



**MANAGEMENT OF FOOD COOKED WITH CHARCOAL IN THE
STREET FOOD TO MANANAT RATTANACHANTRA**

**ZENG YONG
6218195009**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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FOOD TO MANANAT RATTANACHANTRA**

Thematic Certificate

To

ZENG YONG

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of International Master of Business Administration in International
Business Management

Advisor:.....

(Dr. Zhang Li)

Date: 4 / 8 / 2021

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date: 6 / 9 / 2021

Siam University, Bangkok, Thailand

Abstract

Title: Charcoal Cooked Street Food Management in Mananat Rattanachantra

By: ZENG YONG

Degree: Master of Business Administration

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Advisor: 


(Dr. Zhang Li)

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Pork Pan Restaurant on Phutthamonthon Sai 4 built a reputation by adopting technology to anticipate customers' needs who use their services. The company uses a forecasting program for customers' needs through facial detection and customer decoration equipment to analyze and present a food menu that anticipates the customers' needs. This research gathered data through questionnaires and found that customer satisfaction found a 60 percent satisfaction rate among consumers through this technology. The results also found that 70 percent of customers appreciate the services provided and intend to return.

Experiments with humans' alternative menus sets and forecasting programs found that the users did not find any irregularities in the food menu.

Keywords: Cooked Food, Street Food, Gill Shop



摘要

题目：Mananat Rattanachantra 街头食品的木炭烹饪食品管理

作者：曾勇

学位：工商管理硕士

专业：国际商务管理

导师：.....

(博士. 张力)

..... 4 / 8 / 2021

位于普 thamonthon Sai 4 号的 Pork Pan Restaurant 因采用技术预测使用服务的顾客的需求而闻名。该公司通过面部检测和客户装修设备对客户需求进行预测，分析并呈现出能预测客户需求的菜单。这项研究通过问卷收集数据，发现消费者满意度通过这项技术发现了 60%的消费者满意率。调查结果还发现，70%的顾客很欣赏他们提供的服务，并打算回访。

用人类的替代菜单和预测程序进行的实验发现，用户在食物菜单中没有发现任何不正常的地方。

关键词:熟食, 街头小吃, Gill Shop

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CHAPTER 1 INTRODUCTION

1.1 Research Background

In the modern age, the organizations embrace the culture of a diversified workforce as the diversified mix force will aid in attracting talented employees. This trend assists in enhanced firm's reputation and reflects strengthened cultural values. Child (2005) suggests that workforce diversity is an essential and critical element existing in the global marketplace/global workplace. Moreover, the business success in the 21st century depends on the mix culture teams — however, the organization needed to gain knowledge about the anti-discrimination laws, different culture, the increased multicultural work environment and understanding the different perspectives.

According to Srivastava (2012), the workforce diversity is divided into; the age of the employee, gender, race, educational background, marital status, experience, location, religious belief, parental status, sexual orientation, and physical abilities/qualities. Bhatia (2008) further classified workplace diversified as follows; a level of ability, socioeconomic background of the individual, the nature of employment, non-membership or membership of unions and work style. It suggests and indicates that human beings are unique and has different capacities. Moreover, the employee's do works together for the companies, on the other hand, maintain their own identities, culture, race, ethical background, lifestyles, and languages. According to Madiha (2003), the advancement in the internet and the web pages, the principle of the global village is underrated, and the need for the companies to the promoted the policy of the word diversity in the workplace to meet the global standards.

The companies do hire employees from diverse nations, ethical background, cultures, styles and value. The appointed individual expects a positive return from the companies and their positive performance is essential for firm success. Moreover, it's significant to consider the effect of the workforce diversity on individual employee output. The difference in the workplace does provide with a lot of opportunities and challenges for the organization regarding active management — for instance, the fairness of individual versus group, language

difference, interpersonal conflict, and group cohesiveness, resentment, and competition for opportunities (Madiha, 2003). Moreover, the companies needed to understand the impact of diversity on individual performance, satisfaction, production output and turnover (Sungjoo, 2010).

1.2 Statement of Problem

In the mid-80s the workforce diversity concept was introduced, and the idea is promising and opens the door for the creative workforce, aids the companies to find explore new market and the talents workforce and this advancement in exploring new talents employees help the organization to gain the competitive advantage (Roberson, 2007).

According to Erasmus (2007), the diversity among the workforce and the management create space for the conflict between the workers and uncertainty in the worker a raise as the administration is not skilled to handle the diversity in the workforce. For instance, the HR managers in most of the situation are not well known, well equipped to implies the diversity management principle in the companies or fail to understand the core elements that contribute to the effective diversity management and the aspect that can deal with the various matters which does arise in the workplace. According to Roberson et al. (2007), the unmanned, lower moral employees in the diversified team lead to higher employee turnover, damage the output of the firms, conflict/cultural problems and does influence the communication problems.

1.3 The Research Objectives

The primary objective of this research understands the meaning of the workforce diversity, explore and analyzes the positive or negative impact of workforce diversity on the employee performance and how those performances affect the company's achievements does.

The following objectives support the primary goal; to explore and understand how the ethnicities on employee work performance effect companies. To understand how the gender of does the employees affect their performance and the importance of the employee education of his or her accomplishments.

