

Does Diversity Pay? Lessons from Japanese Halal Industry

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Does Diversity Pay? Lessons from Japanese Halal Industry||The argument wither diversity initiatives taken by firm bring real benefit or just show off performance to portray goodwill image of the firm, which, in return brought more disadvantage, has been continued for many years. Proponents of value-in-diversity (e.g., Cox, 1993) always are focusing on the “business case for diversity” approach that represents a compelling interest towards organizational performance. The benefit such as market knowledge, quality improvement, broadening employees perspectives, greater resource for problem resolutions, and enhancing creativity are seen will lead to strengthening firm competitive advantage. However, as for critics, many have argued that diversity incurs significant potential cost instead of benefit. It has been pointed out that diversity may diminish group cohesiveness that will implicate absenteeism and turnover. ||In many of business case for diversity literature, the discussion are focusing from “resource-base” perspective that centralized on hiring of diverse work forces with multiple intentions like responding to ethical responsibility, equal employment opportunity regulations compliance, and enhancing firm’ s productivity and operation efficiency. In early 1990s the shift towards business imperative has getting popular as ethic and compliance motive on diversity became contested due to its weak implications. Firms then started to initiate complementary approach by seeking potential advantages that diversity may bring. Value embedded in diverse workforce is seen as a source to firm competitive advantage. ||This paper is seeking to identify first, the implications of diversity initiatives in the Japan Halal Industry. There is seem limited studies has been conducted within Japanese context that addressing the motives of diversity initiatives within the Japanese context. While the selection of Halal Industry as a scope of study is due to its nature of business that focusing on serving minority Muslim consumers where special attention needed in fulfilling their religious dietary. Secondly, in addition to conventional approach of “resource-based” perspective diversity initiatives,

in order to further investigate diversity motives, “market-based” perspective will be added into the study framework as the study attempt to further explore wider potential motives that derive diversity initiatives for business case. The implication from serving diverse customers may enhance the benefit of hiring diverse workforce. As for business the fulfillment of bottom line is considered as the main objective of existence, market incentive and firm strategic move is assume to have influence over the motives of hiring diverse workforce. ||In conducting this study, 10 selected halal-friendly restaurants in Japan will be interviewed to get in-depth information on their diversity initiatives. Inductive Qualitative Case Study method will be applies in designing this research strategy, data collection, and analysis process. Thematic analysis will be use to seek the pattern of the findings. Towards the end of this study it is hope to explain the above research objective and discussing the findings in accordance to the theoretical and practical implications. |