatherings from a wide range of statistic and philosophical contrasts. It is critical to bolster and ensure differing qualities in light of the fact that by esteeming people and gatherings free from preference. Recognizing and realizing association of humanity, societies, and the common behavior. Honing common regard for qualities that are special in relation of our own.

Realizing that diversity brings together methods for being the same as methods for understanding; receiving that individuals and standardized segregation manages benefits for a

few while making and maintaining disservices for others; knowing how to identify with those qualities and conditions that are not quite the same as our own and outside the gatherings to which we have a place, yet are available in different people and gatherings. These incorporate yet are not constrained to age, ethnicity, class, sex, physical capacities/qualities, race, sexual introduction, and religious status, sex expression, instructive foundation, geological area, salary, conjugal status, parental status, and work encounters. At long last, we recognize that classifications of contrast are not generally settled but rather likewise can be liquid, we regard singular rights to self-distinguishing proof, and we perceive that nobody culture is naturally better than another

Defining workforce diversity

The literature provides ample and complex concept and theories related to workplace diversity, it is considered a controversial, and political phenomena (Janssens & Steyaert, 2003). Some authors took a brief look at it while others provide detailed concept of diversity (Nkomo, 1995). Scholars favourably ignored a narrow definition argue that the concept of diversity should be restricted to specific cultural categories 96 Ehimare, O.A.; Ogaga-Oghene, J.O. such as race and gender (e.g. Cross, Katz, Miller & Seashore, 1994). Some authors argue that the diversity is based on nationality, ethnicity and gender cannot be considered the same way as diversity based on organizational functions, abilities or cognitive orientations. In addition, the main problems of diversity are the discrimination and exclusion of cultural groups from traditional organizations (Cross et al., 1994). Therefore, if diversity is a concept that is inclusive to all individuals, it will become very difficult to identify discrimination practices. The primary worry of this viewpoint is that a wide definition may infer that all distinctions among individuals are the same. Along these lines, decent variety studies would then be diminished to the conclusion that 'everybody is extraordinary' and, if this conclusion is acknowledged, the idea of assorted variety may turn out to be "simply an amiable, pointless idea." (Nkomo, 1995).

The peril in narrowly characterizing assorted diversity, in any case, is that just a single measurement of social decent diversity (race, age, ethnicity, or sexual orientation) is all things considered the subject of research at once. Since a social assorted variety measurement interfaces with different measurements of decent variety, a narrow idea of assorted diversity would be insufficient by neglecting to perceive these connections. (Michaéla, Deanne, Paul, & Janique, 2003). Some scholars argue that diversity includes all the possible ways human can differ (e.g. Jackson, May & Whitney, 1995). People, as per this school of thought, don't contrast in light of their race, sexual orientation, age and other statistic classes, yet in addition in view of their esteems, capacities, hierarchical capacity, residency and identity. They battle that an

individual has numerous personalities and that the complex measurements can't be separated in a hierarchical setting.

Aside from bringing their race, age, ethnicity, and sex, people additionally accompany their specific learning, identity, and subjective style to the work put. Consequently, keeping in mind the end goal to comprehend the progression of a heterogeneous workforce, the intuitive impacts of multi-dimensional decent variety must be tended to. What's more, it is contended that a widening of the idea of assorted variety has a potential constructive outcome on decent variety administration programs, as it will be more satisfactory on the off chance that it is comprehensive i.e. not just situated towards particular statistic gatherings of representatives (Thomas, 1991). McGath, Berdahl and Arrow (1995) conceptualized working environment assorted diversity by building up a five group arrangement.

This frequently referred to classification is as per the following: statistic qualities, for example, age, ethnicity, sex, sexual introduction, physical status, religion and training; assignment related learning, abilities and limits; qualities, perspectives and mentalities; individual, subjective and attitudinal styles; Status in the association, for example, one's various leveled position, proficient area, departmental connection and rank.

In available literature there are three different theoretical frameworks that examines possible effects of workplace diversity (Williams & O'Reilly 1998).

The first is social categorization, which, as indicated by Turner (1987) portrays the arrangement of individuals in view of striking properties like sexual orientation, ethnicity or age, bringing about stereotyping on the premise of these distinctions.

The second is closeness/fascination hypothesis, which affirms that likeness on remarkable and non-striking qualities like race or qualities increments relational fascination and connection (Berscheid and Walster, 1978)

The third is decision and information making hypothesis, which inspects the effect of dissemination of data and ability on work-groups (Wittenbaum and Stasser, 1996).

These theories prompt extraordinary and some of the time conflicting theories with respect to the impacts of diversity on gather process and execution (Michaéla, Deanne, Paul, and Janique 2003).

Social order and likeness fascination hypothesis foresee negative impacts, for example, diminishment in inside gathering correspondence, diminished fulfillment and responsibility, and expanded work turnover.

However, from the decision-making perspective, more diverse workforce is expected to take decision differently, as team members may bring together differing viewpoints (Williams & O'Reilly, 1998; Cox, 1993; Pollar & Gonzalez, 1994). This, in turn, is expected to lead to more

creativity and increased performance. The literature findings suggest that various variables could be responsible for the conflicts arising by diversity in work-team composition. Some researchers (Pelled, Cummings, & Kizilos, 1999; Tsui, Egan, & O' Reilly, 1992) have proposed that identifying individual team members with distinct teams may disrupt group dynamics. Consistent with this, research on self-categorization theory has shown that out-team members evoke more disliking, distrust, and competition than in-team members.

Less discernable contrasts related with states of mind, observations, and desires (Palich and Gomez-Mejia, 1999) may posture subtler however in any case imposing hindrances to correspondence and comprehension in various groups. Together, these components may join to make differing groups a prolific rearing ground for misconception and conflict. For the most part, there is experimental help for the suspicion that all measurements of diversity can prompt positive and additionally negative impacts (Jackson et al., 2003). Social classification hypothesis, stress that similitudes and dissimilarities can prompt arrangements which, thusly, prompt supporting one's in-group to the inconvenience of at least one out-groups social (Tajfel and Turner, 1986).

The categorizations within a workforce considering the attributes such as gender, race, or age can lead to the inefficient formation of sub-groups. Literature also suggests that as compared to homogeneous groups, members of diverse workforce groups demonstrates lesser dedication to the workplace (Harrison, Price, & Bell, 1998), communicate less with one another (Watson et al., 1993), work inefficiently (Tsui, Egan, & O' Reilly, 1992.), create conflicts with each, and take excessive time for making decisions (Hambrick, Cho, & Chen, 1996).

At the point when the individuals from a work group have distinctive statistic foundations, they may have 98 Ehimare, O.A.; Ogaga-Oghene, J.O. unique conviction structures (Wiersema and Bantel, 1992), i.e., needs, presumptions about future occasions, and understandings of choices (Hambrick and Mason, 1984), in light of past preparing and encounters. Eisenhardt, Kahwajy, and Bourgeois (1997b) noticed that administrators "who have experienced childhood in deals and promoting normally observe openings and issues from vantage focuses that vary from the individuals who have principally designing background." Such particular points of view may stem, to some extent, from asset allotment and reward differences (Donnellon, 1993), which energize differentiating perspectives of what is essential. Because of their particular conviction structures, group individuals with various statistic foundations may have disparate inclinations and elucidations of assignments (Waller, Huber, and Glick, 1995). These divergences are probably going to show themselves as intra-group undertaking strife. As diversity inside a work group increments, such undertaking strife is probably going to increment. Expanded diversity by and large means there is a more prominent likelihood that individual

trades will be with unique others. Individuals will probably hear sees that veer from their own, so intra-group errand struggle may turn out to be more articulated. Likewise, psychological undertakings in associations regularly request the experience and learning acquired through presentation to useful zones and hierarchical residency. Ancona and Caldwell (1992a) noticed that for errands, for example, those of item advancement groups, useful foundation and friends residency are probably going to be especially imperative since they decide one's specialized abilities, data, skill, and one's point of view on an association's history. Others (Sessa and Jackson, 1995; Milliken and Martins, 1996; Pelled, 1996) have comparably contended that useful foundation and residency are particularly correlated to work group assignments. Age, sexual orientation, and race, conversely, are low in work relatedness.

These results empirical studies presents, the controversy whether or not there is a positive correlation between workplace diversity and organizational performance.

These doubts and risks of whether it is positive relation or negative within workplace diversity and company performance yet exists. The authors had discussions about that is there an impact of diversity of workforce on business and the profits of it or not. This issue raised number of hypothesis and questions about the relations between diversity and business performance. This issue has been examined since the hypothesis came out. And, still this issue is going on (Mulholland, Ozbilgin, & Worman, 2005).

Workplace diversity explains about so many differences among the workforce whether it is about race, sex, age, ethnic group, personality, education, background and more.

