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WORKFORCE DIVERSITY MANAGEMENT, DUTY ORIENTATION,
DIVERSITY STRATEGY AND EMPLOYEE PERFORMANCE OF
MULTINATIONAL MINING COMPANIES IN GHANA

MILLICENT WIAFE-KWAGYAN

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DIVERSITY STRATEGY AND EMPLOYEE PERFORMANCE OF
MULTINATIONAL MINING COMPANIES IN GHANA

BY

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This thesis submitted to the Department of Human Resource of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Doctor of Philosophy degree in Business Administration

DECEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate Signature Date:

Name: Millicent Wiafe-Kwagyan

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature Date:

Name: Prof. Abraham Ansong

Co-Supervisor's Signature Date:

Name: Prof. Nana Yaw Oppong

ABSTRACT

The study assessed the relationship between workforce diversity management and employee performance (in-role performance, extra-role performance, engagement) among employees in the multinational mining companies in Ghana. It further examined the mediating role of duty orientation and moderating role of diversity strategies on this direct relationship. The study employed the positivist philosophical paradigm, quantitative research approach, explanatory research design and a cross-sectional study design. A structured self-administered questionnaire was utilised for data collection. The simple random sampling technique was adopted to sample 368 respondents for the study. The analysis of data was done using the partial least squared structural equation modelling. The study found a significant positive relationship between workforce diversity management and employee performance dimensions (in-role performance, extra-role performance, engagement). This positive relationship was further mediated by duty orientation. In addition, the study found that diversity strategies moderate the relationship between workforce diversity management and employee extra-role performance and engagement but failed to moderate the in-role performance path. The study recommended that management of mining companies should target at diversity management policies that foster inclusiveness, shunning racism and incorporating cultural differences of the employees. Also, diversity management strategies such as flexible working arrangements, education and training, business linkage and unbiased performance appraisal procedures should be part of the workforce diversity management policies of the firms to improve employee performance.