1.4 Research Questions

How the ethnicity does affect the employee work performance in the workspace.

How the gender does affect the employee work performance in the workspace.

How the education does affect the employee work performance in the workspace.

1.5 Justification of the Research

The stated problem associated with the research, it is evident that studies focus on the local researchers or the institutions for higher learning chance and possible for the other companies to research on the related research topics, as there is limited research or text written on the stated problem. Moreover, it assumed the finding of this research would go a long way to the enlighten researchers and lay readers on the effect of workforce diversity on the individual work performances at the workspace of the company. The individuals or groups who could benefit from this study are the HRM managers, business who are looking to hire foreign and companies who aim for the mixed culture or mix diversity teams. Finally, the future researcher and scholars, in the field of the research, can be beneficial too from the finding of this research.

1.6 The Scope of the Research

This research intends to explore and exam the positive or negative effect of the workforce diversity on employee work performance at the workspace of the companies. The researcher invests a fair amount of time and involved the use of quantitative research methods and use the questionnaires for collecting the data.

1.7 Research Limitations

The core limitations associated with research is during the process of completing this research was to eliminate the respondent bias the filling of the questionnaires. The design of the surveys is such that aid the analysis to measure the attitude of the employees toward the diversity and work performance. It is not easy for the researcher to assess the study objective

in answering the items since they were expected to tick. Also, the respondent intended not to complete the questionnaires. Another limitation was seen, as the imitated number of studies is conducted on this topic.

1.8 Road Map of the Research

This study is divided into five sections and excludes the table of contents, acknowledgment, references and abstract.

The first chapter, introduce about the diversity existing in the workforce, state the meaning of the difference, present the problem associated with the topic, the research questions, scope, and limitation of the study.

The second chapter; the literature review is where the study finding the supporting literature and the literature support the research objective and the research questions. The framework of the research is demonstrated here.

The third chapter, here the researchers state the research methodology the research select and the core reason for the selecting particular research methods.

In the four and fifth chapter, the finding for the questionnaires is present in the table, and figure form and the research states the result and conclude the investigation.

CHAPTER 2 LLITERATURE REVIEW

2.1 Introduction

In this chapter the researcher state the purpose of this study, literature to support and philosophical text to support the framework. The demonstration of the conceptual framework and the framework design to cover the core factors existing in the diverse workforce. The frame does show the relationship between the dependent variable and independent variables. The second halves of this chapter state the finding of other and end the chapter by stating the research gap.

2.1.1 The Research Purpose

The core purpose of this research is to investigate the positive effect of workforce diversity on the individual work performance at the workplace. Jannsens, Seals and Van den Brand (2003) suggest that the workplace rich in diversity if often a complicated place, the place is rich in internal and external political issues and controversial problems. Moreover, the concept is looked differently among the researcher. According to Nkomo (1995), the researchers either support or dis-support the diversity in the workforce. The scholars in the past and present classified the difference differently, as Cross, Katz, Miller, and Seashore (1994) categories the diversity in term of gender and race. On the other hand, Nkomo (1995) groups the difference regarding ethnicity, race, and gender cannot be analyzed in the similar was as diversity based on the company functions, cognitive and abilities orientations. Michaela et al. (2003) argued with the point of Nkomo (1995), suggest the cultural diversity dimension interact with another aspect of diversity.

Jackson, Joshi, and Erhardt (2003) define the diversity differently, as they suggest that the difference consist of all dimensions and support the view that all people in the world are unique and separate from each other. Their definition covers the people differ in forms of race, age, demographic categories, and gender, individual abilities, tenure, companies function, and personality. According to Jackson, Joshi, and Erhardt (2003), the employee has multiple

identities, and which can be a different dimension, those manifolds cannot be directly or indirectly related to the company setting.

Thomas (1991) broadening the principle of the diversity and support that the law of the difference does have a positive effect on the diversity management programs, as the concept is acceptable if it is all-inclusive, not only emphasize on particular geographic groups of individual. According to McGrath, Berdahl and Arrow (1995) diversity are divided into five cluster classifications. The classification of the difference is widely employee as follow; the knowledge about the task, capacity and skill (for instance, the attitudes, value and view), the characteristic in term of demographic (income, age, sex, religion, educational background and status), cognitive, personal and attitudinal styles (the individual state in the company, such figurehead, head of the department and the managers).

This study aims to employ the narrow definition of the diversity, as it can be used on the respondent demographic categorizations to analyze the positive or negative effect of the workforce diversity on the individual performance as the workspace. This research employs the three dimensions of the workforce diversity as follow; gender, education, and ethnicity are the independent variables. This research has work performance as the dependent variable.

2.2 Theoretical Framework

Theoretically, workplace diversity is defined in three different theoretical frameworks; those frameworks are employed in analyzing the effects of difference in the workplace (Williams and O'Reilly, 1998).

Turner (1987) suggests that the first diversity theory emphasizes social categorization theory that defines individual attributes like the age, sex, and ethnicity. Turner (1987) argues as the results are in stereotyping. The second theory of diversity is based on the attraction and similarity theory which is based on the non-salient attributes like the education and the values, that improve the interpersonal and attachment (Berscheid and Walster, 1978). According to Wittenbaum and Stasser (1996), the third diversity theory is based on the information and the

decision-making theory that explore and analyze the positive or negative impact of distribution of the knowledge and expertise on the individual or team in work.