Diversity is not about only how people show themselves but also how they get affected by the others differences. Therefore the human resource department must be very careful with issues such as communication, adaptability and change cause as we can see in a diverse workplace we are dealing with so many differentiations. Diversity could be explained as realizing, knowing, accepting, and giving value to differences within humans with having respect to age, race, ethnicity, sex, abilities, etc. (Esty et al. 1995).firms must respect diversity and search for ways to be a special company cause diversity has the energy to gain better work performance and greater advantages (SHRM 1995).

The number of two-wages families and one working member families has changed the atmosphere of the workplace. Change in the family means that there are less authentic family roles (Zweigenhaft and Domhoff 1998). important changes in the workplace have happened because of downgrading and getting outsourced, that has affected (HRM)human resource management so much. New globalized world and new changes have affected workplace atmosphere, and there is a trend going on about longer working hours (Losyk 1996).all in all, organizational resetting mostly ends in less people doing more. Changes in federal and state

same chances legislations have made discrimination in the workplace not legal. The laws mentioned show the responsibilities of workforce and managers in the workplace and hold the two categories responsible. Effects of Diversity in the Workplace Diversity is positive to workforce and managers. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image (Esty et al. 1995).

Challenges of Diversity in the Workplace

The possibility of assorted qualities within working atmosphere has changed into a must for human asset directors, advertising supervisors in vast organizations, especially in USA. A relation to an enterprise's differing quality programs can be found on practically every Fortune 500 organization site. From the middle 90s, companies have found themselves in the business center as a business hero working atmosphere differences and gained backing up neighborhood various group. This way onto differences has been shown by emotional moves in remaking jobs far from propel enterprise economies.

In spite of people in general story on assorted qualities exhibited by organizations, developing differing qualities - and notwithstanding employing patterns favoring ladies in America's administration extraordinary workforce (Green, 2003)- - the truth of the matter is that a hefty portion of the issues identified with differences don't appear to leave.

White men still command high status employments and generous pay holes hold on amongst male and female, the Americans, and high and low classes. Assorted groups in associations normally experience correspondence hindrances and in most cases are less profitable than their same partners. A considerable lot of the difficulties of differences stay past the compass of extensive organizations. Recorded frameworks of prejudice, pettiness, and classism alongside their natural objectivity lost support of ascent of new cosmopolitan social graces. However frameworks of chronicled inclination stay in place and interconnect with systems of enculturation, instruction, medicinal services, and economy developing a hidden system of predisposition which obliges the ascent of a very talented various workers. The true meaning company may realize that the moment inside problems of contracting, preparing, advancement inclination that differing workforce they need to enlist essentially isn't accessible.

To comprehend better a number of the problems encompassing differences within working environment talk, it's important being comfortable with a portion of essential ideas and polarities utilized within assorted qualities wrangle about. The essential classifications used in the article are class, race, and sex. The classifications could be, and are regularly, broadened. Different classifications can incorporate age, physical capacities, sexual introduction, religion. Inside organizations and work places assorted qualities is contemplated in relative examination

of minority and dominant part aggregate individuals and in integrative methodologies that look at faultlines controlled by reoccurring lion's share minority parts crosswise over numerous classifications (Kravitz, 2005).

Subsequently, differences can be measured independently at many levels in the working environment chain of command including the field, shop floor, extend group, administration group, and board room.

Incongruities in decency can be concentrated through marvels, for example, wage holes, work isolation, underestimated work, and unattainable ranks. At last, working environment culture and the relations of it to corresponding portrayal, payment method, and specialist enable scientists breaking down capacity of specific sorts of laborers to have a voice in the working environment. With these methodologies, the humanist can go past simply measuring the number of lion's share and minority representatives in a working environment. The humanist can gauge upward portability, decency in payment, employments, the viability of groups, and social changes. Differing qualities is an advantage just in the event that it envelops decency in circumstance, prizes, and corresponding portrayal.

The Workplace: Corporations, Nonprofits and the Government

Comprehending elements of work environment assorted qualities it's important to comprehend the American workers. Companies and private companies yet give (lion's offer) of employments in the American economic system. In any case, from the change of century charities have utilized roughly 10% of the employees and development in occupations in the not-for-profit division have been overwhelming those of corporate America. Cause of the Great Recession (2007-2009), the private part lost occupations at rate 3.7% every year, when employments in the philanthropic segment ascended at rate 1.9%. The most astounding philanthropic employment classification is wellbeing administrations; not-for-profit elements represent 57% of the wellbeing administrations occupations in USA (Salamon, Sokolowski, and Geller, 2012).it is a critical point while to consider differing qualities within working environment. Despite the fact that not-for-profit associations do tout their differing qualities programs, actually numerous not-for-profits and most not-for-profit doctor's facilities have religious relations. These relations add to working environment societies which oblige upward versatility for individuals who don't share religious relations or points of view on sexual relations with their managers. Administration is another quickly developing segment of employees. The legislature as a business is considerably more assorted than the partnerships and philanthropies. A case of this may be found in the development business.

Development upper-level occupations (development administrator, estimators, and chiefs/bosses of exchanges) in 2010 were included just 4% rate of African Americans, while 12% rate of city building controlers, people who investigate the job of development administration, were African /American (US Department of Labor and US Bureau of Labor Statistics, 2011). While considering differences in the working environment, organizations frequently wind up between two in number developing segments of the workforce with altogether different ways to deal with diversity.

This wouldn't be wrong to say that Diversity is an evolving concept. Moore stated that the concept is both specific, contextual and focused on an individual, explained through societal constructs. Diversity like any type of fundamental difference that differentiates one from another-an explanation that surrounds a wide range of hidden qualities and overt that's how diversity is defined by many current writers. Researchers like Digh, How, Simmon-Welbum and Johnson arrange diversity's characteristics into four parts generally, which are;

- Internal for example; race, gender, I.Q. and sexual orientation.
- Personality for example; skills, abilities and traits.
- External for example; nationality, culture, religion, parental status or marital.
- Organizational for example; department, position, union/non-union.

Started by Jones and How that a trend has been set in defining diversity which favor a broad definition, one that goes beyond the seen differences, so for majority people are linked to affirmative action. A significant role was played by one of the first researchers, R. Roosevelt Thomas, Jr., in using this inclusive definition and shifting the concept of diversity beyond narrow EEO/Affirmative Action categories. He has argued in his work which is beyond Gender and Race that to manage diversity successfully, enterprises must comprehend that gender and race are just two diversity factors. Perspective on diversity to add a variety of other dimensions must be expanded by Leaders and Managers; argued by Thomas.

According to Thomas' model of Workplace diversity management is also inclusive and is described as a process which is comprehensive managerial for growing an atmosphere that suits for all workers. This inclusiveness holds political value as it doesn't threaten existing management structures openly which are still strongly filled by white males.

Due to this description the whole staff feels included instead of being excluded. This also allows them to interact and permits workers to face with more problems that later may arise. Cox and Welburn have criticized on the description of Thomas' inclusive diversity that it easily gives a general approach of 'feel good' which substitutes for real change. Moreover, critics also

debate that this description of inclusive diversity fails as it doesn't accept the unequal treatment plus limited chances which as faced by those who are not from the dominant culture.

A clear criticism was expressed by Mor Barak that its very imperative to consider that there is an elementary contradiction between the features that make one a special human being and, comprised on group instead of individual characters, provide negative and positive aftermaths. She explains her point more clearly while giving the opinion that change can only happen in the workplace if management acknowledges that diversity is about taking care of the employment consequences as an outcome of one's association within else outside certain parties.

Putting the light on the factors which should be considered in adopting a diverse workforce (Globalization and shortage of taller). According to the laws and guidelines that have been demanded for a certain cause plus the meaning a company provides to it how it is frequently utilized hence the idea of workplace diversity might be different from one company to another. An association which would employ a diverse workplace focuses to boost its income and productivity as there is nobody who wouldn't want to get value for money after paying a company for services. Following are some of the important factors which should be considered before adopting a diverse workplace: Company Location, Organizational culture, Company type

Company Type:

In the making the decision of whether a firm should employ a diverse workforce or this type of company play a huge role. Companies come with its own companies act and rules plus they also differ in size and activities. More workers are employed by majority public companies as compared to private companies due to its size, this act is followed by the other types like Government companies, unlimited companies, liability companies and so on. Company type would be convinced on board with a notion that it will do a lot better, that's what employing diverse employees would mean.

Organizational Cultures:

What highlights the company's activities is a collection of values which are shared in an organization and this is how Organizational Culture could be defined. Place, people, value, vision, history and its practices are the five attributes of the organizational culture. The decision taken by the company about the workplace diversity must reflect on the company as it is relied on firms's norms and beliefs because every Organizational culture is different and unique from one another cited by Coleman. Whether to employ a diverse workforce depends on the location of the company. Manufacturing plants of the companies which are situated in the most areas in

the whole world doesn't look to have option than hiring employees from diverse cultures, as employees are demanded in every office. Whether to or not to operate a diverse workforce, especificaly if they are put merely in their original country decided by some companies as they have the ability to do that.