KEYWORDS

Diversity Strategy

Duty Orientation

Employee Performance

Ghana

Multinational Companies

Workforce Diversity Management



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DEDICATION

To my husband, Dr. Michael Wiafe-Kwagyan and my lovely children, David,

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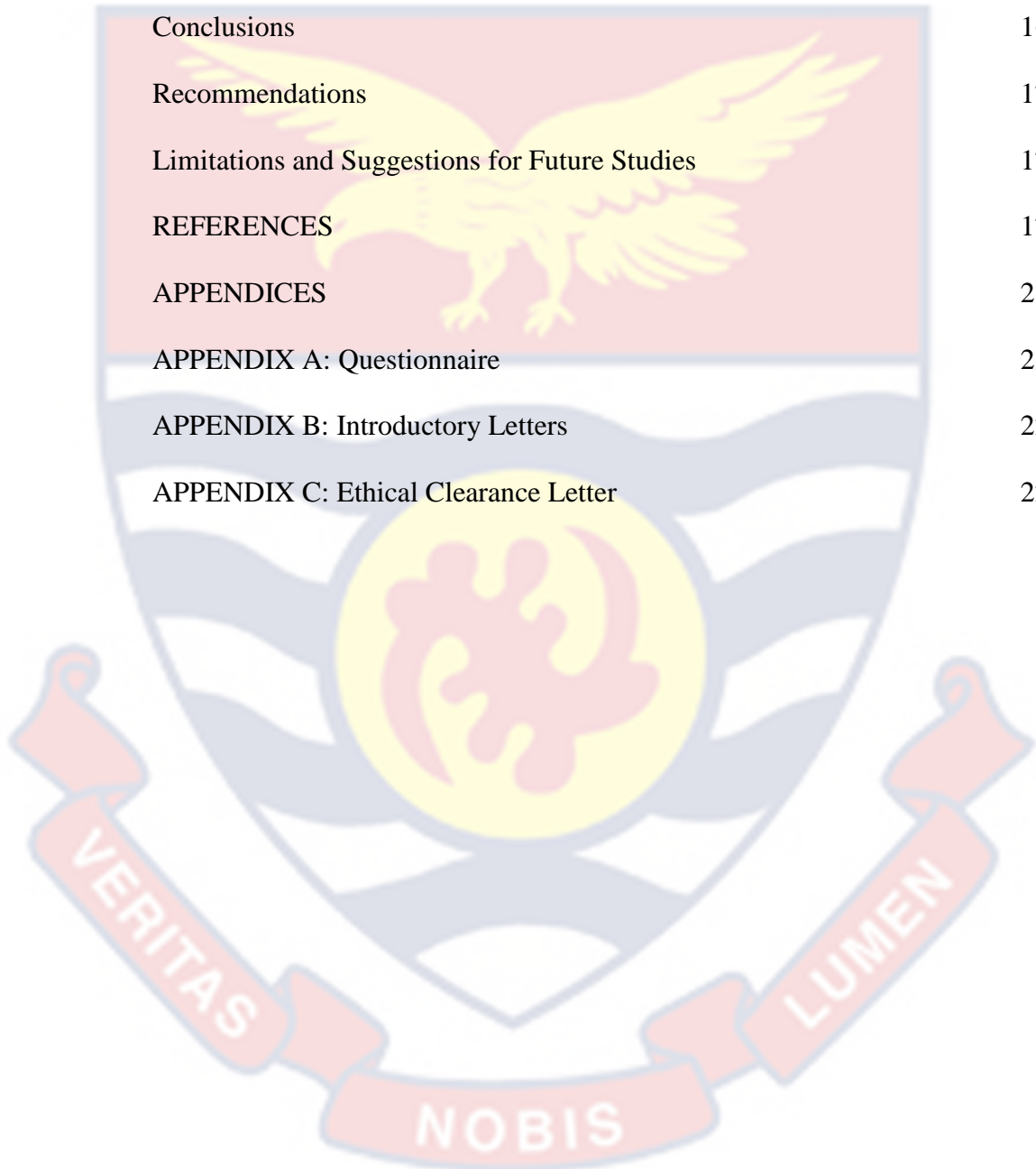
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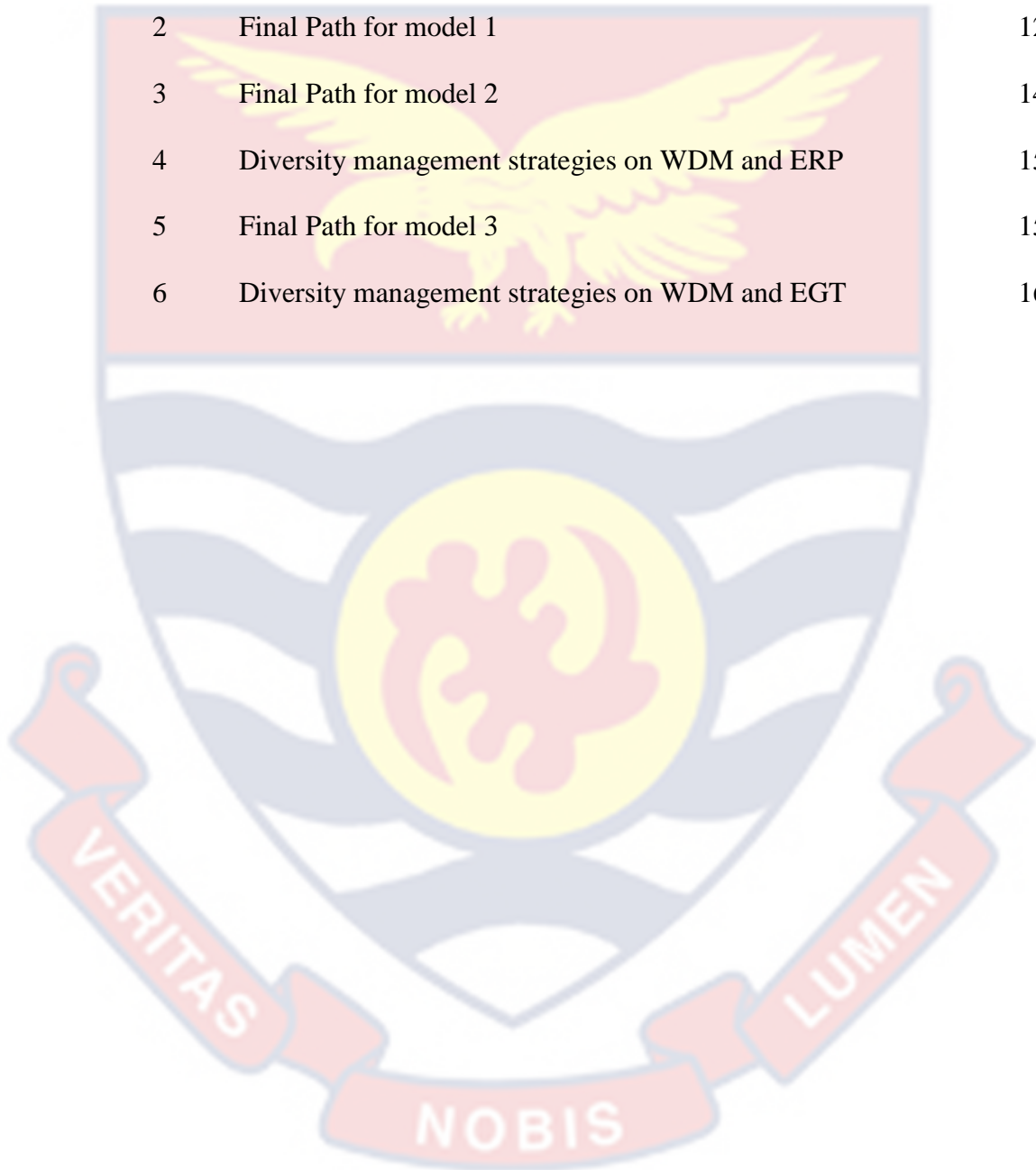
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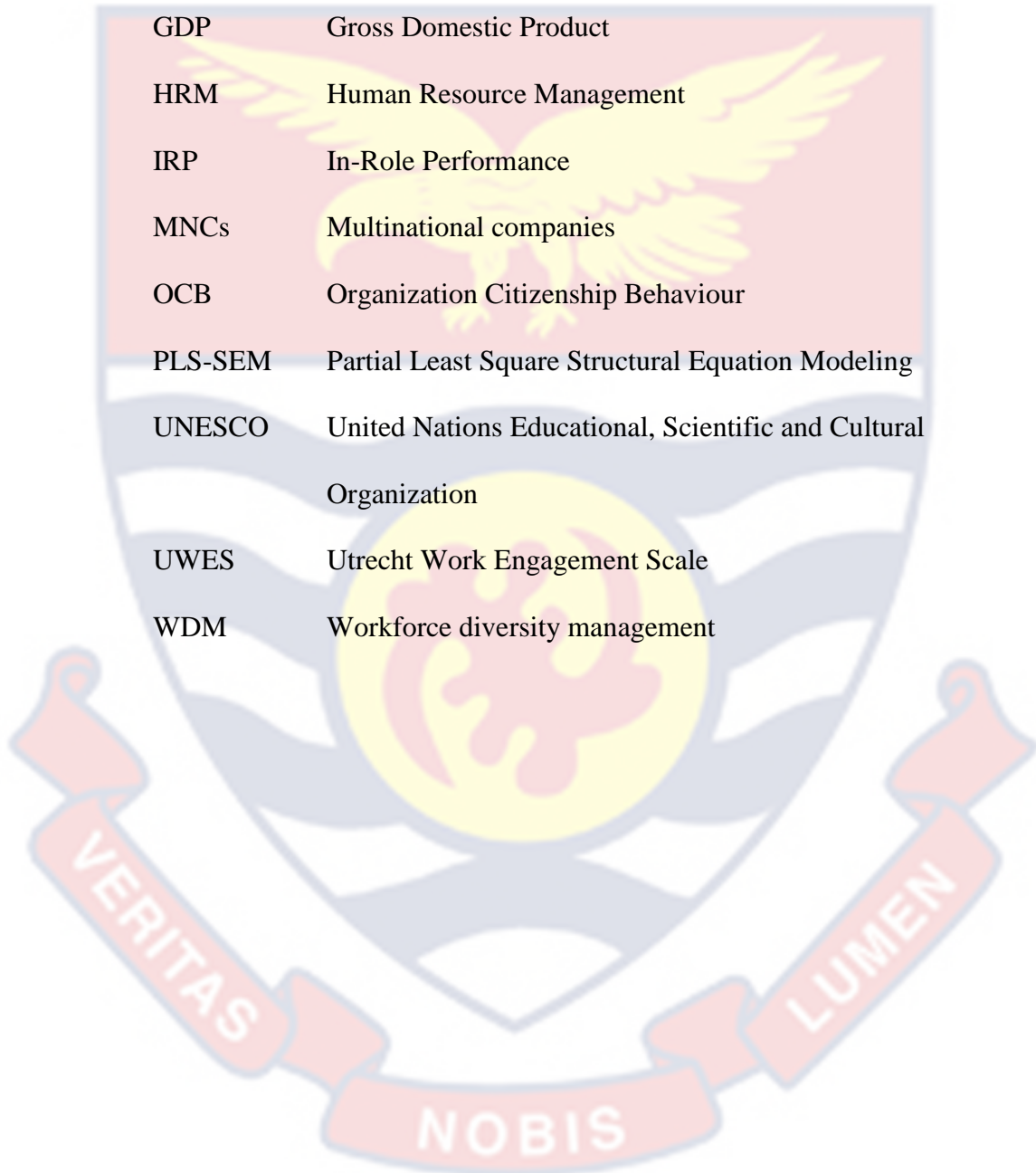
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LIST OF ACRONYMS