Michaela et al. (2003) suggest that these three theories lead the research to develop the different hypotheses development for the study, as the three methods are unique in nature and researcher found different in implies of all the three approaches in their research, for the hypotheses development. Further suggest that the social categorization and similarity theories lead to a prediction of adverse effect, for instance, the reduction of communication within the team in the company and do decrease the satisfaction and commitment level of the employees and aids in improving the labor turnovers.

It commonly agreed among the researcher and scholars that the third theory of the diversity of the information and decision making perspective does lead to a positive effect of the difference, as the diverse work groups are expected to get involved in the process the information, and the team members work together (Williams et al., 1998). The working closely together aids in a share of individual views and each view are different and this aids in improving the creativity and does increase the team performance.

The past researcher finding suggests that many factors exist in the workspace that can lead the conflict in the diversified workforce. According to Tsui, Egan and O'Reilly (1992) identifying the individual with distinct groups such as educational, an ethnic background may disrupt group dynamics. Shaw (1993) further stated that self-categorization theory that indicates, identification evoked more competition, disliking and distrust than compared with the categorization arises from the within the company.

Moreover, this research is based on the third theory that considers the attributes like age, gender, and ethnicity (Turner, 1987).

2.3 The Conceptual Framework

The conceptual framework of this research consists of three independent variables that are as follow; education, ethnicity and gender and individual performance are considered as the dependent variable.

The relationship between the independent and dependent variable(s) is present in figure 2.1, below — the line and the arrows present in the picture, aids in giving the direction to intendant variable to the dependent variable. Those arrows present and represent the relationship between the education, ethnicity, and gender to the performance.

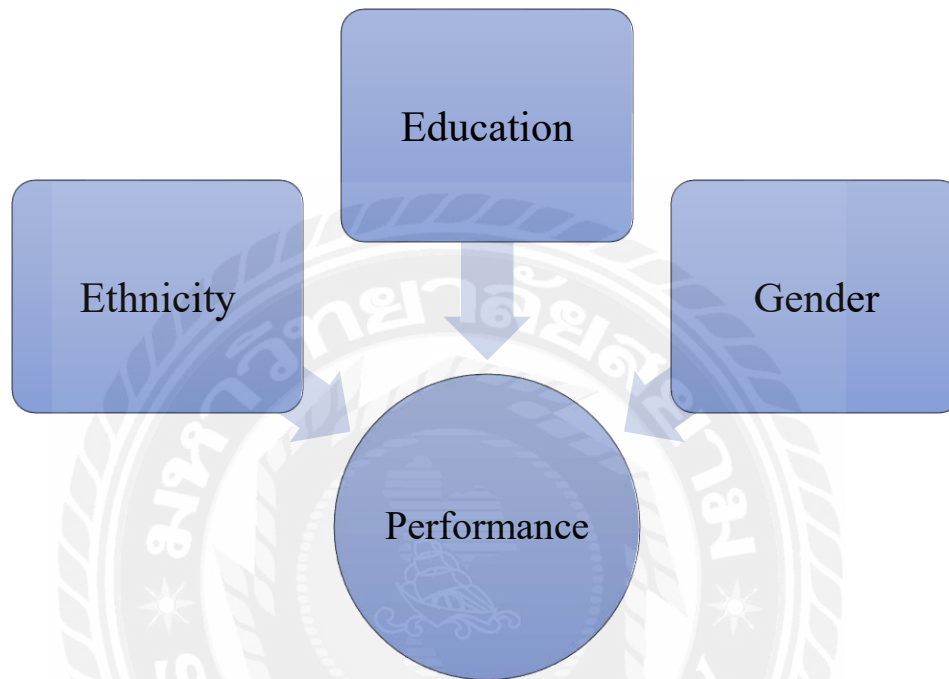


Figure 2.1: The Conceptual research Framework

2.3.1 Education Background and Work Performance

All the workers are aging like other individuals, and due to this, the body undergoes age changes naturally. It is a common observation that in general, the shape of the person in the 70s is not as strong as the body of the person in his 30s. 70-year-olds have poorer eyesight than most 30-year-olds (Margrain & Boulton, 2005). On the contrary, most 70-year-olds have more experience from life and work than most 40-year-olds. During the entire span of work life, age changes, including both growth and decline, take place (Baltes & Baltes 1990). The early phases of life involve more increase than decrease, with the reverse happening in the late stages of life, and perhaps also in the final stages of work life (Per Erik Solem, 2008). But there is no

clear-cut point at which decline exceeds growth, and some growth and opportunities for either improving or preserving abilities continue even up to the age of 90 (Schaie 1996).