Effective Mentoring Program:

Social tutoring situates representatives from several social foundations about the new conditions or exercises they have finished up in; it assumes a complex thing in handling an assorted workforce. A workshop at couture, gathering individuals, a distinct individual is the variety of courses which could come with guides, focusing on an idea that the goal is to appreciate the workplace where trusts and diverse cultures meet. Transferring into a successful coach doesn't need to constantly rely on any organization of style that what one would understand.

This is the manner which laborers face in the tutoring relationship and this decides its prosperity. It is ordinary that the aftereffect and information of this opinion will include to accessible observational proof of a hierarchical accomplishment in handling with a differing workforce. The comprehension of the discussion between chiefs and representatives and in addition the effect of an assorted workforce of the association and add in as a critical contribution to the company's 14 strategy arranging. Majority organizations have courage in the viability of work atmosphere assorted qualities as it has the collaboration amongst several individuals with various thoughts and moreover empowers an effective accomplishment at the working atmosphere. Albeit this view, some organizations vary this rationale in view of the inconveniences which includes working atmosphere assorted qualities.

They think that it courses absence of focus and demolition and additionally low execution in the work environment or organization because of special treatment, separation and diminishes execution. Working environment assorted qualities can improve workforce in an organization still accompanies its detriments too, hence its germane to express the mentioned notion. Work environment assorted qualities has unbelievably urged representatives to share their curious ideas, and empowering organizations to obtain higher returns hence it's consistent with the state. Particularly outside ones, the quest which has left unanswered in the opinion of representatives, in any case. Sources found amongst the exploration creates it all more persuasive to rely on the notion that the working environment differing qualities is a prosperous method for enhancing profitability in an organization.

The concepts in diversity management

“Diversity Management can get explained as: to plan, to direct, to organize and to apply. All the inclusive managerial features for growing an organizational atmosphere, diverse workers regardless of their similarity and difference, can provide the profit of an organization. as Kreitner, (2001:37) says diversity “Stands for the various differences in individuals as well as similarities that exist among them.

Kreitner’s definition focuses on three critical points about diversity management: Diversity applies to every worker and do not only cover special range of differences but the whole perspective of each differences which makes human special. Because of that diversity can’t be seen just religious or racial differentiation, but it is the mixed of all differences. The idea of diversity explains differences between humans and also their similarity. The job of managing diversity requests that these two features be handled and organized at the same time. So employers are expected to create a collected combined of similarities and differences among the employees.

Advantages of Diversifying

1. Innovation

People from various backgrounds and cultures don’t think or work alike, thus it encourages more outside-the-box thinking that leads to new inventions and discoveries.

2. Profitability

A diverse employee knows how to sell product to a diverse buyer communication; advertising is mostly about understanding the end-buyer and there is not a better way of working on it rather than by hiring the people you’re trying to sell to.

3. Talent pools

The whole universe must be your hiring shopping bag. Why should you surround yourself by the workforces only from that special university, or that specific degree, or job? Be brave and adventurous enough – you will be amazed to catch so many talented and amazing workers that will shock and surprise you if they are given the chance to prove themselves.

4. Multiuniformity

A various number of workers with multiple talents and experiences are able to give different service/good places in your market; the winner or company hero is hard to achieve and it’s better to hire employee who has multiple talents and skills.

Disadvantages of Diversifying

1. Conflicts:

Individuals having views and backgrounds varying from their own make people feel threatened, confused or annoyed as constructive disagreements can create a bad political environment and power struggles which stops project advancement.

2. Bureaucracy:

The reason actions and corporate decisions take time is due to the diverging opinions and views of Decision making.

3. Unproductivity:

The team's spirit is very much essential to reach high-levels of productivity which could get negatively affected due to the values and dissimilar cultural identities or when people don't possess things in common.

4. Disunity:

Especially in cases of authority and no protocol to ensure common practices, the company might let the workers to do their own this as each can hold their own opinion that how a business should be managed or run.

Tools for managing a diverse workforce

Successful employers know that main talents are important for making a effective,positive, diverse workforce. In the beginning employers should realize favoritism and its results. and then, bosses should understand their own cultural believes (Koonce 2001). Diversity isn't about the difference between people, but about differences between each one. Every one is special and doesn't present or talk for a special group. In the end, employers should want to change the system if it is a must (Koonce 2001).companies should realize how to handle diversity within the atmosphere to be successful in future (Flagg 2002).

Unluckily, there is not a single secret for being successful. It mostly relies on the employer's skill to realize what is better for the company regarding of group work and the systems of the environment. Based on Roosevelt (2001), managing diversity is inclusive process to create a work atmosphere which takes everybody. A successful manager should keep in thought that the personal belief is to make a positive diverse workplace. Private ideas must be taken care of by administrations and employers. Koonc advised that's the reason companies should grow and direct current education courses and trainings cause these

trainings won't make any difference in human's behavior. It isn't a must which justice stays the same it must be realized by employers.

Losyk argued that affirmative actions and employment opportunity; that's what Managing diversity is all about. Koonc explained his point that change should be slow and simultaneously encouraging change, hence managers should expect it this way. A safe place should be promoted to associates to communicate, this is another important point which should be kept in mind while dealing with diversity, stated by Koonce. In order to produce dialogues, business meetings and Social gatherings are good options as they render an opportunity for every member to speak and listen. To render associates access to opportunities and information, policies like mentoring programs should be implemented by Managers. Flagg suggested that constructive, necessary and critical Feedbacks shouldn't be denied in order to learn about mistakes and successes. It's very important that employees and managers understand the fact that how to operate diversity for their own benefit and to the organizations as it gives several benefits to the organization. Conscious steps and initiatives should be taken by the Managers and Organization to encourage more heterogeneous sets that eventually lead to better decision making and market understanding. All this helps managers to comprehend their personal behaviors and backgrounds plus they are also able to comprehend how it affects their decision making and perspectives. A manager who is successful should be in a stage where he can handle diversity by creating a culture within training, studying, and connections and directing strategies. Hiring is one of the tip on how to make your team diverse and reaping the benefit.

Hiring

It's so clear that the ways to organization hold opposite results which the organization possess into creating a diverse group. The workforce should be similar to the country or community where it's being operated. It might be a must to direct definite sides of the hiring rules in each team employer's job of examination.

Policies & Practices

With developing differing qualities, an association needs to make sure that the usual ways and trainings are necessary to everyone and don't back up a special arrangement of representatives. It is essential for the approach creators to keep in mind the diversity effects that arrangements and trainings have on the assorted gathering of representatives. Finally it's additionally basic to continually take input on strategies and practices from the workers. Nearby looking for criticism, the association ought to will to test and change hones that may right now be seen as boundaries to various gatherings.

Differing Qualities Training

Associations may now and again have undeniable differing qualities preparing programs, uniquely in conditions like mergers and acquisitions. On occasion there might be differing qualities preparing just for particular purposes like giving input to representatives. For instance: Diversity preparing for the craft of giving input. A director should have the capacity to comprehend the social subtleties before giving input to workers from various nations and foundations. Another imperative approach to guarantee assorted qualities consideration is to make the working environment and arrangements more perfect for incorporation of the differences. For instance: Providing flexi-hours to representatives, Giving a work environment that is helpful for suit the requirements of representatives with physical incapacities is additionally vital. A giant component of this realizing is mindfulness which assumes a critical part in helping workers comprehend their own social predispositions, biases and generalizations. To make differences mindfulness it's basic to enhance mindfulness of the chiefs through appraisal apparatuses and preparing. The appraisal could even start with a 360 degree criticism the consequences of which could be utilized to decide the following arrangement of mediations that might be required. From time to time training or studying classes after a 360 degree input may be the best to expand mindfulness hence prompting better differences administration on their part.

Assorted Experience

To put together different attitudes and social specialists and learners in the pool may bring success to companies with putting together the groups' success and responsibilities to hard situations. Each presenter in an organized work environment has special talents and skills. In the time when diversity within the working place may use the potentials and supplies the short ways of each specialist to gain the effects of employees more than the combination of its parts.

Learning and Growth

The other point of workplace multiple talents is the open and easy entrance for presenter's self-conscious to be shown to creative ideas, and points of view may help humans to get connected mindly and to get a better vision of their atmosphere and workplace on earth.

Correspondence Issues

Diversity impacts workplace relation in good and bad ways. Within associates, assorted qualities may put obstructions in style to have powerful relations, that may specially have profits and of small groups. To put passion with different representatives may divide correspondence

obstructions cause of the long haul, however initial introduction times may not be easy to control while mixed with societies. Differences may give more strength to company's officials with special customer bunches via making connections more powerful. Customer benefit delegates may set up with customers from their special statistic, to make the customer feel positive with the dealer, and consequently with the company. Many companies in the southwest United States, for example, like to have connect bilingual customer benefits to handle Spanish speaking customers in their own era.