DO	Duty Orientation
EGT	Employee Engagement
ERP	Extra-Role Performance
GDP	Gross Domestic Product
HRM	Human Resource Management
IRP	In-Role Performance
MNCs	Multinational companies
OCB	Organization Citizenship Behaviour
PLS-SEM	Partial Least Square Structural Equation Modeling
UNESCO	United Nations Educational, Scientific and Cultural Organization
UWES	Utrecht Work Engagement Scale
WDM	Workforce diversity management



CHAPTER ONE

INTRODUCTION

Human resource management plays an important role in the growth and advancement of organizations as the organizational output depends on the performance of employees. Employee performance improves the overall performance of organizations (Notanubun et al., 2019) and as such helps in nation building (Sakyi et al., 2015). On the other hand, poor employee performance is detrimental to organizations (Kundu et al., 2020) and national economies at large (Marais, 2017). For example, particularly, in the mining sector, research has confirmed that disengaged employees contribute to about 28.5% reduction in the mining industry's contribution to gross domestic product (Marais, 2017). In Ghana, employee performance in organisations has been hindered by poor working conditions, particularly, in the mining sector. These poor working conditions include pay discrimination, racial discrimination, precarious working employment arrangement, and denial of workers right due to the poor management of human resources (Dadzie, 2019).

The purpose of the study was to examine the influence of workforce diversity management and employee performance through the roles of duty orientation and diversity management strategies in the mining sector of Ghana. Further, this chapter outlines the background to the study, statement of the problem, objectives of the study, hypotheses of the study, significance of the study, delimitation and limitation of the study and lastly, the organization of the study.

Background to the Study

In order to enhance employee performance and organisational efficiency, there is a need to take a critical look at the management of human resource (Bor, 2019). The human resources in organizations are becoming diverse because of the advancement in technology and the global nature of contemporary businesses. Moreover, the rapid and increasing trend in immigration, guest workers, changes in the demographic composition of the labour market, firm networks and strategic alliances, including the rise in multinational companies (MNCs) makes workforce diversity management crucial in organizations (Odita & Egbule, 2015; Ogolla, 2017). Workplace diversity has presented critical issues to organizations considering the competition in the business setting in recent times. Workforce diversity has been globally cited as an assured source of competitiveness given the enormous gains associated with its management (Samuel & Odor, 2018).

The credentials of diversity management as a philosophy cannot be underestimated, since it has become a fundamental concern for any firm that needs to maximize the efficiency of its employees (Showkat & Misra, 2022). Companies are now confronted with fierce competition emanating from a globally connected workforce that needs the implementation of principles underlying diversification, culture and management decision making.

Workplace diversity can be referred to as the “process of developing an inclusive environment in which the different skills, cultural perspectives, and backgrounds of individuals are valued” (Samuel & Odor, 2018, p.42). Diverse workforce in an organization is composed of differences in worker groups in terms of demographic characteristics (Seymen, 2006). These

differences among worker groups include gender and age (Gharbi & Othmani, 2023; Komal et. al., 2023), cultural background (Chaudhry et al., 2021; Cummins, 2023), educational background (Ogolla, 2017), ethnicity (Ogolla, 2017), religion, colour, sexual orientation (Armstrong et al., 2021; Barrow, 2020), disability (Felder, 2021; Wolbring & Lillywhite, 2021), geographic origin (Goyanes & Demeter, 2020), language (Luo & Shenkar, 2017; Piller et al., 2020), life style, beliefs, economic category, tenure with the organization (Thommes & Klabuhn, 2021), physical and cognitive capabilities (Chow, 2018; Martins & Sohn, 2022). Such differences are paramount in subsidiaries of MNCs with multicultural staff (Luo & Shenkar, 2017; Miroshnik, 2002).

Kuranchie-Mensah and Amponsah-Tawiah (2016) report on the scarcity of labour in the mining sector in the early 1900s in the Gold Coast, where the locals chose to work on their small-scale gold mines instead of working with the large-scaled European mines. The underlying situation and the need to diversify the workforce of the European mines with energetic Ghanaian miners necessitated the coming into forth the Mercury Ordinance of 1932 to make it impossible for the locals to mine with mercury. The colonial masters passed the law to protect the interest of the MNCs in order for them to leverage on the energies of the locals (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Today, the multinational mining companies that mine in Ghana and many other countries have made it mandatory to recruit locals from diverse backgrounds. Engaging Ghanaians to work in the MNCs will not only contribute to building of competitiveness but also presents the firms as entities that value corporate social responsibility and effective diversity management

as required by the United Nations Educational, Scientific and Cultural Organization (UNESCO) universal declaration on cultural diversity. According to UNESCO (as cited in Walden, 2011, p.1), “in our increasingly diverse societies, it is essential to ensure harmonious interaction among people and groups with plural, varied and dynamic cultural identities as well as their willingness to live together.” The declaration, therefore, demands of every entity to consider engaging people from diverse background which in effect calls for an effective diversity management.

