

RESEARCH ARTICLE

Practices of equality in racial diversity at manufacturing industries: Exploring influence on employees' job performance at the workplace

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Abstract

This research study explores the employees' perception of equality in racial diversity at manufacturing organizations. The total number of sample size is 10, including five number of participants and five different manufacturing firms situated at Kailali district of Nepal with "purposeful sampling technique" and information was gained from interview guide. The key findings showed that organizational change in terms of fair staff recruitment and practice of equal opportunity to all employees assist to meet career goals. Furthermore, positive influence on job performance is possible through increased work commitment, job satisfaction and motivation at work (Susanto et al., 2022). Findings have brought forward the negative influence of job performance from the lack of equality in racially diverse firms in regards to lack of team work and work commitment (HBR, 2020). The implication of effective cross-cultural communication at work would be productive for task execution, ensuring employee engagement and motivation. Along with the practice of equal opportunity for all employees, it is recommended to implement extrinsic and intrinsic motivation pathways to enhance job performance in the long term.

Keywords: Career development; job performance; organizational environment; motivation

Introduction

The concept of racial diversity can be comprehended as diversity in terms of race, color, caste, gender, religion, culture, and origin (Denson & Chang, 2009). Organizations have progressively perceived the benefit of having a diverse workforce, as these employees have an essential part in the organization's capacity to support an upper hand in a competitive age, whereas inequality in such racial variety has ended up creating complexities in job performance and organizational productivity as a whole (King & Spruell, 2001). Therefore, it has become increasingly explicit to organizational decision-makers that employment discrimination in terms of racial diversity is a serious problem that needs to be addressed.

Statement of problem

In a series of studies done by Sommers & Ellsworth (2000), found that race is unlikely to influence decision making. In contrast, racial diversity helps in decision-making through information exchange and problem solving (Sommers, 2006). Organization with racially diverse workforce are more productive, innovative, and have a lower employee turnover rate (Armstrong et al., 2010). The research and studies in terms of equality in racial diversity in the manufacturing sectors in Nepal seem to be ambiguous,

with a permeating gap in terms of impact on employee job performance. Thus, a research gap is filled in this study.

Purpose

In this context, the purpose of this study is to explore the perspectives of employees at workplaces in order to understand practices of equality in racial diversity through individual experience. The research is aimed at comprehending the perceptions of five employees from five different manufacturing industries and finding the practice of equality along with how equality in racial diversity influences employees job performance.

Research questions

Research is hoped to provide answers to the following questions:

- What are the practices of equality in manufacturing firms in Kailali, Nepal?
- How does the practice of equality in racial diversity influence an employee's job performance?

Research Significance

Since every organization performs its task with the help of human resources belonging to varied backgrounds in terms of different sex, age, socio-religious groups, and different educational or literacy standards, racial diversity is the inclusion of people's age, caste, sex, and national or ethnic origin. However, it becomes significant to comprehend practices of equality among all the subordinates at the organization in the context of racial diversity at the workplace, which imbibes diversity in terms of gender, skin color, race, or ethnic origin (Laird et al., 2005). Furthermore, there has been little research done in the Nepalese context to date concerning how employee's performance is influenced by practices of equality and racial diversity at the workplace. Hence, the researcher has fulfilled the research gap through meaningful findings.

Scope and Delimitations

The study will explore the theme of equality in racial diversity at the workplace. The place for the study is five different manufacturing industries located in Kailali, Nepal. It would explore whether there is a practice of equality among employees belonging to specific castes, ethnicities, and races. The research would further bring constructive results in terms of impact on employees' job performance. The research has used semi-structured interviews as a tool for qualitative research, which would fulfill research objectives effectively.

The researcher has forbidden deductive reasoning as it affirms subjectivism and further excludes other research paradigms such as pragmatism, critical realism, and positivism.

Limitations

While undertaking the study, the researcher experienced a few constraints. Most remarkably, the modest number of participants implied a limited generalization from the findings. The utilization of semi-structured interviews was extremely helpful in acquiring insights; however, the approach is a time-consuming phenomenon. The geographic location of the study is definite, so the results are based on only one district of Nepal.