Combination Issues

Society combination at workplace should get down to a lower level. The management of inner circles and selective social groups is a character like procedure which may be hard to handle from time to time. Companies may use normal visions in their workforce, to make a scene which is based on society different representatives handle strategic route from introduction to every individual main break times and after work. To put aside this, which there is no generally amiss with this whole situation, this may thwart the adequacy to share learning, talents and skills, hence checking effects of development and the viability of gatherings.

RESEARCH METHODOLOGY

Research is action defined in the terms of collecting and gathering new or extra information or can also be defined the addition of information to the existing work of the specific field (Robson, 2002). Current research is focusing on the impact of diverse force within the performance of the organization and entrepreneurial orientation. This means subject involves both objectivity as well as subjectivity. That, in essence, there are some factors that could be analyzed through numerical data like performance of the organization in terms of profitability. Moving on the other side, some factors are subjective in nature like the components of entrepreneurial orientation that includes risk taking, proactiveness and innovation. So for this purpose Explorative design is the best approach to get more clear knowledge about the diversity impact on organizational performance. So questionnaires with the combination of questions that are open ended and close ended is the best method to adopt in such scenario.

The most important part of the paper research is the availability of appropriate, as it is observed, due to critical job responsibilities of a manager there will be difficulty in collecting useful information from organizations regarding their performance and employees' background. Due to absence of statistical data related to employees' diverse background on public/governmental portals make it difficult to collect secondary data.

To test the proposed hypothesis, we will use the questionnaire as a primary method of our research. We propose to send online questionnaires to the Human resource manager of the multiple firms. The data collected through questionnaires will be tested, both, qualitatively and quantitatively. The questionnaire will be built in 5-scale Likert Scale and each point will demonstrate different aspects. The questionnaire will have 21 questions altogether with 7 questions for each of the three variables. This method of research, by accessing first-hand organizational data will be significant for future studies on this subject. These Surveys or questionnaires are the most helpful and reasonable method for collecting social occasion data from the people of concern and could be used to cover a large geographical zone. They could be utilized to either organize the numerical or the information that is subjective. It is one of the best mode of collecting information of purpose irrespective of any verbal or visual information affecting respondent's reaction either positive or negative. The questionnaires could be delivered in various topography ranges. In some cases, either few people respond to the surveys or while some simply send them back without any reacting remarks. (Walonick, 2010) The mission of the investigation could be accomplished if Questionnaires are all around well organized and composed with aim of achieving the purpose which the research is being carried out. Subjective polls could be utilized to assemble realities about individuals' convictions, sentiments, encounters in specific employments, a benefit offered, exercises et cetera.

My poll is designed in such a way that members could easily express their viewpoints on various points under the consideration without the intimations from the questioner. The inquiries are open ended that enable the respondents for composing their positive or negative reactions in the form of an inquiry. The information collected on these principle is useful if the specialists look to see how individuals feel about specific issues. This sort of research strategy could be valuable for organizations who try to comprehend the encounters and sentiments of the people working in the organization with diverse backgrounds and how they are affecting organizational performance and entrepreneurial orientation. In any case, this sort of research strategy may not be useful if the analysts are keen on evaluating and affirming theories about specific events. The fortunate thing about Qualitative surveys is that they are adaptable and could be worded in various approaches to enable members to give reactions in their own words contrasted with a "yes or no." As we need to measure certain elements in look into so Quantitative surveys are a most perfect way to deal with gather numerical data that could be used to attest hypotheses about occasions. Close completed request are used as a piece of this kind of methodology and are consigned numerical regards for the responded to investigate, for instance, empowering individuals to pick their age social occasions. By then, the respondents pick answers from the

enabled rundown and need to express their points of view or sentiments about the request. For example, as we are utilizing a Likert scale for evaluating the perspectives of respondents.

This scale is ranging from 5 to 1 in which following order is followed (Walonick, 2010)The key thing about polls is that they ought to be basic and written in a surely knew dialect; for instance, the language that could be easily understood by every respondent.

Questionnaire

Following is the questionnaire to measure the effect of workforce diversity on the entrepreneurial orientation of organization and organizational performance.

	Questionnaire Questions	Sources of questions
Diversity (These questions, measure Diversity Variable	1. Do you agree your employees come from different cultural backgrounds?	
	2. Do you agree that your organization employ workers from different countries?	
	3. Do you believe that the employees at your organization speak more than one language?	
	4. Does your organization have a formal written policy on equal opportunities?	(Pitts, 2009)
	5. Does your organization have a formal written policy on managing diversity?	
	6. Do you agree that your workplace has procedures in place for reporting discrimination?	
	7. Do you agree that managers, supervisors, team leaders work well with employees from different backgrounds?	
Entrepreneurial Orientation Following questions, measure the Entrepreneurial orientation in an organization)	8. Do you believe your organization is innovative/creative?	<i>Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009)</i>
	9. Do you believe your management promotes employees' ideas?	
	10. Do you agree that the management involves its employees in decision making?	
	11. Do you agree that resources (budget, personnel, time, etc.) are generally available for new ventures at your organization?	
	12. Do you agree your organization encourages risk-	

	taking Claire Armstrong et al. (2010)	(Wikhand, 2009)
	13. Do you agree your organization explore different markets and ideas?	
	14. Do you believe your management has tolerance for uncertainty and failure?	
Organizational Performance (Following questions, measure the organizational performance)	15. Do you believe your organization that Return on assets (ROA, %) in your organization is well above the industry average.	
	16. Do you believe your organization has increased its market share over year?	
	17. Do you believe the net fluctuation of employees due to internal reasons are lower within your company?	(Armstrong, 2010)
	18. Do you agree that productivity of employees is much higher than industry average	
	19. Do you agree that learning ability and adaptability of employees is high (in comparison to the competition).	
	20. Do you believe your organization has ability to expand its business and market?	
	21. Do you agree that Absenteeism is in your company (relative to the competition) very low?	

A questionnaire shows the present and past scenarios, behavior, beliefs and actions highlighting the topic which is under the investigation of the research (Bulmer, 2004). It is popular for acquiring the knowledge and knowing the perspectives of people. It depicts the perception in an effective manner (Bulmer, p. 1, 2004). (Walonick, 2010). The main objective and the primary reason behind the use of the questionnaire is to get at the data in a unique format and organized way, showing that all the participants are asked in the same precise and concise way (Bird, 2009). The questionnaire I designed for my research is highlighting the effect of diversity on organizational performance. It comprises of 21 questions in total that is dissecting the different dimensions of the topic. It is designed on three basic constructs. One is entrepreneurial orientation that includes innovation, proactiveness and risk taking as its main components. Then second aspect is organizational performance and the third one is workforce diversity.

Diversity

The first seven questions are focused on the diversity of the workforce at the workplace. These questions are mostly highlighting the importance of diversity at the workplace. By asking the whether the respective organizations have policies, procedures and equal opportunities for the workforce belonging to different cultural backgrounds. The questions are build to know about the existence of management regarding the diversity. These questions are based and derived from the David Pitts (2009) study on the diversity management whose purpose is to determine that how diversity increase the performance of the work group as well as job satisfaction.

It shows a positive relation with the job satisfaction and Workgroup performance. In essence, that if an organization is composed of a diverse workforce, there are many challenges the management has to face and prove themselves competent enough to handle them.

Because if the organization management has definite and predefined policies and procedures for treating with the diverse workforce, the workforce would feel contented and is satisfied with the job that will enhance their loyalty towards the organization causing a boost in their overall performance. (Pitts, 2009)

Entrepreneurial Orientation

The next 7 questions starting from 8 to 14 are measuring the entrepreneurial aspect of the respective organization. This aspect further contains 3 more factors that collectively define this aspect. These factors include innovation, risk taking and proactiveness. The questionnaire is prepared in a way that it could easily determine that to what extend the organization management gives importance to entrepreneurship. They are mostly highlighting that whether the organization encourage the employees to bring innovative ideas and whether the management provides resources and support for promoting new ideas so that employees could be risk takers and proactive for enhancing the performance of the organization on the whole.

These questions are extracted from the study of Andreas Rauch Johan Wiklund G.T. Lumpkin Michael Frese on entrepreneurship mentioning relationship between entrepreneurship and business performance. In order to run a business, one needs to be a risk taker while decision making and should be proactive regarding the threats to business.

Moreover to compete against the competitors new and innovative ideas should be provoked. These all three features are the main components of entrepreneurship and hence needed in running a successful business as well. So this research shows there is positive relation between both of them and this is clearly depicted in the questions. (Wikhand, 2009)

Organization Performance

The last seven questions relate to the measurement of performance of the organization. The questions, mostly feature certain parameters used in measuring the performance of any organizations. The indicators like market share, return on assets (ROA), absenteeism, employee productivity, market expansion and employee adaptability or learning are used to get a bigger picture about the organization that whether performance is boasting in real meaning or not. These questions are drawn from the study of Claire Armstrong, Patrick C. Flood, James P. Guthrie, Wenchuan Liu, Sarah Maccurtain, and Thadeus Mkamwa on the effect of diversity and company's performance. The study has demonstrated that the companies which efficiently handle the diversity of the workforce at their workplace, they succeed in increasing the level of business performance. Moreover, if the management handles the issue using authentic management system, they even more succeed in boosting the performance of their organization. (Armstrong, 2010)

Likert Scale (Non parametric data)

As the questionnaire is focusing on the qualitative aspect of the topic. So the Likert scale with 5 points will be used in order to quantify the results easily.