Workforce diversity management (WDM) is the “systematic and designed obligation on the part of an organization, to recruit, select, reward, promote and retain a diverse mix of employees at any particular point in time, with the aim of combining and utilizing the blend of the uniqueness of each culture” (Samuel & Odor, 2018, p.42). WDM is a firm's ability to thrive by making the most of the similarities and disparities between workers regarding culture, age, physical abilities and disabilities, personality, ethnicity, religion, gender and race (Daft, 2008). Workforce Diversity management represents the planning and execution of various organizational schemes as well as procedures aimed at managing people in ensuring that benefits that come with a diversified workforce is maximized while prospective weaknesses are reduced (Mor Barak, 2011). Diversity management aims at building and sustaining a productive working environment in which individual differences are respected.

Workforce diversity management, as a philosophical principle, has grown in popularity than other management concepts and tends to be straightforward at the theoretical stage, but quite complex in the

implementation process (Jayawardana & Priyashantha, 2019). Many entities put a high emphasis on WDM with little corresponding gain in terms of a satisfactory outcome, making it highly critical for investigation (Jayawardana & Priyashantha, 2019; Misganu & Zewdie, 2018).

The emphasis on the benefits of effective diversity management in the workplace has increased considerably in the past few years, hence, organizations are becoming more involved in diversity management (Hoch, 2013). Effective workforce diversity management improves business growth, creativity and newness, competitiveness, problem-solving abilities, effective leadership as well as enhances global relationships (Chaudhry et al., 2021; Robinson & Dechant, 1997). Alserhan et al. (2010) argue that having in place a policy to accommodate diverse workers minimizes negative potential legal and financial consequences as well as organization's adaptability, growth, sustainability and competitive edge. Workforce diversity management has also been proven to improve employee related outcomes (Mousa et al., 2020). For instance, workforce diversity management positively affects employee behaviours and attitudes such as extra-role performance (Ashikali & Groeneveld, 2015; Mousa et al., 2020); in-role performance (Li et al., 2020); commitment (Bizri, 2018); engagement (Nnabuiife & Madu, 2020; Onwuchekwa et al., 2019). Due to the importance of diversity management, there have been calls around the globe for organizations to have diversity management programmes for their workforce (Alserhan et al. 2010; Naetor et al., 2016).

Most researchers hold the view that performance is achieved by diverse workers working in a strongly diverse clientele, generating

competitiveness over other companies without diversity (McCrea et al., 2022). Creating room for diverse people to work together, among other human capital enhancements, will ensure that workers produce the utmost in the organization that guarantees value maximization. The human resource paradigm built on homogeneity at the workplace where persons who do not pose common organizational culture or share similarities with the rest of the workforce are relieved of their jobs (Bozhko, 2014) can be highly detrimental in the long run, as it eliminates talented employees; destroys the capacity to respond quickly to changes in market conditions and, as well as, reduces the company's value.

On the other hand, the multicultural model explains how heterogeneity comes to play in the recruitment of workers and aims to establish a multicultural organization whereby people from diverse background can lead to the attainment of organizational objectives and achieve success (Bor, 2019; Bozhko, 2014; Samuel & Odor, 2018). The heterogeneous approach to WDM has widely been celebrated for its assured capabilities to motivating employees of diverse perspective and background to deliver on their mandate creditably in order to ensure value maximization (Bor, 2019). Thus, an effective WDM programs in an organization will in turn make employees to become more dedicated, committed and thrust worthy to the organization by delivering on the job assigned to them (Meyer et al., 2002). This reasoning is drawn from the social exchange theory.

Drawing from the social exchange theory, when WDM practices, programs and policies that address the diversity issues among employees in organizations are perceived by employees as positive, this may in turn lead

employees to develop a sense of ownership and responsibility for task outcomes (Cropanzano et al., 2017). Consequently, this makes employee to feel obligated to reciprocate in kind by being dutiful towards the organization and may lead employees to exhibit desired behaviours like performing better (Tajeddini et al., 2023). Therefore, diversity management brings about greater duty orientation where individuals are cognizant of assisting group members towards the realization of organizational mission by following acceptable codes.

Hannah et al. (2014) gave three dimensions of duty orientation: to serve with loyalty and diligently help every group member (obliged to be of help to members), to work and make certain sacrifices towards the completion of obligations and missions of the group (mission of the group) and to uphold the codes and principles holding the group (duty to codes). Duty orientation provides a sense of reciprocity and seen as a mindset that desires to pursue a course of action that is of benefit to an organization (Zhang et al., 2021). Thus, the promotion of duty orientation is a channel through which WDM shapes the outcomes of employee performance. Hence, dependence of employee performance on WDM towards the attainment of competitiveness is preconditioned on duty orientation.

The Aristotelian ethical model on virtue ethics perspectives for diversity prioritizes good life, happiness and integrity over the utilitarian view of desirable organizational outcomes (Gotsis & Kortezi, 2013; Solomon, 2003, 2004). The virtue ethics perspectives on the organization-employee dynamism ensure adherence to promoting a common good via general justices and avoiding cheating others through practical justice, which guarantees the

creation of an enabling environment for employees' volition to working in the interest of the organizations (McPherson, 2013). Consequently, duty orientation among employees tend to be appreciated in an organization where such diversity management virtues are practiced and accepted. The ethics of care for diversity paradigm also emphasized the need to consider acceptance of individuals' uniqueness and relationships over the elements defining utilitarian ethics such as outcomes and cost-benefit analyses (O'Brien, 2013; Wallace et a., 2014).

Duty orientation is seen as a person's deliberate and clear desire to meet their personal values, team members' interests and aspirations, and perhaps the accomplishment of organizational targets by compromising individual parochial gains (Brummel & Parker, 2015; Folger, 2012). The course of employee loyalty and commitment to organizations has been noted over the years as daunting task for human resource managers (HRMs) (Caldwell et al., 2012; De Dreu & Nauta, 2009; Moss et al., 2019), because individuals are becoming more of themselves and tend to champion their personal interests over general organizational objective (Brummel & Parker, 2015; Spence et al., 2017). Yet, it has been widely established that the performance of a firm depends on the attitude and readiness of employees to trade off their personal interests for those of organizational targets (Chou & Stauffer, 2016; Hannah et al., 2014) and this can be achieved by offering equal treatments, respecting others' uniqueness, avoiding cheating and so on, at the workplace. Strategically, the installation of a greater degree of employee duty orientation through effective diversity management are useful in enhancing the

performance of the workforce. This could become a reliable path for successful employee and organizational performances.