Job performance is defined as the effectiveness of job behavior in real work settings (Warr, 1994). While some studies prove that the performance decreases with age, some other studies show that though workability seems to be falling with age, job performance is found to be more stable (Salthouse & Maurer 1996). This is because - most professions have no concise or straightforward way of measuring individual productivity or job performance (Gelderblom 2006) and this makes it difficult to establish the exact effects of age on job performance. Due to this - most reviewers of research conclude that in general job performance does not appear to decline with increasing age (Stagner 1985; Waldman & Aviolo 1986; McEvoy & Cascio 1989; Salthouse & Maurer 1996; Warr 1994, 1998; Czaja 2001). However, results are contradictory, and some reviewers conclude with a parabolic relationship showing initial increase, a period of stability and an eventual decrease towards the end of the career (Skirbekk 2004; Gelderblom 2006) or else a parabolic relationship only for low complexity jobs (Sturman 2003). But, the reviewers agree that the patterns of age changes in job performance vary according to job characteristics. If the position requires quick reactions or heavy physical work, age may be a disadvantage, even as early as the thirties (WHO, 1993). If experience or expertise could improve the performance of job-related tasks, age becomes an advantage throughout the work life (Warr, 1994). Some studies indicate that the performance decline starts earlier in physically strenuous jobs than in mentally demanding jobs (Ilmarinen 1999; Capanni et al. 2005). Some studies show that traders, young and old can each play a role in determining the success of a business based on sales. For example, the study of Heck et al. (1995) concluded that more the business owners' age better performance. Another survey by Orser and Foster (1992) produced the same results that a business owner of 40 years and older have a chance to earn more than those younger than 40 years old.

There are notable differences between men and women both physical and psychological too. Naturally, these differences might give rise to the way men and women function at their

work, for example, an average woman can't work at the same efficiency level of an average man at labor works. The studies indicate that men and women are psychologically different (Golman, 1995). The modern management studies also predict that organizational performance of the employees depends on their emotional intelligence (Goalman, 1995). Some of the interesting studies on the performance of the employees based on gender differences are brought into light in this section. Although many studies have indicated that there are notable differences between the male and female employees (Brush, 1992), some have proved that there is no difference in the productivity of men and women (Ahl, 2002). The argument of the later is because the modern studies are with the view that a person's gender (masculinity or femininity) is based on differences in social experiences (Bem, 1993; Korabik, 1999) and sex may not completely determine a person's gender (Fischer et al., 1993).

Tracy and David (2011) suggest that companies often reject employing an individual who is experienced, train or education is judged to be inadequate. Tracy and David (2011) argued that the knowledge the individual educational background is critical to the employer, as the employer preference employing an individual with solid educational experience and employee know that they cannot find a job or perform particular without adequate education.

According to Daniel (2009), there are various types and levels of education that have different mobility rates. Daniel (2009) suggests that the occupations of the workers by their work experiences do matter, however, do not possess a certified tertiary paper may differ with the employees with and with a degree, that aid in stating the education level. According to his study that state that an employee will be more productive depending on the level of their education. Daniel concluded his investigation, by stating that the individual school is directly related to the companies productive, which mean the higher level of education the employees has the more productive of the individual.

According to Cohen and Levinthal (2000) the production, absorptive capacity of a company is very likely to improve with the variety in the knowledge and that variety in the culture is reflected on the educational level of the individual in the diverse team. Jehn and Bezrukvo (2004) suggest that the information in the diversity, such as the functional areas and

education is positively related to actual workgroup performance. However, Cohen and Levinthal (2000) observed that educational background could also result in the negatively affect the team performance and does result in the social integration in the team.

Horwitz (2005) further stated that heterogeneity in the educational background (level) is associated with an employee leaving intention (turnover intention). According to Jehn, Northcraft, and Neale (1999), the broader gap among the employee educational level does lead to debates between the teams. The educational diversity does create an environment where adverse decisions are made by top management teams (Knight et al., 2009). The difference in the tutorial levels in the teams does lead to conflict between the team's member and increase the level of discomfort among the groups.

Moreover, the individual who poorly educated is likely suffered for internal complexity that can affect their work performance. Those employees are very likely to develop the feeling of being inferior, and the employee ends up feeling insecure and does lose their confidence. The lack in the confidence will affect their work performances and will generate a negative relationship among the employee of the same team; the employee will leave the job or start the rebellious against the companies.

2.3.2 Ethnicity and Work Performance

Makokolo (2005) consider the ethnic group as the tribalistic groups, as the ethnic group has the sense of common historical origins and does base on developing the common sense in the diversity teams. Pitts (2010) suggests that, as companies become more diverse along with the ethnic lines, the companies tend to pay more attention to how the diverse group interacts with one another at the workplace. According to Opstal (2009), ethnic diversity does provide the companies with some advantage and disadvantage. Jackson et al. (2004) define the racial diversity disadvantages in the form of communication problems and another cultural conflict. As the leader, managers tend to ignore the clashes caused by ethnicity, those clashes can be converted into personal and emotional battle in future and will affect the firm's culture, own morale and open reduction in the firm's overall performance. Kilgai (2006) further stated that

conflict arising from the ethnicity does affect the performance, quality of output and affect the substantial profit. According to Benschop (2001), discrimination is the most significant disadvantage of ethnic diversity. Dahlin, Weingart, and Hinds (2005) agreed with other studies and stated the higher the level, ethnicity, the more ethical issues in the firm and do create conflict due to social categorizations.