Literature review

An employee's performance at work is influenced by five major factors, namely diversity at the workplace, organizational culture, the manager's attitude, job content, and financial rewards (Ali et al., 2012). The connection between HRM-diversity practices, employee performance, and well-being demonstrates that diversity in an

organization has a positive impact on several spectrums of employee job performance by creating a delightful workplace (Devonish, 2013). Nonetheless, a few studies demonstrate that the HR practice of creating a diversified workplace might raise more significant levels of pressure, burnout, and

exhaustion, which are components that adversely influence the job performance of employees (Alfes et al., 2012).

External and internal advantages happen whenever there are practices of equal opportunity in racial diversity (Ballor, 2013), which eventually affect job execution positively. External advantages incorporate 'decreased costs, improved resourcing of skilled workers, and enhanced corporate image. In addition, internal advantage involves employee trust, improved decision-making, and better task execution by employees (Ferndale et al., 2015). Furthermore, practices of equal opportunity for all employees were linked to improved organizational productivity, especially with the participation of employees of varied races (Dobusch, 2016).

The practice of equality in racial diversity prompts recruiting and retaining a great workforce, increased job satisfaction and commitment within the firm, and better customer relationships (Tatli and Ozbilgin, 2011). There are four major aspects through which equality in racial diversity can be managed: performance appraisal, socio-cultural issues, organizational capabilities, and an affirmative approach (Sadri & Tran, 2002).

Equal treatment between genders in the organization in terms of rights, benefits, obligations, accountabilities, and opportunities helps to enhance their job performance in a positive way (Lambert, 2000). Gender-based variety is one of the biggest components of racial diversity that influences employee job performance both positively and negatively (Blake and Kazin, 2011). Manufacturing organizations generally like to recruit and hold male employees and laborers when compared with female workers in order to have higher output and efficiency (Bhadury et al., 2000). Various researchers have seen that gender-based diversity makes for more productive individual execution inside the workplace (Hite, 2008). Similarly, gender diversity practices have a positive impact on the service industry, whereas they have a negative impact on manufacturing firms in terms of efficiency (Nemetz and Christensen, 1996).

Ethnic diversity is characterized by similarities in each other's language, ancestry, caste, history, society, culture, nation, or social treatment based on where they reside (Ozbilgin, 2014). The Asian Development Bank (2010) has investigated the status of workplace diversity and equality in private firms in Nepal. It was observed that these organizations represent 54.2 percent Brahmans and Chhetris, trailed by 23.7 percent Newars, 18.3 percent Janajatis, and 3.8 percent Dalits. It infers that there is an overrepresentation of Brahman and Chhetris as opposed to

other ethnicities. This signifies that Nepalese organizations are led by ethnic groups of Brahmins and Chhetris.

In general, racial diversity harbors both opportunities and threats (Harrison & Klein, 2007). Beginning with opportunities, ethnic diversity helps to manifest diverse teams with large talents (Joshua and Taylor, 2014). Then again, threats have additionally been accounted for in terms of team conflicts and internal groupism, resulting in poor team performance. Because of these blended findings, ethnic variety is frequently referred to as a 'double-edged sword' (Jackson et al., 2003). Along these lines, racial diversity is referred to as a way to evoke creativity and innovation, leading to higher job performance in an ethnically diverse team (Berry, 2005).

Methodology

The method of qualitative research is particularly valuable in finding the subjective views of participants and immersing them in information (Yazan, 2015). Consequently, the researcher believed the subjective way to be more pertinent to attempt this research as it permitted a more prominent ability to acquire profound meaning from an individual's experience on research questions as opposed to the quantitative approach, which is more structured and relies on numeric data. The present paper is about the perception of employees towards equality and diversity; hence, qualitative research would provide meaningful results as it digs into the perception and experience of the participants.

The "purposeful sampling" method is done, and five participants were selected purposefully. The participants were regular employees. In manufacturing industries, it ramps up the possibility of getting employees from several backgrounds, cultures, genders, and so on. The participants selected for the interview are working in manufacturing sites in order to gain real insight and justify the research statements viably.