The trouble of measuring states of mind, character, and identity attributes lies within strategy for moving these qualities into a quantitative measure for information research purposes. The current prevalence of subjective research methods has soothed a portion of the weight related to the quandary; be that as it may, numerous social researchers still depend on quantitative measures of states of mind, character and identity attributes. (Norman, 2010) Because of the trouble of measuring character and identity, qualities, Likert (1932) built up a technique for measuring attitudinal scales. The first Likert scale utilized a progression of inquiries with five reaction options: firmly favor (1), support (2), undecided (3), oppose (4), and unequivocally object (5).

Sampling

The collection of the data is not possible for the whole population. So for this a number of individuals are selected who clearly and dominantly represents the whole population. This is known as sampling. In simple words, it is the representative of the population (Field, 2005).

The research is related to the organizations, but there a number aid organization operating in the world. Due to the constraints in time and resources, it is not possible to collect data from all the organizations so it is best to focus on some of the organizations that fully represents the study.

As my research is focusing on the entrepreneurial orientation so it is best to select and collect data from 20 to 30 organizations, preferably startups, small-medium enterprises as most of the startups and SMEs has their focus set on managing the organizations based on entrepreneurial traits and the managers of SMEs and founders of startups spend great time and money on entrepreneurial orientation. These are the companies in which management encourages the employees to bring new innovative ideas. Secondly the management is prone towards risk in decision making. They are more aggressive because they have the urge to grow. This makes them proactive. They keep a close eye on the external factors in the environment that could affect the organization either positive or negative. They are more risk takers as compared to the large organizations because they are already well established and earning quite a handsome figure of profit. So they are stringent to their existing policies and don't strive for the expansion as much as SME's are.

And according to Editors of Inc.com, (500 fastest-growing private companies in Europe., 2015) most of the fast growing organizations are SMEs or startups. The features of innovation, proactiveness and risk taking are the important reasons for taking a sample of small and medium enterprises because this shows the entrepreneurial orientation of the organization that is my main concern and construct of the study.

There are number of sampling techniques or methods used in collecting the data. But according to the requirement and need of my research, it is best to use stratified sampling technique. As I want to focus on the diversity impact over organization performance which is not possible without knowing the respective views of employees as well as managers so it is best to make strata's that represents the stratified sampling. Using this sampling approach, the population is divided into strata's so by bifurcating the population into employees and managerial staff, I could get a diverse and rich view on the topic that could be very beneficial for analyzing and deriving the results. Moreover, The geographic reach of data will cover Turkey, Iran and some organizations in Eurozone. It is also estimated that the data collection and data analysis process can take upto 8 weeks.

Data Analysis

Since the data will be collected through a Likert Scale questionnaire the data will be on Ordinal Scale which means the data is distributed in ranks or order, which makes the data non-parametric. The literature suggests to use a non-parametric test to investigate the relationship between variables. The proposed method of analysis is Spearman correlation to examine the relationship within the variables. A statistical significant test will be carried out to test the significance or viability of relationship results. As the data of my research is ordinal in nature or

in other words the data is in ranks and secondly the purpose is to determine the association between the two variables, entrepreneurial orientation and organization performance. So for this the analysis of the data could be done through the Spearman's coefficient correlation. It is the most appropriate method for doing analysis of ordinal data. Spearman's correlation is used on the data which is assumed that it is monotonic in nature.

Now if we analyze the hypothesis of my research, I could easily assume that there is a direct link between both the variables mentioned. If entrepreneurial orientation increases in the organization in other words if the employees bring more innovative ideas and management takes riskier decisions for expansion of the business then the performance of the organization will also increase. And this is the hypothesis I'm testing in my research.

Data Collection

The data is collected from number of organizations headquartered in different geographical locations. The respondents of questionnaire or the participant organizations are diverse in form of industry and sector, in terms of size and in terms of location. Also the respondents or the key persons responsible for filling the questionnaire belongs from diverse ranks. This assumptions is inline with the main idea of the research that focuses on workforce diversity in the organizations. We purposely intended to contact persons from different ranks in organization to obtain diverse data, as we assume the views or opinions about the organization of an employee will be different from then of a manager, which is why we have obtained some questionnaires or data from the higher rank personnels like senior manager, departmental heads, owners and some from the lower ranks like employees, workers, junior managers and officers.

Majority of the questionnaires were sent to the organizations belonging to the educational sectors based in Turkey. The reason for the large number of educational organizations in the sample is that it is easy for these organizations to understand the questionnaire as the questionnaire was designed in English language. Another reason is that these organizations are considered most diverse as they employ teachers from different countries, hence nourishing workforce diversity. Also, these organization are fairly profitable in almost every phase of economic cycle as the educational institutes are unaffected in the recession or economic downturn. Due to the author's experience in the Tourism, IT, and Oil & Gas sector of Iran, a large number of questionnaires were also sent to the organizations belonging to these sectors.

A total number of 71 questionnaires were sent and the data was collected but only 50 questionnaires were filled completely and correctly, therefore only 70% or 50 questionnaires are

used to analyze data and test our study which is sufficient as per the study conducted by Michael Ba Banutu (Michael Ba Banutu & Gomez William G. Rohrer , n.d.).

Although, it is comparatively quick method of collectind data, but it took approximately 15 to 20 days to collect data, as this time of year (summer season) is the busiest time of the years for organizations belonging to toursim, hospitality and education sectors. Large to Mid size organizations were slower to respond, whereas, Small size private organizations were quicker to respond the questionnaire. Majority of respondents, did not reveal their sensitive data related to Return on Assets, Profits, Revenues, Growth and Market share, which is considerable as private oragnizations are not required by companies laws and regulators to publish their data and information publically. More precise information regarding statisitcs of data is discussed under next heading.

ANALYSIS & RESULTS

Data Descriptive Statistics

As it is has been mentioned earlier, my focus was to include data from respondents from diverse sectors and geographical backgrounds. Before testing of hypothesis, which is the main purpose of this study, a descriptive analysis was carried out to identify the properties of the data. Descriptive analysis are carried out to identify properties of the data and control for the variables if there are patterns or biases. While carrying out this research, total of 71 sets of questionnaire were conveyed to the targeted sample or respondents and total of 50 sets of completed questionnaires were collected that could be used for data processing and data analysis. Table 1 shows us the distribution of the respondents or the firms by the location. As we have mentioned the assumptions that we attempted to employ diverse data in our analysis so we have focused to get responses from as many countries as possible, however, the majority of the data has come from Turkey and Iran.

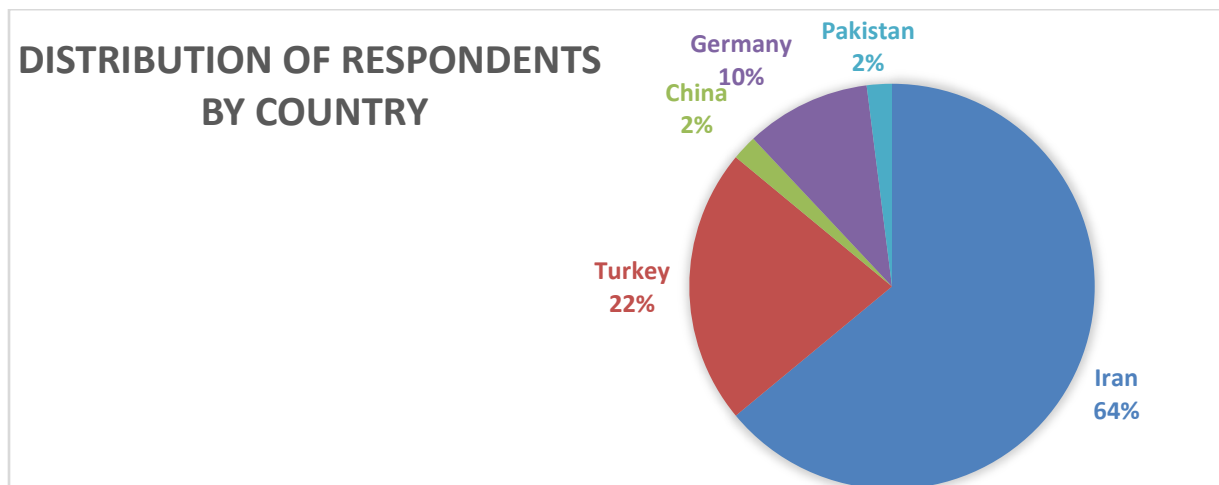
Table #1 Distribution of Respondents by Country

Location	No. of Respondents	Percentage
Iran	32	64%
Turkey	11	22%
Germany	5	10%
China	1	2%
Pakistan	1	2%
Total	50	100%

The largest share of respondents comes from Iran, that is 64%, followed by Turkey 22%. The firms in Iran has largest share, as I the author of the research come from Iran, and it is my future plan to continue my Ph.D. research with the similar sample from either Iran or Turkey. One more reason of such higher number respondents from Iran is that, the English language is widely used in organizations in Iran, which is why the respondents were more equipped with understanding the questionnaires.