Zgourides, Johnson and Watson (2002) suggest that the difference in cultural characteristic does benefit the firm, as the ethnicity does aids the firm to have a different view based on the ethnically different views for team problem solving and this aid in improving the team performance and the team performance has a positive relationship with company performance. The organization is benefited from the ethnic diversity group as it aids in enhancing creativity and innovation (Opstal, 2009). According to Van Knippenbery, De Dreu and Homan (2004), the ethnicity does provide with the large pool of the resource to the company such as the abilities of the individual and different knowledge. Jackson et al. (2004) support the views of other studies and suggest that ethnic diversity does result in better solving problems.

The managing the diversity in the workplace is essential, as the well leads the diverse team in the organization benefits the organization in many unique manners and also aids in reducing the conflicts and reduces the disadvantage of the ethnic diversity (Van Esbroek and Van Engen, 2008). Timmermans, Ostergaard, and Kristinnsson (2011) suggest that ethnicity can be positive towards performance since it broadens the viewpoints in the company.

2.3.3 Gender and Work Performance

The gender defines particular characters of the individual, and that character of an individual is feminist or masculinity (Connell, 2002). The past research and study support the argument that gender diversity has a positive relationship with the individual or company performance. McMillan-Capehart (2003), employed the resource-based view of the organization to argue that gender diversity at the organizational levels, this aids in providing the firm with competitive edges. Leonard et al. (2003) suggest the implying the gender-based

inequities in the firm are critical and this implement is often by justified by stereotypes that the male employee's performance better than the females employees, male are more key in improving their status in the firm which pushes male employees to work harder. Therefore, the organizations preference hiring the male employees compared with a female worker.

2.3.4 Performance of the Employee

According to Cascio (2000), the work performed is considered in the manner the work is done at the organization, how effectively the work performance and judging the worker effectiveness. Rue and Byars (2003) further stated that is how well the employee has fulfilled the required job. According to Smith the good workforce diversity practice in the area of human resources are believed to enhance the individual and firm performance. Cornelius (1999) further suggest the effective performance can a core element in determinant the business achievement, this achievement is correlated with the business objective and also maximizes the contribution of employees.

Schuler (1992), suggest the human resource should make the performance appraisal system as their core objective, the appraisal system should be relevant to the job and the firm, the system must be equal and fair to all the employees.

2.4 Empirical Literature Review

This part of the research present the result of other studies (four types of research) and that researcher were conducted on four organizations; Kenya Ports Authority (KPA), Malaysia Airline, the Banking sector in Kenya and Egyptian Pharmaceutical Industry. Those researches were conducted by Ngao and Mwangi (2013); Eugene et al. (2011) and Munjuri and Maina (2013). Thus studies present the effect of a diverse workforce on the individual work performance and results of the research in the organization mentioned above.

2.4.1 Kenya Ports Authority (KPA)

The KPA is own state corporation, and the KPA is reasonable for managing the Port of Mombasa and other ports along the country coastline and Kisumu. The KPA employees over

5000 employees and employees represent different ethnic background, and their recruitment manner reflects the diversity principle.

2.4.2 Malaysia Airline

The Malaysia Airline began its operation in 1947 and the organization employee about 20,000 employees (Eugene et al., 2011), 43 % of the workforce is Malay, 14 % employees are Chinese, 39 % of the employees are Indians and remain present different ethnic workforce. The gender distribution consists of 49.7 % male and 50.3% female (Eugene et al., 2011).

2.4.3 Banking sector in Kenya

In 1986 the commercial banking began in Kenya, and in 2010 the Kenya Commercial bank group was the most significant financial service in the nation with an asset value of US\$3.5 billion. It had the most extensive network of banking outlets and had over 200 branches in the country (Tanzania and Uganda Talk, 2012). The research was carried on the Kenya commercial service by Munjuri et al. (2012), and the target population was 4,000 employees working in diversity environment.

2.4.4 Egyptian Pharmaceutical Industry

This industry is considering as the oldest strategic sectors in the nation and was found in 1939 and currently employees 39,500 employees, who work in the mixed culture, diverse teams (Espicom Business Intelligence, 2011).

2.4.5 The Effects of Ethnicity on Employee Performance

Eugene et al., (2011) researched Malaysia Airlines, the finding of the study suggest a relationship between the ethnicity team and the employee performance. The result also states the teams of employees who were ethnically diverse poorly performed compared to similar organizations. They also suggest that the individual in the homogeneous group tend to remain silent, avoid conflict, and present the same ethical background, therefore it reducing the risk of

conflict or clashes. However, the independent organization although generate a lot of ideas but create a problem due to the conflict of interest.

2.4.6 The Effects of Gender on Employee Performance

Eugene et al., (2011) researched Malaysia Airlines, the finding of the study suggest a relationship between employee gender and employee performance. Their research finding demonstrates a positive correlation between the gender of the employee and the work performance. Elsaid et al. (2012) support the conclusion of Eugene et al., (2011) and the case study in Egyptian Pharmaceutical Industry suggest that the high employee performance relates positively with the gender variable.

The research by Munjuri et al. (2012) in Kenya on the bank sector revealed that the banking industry has a strategy in favor of the gender groups and provide equal employment opportunities. The various tests of the development hypotheses showed a significant level of association among the individual performance and the mean of productivity levels in the bank workforce when categorized by gender.

