



Employee Diversity and Organizational Performance; A Case study of Sharp Manufacturing Firm in France

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Abstract

Diversity is the co-existence of individuals from numerous socio-cultural backgrounds within the organization. The study sought to determine the effect of employee diversity on organizational performance in the case of Sharp Manufacturing Firm in France. The study adopted the descriptive research design. The collection of the data was done in a sharp manufacturing firm in France. The study included 358 as the sample size. The collection of the data was done using questionnaires. The analysis of the data was done using descriptive and inferential statistics. The descriptive statistics entailed the description of the study data while the inferential statistics incorporated the computation of the correlation and regression analyses. The study findings showed that employee diversity has a positive and significant impact on organizational performance. The study concluded that employee diversity is essential for improving performance among organizations. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture. Employee diversity allows for more ideas and procedures hence increasing the organization's output. Diversity in the workplace increases employee morale and instills a desire to be more effective and work more efficiently. The study recommended organizations need to concentrate on the diversity of the employees. Diversity has the capacity of producing better efficiency and competitive advantages. There is a need for companies to employ individuals from different historical grounds, ages, gender, education, culture, geographical location, ethnic culture, races and religious beliefs; for them to acquire wide perspectives regarding customer choices of different cultures and regions. Organizations need to acknowledge the strengths of each employee and the potential they bring.

Keywords: *Employee diversity, organizational performance, sharp manufacturing firm, France*

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1.0 Introduction

Diversity refers to the co-existence of individuals from numerous socio-cultural backgrounds within the organization (Yilmaz, 2019). When organizations maximize the unique values of their workers, they proactively utilize their differences and capacities. A varied workplace allows for even more ideas and procedures. This diversity of ability indicates a more comprehensive variety of abilities amongst workers, in addition to a variety of experience and points of view which raises the potential for increased efficiency. Multiculturalism would affect 6 straight aspects of business performance consisting of the capability to bring in human resources, price, the concerns of advancement, creative thinking, and problem-solving, the advertising advantages of a diverse workforce, and organizational flexibility (Rani, 2018). It can boost team efficiency by guaranteeing that each team has a varied set of abilities. When a company values inclusivity, it can likewise help strengthen the connection with staff members and hence lead to boosted individual performance as well.

Organizations employ a varied workforce not to prevent tremendous penalties against equal job opportunities but instead to attract, retain, encourage and please stockholders. Staff member variety just indicates difference or variety in the workforce (Mac Nally, Bennett, Brown, Lumsden, Yen, Hinkley & Ward, 2020). It can be a difference with aspect to age, gender, education, culture, geographical location, ethnic culture, race, religious beliefs and much more. According to Yadav and Lenka (2017), diversity does not always imply nearly differences but likewise concerning resemblances as well. Google assistance also encourages variety. They also have enhanced the proportion of diversity and take numerous efforts to improve the diversity ratio. Variety is an aspect that assists in meliorating organizational efficiency and creating a competitive advantage for the company. When the company sustains the variety and assists the managers or leaders to alter their organizational culture this offers the staff members the spirit to work efficiently separately and in a group or team. They would do better than previously, serve better, and connect more finely in the team, with their clients and within the organizations.

Because of trends in globalization and raising ethnic and gender variety, employers must find out how to take care of cultural differences and individual job perspectives (Cox & Blake, 2021). As the labor force becomes more varied there are both possibilities and obstacles to managing workers in a varied job environment. Opportunities consist of acquiring a competitive edge by accepting modifications in the industry and the workforce. Challenges consist of effectively taking care of workers with different perspectives, values and ideas along with preventing responsibility when leadership handles numerous work circumstances poorly. Organizations that have policies and procedures in place that urge resistance to a job environment of diversity and secure female and minority employees and candidates from discrimination might lower their possibility of being taken legal action against because of workplace discrimination. When companies employ individuals from different historical grounds, they acquire wide perspectives regarding customer choices of different cultures (Janssens & Zanoni, 2018). Organizations can acquire informative knowledge and feedback from group markets concerning the services and products they give.

Organizations that value diversity enhances their online reputation with the marketplace they offer therefore bringing in new clients. When staff members are placed in a culturally diverse workplace,

they find out to connect efficiently with people who have various mindsets, ideas and values (Hofhuis, van der Zee & Otten, 2019). The capability to efficiently interact with individuals that vary from one build cognitive flexibility, which is the capacity to consider points in different ways and adjust one's viewpoint. When staff members possess cognitive adaptability, system versatility develops at the organizational level. Employees learn from each other just how to endure differences in viewpoints and ideas which permits communication to stream more easily and group communication to be extra effective. Teams from varied backgrounds create several viewpoints, which can lead to ingenious concepts (Mannix & Neale, 2020). Various viewpoints cause a majority of options to pick from when resolving an issue or concern. Life experience varies from person to person, occasionally based on race, age, or sex. Creativity can grow when those experiences are shared.