The second larger share of respondents comes from Turkey, technically the number of questionnaires distributed and collected from Turkey was higher, but due to lack of use of English language, many of the questionnaires were incorrectly filled and it could not be included in sample data for analyses, hence the share of respondents is lesser than that of Iran.

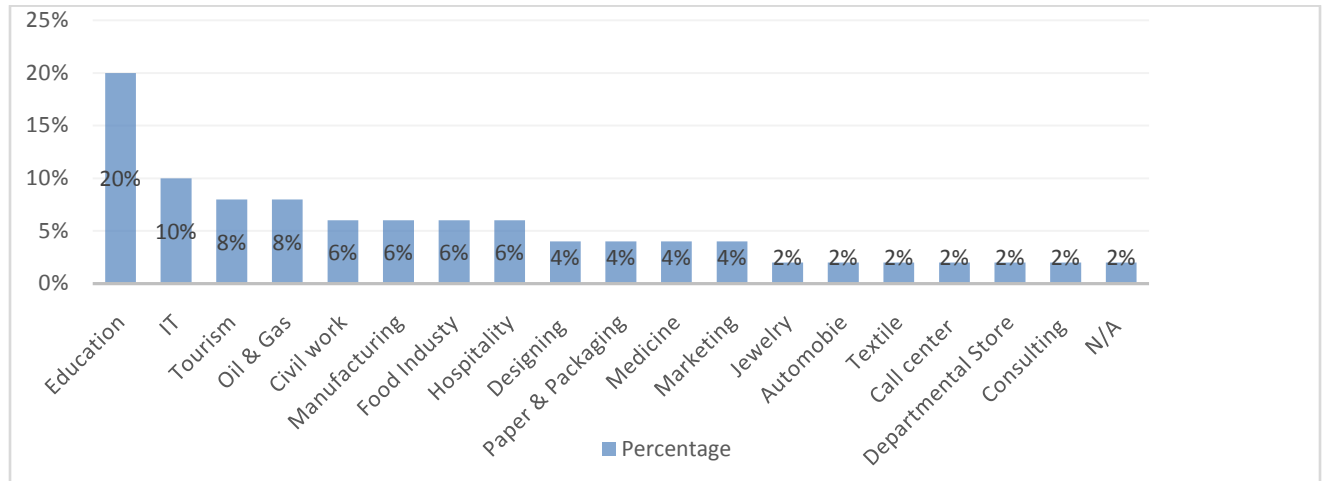
Figure #1 Distribution of Respondent/Organizations by Country



The Figure #1 provides better understanding of the share of respondents by country wise.

I have also classified and distributed the data on the basis of different sectors. I have collected data from as many as 18 different industries, which is in line with the assumption of employing diversity in the data. Figure # shows the distribution of respondents/organizations by their industry.

Figure#2: Distribution of Respondents by Industry



As it could be seen in the Figure #2 that the largest share of respondents comes from the education industry, followed by IT. The share of respondents working for educational industry is 20% (10 respondents), Information Technology 10% (5 respondents), Tourism and Oil & Gas 8% each and so on. This property of sample data is also consistent with the assumption that the most diverse workforce is found in education sector, as the teachers and lectures are employed in the sector of their skills and education, and not on the basis of ethnic and cultural background. According to Forbes report on Global Diversity Rankings by Country, Sector and Jobs of 2012, the most diverse sectors are Health, Education, IT, Hotels & Tourism (Forbes, 2012). In Turkey post of the respondents are the organizations and institutes engaged in language coaching and other tutoring services, where they employed international students and scholars. It was also discovered that number of employees working for an organization in education and IT industry is smaller than compared to the number of employees working in organizations in Oil & Gas and Tourism industry (Table#2).

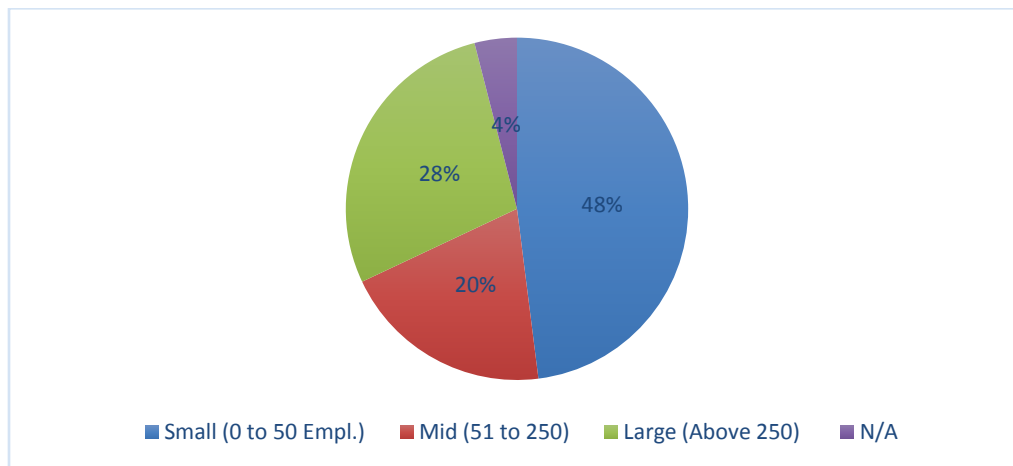
Table #2: Distribution of respondent organizations by firm-size

Firm Size	No. of Organizations	Percentage
Small (0 to 50 Employees)	24	48%
Mid (51 to 250 Employees)	10	20%
Large (Above 250 Employees)	14	28%
Not Answered	2	4%

Classification of respondent or participating organization on the basis of employees was done as per the organizational classification framework provided in Organizational size and the

structural list perspective (Kimberly JR. , 1976). In his well-known study he has classified the organization in different sizes based on the number of employees, revenue, turnover and market share. As we could only get the data regarding the number of employees working in an organization, the respondent organizations under our sample were reluctant to share data regarding the Return on Assets (RoA), Revenue, Sales, Market share and Profit margin, we decided to classify the organizations on the basis of number of employees. As per Kimberly's framework an organization that employs less than 50 employees is regarded as Small-size organization, an organization that employs between 50 to 250 employees is classified as Mid-sized organization, whereas the Large-size organizations employs more than 250 employees. Our sample was consist largely by small-size organization, as much as 48% of the share or 24 respondents belong to small-sized organizations, these organizations mostly worked in education, manufacturing and IT industries The share of large-size organization in sample of respondent is 28% or 14 respondents, these were mostly from Oil & Gas and tourism industry. Share of mid-size organizations in sample data is 20% or 10 respondents, these respondents belong to food industry, civil works and medicines. 4% of the respondents did not mention the industry they work under. The classification of respondent organizations based on their organization size can be seen in the figure#3 below.

Figure #3: Share of respondent organizations by firm-size



Due to reluctance of respondents to share the exact data regarding the number of foreign employees or the number of female workers in an organization, we could not establish the exact percentage of foreign workers and female workers in organizations, however the small number of respondents who provided this information, mentioned that on average 15-30% of the total employees under workforce are foreign employees that belong to different culture and country

than the home country of the organization where the organization is established and operates. It was also discovered that the ratio of female workers was between 30% to 48%, which is higher in Turkey as compared to Iran. It also came in our attention that the ratio of foreign workers to local employees was higher in Education, Tourism and IT industry as compared to other industries. And the ratio of female workers to male workers was higher in mid-size to large-size organizations as compared to small-size organizations.

Correlation Analysis

Since the paper are focused or aimed it testing the relationship or influence of workforce diversity on the entrepreneurial traits/orientation of the organization and the performance of the organization in terms of monetary and efficiency, the most appropriate method for this kind of test is correlation analysis.

Table#3: Rule of Thumb about analyzing Correlation Coefficient

Coefficient Range	Strength of Relationship
+/-0.81 to +/-1.00	Perfectly Correlated
+/-0.51 to +/-0.80	Strong Correlation
+/-0.31 to +/-0.50	High Correlation
+/-0.21 to +/-0.30	Moderate Correlation
+/-0 to +/-0.20	Slight, almost negligible

We will base our analysis on the table provided by Hair et. al. Results of Spearman correlation applied using SPSS suggest that the relationship among diversity and workplace, entrepreneurial orientation/traits of employees and organization's performance exist.