The research by Ngao et al. (2013) in KPA suggests that the gender, significantly impacted on the company performance and success.

2.4.7 The Effect of Education background on Employee Performance

Eugene et al., (2011) researched Malaysia Airlines, the finding of the study suggests a positive relationship between employee education and employee performance. The school is categories in many different types, or a more balance in education types for an organization possesses the higher the likelihood of having innovation.

The research finding by the Munjuri et al. (2012) in the Banking sector in Kenya suggests the variety in the educational level and the types of education the individual has does improve the creation of the firms. Also the higher educated employees likely to perform better and improve the organizational performance.

The Study on Egyptian Pharmaceutical Industry by Elsay et al. (2012) suggest that the educational background was significant in explaining the employee performance when the employee with the different educational level background or levels work together in one team. Those with higher education tended to perform better.

2.5 A Critique of Existing Literature Related to the Research

In the 21st century, the workforce is the primary concern for the businesses. In the modern age, the organization is required to recognize and manage the workforce diversity effectively. Moreover, there are many critical views when considering workforce diversity. To make the workforce diversity work effectively and the essential points need to manage to correctly.

2.5.1 Ethnic Diversity Problems

According to Eugene et al. (2011) study, ethnicity diversity does create a problem in the sense that it affects the individual performance in both manners negative and positive way. Oyserma (2013) suggest the social identity theory, social categorization theory, and similar-attraction paradigm predict that ethnic diversity holds negative consequences for the company. They concluded that racial diversity in the workplace and work team does lead to psychological processes such as the liking in the group, attraction, and favoritism in the group. Moreover, the mental processes do affect the individual behavior in such a way that the favored employee belonged in their own ethnic in-group over employees belonging to the different ethnic group. The finding does lead to some adverse outcomes such as less cooperation, less communication, and more conflicts and less cohesiveness.

2.5.2 Gender Diversity Problems

In the third world and the middle east the cultural belief in male domination, many similar organizations prefer to hire a male worker over the female worker, as they believe existed in the workplace that male performance better than the female workers (Leonard et al., 2003).

The research on Malaysia Airline showed that the gender affects the employee performance although it was not in best interest of the organization to get aware of it. The employee was not conscious of their gender identity. The target set for all the employees was the same, and the individual must meet that set target by the organization. The other studies on Egyptian Pharmaceutical Industry indicate the same as the Malaya's Airline.

2.5.3 Educational Background Diversity Problems

The survey by Slaughter, Feldman, and Thomas (2009) show the job level moderates the relationship between educational level and the dimensions of job performance. The relationship bonding is stronger when it's the managerial jobs compared to low when it non-managerial jobs. Based on similar reasoning, it is expected that the relationships between education and job performance will be stronger for individuals in higher complexity jobs.

2.6 Summary

For the many literature and academic text is concluded that workforce diversity is a controversial, complicated and indeed a political phenomenon (Janssens et al.,2003). Michael et al. (2003) suggest that there is always an interaction of the dimension of diversity and moreover a narrow approach to the research of variety would be failing to recognize these interactions and how they can influence and the final results.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

In the section, the researcher outlined the method of research that provides the guidance for implementation of the study towards the realization of the research objective. This chapter explains the background of this study from the methodological point of view. The section will cover the following; research design, population, sample technique, instruments, sampling frame, same size, the data collection procedures, and data processing.

3.2 Quantitative Analysis

According to Ose and Onen (2008), the research design is the overall plan or the strategy for conducting and carrying out the research. The research design or selection of the research design depends on the research nature. As this research is quantitative, as the resulting deal with numerical data, the research preferred quantitative method. (Denzin and Lincoln, 2000 & Holme and Solvang, 1996).

This research emphasizes examining and investigating the factors of workforce diversity toward the individual's performance in the firm. The researcher employs the questionnaire as a tool to explore the elements of difference concerning work performed. This study examined the sample that represents the whole population and aid in-depth and rich description and analyzing of the collected data. The research employs the graphic design, as the model uses the questionnaires and gives the numeric data. As the researcher intends to analyze the relationship between the factor and approach is most appropriate to collect the data, as the digital data received from the employees in the Silom area, who are working in mix-diverse teams.

3.3 Target Population

The target population defined as the entire group of individual, event and object that share the common characteristics (Mugenda and Mugenda, 2003).

According to Kothare (2004), the population refers to the entire group of the individual, objectives, and items from which the researcher tends exact the information.

This research target population is an employee who is working in diversity workforce, in the Silom area, Bangkok, Thailand. The researcher selects that area, as the area is rich with foreign and does employees more significant number of foreign workers. Due to the limitation in the time and budget, the research defines its target population as in 1,193 employees of the diversity teams. The analysis depends on collecting the 50% respondent's males and 50% respondent's females.

3.4 Sampling Technique

The sampling is the process employ by the report to gather information from the people or gather information about the people, place or things that are related to the study (Orodho, 2009). It is the process of selecting some individual or objects from the target population such as the deciding the group that contains specific characteristic which is found in the entire group. This research uses the random sampling technique to collect the data and alone with this employees the quota sampling.

3.5 Sample Size

The researcher employs the Yamane (2009) formula to calculate the sample size for this study:

$$n = N / (1 + N(e^2))$$

Where then present the sample size, N shows the target population of the research and e^2 present the level of precision (+ or - %5 or the 95% confidence level).

