Employees' Perception of Diversity and Organization Identification:

A Comparative Study of the United States and France.

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ABSTRACT

The concept of diversity has moved from the field's periphery to its center, where it is now a focal point for both academic research and practical applications (Khatib et al., 2020; Muithya & Kilika, 2019; Buengeler et al., 2021; Roberson, 2019; Yang & Matz-Costa, 2017). For instance, it is anticipated that the population of racial and ethnic minority groups in the United States will increase from 112 million to 213 million over the next four decades. (Lichter, 2013). Companies have thus been compelled to reevaluate their objectives and reorganize their methods of operation in order to bring them in line with the workforce's ever-changing demographics.

The impact of employees' perceptions of the level of workplace diversity dimensions such as race, ethnicity, age, and gender on their organization identification has not received sufficient attention in workplace diversity research (Cole et al., 2016; Luijters et al., 2008). Both the effect of diversity management techniques on employee behavior and the effect of diversity perception on organizational identification have been studied previously (Tufan & Wendt, 2020; Cole et al., 2016; Allen, 1995; Mousa et al., 2020). Consequently, the purpose of this study is to address this significant gap in the literature. In addition, the aim of this study is to determine the extent to which cultural differences between the United States and France influence the nature of this relationship, as no previous research found has examined this topic.

From this, the following are the main research questions: 1: How does employees' perception of diversity (race, ethnic, age, gender) in their organization affect their organization identification?2: To what extent are diversity (race, ethnic, age, gender) issues perceived differently by employees in the United States compared to employees in France?

The quantitative method was chosen because it provides the ability to collect a large amount of data from a diverse sample in a short amount of time (Hox & Boeije, 2005) and gives a structure for examining the relationship between variables and evaluating the strength and direction of interactions (Bryman & Bell, 2015).

A survey was created through Qualtrics and distributed. The survey sample consisted of French and American people residing and working in their respective countries. The survey sample consisted of 438 respondents who filled out the questionnaire.

The significant gender diversity findings of this study suggest that higher levels of gender diversity in an organization are associated with employee identification with their company. No other diversity dimension was significant, and neither was nationality as a moderator. The findings of the study emphasize the importance of gender diversity and the need to develop inclusive policies and supportive environments that embrace and celebrate diversity in all of its dimensions (Wang & Fang, 2020).

KEYWORDS: *Diversity, employee, perception, identification, culture*

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1. Introduction

The concept of diversity has moved from the field's margins to the center stage, where it now serves as a central point of focus for both academic research and real-world applications (Khatib et al., 2020; Muithya & Kilika, 2019; Buengeler et al., 2021; Roberson, 2019; Yang & Matz-Costa, 2017). When taken to its most broad sense, the term "diversity" refers to a vast array of characteristics that set individuals and groups apart from one another (Foma, 2014). These disparities are based on a wide range of characteristics, some of which are apparent and some of which are not, such as age, gender, sexual orientation, socioeconomic status, education, physical abilities, religious beliefs, political beliefs, and other ideologies (Foma, 2014). The exploration of diversity in the context of the workplace has been the subject of great interest in recent times. As a result, the idea of "workplace diversity" is becoming an increasingly relevant topic of discussion.

The term "workplace diversity" has been conceptualized in a variety of ways by various academics, which is reflective of the varied character of the topic. Some researchers define it as a broad spectrum of differences that significantly influence how individuals interact and contribute to the attainment of organizational objectives (Foma, 2014; Hazard, 2004). On the other hand, others think of it as a term that encapsulates the numerous ways in which people differ from one another in the workplace. This understanding highlights the growing diversity of the modern workforce in terms of race, ethnicity, gender, age, and other distinguishing traits (Roberson, 2019).

Throughout history, demographics in the workplace have been subject to substantial shifts, displaying an increasing representation of a wide variety of racial and ethnic groupings. According to Lichter (2013), the non-Hispanic white population in the United States, which now makes up the majority of the country's population, is projected to fall from over 197 million in 2010 to little more than 186 million by the year 2050. Conversely, it is anticipated that the number of racial and ethnic minority groups in the United States would double over the course of the next four decades, increasing from 112 million to the high number of 213 million people (Lichter, 2013). As stated by Lichter (2013), under the assumption that the current demographic trends will continue without change until 2050, the white population of the United States will account for only 46.6% of the overall American population.

Because of these significant demographic changes, companies have been forced to reevaluate their goals and restructure their way of working in order to bring them into alignment with the composition of the workforce that is constantly changing. According to

Wang et al. (2016), businesses are devoting more attention and resources to the process of cultivating a diverse workplace. This trend is being driven by the growing amount of data indicating a correlation between more diversity and higher company performance. The risks of neglecting diversity are too significant to ignore. These risks include potential negative effects on one's reputation, considerable financial losses, and potential legal complications. As a result, many businesses are taking the initiative to implement diversity-friendly practices, such as creating specialized diversity offices and providing intensive diversity training (Scarborough et al., 2019).

However, research on the workplace-diversity nexus has not paid enough attention to an important aspect of the topic: the impact of employees' perceptions of the level of workplace diversity dimensions such as race, ethnicity, age, and gender on their organization identification (Cole et al., 2016; Luijters et al., 2008). Employees' perceptions of these diversity dimensions in their workplace, including how they view the diversity of their colleagues, managers, and leaders, can significantly influence their sense of identification with their organization (Alliant International University, 2020; Patrick & Kumar, 2012). The impact of diversity perception in general on organization identification has previously been studied, as has the effect of diversity management techniques on employee behavior (Tufan & Wendt, 2020; Cole et al., 2016; Allen, 1995; Mousa et al., 2020). Hence, this study aims to address this major gap in the literature by exploring the relationship between employees' perceptions of the level of diversity (race, ethnicity, age, and gender) in their organization and how that impacts the way they identify with their organization.

In addition, the purpose of this research is to analyze the extent to which the cultural differences that exist between the United States and France have an impact on the nature of this relationship. The facts on these two countries shows that they have very different perspectives on the value of diversity in the workplace; therefore, it is essential to take into account the difference in culture that exist between them. In the United States, Individuals frequently believe that a diversified workforce results in higher levels of productivity. This comes from the fact that employees from different walks of life and experiences are able to bring new ideas to organizations (Carlini & Grace, 2021). On the other hand, diversity, more specifically racial and cultural diversity, is typically seen as a source of tension rather than an advantage in the French workplace (Sharma, 2019). The distinctions that exist between the two nations is an essential factor to analyze because doing so sheds light on the ways in which different cultural backgrounds shape how employees perceive diversity in the workplace.

According to Trenerry and Paradies (2012), having a diverse workforce has a range of benefits, some of which include higher productivity, innovation, and improved connections between different groups of people. On the other hand, this same diversity can also serve as a cause of tension and complication between personnel and management. As further stated by Trenerry and Paradies (2012), in order for businesses to access the potential benefits of diversity and limit the possible negative outcomes of diversity, they need to be equipped with effective techniques to manage diversity. Moreover, organizations should be aware of the risk of racial microaggressions that can occur in environments with less diversity, and they should make constant efforts to cultivate an environment that is inviting and inclusive for all of their workers (DeCuir-Gunby & Gunby, 2016).

It is becoming more and more important for companies to value and encourage a wide variety of viewpoints, ideas, and problem-solving styles in light of the ever-shrinking global economy. In this economy, the borders between nations are constantly decreasing, and cross-cultural encounters are mostly regular. According to Wangombe et al. (2013), when businesses take these steps, they increase their chances of recruiting and retaining a diverse workforce. This shift toward accepting diversity not only makes it easier for people to modify their attitudes and become more culturally conscious, but it also makes it easier for people to come up with creative and original ideas.

Organizations have a responsibility to recognize the crucial impact of employees' perception of diversity (race, ethnicity, age, and gender) on their organization identification, while considering the influence of cultural factors on this relationship. However, there is a scarcity of literature on the effect of the perception of these diversity dimensions, and how distinct cultures in the United States and France moderate this relationship is yet to be explored. This unexplored area of research will be addressed through the following research questions:

RQ 1: How does employees' perception of diversity (race, ethnic, age, gender) in their organization affect their organization identification?

RQ 2: To what extent are diversity (race, ethnic, age, gender) issues perceived differently by employees in the United States compared to employees in France?