Table 1: Research design

Participant s	Sex	Age	Organization	Location (province no.7)
1	Male	35	Company 1	Kailali
2	Female	40	Company 2	Kailali
3	Male	55	Company 3	Kailali
4	Male	29	Company 4	Kailali
5	Female	30	Company 5	Kailali

Case study research

The research involves collecting in-depth data about the individual or group through the use of several collection methods (Baxter and Jack, 2015). Observation and interviews are two of the most common methods of collecting data. Thus, researchers have applied case study research to gain an in-depth understanding of problems by investigating multiple people through interviews.

Data collection method

A semi-structured interview approach was used to carry on conversations that elicited rich data that could be used in qualitative analysis, and all the interviews were conducted in-person. Semi-structured interviews would give participants more room to answer in terms of what is important to them and to control the introduction and flow of the topics.

Inductive approach

This research is aligned with inductive reasoning, forming general conclusions from individual instances and observations. The data were gathered and analyzed to form a new theory backed by real-life experiences of people, which might be intriguing to readers, whereas a deductive approach lacks the ability to feel human thoughts and emotions. Since it explores a new theory, it does not limit creativity, unlike deductive reasoning, in which existing information is analyzed to accept or reject a hypothesis for research purposes (Gratton, 2009).

Data analysis and interpretation

A thematic analysis approach was used to enhance familiarization with the topic. This is perhaps the most widely recognized approach to breaking down subjective information from interviews and analyzing data (Bhatia, 2021). The path of data analysis in this research transcends transcription, translation, coding, thematizing, and analysis. Finally, the researcher presented the discussions to analyze the data, which is backed by relevant theories and other research in the area of human resource management.

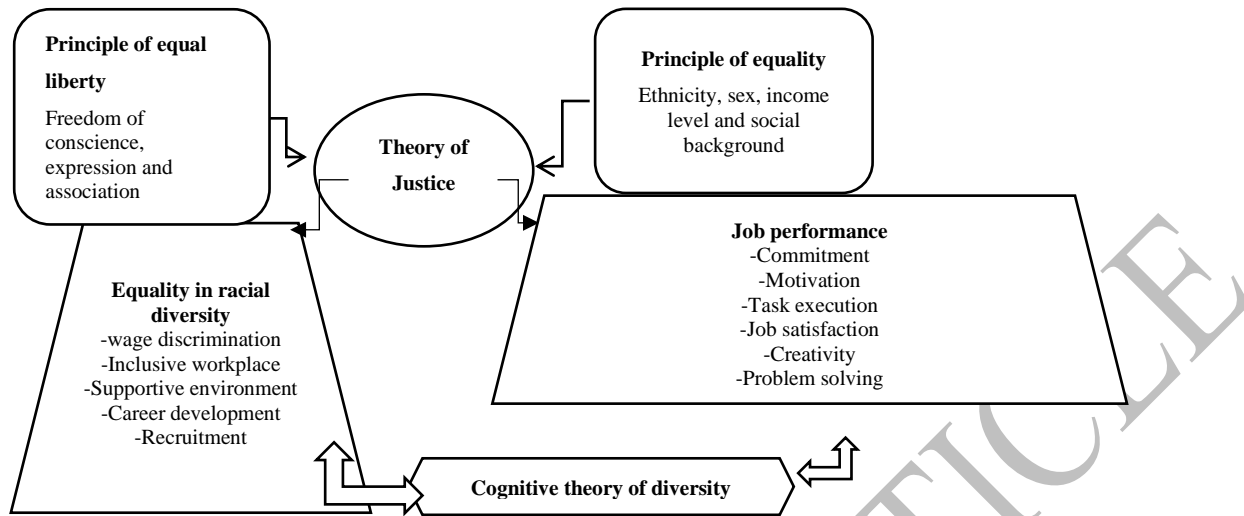


Figure 1: Theoretical Framework

The research is guided by a given theoretical framework, which depicts cognitive diversity theory and the theory of justice in two paradigms: the principle of equal liberty and the principle of equality. John Rawls developed the Theory of Justice based on the social contract theory, in which researchers proposed two principles, i.e., the principle of equal liberty and the principle of equality (Schokkaert, 2015).