Again, employee success in their performances can be dependent on the type of strategy used to manage diversity. Research explains that there is no one best way to manage diversity (McGrandle, 2017). Using the contingency theory, McGrandle (2017), explains that the internal and external environment of an organization create a unique situation that requires distinct programs. Organizations are influenced by different factors in their environment which in turn affect their actions (DiMaggio & Powell, 1983). For instance, previous studies show that workforce diversity management can be influenced by the type of diversity strategy chosen (Cunningham, 2009; Fink et al., 2003). Consequently, diversity strategies such as proactive, reactive, compliance and noncompliance can strengthen or weaken the extent to which workforce diversity is practised and this translates into the performances of employee. Thus, diversity strategies are seen as contingent factors that affect the way organizations manage their diverse employees.

Differences among employees at the workplace are common in subsidiaries of MNCs with multicultural staff (Luo & Shenkar, 2017; Miroshnik, 2002). The differences among workers are confirmed in Ghana, particularly where there is an influx of MNCs into the country (Appiah & Adeyeye, 2021). In attesting to this, a report in 2019 from the Ghana Chamber of Mines, confirms that majority of MNCs in Ghana are operating in the mining sector (Ghana Chamber of Mines, 2020). These differences among employees in the multinational mining companies according to Appiah and Adeyeye (2021) have created many difficulties with regards to diversity and

its management and as such, an investigation into the issue of diversity and its management is essential which this study seeks to achieve.

Further, the Ghana Chamber of Mines report in 2020, demonstrated that Ghana is the leading producer of gold in Africa and the eight largest producers in the world in 2019 and as such, the mining industry is a major economic driving force. Ghana's mining industry contributes 43 percent (US\$ 6.678 billion) to the country's total export, 18.4 percent (GHC 21,838,416, 536.94) of government revenue and 12.6 percent of GDP in 2019 (Ghana Chamber of Mines, 2020). Besides the fiscal contributions of multinational mining companies to the economy, the mining industry contributes to social multipliers which arise from the role of mining companies in the development of human resources and infrastructure such as schools, colleges, clinics, roads, and housing. The sector employs 11,899 people comprising of both foreign and local. Due to the myriad economic and social importance of the mining sector, it has become essential to delve in to the issues of workforce diversity management and how they translate in enhancing employee performance in multinational mining companies in Ghana.

It must be noted that employee performance (EP) in the study is operationalized to be work done by employee with respect to their job description (in-role performance), work above their contractual duties (extra-role performance) and amount of discretionary effort exhibited by employees in their job (employee engagement).

Statement of the Problem

Although the mining industry in Ghana accounts for a substantial portion of her total exports over the years, little is known about how the workforce is managed by the MNCs that generate the underlying gains.

Managing cultural diversity has been cited as part of the predicaments of multinational mining firms posing devastating dangers to the economies of host countries (Bor, 2019; Miroshnik, 2013) and Ghana is no exception (Oppong, 2018). Miroshnik (2013) found that management's practices that are bias towards their own cultural environment may bring undesirable consequences in another culture which in turn influences employee's attitudes and behaviours negatively. The cultural values and beliefs of these indigenes couple with some other diverse demographic factors such as age, gender, education level, social status, race, ethnicity, religion, ability, etc. (Chew et al., 2011; Frink, 2003) are capable of rendering multinational mining firms who lack effective WDM strategies less competitive (Bozhko, 2014). For instance, Bor (2019) reported that the execution of organizational strategies would be influenced by support from management, their educational qualifications and, above all, the cultural background of the workforce under consideration.

Individuals of diverse demographic characteristics have differing opinions of events/things, beliefs, and information about every organizational strategy. Therefore, multinational mining firms that intent to optimize production and maximize value should think of deploying the most resilient WDM policies that guarantee a harmonious atmosphere for all kind of workers.

Apart from facing health issues relating to illness and diseases through exposure to harmful and toxic materials such as reagents, chemicals, fuels, metal dust, poisonous gases and noise among others (Kuranchie-Mensah & Amponsah-Tawiah, 2016), multinational mining firms in Ghana are also confronted with how to rally the energies of domestic workers of diverse background in relation to culture, gender, age, ethnicity, religion, education level etc (Oppong, 2018). Multinational mining companies are faced with the challenge of managing their workforce as they grow out of their national borders into foreign territories of diverse backgrounds creating devastating problems to host countries.

In attesting to this, Oppong (2018) demonstrated that, in Ghana, particularly the multinational mining companies are biased towards their home country human resource management activities rather than the host country's human resource management practices. This practice of the multinational mining companies creates tension between employees and management and later cause dangerous repercussions on the attitudes and behaviours of employees in Ghana leading to poor performances.

In Ghana, employee performance in organisations has been hindered by poor working conditions, particularly, in the mining sector (Dadzie, 2019). These poor working conditions include discrimination, precarious working employment arrangement, and denial of workers right due to the poor management of human resources (Dadzie, 2019). This could be as result of poor workforce diversity management (Appiah & Adeyee, 2021). There is evidence of pay and cultural discrimination among employees of multinational mining companies which further increase the rate of employee strike and

demonstrations (Dadzie, 2019). Consequently, this leads to unwarranted layoffs, employee resistance and tension among employees (Kuranchie-Mensah & Amponsah-Tawiah, 2016; Oppong, 2018) which further impacts negatively on the performances of employees. For example, research has confirmed that disengaged employees contribute to about 28.5% reduction in the mining industry's contribution to gross domestic product (Marais, 2017). Considering the enormous contribution that the mining sector brings to the development of Ghana, it has become very imperative to adopt more resilience diversity management practices which will create a good environment for better employee performance which this current study seeks to achieve.