The growing significance of diversity in today's organizations exemplifies the topic's relevance to society. Understanding how employees feel about diversity and how that makes them feel about their workplace is becoming increasingly important as the workforce

continues to diversify. Having this information at hand can aid in the development of encouraging workplaces, which in turn boosts morale, productivity, and retention of employees (Wang et al., 2016). This study seeks to add to this body of research by providing the information that businesses need to foster an environment that is welcoming to all employees and conducive to high levels of creativity and innovation.

This study adds significantly to the pool of knowledge on diversity and organization identification, from a scientific perspective. The research sheds light on the complex relationship between diversity, cultural factors, and organizational identification by comparing two very different national contexts (the United States and France) to assess the effect of culture on employees' perceptions of diversity and their identification with the organization. As a result, the discovery has far-reaching consequences for improving the understanding of these occurrences. Additionally, the research will have real-world applications for businesses that want to create a more welcoming and accepting workplace for people of all backgrounds and experiences (Trenerry & Paradies, 2012). The results will be used to shape strategies and policies that maximize diversity's benefits while reducing its drawbacks.

In sum, as organizations continue to adapt to the complexities of diversity and the consequent transformation of the workplace, understanding the relationship between diversity and organization identification is more important than ever. This research ensures to shed light on this critical relationship, providing organizations with a robust foundation on which to build more inclusive, diverse, and successful workforces.

Following an introduction to the subject and research questions of this study, the third chapter presents an overview of the theoretical framework and past research on the issue. The chapter is divided into subsections corresponding to the relevant theoretical constructions, and it finishes with the creation of various hypotheses based on the theoretical underpinnings.

Moving on to the fourth chapter, it discusses the research design, sampling, and data collecting, as well as an explanation of how the theoretical constructs and measurement models were operationalized, data analysis, and the study's validity and reliability.

The outcomes of the data analysis performed in this study are reported in the fifth chapter. These findings will be studied and evaluated further in the sixth chapter, which will provide a detailed discussion of the findings.

Following the discussion, the seventh chapter of this study concludes. Furthermore, the chapter emphasizes the study's limitations, such as the use of convenience sampling as a

potential barrier to the generalizability of the findings. Finally, recommendations for future study directions are made to inspire greater exploration and comprehension in this topic.

2. Theoretical framework

After defining the subject and research objectives of this study, the third chapter provides an outline of the theoretical framework and research questions. This chapter investigates the theoretical foundation for comprehending organizational diversity and its impact on organizational identification. It discusses the benefits and drawbacks of diversity, the key characteristics of diversity, the role of perception in shaping attitudes and behaviors, and the importance of social identity theory and social exchange theory. It also looks into the impact of perceived organizational support and cultural aspects (in France and the United States) on organization identification. Another area this chapter explores is the role of diversity climate and inclusion efforts in creating a positive workplace culture. It also delves into the challenges and barriers that businesses face when it comes to managing diversity and developing corporate identity. Finally, the chapter emphasizes the significance of understanding these theoretical foundations in developing techniques that will aid to increase workplace diversity and organization identification. Finally, this chapter establishes the framework for subsequent chapters' in-depth analyses of practical applications and empirical research on the subject.

2.1 Diversity in Organizations

Diversity in organizations refers to the variances in employee composition and demographics, including race, age, and other personal traits (Reiners, 2019). These differences can have both benefits and risks on organizations and their employees.

The beneficial impacts of diversity in organizations have been extensively documented. An organization with a diverse employee base tends to foster a more innovative and creative environment due to the varying perspectives and ideas brought by employees from different backgrounds (Kamalnath, 2018; Fernandez, 2007). Decision-making processes can also be enhanced in diverse environments as employees are exposed to a wider variety of viewpoints, reducing the likelihood of groupthink and encouraging more balanced and informed decisions (Abott et al., 2012; Hofhuis et al., 2015). Furthermore, companies with a diverse workforce are better equipped to understand and cater to their diverse clientele, thereby improving customer satisfaction and potentially gaining a competitive advantage in the marketplace (Tynes, 2022).

However, diversity can also introduce challenges within organizations. As employees from different backgrounds may have different communication styles, beliefs, and values, these differences can sometimes lead to misunderstandings and conflicts (Verheij et al., 2017;

Chrobot-Mason & Aramovich, 2013). Furthermore, instances of prejudice and discrimination may occur, which can create a hostile work environment and negatively impact employee morale and productivity. Thus, effective diversity management is essential in maximizing the benefits and minimizing the potential negative outcomes of diversity.

2.2 Diversity Dimensions

Diversity literature has established key diversity dimensions, including race, ethnicity, gender, and age (Patrick & Kumar, 2012; Jaiswal & Dyaram, 2019; Guillaume et al., 2017). These dimensions are essential components of diversity that must be investigated to restrict the scope of the study and provide accurate depictions.

An organization reaps several benefits when its workforce is composed of people from a variety of racial and ethnic backgrounds. To begin, the unique life experiences and cultural viewpoints that employees of different races and ethnicities bring boosts the level of creativity in an organization (Jackson et al., 2003). This could be due to the fact that a more varied perspective can be leveraged to develop more concrete solutions. According to Ragins et al. (2012), the racial and ethnic composition of an organization is a predictor of how employees perceive the diversity climate of their organization. Consequently, demonstrating the significance of these two dimensions to both this study and the workplace environment, as it shows that employees' perception of race and ethnicity diversity has an impact on how they view their company. In addition, racial and ethnic diversity in organizations has been linked to an increase in long-term productivity (Richard et al., 2007), a higher reputation, and higher levels of innovation (Miller & Triana, 2009). This is due to the fact that more accurate risk assessment is likely to occur when the experiences of individuals within a group differ (Miller & Triana, 2009). On the other hand, there may be particular challenges brought about by racial and ethnic diversity. Diversity in racial and ethnic backgrounds has been shown to be a contributor to group conflict by Herring (2009) and Dreachslin et al. (2000). However, according to the findings of the research that Herring (2009) carried out, this conflict did not have any adverse effects because it revealed evidence of being beneficial for the organization that was investigated. As stated by Herring (2009), conflict can be a source of creativity because it indicates that various ideas are being brought forth. This could be the reason for the observed phenomenon. The adoption of a learning perspective on diversity by organizations is a method that can be utilized to lessen any negative impact of this conflict (Herring, 2009).

An organization's diversity climate may benefit greatly from having a workforce diverse in age. According to Wangombe et al. (2013), older employees are more likely to be seen as loyal, dedicated, and dependable, whereas younger employees are more likely to be seen as efficient and offering a fresh viewpoint to an organization. In addition, a workforce that is comprised of employees from a variety of age groups helps to cultivate an atmosphere in which individuals are able to share their perspectives and experiences, which in turn adds value to the organization (Wangombe et al., 2013). Greater operational and organizational performance, higher employee efficiency and retention (Kunze et al., 2013), higher levels of creativity, problem-solving skills, and improved decision-making (Gordon, 2018; Wang & Fang, 2020) are some of the outcomes that demonstrate its value to an organization. Despite these benefits, there have been reports that age diversity in the workplace can produce conflict, communication issues, and negative stereotypes (Kunze et al., 2013; Wang & Fang, 2020). This could be due to differences in work values and attitudes towards technology (Ng & Feldman, 2008). On the other hand, research has shown that age diversity in the workplace may lead to lower levels of stereotypes and discrimination if familiarization is installed between the different age groups (Kunze et al., 2011), as well as through training and installing a culture of respect and inclusivity (Gordon, 2018). These findings thus counter the negative effects that age diversity in the workplace have been stated to have. Therefore, having a workforce that is diverse in age can, provided that it is managed in the appropriate manner, prove to be a major advantage in how employees experience and perceive the environment within their organization. Thus, showing the importance of age diversity to this study, as it has a clear impact on employee behaviour.

Diversity in terms of gender is another essential dimension of diversity. An organization benefits in a variety of different ways when they have gender diversity in the workplace. It improves performance, since it was discovered that companies with gender varied boards are less likely to engage in excessive risk taking (Yves et al., 2015; Muller-Kahle & Lewellyn, 2011). In addition to this, it promotes innovation, which in turn leads to an increase in profit (Miller & Triana, 2009; Post & Byron, 2015). The level of gender diversity that exists in an organization has been shown to have an effect on how employees perceive their workplace (Ali et al., 2015). Because of this, investigating this dimension is an essential part of this study. According to Ali et al. (2015), positive effects such as enhanced problem-solving and creativity are more likely to occur when employees have the perception that their organization encourages gender diversity. On the other hand, it has been claimed that gender diversity can bring about negative consequences such as tensions in teams (Fine

et al., 2020). This contradicts the findings that gender diversity has good effects on the processes of groups that Herring (2009) found. In conclusion, the relevance of gender diversity was demonstrated not only for the purpose of this study but also for the purpose of an organization by the fact that it not only delivers a lot of beneficial outcomes to an organization but also has a substantial effect on the perceptions that employees have of their work and the work efforts that result from these perceptions.