The research has found out about the practice of equality in racial diversity in various terms, such as wage discrimination, effective recruitment, career development, a supportive environment, the participation of employees, and opportunities. As per the theory of Justice, strong positive impacts on sustainable development, task execution, and commitment at work are bound to be applicable through equality that enhances job performance (CFI, 2021). In this regard, researchers have discovered that practices of equality in racial diversity matter in job performance through employees' commitment at work, motivation, problem solving, task execution, job satisfaction, creativity, and synergy at work.

Cognitive diversity theory alludes to distinctions between team members in characteristics like expertise, experiences, and perspectives, which suggest that diversity across a wide spectrum results in creativity, problem solving, and innovation (Miller et al., 1998). In cognitive diversity theory, multiple perspectives resulting from cultural differences among groups or organizational members lead to innovative problem-solving. Therefore, this study showed that these factors would lead to positive organizational outcomes through better job performance by employees. In addition, there is a linkage to cognitive diversity theory in my research since racial diversity

incorporates people from different cultural backgrounds with varied perspectives. The findings have further proposed that diversity of ethnicity matters in job performance in terms of idea sharing, creativity, problem solving, and so on.

Credibility and Trustworthiness

While leading this study, the researcher guaranteed informed consent from all participants. They were likewise encouraged that they had no commitment to respond to questions that they did not feel comfortable with. Prior to the beginning of each interview, the members were recounted the timeframe associated with the meeting, and adequate time was permitted to pose any inquiries connecting with the research theme. Participants' and organizations' identities are also kept anonymous.

Results

Equality and organizational change

On being questioned about the significance of equality in racial diversity, the responses were mostly focused on the idea of a change in working culture that leads to an enhanced workplace. Participant 1 stressed the reduction of discrimination at the workplace through the practice of equality and further added that the right staff recruitment was possible.

Equality in racial diversity also contributes greatly to staff recruitment as I presume that anyone could be hardly interested in working in an organization where there is racial discrimination (Interview: Participant 1). Another participant had given a view on the flow of opportunities for every employee that makes a unique workplace. The response from participant 4 showed that there could be less

probability of conflicts, and both the organization and employees would reap the benefit.

Equality enables love for uniqueness, creates harmony between different community, and great opportunity to learn as one employee could learn another culture and shared skills which becomes great learning opportunity (Interview: Participant 4).

Issues of equality

The first challenge was found to be a lack of communication, where people from similar cultural backgrounds were bound not to openly communicate with colleagues beyond their racial boundaries.

The biggest challenge for a racially diverse organization is to maintain effective communication since there is a higher probability of communication gaps (Interview: Participant 3).

In that regard, one participant clarified the unwillingness of employees to communicate with people of other racial backgrounds.

Most often the projects are leveraged by the same employee having better connection and experience (Interview: Participant 5).

One of the participants acknowledged the bias of authority and further argued that these kinds of instances caused unwillingness to execute the tasks. Inequality of wage emerged from one participant, who argued variances in wage between male and female workers.

We are paid less than men's workers as they are considered to be resilient and produce greater output in less time when it comes to strenuous tasks at work (Interview: Participant 2).

Racial diversity as a challenge

Participant 1 had identified the communication gap as a challenge for employees working in a racially diverse environment. He also mentioned that unity is greater among employees of the same caste and culture. This saturated unity might sometimes create unethical activities that could hinder discipline at work.

I have seen the circumstance where Tharu people (origin of Terai) have one unity whereas the hill races (Brahmin and Chhetri) have their own unity at their work, but there have not been any such unethical issues that would hinder the discipline of the workplace (Interview: Participant 1).

Similarly, another participant shared his thoughts on the challenges of racial diversity and the lack of interpersonal communication due to the huge age gap; as a result, idea sharing is bound not to occur. His response depicted that younger employees are not keen to share their ideas and maintain communication at the workplace. They enjoy their work when accompanied by their millennial.

Some of employees working under finance department are in their late 40's whereas some of them are in their 20's. This creates huge barriers in terms of sharing of ideas because there is less likely to have interpersonal connection (Interview: Participant 4).

All the participants addressed the challenge as a way to create conflicts due to the language barrier. Employees showered opinions as difficulties in comprehending each other's values and individual beliefs since communication suffers when employees from multiple backgrounds are working under the same roof. Furthermore, psychological impact could be the case if he or she had to encounter preferential treatment, and that would be a loss for both organizations as well as for employees.