The sample size calculates method for this study as follows;

$$N = 1193 / (1 + 1193(0.05^2)), \text{ therefore the } n=299.560$$

Hence, the research takes 300 respondents as the sample size for this research. Which means that respondents will distribute 150 questionnaires to male and 150 questionnaires to female.

3.6 Instruments

This research uses the questionnaires as the core instrument for carrying out the research. The research divided the questionnaire two parts. The first part gathers information about the respondent demographics and second part emphasizes collecting the data on that state the relationship between the dependent and independent variable(s). The questionnaire is employed in this study for the following reason; it enabled the respondents to express themselves more clearly and freely, it enabled the responses to is gathered in a standardized way; save time by giving the respondent scale question or the closed end question to select the answers. The research uses the Likert 5 point scales to measure the impact of factors on the performance. Where the five mean strongly agree, four present agree to earn natural, two mean disagree and one meaning strongly disagree.

3.7 The Data Collecting

The research uses both primary and secondary research for gathering the data as the secondary research is used to construct the conceptual framework and find the supporting literature to support the research. Primary research is used to collect the primary data directly from the respondents through using of the questionnaires. The questionnaire is distributed on the BTS station near Silom. The researcher distributes the questionnaire during the lunchtime (12.00 to 14. 00) of the office and in the evening time as well (17.00 to 19.00).

3.8 Analysis of the Collected Data

After the questionnaires were received, the data were described they analyze and present in the tables and graph form. The research uses the SPSS (Software Package for Social Science). The variables used in this research served as key points for the researcher to find out

if the objectives of the research were tenable. Means and standard deviation, and correlation score are used to determine the relationship between the independent variables and a dependent variable.



CHAPTER 4 DATA ANALYSIS

4.1 Introduction

This section of the study reviews the results of primary collected by presenting the pattern of effect and analysis of results relevant to the research objective and questions. This chapter consists of five parts, the parts give the questionnaire response rate, the demographic information, measuring the mean value and different in the mean among the respondent and conducting the correlation score and summary.

4.2 The Response Rate

The researcher, distributed 300 questionnaires to the respondent, at which 271 surveys were completed the core reasons for the respondent not to replace the 29 questionnaires. First, the person was too busy to complete the studies, not interested and in a hurry left some of the section unanswered. However, in the researcher's view, 90% of the response was adequate for reliable findings. It is more than the limits advocated by Cooper (2003) for research reliability.

4.3 The Demographic Information

This section consists of the background information of the respondents. The respondents select their gender, age, education and years of service in the organization.

4.3.1 Respondent Gender

Table 4.1. Gender Distribution

Gender	No	Percentage
Male	130	47.97%

Female	141	52.03%
Total	271	100%

Table 4.1 presents the gender distributions of the respondents. As the research divided and evening distributed the survey to male and female, it finds the 141 female respondents out 150 female respondents had return the questionnaire. However, 20 male respondents do not complete or return the questionnaires. Therefore, the researchers conduct the analyzing from 271 comprehensive surveys. Out of which 141 female respondents have total the reviews, which count for 52.03% and 130 male respondent has complete the studies which count for 49.97%.

4.3.2 The Age of the Respondents

Table 4.2. The Age Group of the Respondents.

Age Group	No of Respondents	Percentage
18-25	13	4.79%
26-30	87	32.10%
31-35	91	33.57%
35-40	46	16.97%
40 above	34	12.54%

Total	271	100%
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Table 4.2 presents the age group of the respondents. The age group 26-30 and 31-35 covers over 60 % of the respondents. The age group 31-35 present 91 of the respondent with 33.57% and this age group are majority in this section follow be; 26-30 years old at second, with 87 respondent, 35-40 years old with 46 respondents that counts for 16.97%, 40 or more present 12.54% and 18-25 present the least number of the respondents.

4.3.3 Educational Level

Table 4.3.Present the Educational Levels of the Respondents

Education	No of Respondents	Percentage
Higher School	8	2.95%
College/ Diploma	56	20.66%
Compete, Bachelor Degree,	126	46.49%
Master degree or above	81	29.88%
Total	271	100%

Table 4.3 presents the educational level of the respondents. Most of the respondents hold a Bachelor Degree and present 126 respondents which cover 46.49%. 81, of the respondent,

keep a master degree or above and present 29.88%, 20.66% percent of the respondents is college graduate or diploma holding, and 8 of the respondents have completed the high school.

4.3.4 Duration Served in the Organization

Table 4.4.Duration of Service

Years	No of Respondents	Percentage
0-10 years	45	16.06%
11-15 years	134	49.44%
16-20 years	64	23.61%
Over 20 years	28	10.33%
Total	271	100%

Table 4.4 presents the respondent's duration of service. It is found that the majority of the respondents feel in the bracket 11-15 years of service in the firm and covers 49.44%. Forty-five of the respondents has under ten years of working service, and 10.33% represents the respondents who over 20 years of service.

4.4 The Mean value of Ethnicity, Education and Gender on the Work Performance

Table 4.5. Present the positive relationship between ethnicity, education, and gender to work performance.