2.3 Employees' Perception of Diversity

According to Efron (1969), the term "perception" refers to the process through which individuals comprehend and make meaning of the world around them. As stated by Genkova and Schreiber (2022), when it comes to the topic of diversity in the workplace, employees' perception can have a significant role in shaping both the attitudes and behaviors of individual workers.

Employees' perceptions of diversity have the potential to drastically impact the dynamics of a team as well as the level of collaboration. When employees have the impression that their place of employment is diverse, they may be more receptive to new concepts and points of view, which in turn can stimulate creativity and innovation. On the other hand, employees may also perceive a larger chance of conflicts as a result of differences in the communication styles and values of the parties involved (Williams & O'Reilly, 1998). According to Gündemir et al. (2016), the way in which individuals approach diversity in the workplace can be influenced by personal qualities such as cultural background, personal experiences, and beliefs. For instance, an employee who comes from a diverse background may be more likely to appreciate and have a favorable attitude of diversity in the workplace (Cox, 1994).

According to research conducted by Inegbedion et al. (2020), employees' perceptions of the diversity that exists within an organization can have a significant impact on both their attitudes and their behaviors. For instance, individuals who view their workplace to be lacking in diversity may be less satisfied with their jobs and more inclined to leave the company (Fullilove, 2019; Kunze et al., 2011). This dissatisfaction can lead to higher turnover rates, which can be costly for organizations in terms of recruitment, training, and lost productivity.

On the other hand, if employees perceive their workplace as highly diverse and inclusive, they are more likely to feel valued and satisfied, leading to higher job satisfaction, commitment, and retention rates (Mansoor et al., 2020). For this reason, it is essential for

companies to gain an understanding of how their workforce perceives diversity in order for them to effectively manage diversity and establish an inclusive working environment.

2.4 Social Identity Theory (SIT)

Social Identity Theory (SIT) postulates that individuals strive to achieve a positive social identity by associating themselves with groups that they perceive as positive and enhancing their self-esteem (Teng et al., 2019). In the context of organizations, when employees perceive their organization as valuing diversity, it strengthens their social identity and increases their identification with the organization (Wiles & Turner, 2022). This is because a high level of diversity in the organization can promote feelings of self-worth and esteem, which are essential for a positive social identity perspective (Marique et al., 2013)

Research has shown that a strong sense of organization identification can lead to numerous positive outcomes for both employees and the organization. For employees, it can enhance their job satisfaction, commitment, and motivation, leading to improved job performance and reduced turnover intention (Riketta, 2005). For the organization, it can foster a more cohesive and harmonious work environment, enhance team collaboration, and improve overall organizational effectiveness (Marique et al., 2013).

On the contrary, if employees perceive their organization as lacking in diversity or not valuing it, they may feel alienated or marginalized, leading to a weaker social identity and lower organizational identification. This can result in negative outcomes such as lower job satisfaction, commitment, and performance, as well as higher turnover intention (Farid et al., 2019).

Additionally, SIT suggests that individuals tend to choose in-groups over out-groups, thus employees may be likely to identify more strongly with organizations that share their demographic features (Tajfel & Turner, 1979).

The social identity perspective prepares the groundwork for an understanding of the relationship that exists between employees' perceptions of diversity and their identification with the organization in which they work. This is because the primary objective of this study is to evaluate the effect that employees' perceptions of diversity dimensions (race, ethnicity, age, gender) have on their organization identification. This study emphasizes, from the social identity perspective, that employees do not only identify with their organization as a whole, but also with particular subgroups that exist inside it. These subgroups may be comprised of different diversity dimensions such as age, gender, race, and ethnicity. In addition, it informs that employees who consider their organization as diverse may be more inclined to connect

with it and consider it as an in-group, through recognizing their own values through it. This provides a link between perception and identification with their organization, as they recognize their own values through their organization.

2.4.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) suggests that workplace interactions are based on mutual trust and commitment. Employees expect to be treated fairly and with respect, and in return, they are willing to put in effort and contribute to the organization's success (Meira and Hancer, 2021). This theory emphasizes the significance of perceived organizational support on employee attitudes and behaviors, including job satisfaction, commitment, and performance (Chernyak-Hai and Rabenu, 2018).

Research has shown that when employees perceive their organization as supportive and valuing diversity, they are more likely to develop positive attitudes towards the organization, feel more committed to their jobs, and perform better (Ashikali and Groeneveld, 2015). These positive perceptions can enhance their identification with the organization, leading to numerous positive outcomes for both employees and the organization (Ashikali and Groeneveld, 2015).

However, it is important to note that the lack of perceived organizational support for diversity can lead to negative outcomes. Employees who perceive their organization as not valuing diversity may feel undervalued and unsupported, leading to lower job satisfaction, commitment, and performance, as well as higher turnover intention (Shore et al., 2011). Such negative perceptions can also weaken their identification with the organization and undermine the organization's efforts to manage diversity effectively and create an inclusive work environment (Ely & Thomas, 2001).

When the Social Exchange Theory is applied to the study of employees' perceptions of diversity and their organization identification, it becomes clear that employees' perceptions of the level of diversity can impact the exchange relationship they have with their organization. Positive perceptions of diversity, such as fair treatment and respect, can improve employees' perceptions of the quality of their work environment. In turn, this can cultivate a stronger sense of organizational identification, as employees perceive the organization to be supportive and beneficial.

2.5 Organization Identification

Organization identification, a concept derived from Social Identity Theory, refers to the degree to which an employee identifies with their organization. It represents a psychological state where employees feel a sense of belonging and attachment to their organization (Ashforth & Mael, 1989). This state can significantly influence employees' attitudes and behaviors, such as job satisfaction, commitment, performance, and turnover intention (Mael & Ashforth, 1992).

Several factors can affect the development of organization identification. Individual factors include personal values, beliefs, and experiences (Blader et al., 2017). For instance, employees who value diversity may identify more with organizations that they perceive as valuing diversity. Organizational factors include the organization's culture, policies, and practices. For example, organizations that promote a culture of inclusivity and implement effective diversity management practices are more likely to foster strong organizational identification among their employees. External factors refer to the broader societal and cultural context in which the organization operates. For example, societal attitudes towards diversity can influence employees' perceptions of diversity and their identification with the organization (Ashforth & Mael, 1989).

2.5.1 Diversity Perception and Organization Identification

When examining the effect of diversity (race, ethnic, age, gender) on employee identification with their organization, it is essential to assess how employees perceive the level of diversity in their workplace. Perception has a significant role in determining attitudes and behaviors, and it can influence the degree to which people identify with their organization (Glavas & Kelley, 2014).

For instance, employees who perceive their workplace as highly diverse may feel more valued and included, leading to a stronger sense of connection and identification with the organization (Cole et al., 2016). Research supports this notion, with studies showing a positive correlation between employees' perceptions of workplace diversity and their organization identification, as a strong psychological attachment is created (Magoshi & Chang, 2009; Stinglhamber et al., 2015).

Furthermore, a study by Bush (2021) found that employees who perceived their organization as having high levels of diversity were more likely to report feeling proud to work for their organization and more committed to their work. Similarly, Hsiao et al. (2019) found that employees who perceived their organization as valuing diversity were more likely to identify with the organization and experience positive emotions such as satisfaction.

Additionally, the presence of a diverse workforce can enhance the organization's reputation and be perceived as an indicator of organizational performance and success (Turi et al., 2022). This perception can further enhance employees' identification with the organization.

Given the significant impact of diversity perceptions on organization identification, it is crucial for organizations to not only strive for diversity in their workforce but also ensure that their employees perceive their workplace as diverse. This can be achieved through effective diversity management practices, such as promoting a culture of inclusivity, providing diversity training, and implementing fair and equitable policies and practices.

All of these indicators imply that employees' perceptions of workplace diversity can have a substantial effect on their organization identification. Hence, organizations must not only strive for diversity in their workforce, but also guarantee that their employees see their workplace as diverse.