Equal opportunity as a practice of equality

Participants bestowed thoughts on equality as equal facilities and services for all employees and further described their own instances of not being deprived of equal opportunities. When asked what they thought about equality, some participants articulated providing equal opportunities in employee benefits such as bonus and insurance.

If everyone working in the organization is getting equal facilities, opportunities and services, then it can be said that there is equality. In my case, I'm working as a service advisor. It's been 2 years and so far, I have not felt such issues related to inequality in ethnic diversity (Interview: Participant 3)

Participants added that employees are given proper guidance related to their job role and task execution. Participant three assured that the organization has been practicing equality in equal treatment, enhanced cooperation, and shown strong disfavor in regards to racial discrimination. Furthermore, participant four had shown keen focus on providing equal opportunities for all employees who wanted to get enrolled in the organization. He shared that they have been following assessment method in promotions for all their staff.

In staff recruitment, we include all castes and have specific quotas for marginalized community to make an inclusive workplace and maintain assessment method inst promotion to different job levels so that no one should have to face nepotism, which is good for both employer and employee (Interview: Participant 4)

Equality as a strength for job performance

In addition to mentioning equality in racial diversity, participants also discussed various ways equality benefits the job performance of employees. The response from participant one helped to develop a theme in regards to strengths from various parts, such as teamwork, wage discrimination, and dedication at work. He stated that

equality in racial diversity benefits the creation of a positive working culture that leads to the embrace of equal wage pay and the commitment of employees.

Equality in racial diversity creates a positive work environment where good teamwork is possible with no wage discrimination, which makes employees more committed to their work (Interview: Participant 1).

There was an advantage as a way for the creation of cheerful workplaces through enhanced belongingness among employees of varied races and easy task execution through better communication with upper-level managers. He added that the practice of equality helped to meet individuals' career goals and enhanced their job satisfaction, which also greatly helped in building a sense of belongingness, which creates a happy workplace where all employees are charged up to push their limits. Employees perceived higher value in job performance in terms of equal opportunities to learn, positivity, and efficient task execution.

Equality broadly affects job performance. As I said before, if there is equality in racial diversity, it will have a positive effect on the ability to work. Equality in the workplace provides opportunities to learn for all and significantly contributes to positive change (Interview: Participant 1).

He further added that employees are bound to remain excited and motivated, resorting to enhanced performance. They are motivated and excited at every moment, and a feeling of equality in every spectrum led them to focus on career development. Therefore, equality helps to create effectiveness in performance. All of these factors make it easier to perform, and eventually they will indeed enjoy their task and position.

Equality at the workplace leads to inclusiveness of social standing, equal opportunity for different job levels, and a diverse range of ideas no matter what your background is (Interview: Participant 4).

Participant 4 articulated his thoughts in terms of growth in the performance level of staff, creativity, and innovative minds that foster productivity. Participants depicted the high commitment and loyalty of staff towards the organization as a major leverage for maintaining equality in racial diversity. They linked equality among racially diverse people with enhanced job performance and organizational productivity in general. Employees perceived equality in racial diversity as one of the major strengths of the organization since it encouraged staff loyalty and commitment to business ethics.

Inequality as a weakness for job performance

Participant 1 opined that an employee's job performance had to encounter several problems when there was not equality in racial diversity. He mentioned slower task

execution and lower job goals as some reasons behind staff turnover and ineffective job performance.

Slow task execution means employees' job goals are not met, which leads to an increase in staff turnover and lower job performance (Interview: participant 1).

In addition, participant 2 reasoned that employee's creativity and interest at work would be affected, which would hamper their job performance. He mentioned hindrances that occurred with the rise in inequality and employees' lack of interest in the job they were carrying out. Employees had to lack motivation and job satisfaction at work when they were constantly treated in a biased way. He added that conflicts in an organization permeate and majorly invade idea sharing, communication, and teamwork.

Employees are bound not to show creativity at work because they lack interest in what they are doing if they are constantly victims of racism (Interview: Participant 2).

Most of the participants discussed how inequalities had significant consequences for work execution through the absence of belongingness, inventiveness, and the worker's productivity. Having mutual feeling of acceptance, inclusion, and identity for each other encourages sense of belonging as a jewel for day-to-day functioning in organization.