Factor	Minimum	Maximum	Mean Value
Ethnicity	1	5	3.675
Education	1	5	3.456
Gender	1	5	3.320

The tables 4.5 present the result of the factor and intend to state the positive relationship. As the three elements had a mean value greater than 3, suggesting the respondents agrees the ethnicity, education of the employee and the gender are essential to the work performed and the success of the organization. The Ethnicity scored the highest mean value of 3.675 suggesting that the respondent state that ethnicity is a most important factor among the stated factors. The educational level of the employee is essential as well, the mean value of 3.456 suggests a strong positive relationship, and the gender factor does have the mean value than 3. However, the mean value of 3.320 indicates that the at least important factor in this research when considering the work performance.

4.5 Correlation Coefficient Analysis

The correlation coefficient shows the direction, the strength and the importance of the bivariate relationship among the variables that were tested in a research study that are the ethnicity, educational level of the employee, gender and the work performance. The number

present in the correlation is referred to the association. The correlation score 1 means that there is a perfect relationship between the two variables. The table below presents the range and the strength of the variables.

Table 4.6. The Rules of Thumb about Correlation Coefficient Size

COEFFICIENT RANGE	STRENGTH OF ASSOCIATION
0.91 TO 1.00	VERY STRONG
0.71 TO 0.90	HIGH
0.41 TO 0.70	MODERATE
0.21 TO 0.40	SMALL BUT DEFINITE RELATIONSHIP
0.01 TO 0.20	SLIGHT ALMOST NEGLIGIBLE

4.6 The Correlation to Factors and work performance

Table 4.7. The Factors correlation Scores.

No	Constructs	Correlation Score
1	Ethnicity	0.745
2	Education	.733
3	Gender	.691

Table 4.7 presents the correlation score. As all three factors have a score higher than 0.6, suggest that all the elements are acceptable. The ethnicity score is in the range of 0.71 to 0.90, indicating that the high strength relationship between ethnicity and performance. Similarly, education has a correlation score of plus 0.7, suggest a strong link between training and performance. However, the gender factors have scores of .691, indicate a moderate relationship between the gender and performance.

Chapter 5 DISCUSSION AND CONCLUSION

5.1 Introduction

This section presents the discussion of the study findings. The descriptive analysis presented in previous episodes is summarized. Moreover, the recommendations of the research are included, and the last section of this chapter shows the conclusion of the study.

5.2 The Descriptive Analysis

The goal is to give the findings regarding a characteristic of the population based on the sample data and the analysis done. This part presents the summary of the effect tested variable to work performance based on the report in the previous chapter.

5.2.1 The Effect of Ethnicity on Employee Work Performance

For the finding of this research, it is evident that ethnicity has a positive relationship with work performance. With the mean value of the higher level of ethnicity in the workforce will decrease the individual work performance. The mean value in the top 3 and correlation in a range of 0.7 to 0.9 suggest a strong positive relationship. This research finding is supported by the conclusion of Kilgai (2006) and Dahlin, Weingart, and Hinds (2005) research, who are finding suggests that the ethnicity is a core element in effecting the individual performance.

5.2.2 The Effect of Educational Background on the Work Performance

For the result of this research, it is evident that the educational background has a positive relationship with the work performed. With the mean value of the higher side of the educational experience and the correlation score in the range of 0.7 and 0.9, suggest a strong relationship between the dependent and independent variable. Which the mean the higher the level of education the better of the worker performance and this finding is supported by the result of Tracy (2011) and Eugene et al., (2011). Their result supported that the statement that a higher level of employee education means higher performance.

5.2.3 The Effect of Gender on the Work Performance

For the outcome of this research, it is evident that gender has a positive relationship with work performance. With the mean value of the higher side of the educational background and the correlation score of 0.6 plus, suggest a positive relationship between the dependent and independent variable. The studies of Leonard et al. support this finding., 2003; Elsaid et al. (2012) and Eugene et al., (2011), who suggested the gender does affect the performance of the individual worker.

5.3 Recommendations for the Future Research

This research could serve as the guideline for the future in the field of diversity workforce. The finding suggests that employee performance does get affected by the diversity variables of ethnicity, education background and gender in the workplace. The diversity is becoming to diffusion in the workplace in Silom, Bangkok. It is critical for the nations; companies realize the need to capitalize on these demographic categories to stay ahead of other nations or countries. Smith (2010) tend to disagree and say that the skilled workforce diversity practices are believed to enhance employee and company's performance. Moreover, at the diverse workforce, there seen to the link between the ethnicity, gender, and educational level. This research also recommends the future researcher to explore more on the give factors and the managers and business to imply the knowledge of this study to improve the performance of the workforce in the diverse workforce.

5.4 Conclusion

The objective of this research has been fulfilled with the positive results of all the tested variables. The finding suggests a strong positive relationship between the independent and dependent variable(s) at the workforce in the Silom area. There is the same discrimination by ethnicity, educational background, and gender. The bias does directly affect the performance of the employees. Although the employees are subject to some perception, overall, the employee is satisfied with a work environment at the diverse team in the Silom area.

Many types of research, studies and scholars suggest that the diversity in the workforce does have issues, but if manage incorrectly, the companies can be significantly benefited from the variety.



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