Research has demonstrated a clear positive relationship between employees' perceptions of diversity and organization identification, and the dimensions of race, ethnicity, gender, and age diversity are part of the overall diversity aspect, so it is expected that the findings will also hold true for the following hypothesis :

> *H1: Employees perceiving a high racial diversity are more identified with the organization, compared to other employees perceiving the organization having a low racial diversity.*
> *H2: Employees perceiving a high ethnical diversity are more identified with the organization, compared to other employees perceiving the organization having a low ethnical diversity.*
> *H3: Employees perceiving a high gender diversity are more identified with the organization, compared to other employees perceiving the organization having a low gender diversity.*
> *H4: Employees perceiving a high age diversity are more identified with the organization, compared to other employees perceiving the organization having a low age diversity.*

2.6 Cross-Cultural Management Theories

Cross-cultural management theories can illuminate the disparate perceptions and responses to diversity within the context of diversity and its effect on organization

identification. Notably, Hofstede's theory of cultural dimensions offers valuable insights in this field. Hofstede (1984) classified cultures according to five primary dimensions: "power distance, uncertainty avoidance, masculinity-femininity, individualism-collectivism, and Confucian work dynamics" (Wu, 2006, p. 33).

Using Hofstede's dimensions in a research context, it can be seen that the United States and France differ significantly on these dimensions. For instance, France has a high power distance score and the United States has a medium/low score (Hofstede Insights, 2023; Wu, 2006). This suggests that France tends to tolerate a more unequal distribution of power within organizations (Binus University Business School, 2017). Conversely, the United States, with a higher Individualism score than France, prefers a loosely connected social framework that places a greater emphasis on individual rights and personal accomplishment (Hofstede Insights, 2023).

These cultural characteristics may influence how employees in the two countries perceive and respond to organizational diversity in relation to their perceptions of diversity dimensions (race, ethnicity, age, gender). As diversity enables them to express their individuality more completely (Mullins, 2016), the preference for individualism among American employees may result in more favorable perceptions of diversity. In contrast, French employees may place a greater emphasis on a hierarchical structure within their organizational context as a result of their approval of a greater power distance, which may also influence their perception of diversity and its fairness.

The cultural context brings an additional layer to social exchange. When they perceive a high level of diversity, American employees who value their individual contributions (Hofstede Insights, 2023) may increase their performance in their organization. On the other hand, French employees, who are accustomed to a greater power distance, may not expect the same level of organizational support through diversity; which may lead to reduced performance or commitment as an exchange (Rhoades & Eisenberger, 2002; Eisenberger et al., 1986).

2.6.1 Culture, Diversity, and Organization Identification

Culture plays a significant role in shaping perceptions of diversity and, consequently, organization identification. Different societies have different attitudes towards diversity, which can influence how employees perceive diversity in their workplace and identify with their organization.

For instance, in the United States, diversity is often seen as a strength and is reflected in the nation's identity and history (Horowitz, 2019). A survey by the Pew Research Center found that a majority of Americans, namely 57% view diversity as a societal advantage and an essential part of the nation's identity. 65% consider it an essential component of the nation's identity, while, more than 64% of Americans believe that the diverse racial and ethnic composition of the U.S. population has a good effect on the country's culture (Horowitz, 2019).This positive attitude towards diversity can lead to a stronger identification with the organization among employees in the U.S.

In contrast, in France, diversity is often perceived as a threat to cultural and social stability. Some French people believe that diversity exacerbates cultural tensions and undermines business rationale (Louvrier, 2013; Koopmans & Schaeffer, 2015). This more cautious approach to diversity can result in a more negative perception of diverse workplaces, which can affect employees' identification with their organization. In addition, the French paradigm tends to favor assimilation over diversity and multiculturalism, placing more emphasis on the French identity than on ethnic identities (Sánchez, 2019; Simon, 2004; Malik, 2015). For example, in 2010, the niqab and burqa were banned from public spaces because they were incompatible with the country's principles, notably of republican secularism (Lang, 2021). This assimilation approach can also influence how French employees perceive diversity in their workplace and identify with their organization.

Given these cultural differences, employees in the U.S. and France may have different perceptions of workplace diversity, which can influence their organizational identification. For example, U.S. employees may identify more strongly with organizations that are diverse and inclusive, reflecting their society's positive attitude towards diversity. On the other hand, French employees may identify more strongly with organizations that prioritize assimilation and social stability, reflecting their society's more cautious approach to diversity.

It is important for organizations operating in different cultural contexts to understand these cultural nuances and adapt their diversity management practices accordingly. For instance, organizations in the U.S. can leverage their society's positive attitude towards diversity by promoting a culture of inclusivity and implementing diversity-friendly policies and practices. On the other hand, organizations in France may need to adopt a more balanced approach to diversity, acknowledging the potential cultural tensions while also promoting the benefits of diversity.

These cultural differences suggest that employees in the United States and France may have different perspectives of workplace diversity, which may influence their

organizational identification. For instance, employees in the United States may be more inclined to view extremely diverse workplaces favorably, resulting in more identification with their organization. On the other hand, French employees may be less inclined to view highly diverse workplaces favorably, resulting in a poorer sense of identification with their organization. These cultural contexts can lead to the following hypotheses:

H5: Moderation effect is expected regarding the cultural difference. For U.S. employees, the impact of race diversity on organization identification will be stronger, compared to the impact among the French employees.

H6: Moderation effect is expected regarding the cultural difference. For U.S. employees, the impact of ethnic diversity on organization identification will be stronger, compared to the impact among the French employees.

H7: Moderation effect is expected regarding the cultural difference. For U.S. employees, the impact of age diversity on organization identification will be stronger, compared to the impact among the French employees.
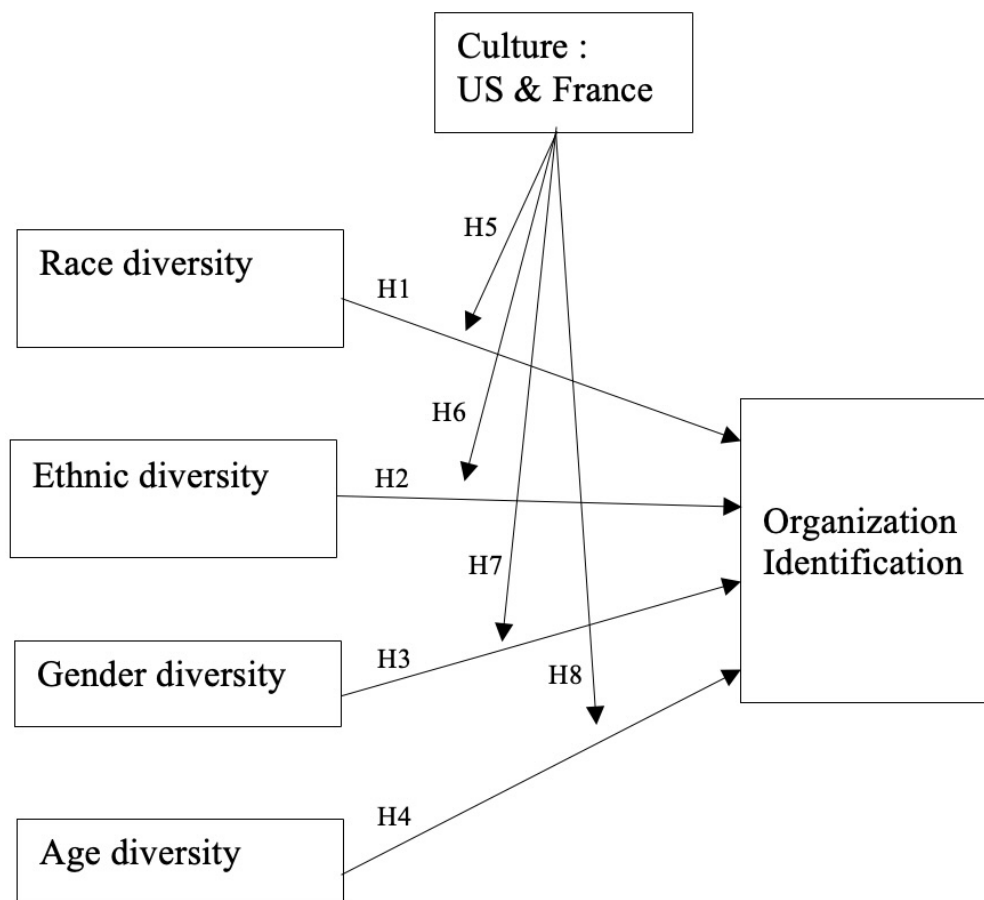
H8: Moderation effect is expected regarding the cultural difference. For U.S. employees, the impact of gender diversity on organization identification will be stronger, compared to the impact among the French employees.