Diverse teams do not just create more choices; instead, they create a broader range of perspectives to resolve jobs and problems. Diversity helps companies perform best when it is lined up with a detail's organizational strategy (Kreitz, 2018). Like when businesses make use of heterogeneous monitoring groups that are routed by a business strategy concentrating on advancement, the companies' performance raises. To successfully line up diversity with a company's strategy, the role of the human resource must have the ability to engage workers at vibrant levels. Utilizing a strategic human resource monitoring approach to a company can successfully incorporate diversity with the company's objectives and goals. Strategic personnel administration is a system of tasks arranged to engage staff members in a fashion that assists the organization in achieving a sustainable competitive advantage (Taylor, Doherty & McGraw, 2019). If a diverse composition of workers within organizations is uncommon, using minorities' readiness for leadership is even rarer.

Diverse firms might take advantage of the numerous points of view that staff members from various backgrounds contribute to problem addressing and suggestion generation. Since managing variety stays a substantial business difficulty, managers must find out the supervisory abilities needed in a multicultural work environment (Green, López, Wysocki & Kepner, 2020). Managers and supervisors should be prepared to educate themselves and others within their organizations to value multicultural differences in both partners and customers to ensure that every person is treated with dignity. Diversity problems are currently considered essential and are projected to come to be even more vital in the future because of raising distinctions in the population of lots of countries. Organizations require focusing on diversity and searching for means to become inclusive organizations because the variety has the potential of yielding better productivity and competitive advantages (Miller & Katz, 2021). Managing and valuing diversity is an essential part of reliable individual monitoring, which can enhance work environment performance. Unmanaged diversity in the office might come to be an obstacle to accomplishing business goals.

Diversity issues are now considered important and predicted to come to be even more important in the future because of increasing differences in the population of many nations. Organizations need to concentrate on diversity and search for methods to end up being completely inclusive firms since diversity has the capacity of producing better efficiency and competitive advantages. Organizations should concentrate on all-natural approaches that attend to more comprehensive human resource problems and value varied staff members. Business leaders need to come to be

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symbolized in organizational policies and methods that methodically disadvantage some workers. If left unmanaged, staff member diversity is more likely to harm morale, increase employee turnover and cause substantial communication issues. Thus, the study sought to examine the effect of employee diversity on organizational performance in the case of Sharp Manufacturing Firm in France.

2.0 Literature Review

A study conducted by Mac Nally, Bennett, Brown, Lumsden, Yen, Hinkley and Ward (2020) showed that employee diversity has a positive and significant impact on organizational performance. Employee diversity is essential for improving performance among organizations. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture. Employee diversity allows for more ideas and procedures hence increasing the organization's output. Diversity in the workplace increases employee morale and instills a desire to be more effective and work more efficiently. The study recommended organizations need to concentrate on the diversity of the employees. Diversity has the capacity of producing better efficiency and competitive advantages. There is a need for companies to employ individuals from different historical grounds, ages, gender, education, culture, geographical location, ethnic culture, races and religious beliefs; for them to acquire wide perspectives regarding customer choices of different cultures and regions. Organizations need to acknowledge the strengths of each employee and the potential they bring.

Diller (2018) defined diversity as the presence of human differences on the grounds of color, race, ethnic culture, gender, identity, age, physical attributes, ethical values, nationality, education, character, experiences and knowledge base. Inclusion, on the other hand, is the joint environment that boosts belongingness, participation, and payment as it gives respect to individuals throughout differing criteria of difference. Over the past couple of years, labor force diversity and comprehensive work practices have acquired the core position in several small, medium, and large-sized companies whether nationwide or worldwide. The historical and current condition of ladies' workforce involvement in Indian organizations discloses that a big void exists between the proportion of female manpower and their male counterparts. Presently, as companies have started to acknowledge that females constitute a significant resource of human capital, it ends up being vital to create female-friendly offices to motivate gender diversity in companies. Today's scenario identifies sex variety and inclusion in the labor force as the key to company success and growth. The study examines the nuances of sex diversity and inclusion that bring out their real essence in regards to creativity and technology, business reputation, performance, decision-making, problem-solving and business efficiency as its several benefits. Furthermore, the here-and-now study throws light upon the condition of gender variety in Indian companies and today's international trends in the domain of sex diversity and inclusion as a key competitive advantage. It also attempts to bring out the factors for recognizing sex diversity and addition as a core of every company's policy.