Another interviewee responded that employees lacked willingness to work and declined commitment to their task when equality was not practiced among people of divergent races.

Employees cannot outperform their best selves if they lack the same opportunities as others while working. This would undoubtedly lead to a lack of belongingness, which obstructs creativity and innovation (Interview: participant 4)

He argued that it was a way to bring complexity to organizational culture and the performance of employees. However, a lack of equality among racial and ethnic groups of people created chaos in the working environment of the organization through a decrease in employee motivation and productivity in general.

Managing discriminatory practices

Discrimination in terms of race is devastating for the performance of employees in any organization. All the interviewees had a common thought on handling discriminatory practices when they were found to be permeating the workplace, and most of them shared that organizations undertake actions as per the guideline policy. *We take appropriate action against discriminatory employees in accordance with the company's guidelines policy (Interview: Participant 1).*

They concurred that in the case of such misappropriations, the organization has a legitimate policy to mitigate such issues.

The organization has more workers from similar ethnic backgrounds, like Chhetris. There have not been such issues of discrimination on the basis of caste or color. In such cases, the HR department immediately conducts an investigation into discrimination complaints and takes actions as per workplace policy (Interview: Participant 2).

Discussion

The approaches to maintain the equality at such organization was practiced in terms of fair staff recruitment, performance appraisal with employee assessment approach, equal employee benefits related to insurance and annual bonus. Organizations are setting the foundation of equality with unbiased hiring process and performance appraisal (Amani, 2022). Furthermore, bonuses and incentives incubates the sense of equality in employee benefits (Tsai, 2018).

Racial discrimination in the workplace divides employees, which negatively impacts certain groups based on their attributed ethnicity (Ashe & Nazroo, 2016). Findings from this study showed that inequality among individuals at work incubates distinctions between employees that create conflicts. The lack of cooperation was seen in the light of varied racial backgrounds was one of the themes that emerged in the study, which explicates that employees from similar culture appeared to have unity at work, which caused other employees to lacking motivation to undertake their prospective job role.

Discrimination in terms of the varied races of individuals leads to a lack of motivation at the workplace (Ragins et al., 2003). Goldman et al. (2006) further expressed that racial discrimination declines employees' potential to work to their best ability, resulting in a lack of motivation at work that adversely affects work execution, which declines efficiency. While exploring equality in racial diversity at manufacturing firms, a study found a variance in wages between male and female labor. The wage inequality between men and women working at the same job level impedes individual job performance. Women, who are often paid less than men in similar positions, generally are not promoted within an organization as quickly as men, hold less prestigious jobs, and are less likely to reap benefits from job transfers and work assignment changes (Ostroff & Atwater, 2003).

There is a lack of effective communication among colleagues due to practices of inequality; this leads to a communication gap, and employees find difficulties in efficient task execution. It is because the work execution of individuals endures in the absence of relational communication and idea sharing. In that regard, youthful employees are not quick to share their thoughts and keep up communication in the work environment (Hershatter &

Epstein, 2010). They make the most of their work when they are joined by their millennia, which hampers profitability at work for all degrees of representation. Solidarity is stronger among workers of the same racial background and culture. This soaked solidarity may at some point lead to untrustworthy practices that could obstruct control at work. In addition, Wanous (2004) found out that inequality creates one-sidedness, which leads to a psychological impact that would be a misfortune for both organizations as well as for employees in terms of task performance. An employee's performance at work is influenced by five major factors, namely diversity at the workplace, organizational culture, the manager's attitude, job content, and financial rewards (Ali et al., 2012). In that regard, the study found that a lack of equality in racially diverse organizations decreases individual job performance through slower task execution, lower commitment, lower job satisfaction, a lack of belongingness, creativity, and teamwork.