The theoretical predictions formulated in the hypotheses are summarized in the conceptual model below.

2.7 Conceptual Model

Figure 1: Conceptual Model illustrating the relationship between, race diversity, ethnic diversity, gender diversity, age diversity, culture: U.S. & France and organization identification.

3. Research Design and Methods

This chapter describes and elucidates the approach used to investigate the previously defined conceptual model. It justifies the decisions made about the research design, data collecting, sample technique, and operationalization of the important theoretical concepts pertinent to this study.

3.1 Research Design

For the purpose of exploring relationships, gathering numerical data, and methodically analyzing patterns and trends, the quantitative method was selected as the appropriate research approach for this study. This decision was reached for a variety of reasons.

Within the scope of this research, the application of a quantitative methodology offers a variety of benefits. First, it makes it possible to collect a large quantity of data from a varied sample in a very short amount of time (Hox & Boeije, 2005). This is a significant advantage, with the scope of the study, which aimed to collect the viewpoints of a large number of employees from a variety of businesses and cultural contexts, this was of utmost importance.

According to Bryman and Bell (2015), a quantitative method also offers an established structure for studying the link between variables and evaluating the strength and direction of interactions. The purpose of this research was to evaluate the links between perception of workplace diversity (race, ethnicity, age and gender), organizational identification, and other important characteristics using quantitative analysis. This was made possible, through the application of statistical approaches like correlation analysis and regression analysis, to measure the extent of these relationships and evaluate the significance of the connections that were found between them.

In addition, the utilization of standard measurement instruments, such as Likert scales, was made feasible by the application of a quantitative methodology (Fowler, 2013). This made it possible to examine the perceptions and attitudes of employees. Because of this standardization, the collected data are more reliable and comparable, which paves the way for meaningful comparisons and generalizations that can be made across a wide variety of people and settings (Fowler, 2013).

An online survey questionnaire was administered as part of the empirical research to address the research questions. Qualtrics was used to develop and administer the questionnaire. Questionnaires have been widely employed to collect information on people's perspectives, backgrounds, and attitudes, providing an effective means to examine the link

between various traits (Boynton & Greenhalgh, 2004; Matthews & Ross, 2010). Given the focus of this study on employees' perception of workplace diversity (race, ethnicity, age and gender) and feelings of organizational identification, a survey questionnaire proved to be a relevant choice. Moreover, the use of a questionnaire allowed for selectivity, as a self-completion format excluded individuals who were not able to respond in the language of the questionnaire (Matthews & Ross, 2010). This was particularly pertinent to the cultural aspect of the study, which involved a comparison between the United States and France.

Utilizing an online survey questionnaire offered several advantages for this research. It enabled the collection of a large volume of data within a short timeframe and proved to be a cost-effective approach. Additionally, the use of skip logic in the questionnaire design helped to improve response rates, as respondents were required to answer specific questions before proceeding to the next (Regmi et al., 2017).

Nevertheless, it was important to acknowledge the potential drawbacks associated with this strategy. One limitation was that respondents had limited options for answering questions in their own words, and low response rates could introduce a sample bias (Matthews & Ross, 2010). However, despite these limitations, the chosen approach was deemed appropriate due to the substantial benefits it offered.

3.2 Sampling and Data Collection

The purpose of this study is to investigate differences between employee perceptions of diversity levels in their organizations in the United States and France, as well as the impact these views have on organization identification. The survey sample comprised of individuals from both countries who were residing and working there. The gathering of data took place starting from April 4th, 2023 and continued until April 11th, 2023. In order to adequately answer the research questions and put the hypotheses to the test, it was determined that there needed to be at least 300 participants in the study (Janssen & Verboord, 2021-2022). In this study, convenience sampling served as the sampling method. This sampling method is a form of non-probability sampling in which individuals of a target population who are readily accessible, available at a given time, and willing to participate in a study are utilized (Etikan et al., 2016). This technique was deemed appropriate for this research due to the fact that, compared to other sampling techniques, it is the most cost-effective and requires the least amount of time; therefore, given the short time frame for conducting this study, it proved to be more effective (Taherdoost, 2016). Noting that this approach does not assure a representative sample, it may limit the generalizability of the findings (Jager et al., 2017).

Nevertheless, convenience sampling has been shown to be an effective method of research due to its simplicity and time-efficiency, allowing for a large number of participant responses in a short period of time (Matthews & Ross, 2010).

Participant recruitment was conducted online using the Prolific platform, which is specifically designed for researchers seeking participants. Prolific combines robust recruitment standards with reasonable fees and directly informs participants about their recruitment for research purposes (Palan & Schitter, 2018). The platform's explicit instructions ensured that only eligible participants meeting the study's requirements were recruited. The survey questionnaire was available in both English and a carefully translated French version to cater to the language needs of participants.

The survey sample consisted of a total of 438 participants who completed the questionnaire. Among these participants, 30.4% identified as French nationals ($N = 133$), and 69.6% identified as United States nationals ($N = 305$). Concerning gender, 55.0% of participants identified as male ($N = 241$), 42.5% of participants identified as female ($N = 186$), 2.3% of participants identified as non-binary/third gender, and 0.2% of participants preferred not to say. There was a range of ages represented among the responses, with the age of participants ranging from 18 to 76 years old. Moreover, when it came to education level, the majority of participants, namely 33.6% held a bachelor's degree ($N = 147$), followed by 26.7% of participants with a master's degree ($N = 117$). In terms of job position, 50.0% of participants were in non-management positions ($N = 219$), 22.8% of participants held lower-level management positions ($N = 100$), 19.9% of participants held middle-level management positions ($N = 87$), and 7.3% participants held top management positions ($N = 32$).

There were different responses from participants on the amount of time they have been employed by their current companies. There were approximately 15.1% of participants who had worked for their organization for less than a year, 32.6% who had worked for 1-3 years, 24.9% had worked for 4-6 years, 9.6% had worked for 7-9 years, and 17.8% whohad worked for 10 years or more. The size of the organizations that employed the participants also differed: 28.5% worked for small organizations (10-49 employees), 19.4% worked for medium-sized organizations (50-249 employees), and 52.1% worked for large organizations (250+ employees).

Overall, because of the convenience sampling approach that was taken, it is essential to recognize the possibility that the sample does not accurately reflect the characteristics of the total population. On the other hand, efforts were taken to recruit participants from both

countries and to assure diversity in terms of nationality, gender, age, educational level, work position, length of employment, and the size of the organizations that employed them.

3.3 Operationalization and Measurements

In this subsection, the theoretical concepts that were operationalized and the scales that were used to evaluate the variables in this study will be outlined. The process of operationalization entails reshaping the research questions into testable questions that can be administered to participants. This paves the way for the analysis of the relationship between independent and dependent variables, as well as the collecting of useful data.

3.3.1 Employees' Perception of Race Diversity

The independent variable of employees' perception of race diversity was measured using the diversity climate (DC) measure developed by Mor Barak et al. (1998). This scale consists of ten items and exhibits good internal consistency with a Cronbach's α value of 0.89. It has been previously employed in studies (Buttner et al., 2012; Buttner & Lowe, 2015). Sample items from the scale include statements such as "I feel I have been treated differently here because of my race, sex, religion, or age" and "Managers here have a track record of hiring and promoting employees objectively, regardless of their race, sex religion, or age". However, for this study, four items were used from the scale, as they aligned more with the study's aim. In addition, respondents were asked to indicate their level of agreement to these statements on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree" (Mcleod, 2023).

3.3.2 Employees' Perception of Ethnic Diversity

The diversity climate (DC) measure developed by Mor Barak et al. (1998), was also used to measure the second independent variable, employees' perceptions of ethnic diversity. Another sample item from this scale is: "Managers here give feedback and evaluate employees fairly, regardless of the employee's ethnicity, gender, age or social background".As employees' perception of race diversity, these statements were measured on a 5-point Likert scale that ranges from "Strongly Disagree" to "Strongly Agree" (Mcleod, 2023).

3.3.3 Employees' Perceptions of Age Diversity

Four items from Mor Barak et al. (1998) diversity climate (DC) scale, were adopted to measure the thirdindependent variable of this study, employees' perceptions of age diversity. Moreover, a 5-point Likert scale that goesfrom "Strongly Disagree" to "Strongly Agree", was employed to assess respondents' level of agreement with thestatements they were presented (Mcleod, 2023).