Table#4: Spearman correlation analysis

			Diversity	Entrepreneurial Orientation	Performance
Spearman's rho	Diversity	Correlation Coefficient	1.000	.416**	.359*
		Sig. (2-tailed)	.	.003	.011
		N	50	50	50
	Entrepreneurial Orientation	Correlation Coefficient	.416**	1.000	.366**
		Sig. (2-tailed)	.003	.	.009
		N	50	50	50
	Performance	Correlation Coefficient	.359*	.366**	1.000
		Sig. (2-tailed)	.011	.009	.
		N	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Results of the correlation analysis shown in correlation matrix above suggests that there is positive correlation or positive relationship among diversity variable and entrepreneurial orientation variables. Results shows the Spearman correlation coefficient of 0.416 which if analyzed as per (Hair, et al., 2007) rules of correlation analysis provided in Table #4 means that there the strength of the relationship is Highly correlated or high association. This is consistent with the study proposed by David Pitts, which suggests that the diversity at workplace in terms of culture, nationality, skills, value and background positively influence the entrepreneurial traits within the organization and it also nourishes and promote entrepreneurial skills like innovativeness, risk taking and pro-activeness.

The result of correlation coefficients also suggest that there is a positive influence of diversity at workplace on the performance of organization. Since we included questions related to operational and financial performance in our questionnaire, the result suggest that the diverse workforce influence both, the operational and financial performance of an organization.

The Spearman correlation coefficient between diversity and organizational performance is 0.359, which if analyzed as per (Hair, et al., 2007) rules of correlation analysis provided in Table #4 means that the strength of the relationship is Highly correlated or high association. Our results indicate that organizations that use higher diversity demonstrates higher levels of operational efficiency, labor productivity, and increased innovation. As per conclusion drawn by Armstrong et al. (2010), "Organizations that manage diversity actively in a fair and effective way (e.g., have a diversity champion within the organization) and incorporate diversity management in the firm's overall strategy, are more likely to achieve positive outcomes." This is also consistent with the study proposed by David Pitts, which suggests that the diversity at workplace in terms of culture and skills brings operational efficiency at an organizations, in his study he had provided an example of diverse workforce at the federal agency for migration in the United States which due to their multicultural workforce is operational efficient at solving migrants and immigration issues of people from different culture, language and religion. According to David Pitts "The organizations that are employ diverse workforce that includes women, people of different race, and immigrants, will have better opportunity due to the full pool of potential employees. These organizations wont only have stronger base of labor, but also these organizations will be able to respond more effectively to changing target population needs." (David Pitts, 2009).

The correlation matrix shows that there is Spearman correlation coefficient of 0.366 between the said variables. As per the table provided by Hair, et al., the coefficient value of 0.366 suggests that there is high association or strong correlation between the entrepreneurial traits of the organizations and its ability to performance better in terms of operational efficiency

and financial results. This result is consistent with the results of the Lumpkin, et al. that indicates that entrepreneurial traits has similar relationships with perceived financial performance, nonfinancial performance, and operational performance.

It also propose that the strategic activities implied by an entrepreneurial orientation, like creating new products and catering changing customer needs, have positive financial consequences. Entrepreneurial orientation and traits represents the policies and practices that gives a basis for entrepreneurial decisions making and actions. so entrepreneurship is viewed as the entrepreneurial strategy-making processes that key decision makers use to enact their company's organizational purpose.

Analysis on Iran

Since the demographics and cultural dynamics are different in Iran and Turkey, two countries with the largest share of questionnaire respondents, we tested the hypothesis of our study on both the countries separately. Table #5 and Table #6 shows us the results of Spearman correlation analysis among variables of diversity, entrepreneurial orientation and organizational performance.

Table#5: Spearman correlation analysis in context of Iran

			Diversity	Entrepreneurial	Performance
Spearman's rho	Diversity	Correlation Coefficient	1.000	.264	.477**
		Sig. (2-tailed)		.144	.006
		N	32	32	32
	Entrepreneurial	Correlation Coefficient	.264	1.000	.425*
		Sig. (2-tailed)	.144		.015
		N	32	32	32
	Performance	Correlation Coefficient	.477**	.425*	1.000
		Sig. (2-tailed)	.006	.015	
		N	32	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

Since the number of respondents from Iran is 32, the Spearman correlation analysis is done only on 32 respondents from Iran. The results of correlation are consistent with the overall results of the study.

The spearman correlation between diversity variable and entrepreneurial orientation/traits variable is 0.264, which means the diversity in the workforce or labor force positively influence the entrepreneurship at an organization, however, as per the framework

proposed by Hair (2007), the value of coefficient of 0.264 indicates weaker correlation which is why the test suggests that the relationship is not significant. We suppose this is due to strict regulatory policies and closed economy principles prevailing in Iran that suppress the entrepreneurial culture in the economy

On the other hand, the correlation between diversity variable and performance variable has the value of 0.477, which suggests the strong association and influence of labor diversity on the organizational performance in terms of financial and non financial means. The correlation between entrepreneurial orientation and organizational performance is also high, as much as 0.425. This result indicates that the fact the respondents (employees and managers) believe that the entrepreneurial culture at an organization can lead to higher organizational performance.

Analysis on Turkey

Table#6: Spearman correlation analysis in context of Turkey

			Diversity	Entrepreneurial Orientation	Performance
Spearman's rho	Diversity	Correlation Coefficient	1.000	.833**	.821**
		Sig. (2-tailed)	.	.001	.002
		N	11	11	11
	Entrepreneurial Orientation	Correlation Coefficient	.833**	1.000	.759**
		Sig. (2-tailed)	.001	.	.007
		N	11	11	11
	Performance	Correlation Coefficient	.821**	.759**	1.000
		Sig. (2-tailed)	.002	.007	.
		N	11	11	11

** . Correlation is significant at the 0.01 level (2-tailed).

In contrast of Iran, in Turkey the spearman correlation between diversity variable and entrepreneurial orientation/traits variable is higher i.e. 0.833, which means the diversity in the workforce or labor force positively influence the entrepreneurship at an organization, as per the framework proposed by Hair (2007) coefficient value between 0.81 to 1 suggests perfect or highly strong correlation. The Spearman correlation between diversity and performance is 0.821, which is again highest as per the criteria provided by Hair (2007). Whereas, the entrepreneurial orientation variable and organizational performance variable has higher coefficient value of 0.759, which also suggests highly strong correlation between two variables. The higher correlation coefficient value in Turkey, in contrast of Iran, suggests that Turkey has

higher diversification in terms of culture, nationality and skills as compared to Iran. This Result is also backed up by this note, that Turkey has highest number of immigrants in the world and the regulatory framework in Turkey promotes the diversity and entrepreneurial orientation.

Hypotheses Testing

Table#7: Results of Hypotheses Testing

Hypothesis	Spearman Correlation	Significance	Accepted/Rejected
<i>H1: The workforce diversity in an organization positively impact or is positively related to the entrepreneurial orientation or traits, such as Innovation, Risk taking and Proactiveness, of an organization</i>	0.416**	0.003	Accepted
<i>H2: The workforce diversity in an organization positively impact or is positively related to the performance an organization</i>	0.359*	0.011	Accepted
<i>H3: The entrepreneurial orientation or traits, such as Innovation, Risk taking and Proactiveness, positively impact or positively influence the performance an organization</i>	0.366**	0.009	Accepted

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

As it is shown above in the Table all three hypothesis are accepted through the Spearman Correlation analysis. Correlation coefficient of 0.416 between workforce diversity and entrepreneurial orientation is significant at the 0.01 level, which means the hypothesis 1 is supported that the workforce diversity in an organization positively impact or is positively related to the entrepreneurial orientation or traits, such as the others Innovation, Proactiveness, Risk taking of an organization.

Correlation coefficient of 0.3598 between workforce diversity and organizational performance is significant at the 0.05 level, which means the hypothesis 2 is supported that the

workforce diversity in an organization positively impact or is positively related to the performance an organization.

Correlation coefficient of 0.366 between workforce diversity and entrepreneurial orientation is significant at the 0.01 level, which means the hypothesis 3 is supported that he entrepreneurial orientation or traits, such as Innovation, Risk taking and Proactiveness, positively impact or positively influence the performance an organization

Question-wise Analysis

Questions 1 to 7 Related to Workforce Diversity at an Organization

1. Do you agree your employees come from different cultural backgrounds? (D1)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	4.0	4.0	4.0
Disagree	1	2.0	2.0	6.0
Neutral	7	14.0	14.0	20.0
Agree	29	58.0	58.0	78.0
Strongly Agree	11	22.0	22.0	100.0
Total	50	100.0	100.0	

In the above mentioned question, it can be seen that the more than 50% of respondent agree that their workforce is diverse.

2. Do you agree that your organization employ workers from different countries? (D2)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	18.0	18.0	18.0
Disagree	4	8.0	8.0	26.0
Neutral	10	20.0	20.0	46.0
Agree	19	38.0	38.0	84.0
Strongly Agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

In the aforementioned table it is clear that majority of people either agree to stays neutral that their employees comes from different countries. This is specially true for Iran where the rate of migration of foreign workers is close to zero.