A review of the extant literature suggests that, while most researchers focused on investigating the relationship between workforce diversity and employee performance (Bor, 2019; Jayawardana & Priyashantha, 2019; Khan et al., 2019; Kumar & Suresh, 2018; Maingi & Makori, 2015; Muthoni, 2017; Rizwan et al., 2016; Sheth, 2018; Suganya & Barani, 2016), only a few delved into the WDM-employee performance nexus (Ellis & Sonnenfield, 1993; Hall & Parker, 1993; Li et al., 2020; Munjuri & Maina, 2012). One of the main issues to be addressed by this current study would be to provide a holistic assessment on how diversity management contributes to workforce performance.

Given the several instances of contradictory positive (Akpakip, 2017; Frink et al., 2003; Graen, 2003; Kulik & Roberson, 2008; Maingi & Makori, 2015; Rizwan et al., 2016) and negative (D'Netto & Sohal, 1999; Jackson et al., 2003) impact of diversity variables on the employee performance, extant literature suggests that such inconsistencies are partly solved by adopting an

effective WDM strategies which generally lead to greater employee performance (Adler, 2005; Moshabaki et al., 2013; Munjuri & Maina, 2012; Muthoni, 2017; Shen et al., 2010) with the exception of few cases of negative impact (Devoe, 1999; Erasmus, 2007).

The other reason for the earlier inconclusive findings is that previous research has primarily examined direct effects, whereas the effectiveness of WDM is probably influenced by several mediating and moderating variables (Ashikali & Groeneveld, 2015; Choi & Rainey, 2014). With the global debate for the importance of WDM in galvanizing the diverse strengths of employees' performance for greater output, it has become highly authoritative to submit the WDM-employee performance nexus to empirical testing. Apart from filling the gap of insufficient studies with a commensurate paucity of information on the WDM-employee performance nexus in the context of employee of Ghana's multinational mining companies, this study would also address the inconsistencies in the pertinent literature by examining the indirect relationship between workforce diversity management and employee performance via duty orientation across diversity management strategies such as proactive, reactive, compliance and noncompliance following the logic of the social exchange theory.

The prominent roles of both virtue ethics perspectives and ethics of care for diversity in explaining duty orientation following WDM strategies such as respect for people's uniqueness, promotion of common good and fair treatment for all, among others, have been widely celebrated in theory but has over the years been neglected by researchers (Aydin & Rahman, 2017; Lorbiecki & Jack, 2000; McPherson, 2013; O'Brien, 2013; Wallace et al.,

2014). The enormous role of WDM in the promotion of duty orientation provides a fertile ground to examine the mediating role of the latter on the relationship between WDM and employee performance (Hannah et al., 2014). Literature available on mediating role of duty orientation have not addressed the indirect relationship between WDM and employee performance but rather focused on independent variables such as perceived organizational support (Alkerdawy, 2014; Eva et al., 2018); ethical leadership (Eva et al., 2018; Moss et al., 2020) and empowering leadership (Zhang et al., 2021).

The pool of literature available suggest little studies on the source of duty orientation and its mediating effects in the WDM-employee performance nexus (Al-Homayan et al., 2013; Alkerdawy, 2014). Again, research on the effect of WDM on employee performance across the situational effects of diversity strategy (Cunningham, 2009; Fink et al., 2003) is limited. The evaluation of the mediating and moderating effects of duty orientation and diversity strategy respectively have become critical in this empirical study because of its underlying roles in the influence of WDM on employee performance.

The preceding revelations suggest that only a few studies focused on the influence of WDM on employee performance and those on managing workforce diversity in modern literature mainly addressed its influence on organizational performance (Blouch & Azeem, 2019; Kundu & Mor, 2017; Kundu et al., 2020; Park & Liang, 2020). The current study fills this gap by probing into the relationship between WDM and employee performance in Ghana, particularly the multinational mining companies.

Apparently, the empirical studies on the influence of diversity management on employee performance reported general contradictions. Moreover, the cluster of works available suggest scanty studies on the relationship between WDM and employee performance through duty orientation and across situational effects of diversity strategy. Besides, works on diversity focused on the diversity characteristics ignoring the management of the diverse workforce. However, those that focused on the management of the workforce investigated the overall performance of the organization at the expense of the individual employee performance.

Finally, the scarcity of empirical studies on the influence of diversity management in multinational mining firms in Ghana on employee performance cannot be ignored given the enormous contribution of the mining industry to the growth and development of the country. In the light of these revealing theoretical and empirical gaps, the study examined the influence of workforce diversity management on employee performance with a focus on duty orientation and diversity strategies using multinational mining firms operating in Ghana.

Purpose of the Study

The study sought to examine the influence of workforce diversity management and employee performance as well as the intervening roles of duty orientation and diversity strategy in the relationship between workforce diversity management and employee performance of multinational mining companies in Ghana.

Objectives of the Study

The study aims at addressing the following specific objectives: to;

1. examine the influence of workforce diversity management on employee in-role performance.
2. analyse the mediating role of duty orientation in the relationship between workforce diversity management and employee in-role performance.
3. determine the moderation role of diversity management strategy in the relationship between workforce diversity management and employee in-role performance.
4. investigate the influence of workforce diversity management on employee extra-role performance.
5. analyse the mediating role of duty orientation in the relationship between workforce diversity management and employee extra-role performance.
6. assess the moderation role of diversity management strategy in the relationship between workforce diversity management and employee extra-role performance.
7. analyse the influence of workforce diversity management on employee engagement.
8. analyse the mediating role of duty orientation in the relationship between workforce diversity management and employee engagement.
9. assess the moderation role of diversity management strategy in the relationship between workforce diversity management and employee engagement.

Hypotheses of the Study

On the bases of the objectives, the following hypotheses were formulated;

H1: There is a significant positive relationship between workforce diversity management and employee in-role performance.

H2: Duty orientation mediates the relationship between workforce diversity management and employee in-role performance.

H3: Diversity management strategy moderates the relationship between workforce diversity management and employee in-role performance.

H4: There is a significant positive relationship between workforce diversity management and employee extra-role performance.

H5: Duty orientation mediates the relationship between workforce diversity management and employee extra-role performance.

H6: Diversity management strategy moderates the relationship between workforce diversity management and employee extra-role performance.

H7: There is a significant positive relationship between workforce diversity management and employee engagement.