3.3.4 Employees' Perceptions of Gender Diversity

In the same manner as the other independent variables, employees' perception of gender diversity was measured using four items from the diversity climate (DC) measure developed by Mor Barak et al. (1998). Due to this scale's high internal consistency (Cronbach's $\alpha = 0.89$), it was deemed appropriate to measure this independent variable as well. Also utilized was a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree" was also used (Mcleod, 2023).

3.3.5 Organization Identification

The variable of organization identification was measured using Mael and Ashforth's (1992) six-item scale, which has demonstrated good reliability with a Cronbach's α value of 0.87. This scale has been widely utilized in previous studies (Kreiner & Ashforth, 2003; Knippenberg & Schie, 2000; Mael & Ashforth, 1995). The representative items for this scale include statements such as "When someone criticizes my organization, it feels like a personal insult" and "When I talk about this organization, I usually say 'we' rather than 'they'". Respondents were asked to indicate their level of agreement on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree" (Mcleod, 2023).

3.3.6 Demographic Background

Demographic information was collected as control variables in the study. A demographic questionnaire was included, asking respondents about factors such as gender, age, nationality, education level, length of employment in the organization, and position in the organization. The nationality factor was specifically used to assess the cultural differences between the United States and France concerning the relationship being examined.

3.4 Data Analysis

The data collected through Qualtrics was analyzed using SPSS Statistics (v25), a software application for statistical data analysis. Prior to analysis, the data was cleaned to

remove any missing or invalid samples, thereby improving the study's internal validity. Various analyses were conducted to test the hypotheses formulated in this study, as previously stated.

To assess the consistency and reliability of the factors in this research, a reliability analysis was conducted. The aim of this analysis is to identify the amount of dimensions and the sequence of interactions between the items and factors (Hair et al., 2010).

Since this study involves four independent variables, employee perception of race, ethnicity, age and gender, and one dependent variable, organization identification, a multiple linear regression analysis was conducted. This analysis examined the relationships between these continuous variables and determined whether the hypotheses should be accepted or rejected (PennState Eberly College of Science, 2018).

Furthermore, another multiple linear regression analysis was employed to assess the significance of cultural differences between the United States and France and to evaluate the hypotheses related to this variable. This statistical test served in deciding whether or not to accept the hypotheses associated with the cultural characteristics of the two countries.

3.4.1 Pre-Test, Data Cleaning and Preparation for the Data Analysis

Prior to the actual survey, a pretest was conducted. This pretest involved six individuals who received the questionnaire through a link and three individuals who received it as a printed questionnaire. This pretest aimed to evaluate the quality and functionality of this research and collecting useful feedback regarding question comprehension and potential improvements. Based on the feedback received, the questionnaire was modified to reflect the study's aim to assess employees' perceptions of diversity (race, ethnicity, age, gender) in their organization and its effect on organizationidentification. As some participants were unable to accurately categorize their opinions on such a large scale, the first adjustment that was made was changing the Likert-scale type from a 7-point Likert-scale to a 5-point Likert-scale. Other changes that were made were excluding some questions and changing the wording of some questions, as respondents felt they were not sufficiently clear.

Data collection for this study involved a total of 464 participants. All participants (100%) agreed to take part in the survey. However, missing values were examined in the dataset. Participants who did not respond to certain sections of the survey questions and a few participants who did not meet the study's demographic requirements were identified as missing values. Thus, cases with missing data were excluded from the study, resulting in a final sample of 438 participants for analysis.

Open-ended responses for age and additional opinions were examined during the data cleaning process. These were appropriately assigned to the groups they proved to be similar to. An example of this includes instances where participants indicated additional information about the diversity climate in their organization.

Before running this study's correlation and multiple linear regression analysis, certain assumptions concerning the data had to be checked. In order to fulfill the requirement that the dataset contain no missing values, it was analysed forcases that either had unavailable or incomplete data, which were left out of the dataset. However, it is necessary to have a comprehensive understanding of the extent and distribution of missing data, in addition to any biases that occurred while conducting this study. Removing cases with missing data is a factor that can cause these biases if the absence of data is related to the variables that are being studied in this research. Therefore, in order to ensure the validity and reliability of the analyses conducted and their findings, it was essential to take knowledge of and address the implications of missing data and potential biases (Rothman et al., 2013; Tabachnick & Fidell, 2019).

Furthermore, multicollinearity is another element that should not be present in the study. This is when variables are highly associated with one another (Hair, 2009). This was measured through the different multiple linear regression analyses conducted for this study's variables (race, ethnicity, age, gender, nationality, organization identification). Strong multicollinearity was not found since correlations were checked to make sure they were below 0.8 (Hair, 2009).

During the process of cleaning the data, outliers were identified and removed, which made it possible to test hypotheses on multivariate outliers. This reduces the potential that the dataset being studied contains any multivariate outliers and allows for more accurate results. Outliers can have an effect on the estimated coefficients and statistical significance (Tabachnick & Fidell, 2019).

In addition to this, the dataset's linearity as well as its homoscedasticity were assessed. It would appear that the data is consistent with the assumptions of linearity and homoscedasticity, as there are no obvious deviations to be seen. The importance of this lies in the fact that violations of these assumptions may impair the validity of the regression results, thus they were treated with caution (Field, 2018).

In sum, despite the fact that steps were taken to address various assumptions and clean the data, it is essential to realize the restrictions and potential biases of the data gathering and analysis process.

3.5 Validity and Reliability

The reliability of the measurement methods employed in this research was assessed using the Cronbach's alpha coefficient. The alpha coefficient was used to evaluate the internal consistency of the measurement instruments, ensuring that the questions in the scales measured the same underlying construct. For each scale, the alpha coefficient was calculated, and a minimum acceptable value of 0.7 was used as a benchmark to establish reliability (Glen, n.d).

Table 3.5. Descriptive Statistics and Cronbach's α of variables Race, Age, Gender, Ethnicity, and Organization Identification

Variables	*M*	*SD*	*Cronbach's α*
Race	5.51	1.74	.85
Ethnicity	5.63	1.81	.89
Age	5.21	1.87	.89
Gender	5.46	1.99	.91
Identification	4.12	1.72	.90

Note. Cronbach's α values indicate the internal consistency reliability of the variables.

It is important to note that in order to improve the reliability of the employee perception of race, ethnicity, age, and gender scales, one item from each scale was removed. The item that was eliminated from all scales was "I feel I have been treated differently because of my race." Following the removal of this item, the Cronbach's α of the scales significantly improved. In particular, the reliability of the perception of race scale improved from .62 to .85, indicating good internal consistency among the items. The perception of ethnicity scale improved from .64 to .89, showing that the items had a high level of internal consistency. The perception of age scale enhanced from .42 to .89, also indicating high internal consistency. The perception of gender scale rose from .56 to .91, demonstrating great consistency. Because of these enhancements, the reliability of the measurement instruments has been increased even further.

Furthermore, the organization identification scale had a Cronbach's α of .90, indicating a high level of internal consistency among its six items. This demonstrates the reliability of the scale in measuring organizational identification.

4. Results

Following an examination of the theoretical concepts, this chapter will present the empirical testing of the eight hypotheses, including an investigation into the moderating effects. The interpretation and discussion of these findings will be covered in the chapter that comes after this one.

The purpose of this study was to evaluate the relationship between an employee's perception of the level of diversity dimensions in their organization (race, age, gender, and ethnicity) and the impact on their organization identification. The results of the study's variables are presented in Table 4.1, together with their respective means, standard deviations, and correlation coefficients.

Table 4.1 Descriptive Statistics and Correlation Matrix of variables

	Variables	M	SD	1	2	3	4	5
1	Race	5.51	1.74	-				
2	Age	5.21	1.87	.63**	-			
3	Gender	5.46	1.99	.70**	.72**	-		
4	Ethnicity	5.63	1.81	.89**	.66**	.73**	-	
5	Organisation Identification	4.12	1.72	.26**	.21**	.30**	.28**	-

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

The means of the variables suggest moderate to high levels of perceived racial, ethnic, age, and gender diversity, as well as organization identification. In addition, the correlation matrix demonstrates that all of the diversity variables correlated positively with organization identification.

4.1 Hypothesis Testing without Moderation

The four direct impacts hypotheses regarding the relationships between employees' perceptions of diversity (racial, ethnicity, age, and gender) and their identification with the organization were then tested through a multiple linear regression analysis. Table 4.2 documents the findings of this regression analysis.