3. Do you believe that the employees at your organization speak more than one language? (D3)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	18.0	18.0	18.0
Neutral	3	6.0	6.0	24.0
Agree	16	32.0	32.0	56.0
Strongly Agree	22	44.0	44.0	100.0
Total	50	100.0	100.0	

More than 75% respondents agree that their various languages are spoken at their organization, which is true as there are more than one regional languages in Iran as well as Turkey, the countries with most of the questionnaire respondents.

4. Does your organization have a formal written policy on equal opportunities? (D4)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	2.0	2.0	2.0
Disagree	4	8.0	8.0	10.0
Neutral	17	34.0	34.0	44.0
Agree	19	38.0	38.0	82.0
Strongly Agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

In the aforementioned table it is clear that majority of people either agree to hold neutral opinion that they have formal equal opportunity policy that helps enhancing diversity.

5. Does your organization have a formal written policy on managing diversity? (D5)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	8	16.0	16.0	16.0
Neutral	16	32.0	32.0	48.0
Agree	18	36.0	36.0	84.0
Strongly Agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

In the aforementioned table it is clear that majority of people either agree to stays neutral that they have written policy on managing diversity.

6. Do you agree that your workplace have procedures in place for reporting discrimination? (D6)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	2.0	2.0	2.0
Disagree	1	2.0	2.0	4.0
Neutral	17	34.0	34.0	38.0
Agree	19	38.0	38.0	76.0
Strongly Agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Majority of respondent agreed that they have policies and procedures to report any discrimination incident, which is also in line with the regulatory requirements.

7. Do you agree that managers, supervisors, team leaders work well with employees from different backgrounds? (D7)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	4.0	4.0	4.0
Disagree	3	6.0	6.0	10.0
Neutral	12	24.0	24.0	34.0
Agree	22	44.0	44.0	78.0
Strongly Agree	11	22.0	22.0	100.0
Total	50	100.0	100.0	

To question number 7, more than 40% of the respondents to the questionnaire agreed that the team leader has advantage while managing the diverse team or employees belonging from different cultural and ethical background.

Question 8 to 14 related to Entrepreneurial Orientation

8. Do you believe your organization is innovative/ creative? (EO1)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	6.0	6.0	6.0
Disagree	2	4.0	4.0	10.0
Neutral	8	16.0	16.0	26.0
Agree	24	48.0	48.0	74.0
Strongly Agree	13	26.0	26.0	100.0
Total	50	100.0	100.0	

9. Do you believe your management promote employees ideas ? (EO2)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	4	8.0	8.0	10.0
	Neutral	11	22.0	22.0	32.0
	Agree	21	42.0	42.0	74.0
	Strongly Agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Majority of respondent agreed that their organizations do effort to promote entrepreneurship at the organization through promoting employees' ideas.

10. Do you agree that the management involve its employees in decision making ? (EO3)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	3	6.0	6.0	8.0
	Neutral	18	36.0	36.0	44.0
	Agree	20	40.0	40.0	84.0
	Strongly Agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Majority of respondent agreed that their organizations do effort to promote entrepreneurship at the organization through involving the employees in decision making process.

11. Do you agree that resources (budget, personnel, time, etc.) are generally available for new ventures at your organization ? (EO4)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	14.0	14.0	14.0
	Neutral	14	28.0	28.0	42.0
	Agree	24	48.0	48.0	90.0
	Strongly Agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

More than 45% of respondents agreed that their organization provides resources for supporting new business ventures at their organization which helps nourish entrepreneurial orientation at organization.

12. Do you agree your organization encourages risk-taking ? (EO5)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	6.0	6.0	6.0
Disagree	12	24.0	24.0	30.0
Neutral	15	30.0	30.0	60.0
Agree	19	38.0	38.0	98.0
Strongly Agree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

The opinion of respondents stayed neutral to the question if their organization promotes risk-taking behavior.

13. Do you agree your organization explore different markets and ideas ? (EO6)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	2.0	2.0	2.0
Disagree	2	4.0	4.0	6.0
Neutral	6	12.0	12.0	18.0
Agree	25	50.0	50.0	68.0
Strongly Agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

To the question related to the effort taken by organization for exploration of new markets and product ideas, 50% of the respondent agreed that their organization do take such measures.

14. Do you believe your management has tolerance for uncertainty and failure? (EO7)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	4.0	4.0	4.0
Disagree	9	18.0	18.0	22.0
Neutral	10	20.0	20.0	42.0
Agree	26	52.0	52.0	94.0
Strongly Agree	3	6.0	6.0	100.0
Total	50	100.0	100.0	

More than 50% of respondent agreed that their organizations are tolerant towards the risk or failure and uncertainty, such risk-taking behavior nourishes entrepreneurial traits.

Question 15 to 21 related to Organizational Performance

15. Do you believe your organization that Return on assets (ROA, %) in your organization is well above the industry average. (P1)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	14.0	14.0	14.0
Neutral	25	50.0	50.0	64.0
Agree	14	28.0	28.0	92.0
Strongly Agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

More than 50% of respondents hold neutral opinion to the question if their organization's Return on Asset is higher than the peers in their industry. This is due to the fact organizations are reluctant to share such information.

16. Do you believe your organization has increased its market share over year (P2)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	4.0	4.0	4.0
Disagree	4	8.0	8.0	12.0
Neutral	21	42.0	42.0	54.0
Agree	15	30.0	30.0	84.0
Strongly Agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

More than 40% of respondents hold neutral opinion to the question related to the increase in market share of the respondent's organization. This is due to the fact organizations are reluctant to share such information.

17. Do you believe the net fluctuation of employees due to internal reasons is lower within your company (P3)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	4.0	4.0	4.0
Neutral	24	48.0	48.0	52.0
Agree	22	44.0	44.0	96.0
Strongly Agree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Majority of respondent answered neutrally to the question related to the turnover rate of employees or the fluctuation of employees due to internal reasons.

18. Do you agree that productivity of employees is much higher than industry average (P4)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	12.0	12.0	12.0
Neutral	7	14.0	14.0	26.0
Agree	28	56.0	56.0	82.0
Strongly Agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

More than 50% of the respondent to the questionnaire agreed that the employees' productivity is much higher than its peers in the organization who do not have higher levels of workplace diversity.

19. Do you agree that learning ability and adaptability of employees is high (in comparison to competition). (P5)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	2.0	2.0	2.0
Neutral	6	12.0	12.0	14.0
Agree	31	62.0	62.0	76.0
Strongly Agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

As much as 60% of the respondents to the questionnaire agreed that diverse workforce with higher entrepreneurial skills have higher learning ability, as compared to organizations that lack diversity.

20. Do you believe your organization has ability to expand its business and market (P6)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	7	14.0	14.0	14.0
Agree	24	48.0	48.0	62.0
Strongly Agree	19	38.0	38.0	100.0
Total	50	100.0	100.0	

More than 80% of the participants of the study agreed that due to diversity and entrepreneurial orientation their organization has the ability to expand its business operations in new markets.

21. Do you agree that Absenteeism is in your company (relative to competition) very low (P7)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	4.0	4.0	4.0
Disagree	2	4.0	4.0	8.0
Neutral	28	56.0	56.0	64.0
Agree	16	32.0	32.0	96.0
Strongly Agree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Majority of the participating organizations gave neutral answer to the question asking if the absenteeism in their organization is lower as compared to their competition. We designed this neutral question in the questionnaire in order to check if the participants are reading the questionnaire carefully and not just randomly answering the questionnaire.

CONCLUSION

To sum up the research shows us that there is a positive relationship among diversity variable and entrepreneurial orientation variables. As also David Pitts, suggests that the diversity at workplace in terms of culture, nationality, skills, value and background positively influence the entrepreneurial traits within the organization and it also improves and promote entrepreneurial skills like innovativeness, risk taking and pro-activeness.

The Tables prove that organizations that use higher diversity demonstrates higher levels of operational efficiency, labor productivity, and increased innovation and entrepreneurial traits has similar relationships with perceived financial performance, nonfinancial performance, and operational performance. We contacted 40 organizations within 4 countries: Turkey, Iran,

Germany and Pakistan. And as we saw in data analysis part all tables and results indicates our hypothesis was correct and the more diverse workforce you have the better results you get.

-hypothesis 1 is supported that the workforce diversity in an organization positively impact or is positively related to the entrepreneurial orientation or traits, such as the others Innovation, Proactiveness, risk taking of an organization.

-hypothesis 2 is supported that the workforce diversity in an organization positively impact or is positively related to the performance an organization.

-hypothesis 3 is supported that the entrepreneurial orientation or traits, such as Innovation, Risk taking and Proactiveness, positively impact or positively influence the performance an organization.

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