H8: Duty orientation mediates the relationship between workforce diversity management and employee engagement.

H9: Diversity management strategy moderates the relationship between workforce diversity management and employee engagement.

Significance of the Study

The study makes substantial contributions in many ways to policy, practice and theory. The findings of the study shed light to policy makers like the government of Ghana, Minerals Commission of Ghana and other

regulatory bodies on the mechanisms to adopt to address the issues of diversity management in the country. Given the proliferation of the multinational mining companies, the findings of the current study document the need to institutionalise diversity management policies to guard against unfortunate instances of undue layoffs, discrimination and loss of revenue.

Moreover, the study offers important bullet of ways managers of multinational companies in the mining sector can leverage to boost employee's performance and ultimately the productivity of their firms. Indeed, management of the firms are enlightened on the need to adopt work force diversity management strategies to attract employee performance, particularly the extra-role and engagement. Similarly, mining sector employers will find the study's results useful as they are well informed about the crop of employees that should urgently be scanned for employment. Thus, it gives the employers the impetus to attract employees with duty orientation to spur the process of building work morals, values and shared mission.

Literature on WDM and performance nexus as well as the role of duty orientation and diversity management strategies seems scanty and so, there is no doubt that the findings and recommendations made in the study are reference points for future scholars in related field. Specifically, the framework provides understanding of the impact of workforce diversity management on the performance of employees. This adds up to empirical evidence to help shape the performance of employees of multinational mining companies in Ghana and beyond.

Delimitations of the Study

The study analysed the influence of workforce diversity management on employee performance using multinational mining firms operating in Ghana. The focus covered the employees of multinational mining companies operating in Ghana considering the magnitude of workforce diversity issues in the mining sector. The companies were selected based on acceptability from the side of their human resource departments to allow their workforce participate in the study. Variables used in the study were workforce diversity management; employee performance: in-role performance, extra-role performance and employee engagement; duty orientation and diversity strategy. Employee performance was used as the independent variable while duty orientation and diversity strategy served as a mediator and moderator respectively.

Limitations of the Study

According to Collet-Klingenberg and Kolb (2011), researchers must be aware of the limitations of their work and honestly share with readers. Thus, the approach employed in research have some weaknesses which may affect the findings of the study. This study was constrained by a few challenges. First, the study covered only the mining workers in multinational mining companies in Ghana and thus, the results of the study need to be interpreted with caution to the extent of generalising to other sectors. Again, the use of cross-sectional survey to collect data (data at a snap shot one point in time) was a limitation. In line with this, changes and processes that might have occurred over the period may not have been captured.

Another limitation was the adoption of close-ended Likert-type scale statements. This might limit the amount of information respondents may provide with regard to the main variables of the study. Also, the use of questionnaires could affect the findings of the study since the researcher is not able to control the respondents. This is because, responses usually depend on the conditions of respondents during the time questionnaires were administered. And hence, the responses may be influenced by current situations and this could affect the findings of the study. In order to address this limitation, respondents were asked in the questionnaires to be honest in their responses.

Further, the study employed the quantitative research approach and this can bring about improper representation of the target population and consequently affect the study's findings. In addressing this limitation, the researcher ensured that only members who fell within the required sampled were used for the study.

Organisation of the Study

The work was organized into in eight chapters. Chapter one presents the introduction of the study, while chapter two provides the literature review. Chapter three addresses the research methodology. The results and discussions are contained chapters four, five, six and seven. Chapter eight presents the summary, conclusions, and recommendations. The general introduction to the study is contained in the chapter one. It provides a brief background to the study spelling out issues associated with diversity management at the workplace. It also provides the presents the problem statement, study objectives and questions, hypothesis developed from the proposed conceptual

framework and the justifications for the study. The chapter one also provides research philosophy and methodology with underlying limitations.

Chapter two presents the literature review with extensive perusal of numerous existing works of literature relating to the subject matter under consideration. It covers the review of theoretical/conceptual frameworks defining the objectives and the various adopted for the study. Relevant empirical studies were also reviewed to identify the various gaps for the development of appropriate hypotheses.

The study provides the methodology adopted for the data collection and analysis in chapter three. It entails research approach, research design, data sources, study area, population, sampling technique and sample size determination, eligibility criteria, data collection procedure, data analysis, validity and reliability, pilot survey test and ethical considerations.

The results and discussions are presented in chapters four, five, six and seven. It also covers report on the instruments validity and reliability tests conducted and the participants' response rate. The demographic profile of the participants is also provided in one of these chapters with the actual findings in themes according to the research hypotheses. It also presents the discussion of the findings by relating the new revelations to the existing results.

Chapter eight presents the summary, conclusions, and recommendations. The summary entails the research methods and findings emanating from the available data. The conclusion also covers implications emanating from the findings in relation to theories and policies. The recommendations made from the implications are also presented in this chapter.

CHAPTER TWO

LITERATURE REVIEW

WORKFORCE DIVERSITY MANAGEMENT, DUTY ORIENTATION,

DIVERSITY MANAGEMENT STRATEGY AND EMPLOYEE

PERFORMANCE

Introduction

The study sought to assess the influence of workforce diversity management and employee performance as well as the mediating and moderating roles of duty orientation and diversity strategy in the relationship between workforce diversity management and employee performance respectively in multinational mining companies in Ghana.

This chapter provides the review of related literature on workforce diversity management, duty orientation, diversity strategy and employee performance (in-role performance, extra-role performance and employee engagement). It presents the theories and the related concepts underpinning the study, conceptual framework and recent empirical studies on the subject under investigation.

Theoretical Framework

This section presents the theoretical framework for the study. It presents the theories and their respective assumptions relevant to the course of this study as well as the applications. The study is drawn predominantly from the social exchange theory and the associated concepts of the institutional theory and the contingency theory.

Social Exchange Theory

The social exchange theory has been celebrated widely for its ability to explain workplace behaviour. According to Cropanzano et al. (2017), the social exchange theory is one of the most prominent conceptual perspectives in management and this theory is mostly used to explain workplace behaviours. While various perspectives of social exchange have arisen, scholars agree that it requires a set of interactions that create duties (Emerson, 1976). In this theory, such relations are typically viewed as interdependent and conditional on the actions of another individual (Blau, 1964).