Table 4.2. Multiple Linear Regression Analysis Results for Predicting Organization Identification

Variables	b^*	SE	t	P
Constant		.27	9.07	<.001
Race	.05	.10	.45	.653
Ethnicity	.10	.10	.92	.358
Age	-.04	.06	-.63	.530
Gender	.22	.07	2.92	.004**
R^2	.09			
F	11.57			
N	438			

Notes: Reported effects are standardized (Beta) coefficients. Significance levels: $*p < .05$, $**p < .01$, $***p < .001$.

A multiple linear regression was conducted with organization Identification as criterium. Predictors were race, ethnicity, age, and gender. The model was found to be significant, $F(4, 433) = 11.57$, $p < .001$, $R^2 = .09$.

Hypothesis 1

H1 suggested that employees perceiving a high racial diversity are more identified with the organization compared to those perceiving the organization having a low racial diversity. However, the results indicated that racial diversity did not significantly predict organization identification ($b^* = .05$, $p = .653$), thus, H1 was not supported.

Hypothesis 2

H2, which proposed that employees who perceive a high ethnic diversity are more identified with their organization compared to those perceiving the organization having a low ethnic diversity, was also rejected as ethnic diversity was not a significant predictor of organization identification ($b^* = .10$, $p = .358$).

Hypothesis 3

H3, which suggested that employees perceiving a high gender diversity are more identified with the organization compared to those perceiving the organization having a low gender diversity. This hypothesis was supported as gender diversity was a significant predictor of organization identification ($b* = .22, p < .05$).

Hypothesis 4

Lastly, H4, posited that employees perceiving a high age diversity are more identified with the organization compared to those perceiving the organization having a low age diversity, was not supported as organization identification was not significantly predicted by age diversity ($b* = -.04, p = .530$).

Overall, the analysis provides some credence to the hypotheses that perceptions of diversity can influence the level of identification with the organization. Specifically, perceived gender diversity is found to significantly affect organization identification. It should be noted, however, that the model accounts for 10% of the variance in organization identification.

4.2 Hypothesis Testing with Moderation:

In the regression analysis conducted to test the moderation effects, the objective was to investigate whether certain variables moderate the relationship between the independent variables (gender, race, age, and ethnicity) and the dependent variable (organization. identification). To assess moderation, interaction terms were computed by multiplying each standardized Independent variables with the dummy moderator (nationality, France and United States), making four interaction variables. These interaction terms were then included in the regression model alongside the main effects of the independent and dependent variables and the moderator without interaction. The regression analysis was carried out using SPSS, which estimated regression coefficients, standard errors, and the significance levels for the predictor variables and interaction terms. The coefficients' significance was examined to determine if the interaction terms had a significant impact on the relationship between the independent variables and the dependent variable.

Based on the multiple linear regression results obtained from testing hypotheses H5 through H8, several conclusions can be drawn. These hypotheses were specifically investigating the influence of employee's perceptions of diversity (racial, ethnic, gender, and age) on their identification with their organization, considering their nationality (U.S. vs France) as a moderator.

Table 4.3. Results of the Multiple Linear Regression Analysis with moderation

Variables	b^*	SE	t	P
Constant		1.08	.048	.962
Independent Variables (IV)				
Race	.70	.38	1.81	.071
Ethnicity	.08	.39	.19	.846
Age	-.18	.22	-.74	.460
Gender	.06	.22	.24	.812
Moderator				
Nationality	.38	.61	2.30	.022*
Interaction Variables				
Race Interaction	-.82	.22	-1.71	.088
Ethnicity Interaction	.03	.22	.07	.947
Age Interaction	.17	.13	.52	.605
Gender Interaction	.19	.14	.58	.560
R^2	.11			
F	6.10			
N	438			

Notes: The dependent variable is Organization Identification. Reported effects are standardized (Beta) coefficients. Significance levels: *$p < .05$, **$p < .01$, ***$p < .001$.

This multiple linear regression analysis was also conducted with organization Identification as criterium. Predictors were race, ethnicity, age, gender, nationality, race interaction with nationality, ethnicity interaction with nationality, age interaction with

nationality, and gender interaction with nationality. The model was found to be significant, $F(9, 43) = 6.10$, $p < .001$, $R^2 = .11$, and it can be stated that at least one of the predictors is significantly related to the dependent variable (organization identification).

Hypothesis 5

The fifth hypothesis predicted that for employees in the U.S. compared to those in France, their perception of high racial diversity would have a positive impact on their organizational identification. As shown in Table 3, the interaction term between racial diversity and nationality, represented as Race Interaction, was found to be non-significant (b^* = -.82, p = .088). This suggests that the influence of perceived racial diversity on organization identification does not differ significantly between U.S. and French employees. Thus, H5 was not supported.

Hypothesis 6

H6 predicted that when employees in the United States saw high ethnic diversity, they would be more likely to identify with their organization than their French counterparts. However, the interaction term Ethnicity Interaction between ethnic diversity and nationality was found to be non-significant (b^* =.03, p =.947), indicating that the impact of perceived ethnic diversity on organization identification is not significantly different between the two nationalities. As a result, H6 was not supported.

Hypothesis 7

H7 postulated that U.S. employees, relative to French employees, perceiving high gender diversity would demonstrate a positive impact on their organization identification. As shown in Table 3, the interaction term between gender diversity and nationality, denoted as Gender Interaction, was non-significant (b^* = .19, p = .560). This result indicates that the influence of perceived gender diversity on organization identification is not different significantly between U.S. and French employees. In consequence, H8 was not supported.

Hypothesis 8

Finally, H8 predicted that perception of age diversity among US employees, as compared to French employees, would positively enhance organizational identification. The interaction term Age Interaction, which represents the interaction between age diversity and

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nationality, was found to be non-significant ($b^* = .17$, $p = .605$), indicating that the impact of perceived age diversity on organizational identification does not differ significantly between U.S. and French employees. As a result, H7 was not supported.

In summary, the analyses did not find support for the interaction effects between nationality and perceptions of diversity (racial, ethnic, gender, and age) on organizational identification. However, it is worth noting that nationality had a significant effect on organization identification ($b^* = .38$, $p = .022$), with American employees having a stronger identification with their firm than French employees.

4.3 Discussion

The present study aimed to investigate the relationship between employees' perceptions of diversity dimensions (racial, ethnic, age, and gender diversity) and their organization identification, as well as the potential moderating role of nationality (United States and France) in this relationship. The findings provide valuable insights into the impact of diversity perceptions on organization identification and shed light on the cross-national consistency of this relationship. This discussion section will elaborate on the theoretical and practical implications of the study's findings.

4.3.1 Theoretical Implications

The findings of this study have significant theoretical implications for the field of organizational behavior and provide valuable insights into the relationship between diversity perceptions and organization identification. Firstly, the study contributes to social identity theory by emphasizing the role of diversity as a source of identity within the organizational context. According to social identity theory (Tajfel & Turner, 1979), individuals derive their self-concept and sense of belonging from the groups they belong to. In the context of the workplace, employees' perceptions of diversity dimensions such as race, ethnicity, age, and gender shape their social identity within their organization (Wiles & Turner, 2022). The study's findings partially support this perspective, demonstrating that higher levels of gender diversity in an organization are associated with stronger employee identification with their company. This suggests that gender diversity plays an important role in shaping employees' social identity and sense of belonging within the organizational context.

This research adds to the social exchange theory, which states that if employees are treated fairly and with respect, they will be more motivated to contribute to the success of their organization (Meira and Hancer, 2021). The significant findings of gender diversity,

suggesting that higher levels of gender diversity in an organization are associated with employee identification with their company, are in line with the idea that employees perceiving their organization as caring and valuing diversity as a whole, they are more inclined to cultivate positive attitudes towards the organization, which can strenghten their identification with the organization in return (Ashikali and Groopman, 2007).