A study performed by Lu, Chen, Huang and Chien (2017) suggested the influence that staff member diversity has on human resource management practices and organizational efficiency, taking into consideration the regulating duty of organizational society, in particular, social dimensions such as individualism-collectivism and hierarchical range. Via an empirical

investigation of 102 Spanish companies utilizing partial the very least squares-structural formula, modeling and theory were evaluated. The outcomes show a favorable relationship between employee variety and human resource management practices where such techniques encourage employee commitment as opposed to control. Thus, they determined a non-linear relationship between personnel administration practices and organizational efficiency. The research considered the function played by ecological and contextual aspects, such as business society. The configuring of personnel practices helped to reduce the feasible prices originating from diverse personnel and boosted their abilities in favor of far better organizational efficiency.

Wesche (2020) performed a research study to examine the impact of diversity monitoring on organizational efficiency in the financial market using some picked deposit money banks in France. The study used a survey research layout method, and data were gathered from 192 workers of the five selected deposit cash banks within Paris metropolis, Southwest, France. Smart PLS 3.0 was employed for the analysis. The findings revealed a considerable connection between the variables of various monitoring and organizational efficiency. The model results showed the degree of relationships between varieties in age, gender, work experience, instructional credentials and marital condition on staff member commitment, sales growth, service high quality, and staff member intent to leave. All the variables examined under the independent variable have favorable path coefficients as aspects that influence worker dedication, sales growth, service high quality, and employee purpose to leave. It is suggested that down payment cash financial institutions in Paris ought to leverage diversity incorporation monitoring for improved organizational performance.

A study by Grund and Westergaard-Nielsen (2018) to match the employer-employee data-set, assessed how labor force diversity in regards to social background, education and market features influences the performance of firms in Denmark. Carrying out a structural estimation of the companies' manufacturing function discovered that labor diversity in education and learning considerably improves a company's value enhancement. Conversely, diversity in ethnicity and demographics causes unfavorable effects on firm efficiency. As a result, the unfavorable effects, which are derived from the communication and assimilation prices associated with a much more culturally and demographically varied labor force, appeared to exceed the positive impacts of creativity and knowledge spillovers.

The research was performed by Solakoglu and Demir (2016) to check out the relationship between managerial gender diversity and firm efficiency. It outlines exactly how very reduced and incredibly high levels of managerial sex diversity can trigger team procedures that can hinder the accomplishment of the efficiency benefits connected with modest levels of supervisory sex variety. Findings from longitudinal panel information from monetary service companies in Portugal recommended that the effects of supervisory sex diversity on firm performance are best recorded by a nonlinear function with two damaging factors. The study presented a framework that integrates various theoretical viewpoints which focused on tokenism, sub-group development, different reasoning, and various other group processes linked to positive and negative gender-diversity repercussions. Matching total firm-performance outcomes rest upon the degree of supervisory sex diversity.

Priscilla, Wesche, Streicher, Braun and Frey (2021) researched to check out how companies handle workforce diversity and its effects on the business's existence and check out how companies handle obstacles that feature employees from diverse cultural histories. The office variety contributed to business success, this is because diversity covers a large range of human attributes and qualities. The study is restricted to the required tools for taking care of work environment variety, advantages and disadvantages of taking care of a varied workforce. The research was done on 5 firms in Finland. To gather the needed data, the qualitative study method was used to gather and examine the data on these companies. The researcher interviewed three of the business and collected data on the internet on two of the firms. The outcome reveals that office diversity plays a reliable role in some businesses. Nonetheless insufficient mentoring and guidance can create a company's low efficiency. Therefore, there must be a regular renovation in ways to properly take care of a varied labor force as the world keeps progressing. The study concluded that workplace diversity has contributed to even more efficiency however some elements such as differential therapy can prevent its successful implementation and for this reason company success. Big businesses are extra enthusiastic about diversifying their workforce and see its implementation as a norm and constantly make every effort to improve diversity monitoring, whereas little companies see it as a choice and evitable when they feel it as a problem or cannot efficiently handle it.

3.0 Research Methodology

The study adopted the descriptive research design. The collection of the data was done in a sharp manufacturing firm in France. The study included 358 as the sample size. The collection of the data was done using questionnaires. The analysis of the data was done using descriptive and inferential statistics. The descriptive statistics entailed the description of the study data while the inferential statistics incorporated the computation of the correlation and regression analyses.