The job performance of employees is improved through better practices of equality for all employees in the organization. Equality in diversity leads to greater individual performance within the workplace (Hite, 2008). Fair treatment in every spectrum of the workplace makes individuals more productive, which helps enhance job performance. Addressing equality in organizations creates high-performance working practices (HPWP), which have a positive relationship with job performance (Ketchen et al., 2006). Employees acquire advantages and opportunities through the practices of equality among the entire race at the organization. Opportunity for employees in terms of engagement in decision-making is associated with enhanced work willingness, which leads to better job performance (Demovsk, 2008, as cited in Shmailan, 2016). In this regard, "when employees are allowed equal opportunity in organizational practices and by employee involvement, organizations prosper and performance at work is maximized" (Hodson & Roscigno, 2004).

Equality is an essentially collective value in enhancing workers efficiency and creating a peaceful working environment that certainly fosters creativity, which helps enhance individual job performance. A positive working environment enhances higher levels of creativity and performance (Ekmeceliolu & Gonsel, 2011).

They further showed that it also brings with it a better flow of teamwork and dedication, which are crucial to elevating the job and organizational performance as a whole. Fair practice of equality brings the right employee to the right job role, and when a new employee is a good fit for the void that the organization needs to fill, it improves performance in that job (Muchinsky and Monahan, 1987, as cited in Shmailan, 2016). Thus, a lack of the right fit for employees at work does not yield better job performance. In that regard, SMEs tend to achieve lower production by

employees if there is not a good employee fit for the job (J.R., 1996).

Equality in racial diversity assures greater employee accountability, commitment, motivation, and satisfaction, which benefits job performance in general (Li and Hung, 2010). Furthermore, with equality, individual career goals are easier to meet, which enhances job satisfaction, commitment, and motivation among employees to work at their optimum level. Motivation at work promotes employees' zeal towards their task and position, which greatly matters for the performance of individuals and helps businesses achieve better productivity and organizational goals (Sharma et al., 2010). The performance of employees helps to increase the organization's goals.

The theory of justice by John Rawls viewed equality in racial diversity and the job performance of employees through two principles, i.e., the principle of equal liberty and the principle of equality. The study has produced the practice of equality, which is possible through fair wage allocation, opportunities for all employees in career development, a supportive working environment, and a requirement process. The principle of equal liberty suggests freedom of conscience, expression, and association. In addition, the principle of equality assures the fair practice of equal treatment for all races, genders, income levels, and social backgrounds. The study has found that equality in racial diversity directly enhances the job performance of employees through several factors such as employee commitment, creativity, teamwork, job satisfaction, motivation, effective task execution, and idea sharing (Schokkaert, 2015). Task execution and commitment at work are bound to be applicable through equality that enhances job performance (CFI, 2021).

The cognitive diversity theory recommends that racial diversity in organizations results in creativity, problem solving, and innovation (Miller et al., 1998). This theory further showed that these factors would lead to positive organizational outcomes through better job performance of employees; hence, organizational outcomes rely on the job performance of employees. In regards to study, racial diversity incorporates people from different cultural backgrounds with varied perspectives, and this diversity of ethnicity matters in job performance in terms of idea sharing, creativity, and problem solving.

Conclusion

The research explored the perception of employees on how equality affects the job performance of individuals at manufacturing firms, and practices of equality in racial diversity were observed. The research questions were analyzed through a subjective methodology as semi-structured interviews that considered profound comprehension of individuals, which led to meaningful interpretation and theme generation of findings. At last,

findings were thoroughly analyzed and backed up with relevant theories and research.

The management could focus on making effective communication cross-cultural, as it hampers effective task execution. In addition, ensuring employee engagement and teamwork for better job performance by all employees. An implication could have been significant in regards to equal pay among males and females to enhance commitment at work. The management can further put the right employee in the right place for effective job execution.

Job satisfaction and motivation are major factors in enhancing the job performance of employees, so organizations would get maximum commitment and better task execution from employees if they implemented several approaches to increasing job satisfaction and motivation at work. Thus, another implication for organizations is that, within a cultural context, both extrinsic rewards (recognition) and intrinsic rewards (accomplishment) need to be incorporated into the organization's reward systems to increase employee motivation and employee job satisfaction, which would enhance job performance in general.

Although the influence of equality and racial diversity on employee performance has been studied and various indicators have been explored, researcher rigor is still deficient in the area of equality and job performance. It is because the job performance of employees is affected by a wide spectrum in which job satisfaction and motivation are larger and deeper aspects that research contributes to this concerted effort by providing scope for future research.

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