Furthermore, the relationship between diversity dimensions (race, ethnicity, age, gender) and organization identification that is explored in this study, adds to previous research that has primarily focused on the direct effects of diversity on workplace processes (Richard & Johnson, 2001; Roberge & van Dick, 2010; Williams & O'Reilly, 1998). The moderating role of nationality (France and United States) that was also analysed, led to the discovery that there are no significant interaction effects between diversity perceptions and nationality, implying that the relationship between diversity perceptions and organization identification is relatively consistent across U.S. and French employees. As a result, the findings contradict the notion that, because France has a greater power distance than the United States, an unequal distribution of power within French organizations is more acceptable (Hofstede Insights, 2023; Wu, 2006; Binus University Business School, 2017). It is also not consistent with the idea that France's more cautious approach to diversity (Louvrier, 2013; Koopmans & Schaeffer, 2015) and the United States' more open nature towards diversity (Horowitz, 2019) causes a difference in their perception of diversity in their organization, which in turn influences their organization identification. Consequently, this study emphasizes the universality of the diversity dimensions studied (race, ethnicity, age, and gender) in how they each influence employee identification with their organization. In addition, by demonstrating the consistency of this relationship across different national contexts, this study contributes to the knowledge of the generalizability of diversity effects in various organizational settings.

Previous studies often focused on a single diversity dimension or diversity as a whole, limiting the understanding of the collective impact of multiple diversity dimensions on organization identification (Tufan & Wendt, 2020; Cole et al., 2016; Allen, 1995; Mousa et al., 2020). By considering the effects of race, ethnicity, age, and gender diversity on organization identification simultaneously, this study provides a more comprehensive understanding of the role of diversity in shaping employees' identification with their organization. As stated before, the findings indicate that gender diversity has a more pronounced influence on organization identification compared to the other diversity

dimensions considered in this study, shedding light on its unique role in shaping employees' perceptions and attitudes towards an organization.

In conclusion, this study greatly contributes to the theoretical understanding of diversity (race,ethnicity, age, gender) perceptions and organization identification by providing empirical evidence of their relationship and exploring the potential moderating effects of national context (France and United States). The findings emphasize the role of perceived gender diversity in shaping employees' identification with their organization and highlight the universality of diversity's influence on organizational outcomes. Moreover, the study extends our understanding of the impact of multiple diversity dimensions on organization identification. These findings have important implications for organizations seeking to foster inclusive workplaces that promote employees' identification with their organization.

4.3.2 Practical Implications

The findings of this study have a number of practical implications for organizations and managers. Understanding the impact of diversity perceptions on employees' organization identification can help managers create a more inclusive and engaged workforce.

Firstly, the finding that perceived gender diversity significantly influences organization identification highlights the importance of promoting gender diversity within the workplace. Organizations can strive to create an inclusive environment that values and supports gender diversity by implementing policies and practices that promote equal opportunities, gender-balanced leadership, and fair treatment of all employees (van Ewijk, 2011; Martin et al., 2021). This can help foster a sense of belonging and identification among employees, ultimately leading to increased engagement, productivity, and retention.

Even though the study did not find significant effects of racial, ethnic, and age diversity on organization identification, it is imperative that organizations recognize the potential significance of these dimensions. Organizations should strive to establish a culture that values and celebrates diversity in all its forms, although the specific effects may vary depending on the context and individual experiences. This can be accomplished through diversity training programs, mentoring and sponsorship initiatives, and the formation of employee resource organizations that provide support and representation for various racial, ethnic, and age groups (Wang & Fang, 2020; Gordon, 2018). By actively addressing these diversity dimensions, organizations can create an environment that is more inclusive and supportive, thereby enhancing employee identification and well-being.

Thirdly, the non-significance of nationality as a moderator of the relationship between diversity perceptions and organization identification suggests that the impact of diversity perceptions on identification is consistent across different cultures. This implies that regardless of the national context, organizations can employ similar strategies to promote diversity and enhance organization identification. However, organizations must be sensitive to certain cultural aspects and modify their strategies accordingly. When designing and implementing diversity and inclusion initiatives, organizations operating in various countries may need to consider country-specific diversity issues, cultural norms, and legal frameworks.

Moreover, the fact that the model accounted for only 11% of the variance in organization identification suggests that diversity perceptions are not the only factor influencing employees' identification with their organization. Managers should recognize that organizational identification is a multifaceted concept influenced by numerous individual, organizational, and contextual variables. To cultivate a strong sense of identification among employees, a comprehensive approach that addresses multiple dimensions, including leadership, organizational culture, job structure, and employee development, is required (Besharov, 2014).

The significance of continuous evaluation and assessment of employees' perceptions of diversity and organization identification is underscored by the findings of this study. Organizations can benefit from gathering employee feedback on a regular basis via surveys, focus groups, or individual interviews to gauge their perceptions of diversity, identify any barriers or challenges, and track changes in organization identification (Toor, 2023). This feedback can inform the design and implementation of targeted interventions and initiatives aimed at addressing particular diversity concerns and enhancing organization identification.

In conclusion, the practical implications of this study emphasize the need for organizations and managers to prioritize diversity and inclusion efforts in order to cultivate employee identification with their organization. By recognizing the significance of gender diversity and the potential importance of other dimensions of diversity, organizations can develop inclusive cultures that foster a sense of belonging and employee engagement. In addition, organizations can design culturally sensitive strategies by understanding the consistent impact of diversity perceptions on organization identification in various cultural contexts. However, it is essential to recognize that organization identification is influenced by factors beyond diversity perceptions, requiring a comprehensive approach to employee engagement and identification. By implementing these practical implications, organizations

can create positive work environments that strengthen the identification to them, promote employee well-being, and foster organizational success.

5. Conclusion

The concluding section of this study presents a summary of the key findings and discusses their implications.

In conclusion, this study aimed to investigate the relationship between employees' perceptions of diversity dimensions (race, ethnicity, gender, and age) and their organization identification, as well as the potential moderating role of nationality (France and United States) in this relationship. The research methodology involved surveying a sample of employees from both the United States and France to gather data on their perceptions of the level of diversity in their organizations, and organization identification. The data collected was analyzed using SPSS, where correlation analysis, reliability analysis, and multiple linear regression analyses were conducted to examine the relationships and draw meaningful conclusions. The key findings of this study allowed to gather empirical evidence of the relationship between diversity perceptions and organization identification, and aided in shedding light on the moderating impact of nationality in this relationship, offering clarity on its cross-national consistency. The study's findings highlight the significance of gender diversity and the necessity to develop inclusive policies and supportive environments that embrace and celebrate diversity in all of its dimensions (Wang & Fang, 2020). Moreover, the study adds to the current literature by investigating the impact of multiple diversity dimensions.

5.1 Limitations

Despite the significant contributions of this study, there are several limitations that need to be acknowledged. Firstly, the sample size used in this study was limited, and convenience sampling was employed, which may limit the generalizability of the findings to broader populations (Jager et al., 2017). Furthermore, the study focused on four specific diversity dimensions (race, ethnicity, gender, and age) and did not explore other potential dimensions that may influence organization identification. Thus, removing the possibility of having an overview of the effect of other diversity dimensions and limiting the scope of this study. Third, the study relied on self-reported measures, which may introduce biases and potential biases related to social desirability (McCroskey, 1984). At last, this study employed a cross-sectional design, meaning that data was collected at a single point in time, limiting the ability to establish causal relationships between diversity perceptions and organization identification (Institute for Work and Health, 2015). It also restricts the ability to examine the

long-term effects of how the relationships between diversity perceptions, organizational identification and nationality can change over time.

5.2 Directions for Future Research

Based on the study's findings and limitations, several future research options can be suggested. First, future research should look at the moderating effects of other contextual factors on the link between diversity perceptions and organization identification, such as organizational culture, leadership style, and type of industry. Understanding how diversity perceptions interact with various contextual elements might provide deeper insights into the mechanisms by which diversity influences organizational results. Second, future research should explore the mechanisms that underlie the link between diversity perceptions and organization identification. Research could, for example, look into the role of inclusive practices, like diversity training and mentoring (Wang & Fang, 2020). Furthermore, more research is required to determine the potential boundary conditions of the relationship between diversity perceptions and organization identification. An approach future research could take is to consider investigating additional diversity dimensions, such as disability, sexual orientation, and socioeconomic status, to provide a more comprehensive understanding of diversity's impact (Foma, 2014).

As stated in the limitations, the sample size for this study cannot accurately represent a population. Due to this, it is suggested that future researchers aim to employ larger and more diverse samples using random sampling methods to enhance the external validity of the findings (Alvi, 2016).

Finally, as data for this study was collected during a fixed period of time, not allowing the exploration of how the relationships analyzed evolve across time, future studies should look at the long-term effects of diversity perceptions on organization identification in order to acquire a better knowledge of the long-term impact and potential changes over time. This can be done by employing longitudinal designs (Institute for Work and Health, 2015).

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