4.0 Findings

The discussions in this section include the correlation analysis and regression analysis. The correlation analysis was used to examine the association between variables while regression analysis was used to show the relationship between the variables.

4.1 Correlation Analysis

Correlation analysis is used to examine the association between variables. A strong correlation shows that as one of the variables increase the other variable will also increase. In situations where the correlation is negative, it implies that when on the variable increase, the other variable will decrease. Table 1 presents the correlation results.

Table 1: Correlation Analysis

		Organizational Performance	Employee Diversity
Organizational Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Employee Diversity	Pearson Correlation	.702 **	
	Sig. (2-tailed)	0.000	1.000

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The correlation results presented in Table 1 showed that employee diversity is positively and significantly associated with organizational performance ($r=.702$, $p=0.000$). This implied an improvement in employee diversity leads to an enhancement of the organizational performance among the organizations in France. The results concur with Wesche (2020) who found that employee diversity is positively and significantly associated with organizational performance. Valuing diversity is an essential part of reliable individual monitoring, which in turn enhances work environment performance and unmanaged diversity in the workplace might come to be an obstacle to accomplishing business goals. Miller and Katz (2021) noted that organizations need to focus on diversity and search for means to become inclusive organizations because diversity has the potential of yielding better productivity and competitive advantages.

4.2 Regression analysis

The section comprised of model fitness, analysis of variance and regression of coefficient. The results presented in Table 2 indicate the model fitness

Table 2: Model fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.191a	0.207	0.196	0.0391

Based on the results presented in Table 2, the employee diversity was found to be significant in explaining organizational performance in France. This was supported by the coefficient of determination, also known as the R square of 0.207. This signified that employee diversity explains 20.7 % of the variations in the organizational performance among organizations in France.

Table 3: Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.031	1	12.031	541.608	.000b
	Residual	7.908	356	0.022		
	Total	19.939	357			

The results in Table 3 indicate that the overall model was statistically significant. The results indicated that employee diversity was a good predictor in explaining the organizational performance of organizations in France. This was supported by an F statistic of 541.608 and the

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reported p-value of 0.000, which was less than the conventional probability significance level of 0.05. The results indicated that managers need to engage more in employee diversity to increase the organization's performance. This can be enhanced by increasing the employee diversity within the organizations.

Table 4: Regression of Coefficient

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	0.019	0.020		0.965
	Employee diversity	0.193	0.015	0.169	12.873

The results presented in Table 4 indicate that the employee diversity is positively and significantly related to organizational performance ($\beta=.193$, $p=0.004$). This was supported by calculated t-statistic of 12.873 that is larger than the critical t-statistic of 1.96. The results implied that a unit increase in the employee diversity will increase the organizational performance by 0.193 units while holding other factors constant. Thus, employee diversity is one of the fundamental factors that are required to be taken with much seriousness in an organization. Hofhuis, van der Zee and Otten (2019), noted that when staff members are placed in a culturally diverse workplace, they find out to connect efficiently with people who have various mindsets, ideas and values thereby increasing performance of the organization. The employee diversity can be a difference with aspect to age, gender, education, culture, geographical location, ethnic culture, race and religious beliefs. Green, López, Wysocki and Kepner (2020), revealed that since managing variety of employees stays a substantial business difficulty, managers must find out the supervisory abilities needed in a multicultural work environment.

5.0 Conclusion

The study concluded that employee diversity is essential for improving performance among organizations. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture. Employee diversity allows for more ideas and procedures hence increasing the organization's output. Diversity in the workplace increases employee morale and instills a desire to be more effective and work more efficiently. Varied workplace allows for even more ideas and procedures hence increasing organizations output. The diversity of ability indicates even more comprehensive variety of abilities amongst workers, in addition to a variety of experience and point of views which raises the potential for increased efficiency. Further the study concluded that workplace diversity has contributed to even more efficiency however some elements such as differential therapy can prevent its successful implementation and for this reason company success.

6.0 Recommendations

The study recommended organizations need to concentrate on the diversity of the employees. Diversity has the capacity of producing better efficiency and competitive advantages. There is a need for companies to employ individuals from different historical grounds, ages, gender, education, culture, geographical location, ethnic culture, races and religious beliefs; for them to acquire wide perspectives regarding customer choices of different cultures and regions. Moreover, employees learn from each other just how to endure differences in viewpoints and ideas which permits communication to stream more easily and group communication to be extra productive. Organizations need to acknowledge the strengths of each employee and the potential they bring.

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