The social exchange theory stresses that these interactive transactions have the chance to build elevated relationships. This means that, social exchange arises when the interactions between two parties lead to the emergence of sense of obligation to reciprocate each other even though the nature of reciprocation is not clarified (Blau, 1964). Thus, Cropanzano et al. (2005) attest to this that social exchange is a bidirectional transaction which occurs between two parties and as such demands a give and take affairs. For instance, the exchange engagement between employees and management will be of immense contribution to the attainment of organizational objectives and targets, if the latter pays attention to the handling of the former, mostly of diverse background (Blau, 1964; Eisenberger et al., 2004).

The assumptions underlying the adoption of the social exchange theory crafted in the extant literature mainly follow three basic features, namely:

- a) An actor's initial treatment toward a target individual,
- b) A target's reciprocal responses (both attitudinal and behaviour) to the action, and

c) Relationship formation.

The process of social exchange starts when an actor in an organization, usually the boss or coworker, handles the target person positively or negatively (Farrell & Rusbult, 1981; McLean, 1997), referred to in (Cropanzano et al., 2017, p.2) as “initiating actions”. Some of the positive initiations include justice (Cropanzano & Rupp, 2008), organizational support (Riggle et al., 2009) and so on with actions such as bullying (Lewis, 1999; Rayner & Keashly, 2005), abusive supervision (Tepper et al., 2009), incivility (Andersson & Pearson, 1999), etc. The fundamental concern to the social exchange theory is the reciprocal response of the target unit, usually coworker or subordinate, following the treatment received from supervisor or colleague (Cropanzano et al., 2017; Eisenberger et al., 1987; Gergen, 1969; Gouldner, 1960). The theory anticipates that targets will appear to react in kind towards actions that initiated positively by undertaking much more of positive reciprocations and/or least negative reciprocating responses. The reactions can be categorized into relative responses and behavioral responses, and they interchangeably often cause one another.

A collection of effective mutual exchanges will turn an economic interactive engagement into an enhanced social exchange relationship. Accordingly, people will become much more dedicated and trustworthy to the organization by delivering on the job assigned to them (Konovsky & Pugh, 1994; Meyer et al., 2002). Therefore, managers that required of their employee of different background to perform on the job creditably ought to be giving the best attitudes to their subordinates in order to win their trust and dedication. In

so doing, they will feel respected and acknowledged and would be willing to deliver as expected of them in order to assist the firm gain its competitiveness.

Building on these basic concepts, the theory of social exchange is part of the most influential and commonly applied conceptual models (Cropanzano et al., 2005) and majority of the studies on organizational behaviour adopted for several assessments (Cropanzano et al., 2017), including citizenship behaviours in organization (Organ, 1988), supervisory and organizational support (Ladd & Henry, 2000), commitment (Bishop et al., 2000), etc. A number of studies have examined workforce diversity management under lens of the social exchange theory and have provided empirical support to its application. For instance, Bazri (2018) using the social exchange theory, observes that when organizations adopt effective workforce diversity management practices, employees are likely to get more engaged. Thus, confirming to the influence of social exchange theory where employees give back to the organization in the form of engagement. Jung and Yoon (2016) in parallel to this, also agree that employees as an act of reciprocity, employees give back to their organization when effective diversity management practices are put in place.

The social exchange theory has been generally adopted in diverse areas such as employee behaviour, leadership, board independence, social power, organizational justice, networks, psychological contracts, etc. (Brass et al., 2004; Cook et al., 1993; Konovsky, 2000; Liden et al., 1997; Molm et al., 1999; Rousseau, 1995; Westphal & Zajac, 1997). Considering the potentials associated with the theory and its popularity in the field of organizational

behavioural studies, the study leveraged on it to explain the importance of employees' diversity management using multinational mining firms in Ghana.

Following the logic of the social exchange theory, it can be argued that, employees who positively value workforce diversity management practices will reciprocate through showing attitudes and behaviours that are of value to the organization. Thus, when organizations engage in an effective workforce diversity management practice, where policies, rules, norms regulations, schemes, programs and management practices are fairly practiced, that is, creating an environment of safety, equity and inclusion, employees are likely to give back to the organization by way of reciprocity and in ways that are of value to the organization (Gouldner, 1960). Employees feel obligated to reciprocate in kind by being dutiful, loyal and committed to members and the organization's mission and codes leading to better performance (Bazri, 2018).

Institutional Theory

In the quest to understand the elements that support successful and sustained employee and organizational performance, the Institutional Theory cannot be ignored. This theory according to Guth (2016), seeks to explain the processes and the reasons for organizational behaviour and also the effect of organizational behavior patterns within a broader inter organizational context. The proponents of the institutional theory (DiMaggio & Powell, 1983) argue that organizational structures (norms, policies, rules, schemes, routine) when well established, become the guidelines to shape employee attitudes as well as behaviours. Additionally, workforce diversity management practices by organizations can serve as a mechanism to shape the attitudes and behaviours of employees especially for organizations who are seeking to have a

defensible position over their competitors. For instance, citing the institutional theory, Bizri (2018) noted that, the more consistent diversity efforts are in an organization, the more pronounced the benefits to the organization. As the rules and norms are introduced and enforced by the organization are likely to create shared beliefs and common understandings among employees. Hence, diversity management could in turn shape employee attitude and behavior towards work.

Moreover, the institutional theory proposes that the similarities in the educational and professional experiences of managers can lead to similarities in business models, practices and structures (DiMaggio & Powell, 1983). This means that, the understanding of the development of norms for diversity management and the adoption of diversity management practices can be influenced by managers. In line with this, it can be said that management plays an important role when implementing a well balance workforce diversity management program in an organization and has also been seen as an antecedent to various employee outcomes such as commitment, engagement, organizational citizenship and performance (Ashikali & Groeneveld, 2015; Bormann, 2017; Kundu et al., 2020).

Again, the institutional theory has over the years received empirical investigation in the antecedents of diversity management practices (Baron & Kenny, 1986; Edelman, 1992; Kennedy & Fiss, 2009; Konrad & Linnehan, 1995; Kraatz & Zajac, 1996; Tolbert & Zucker, 1983; Westphal et al., 1997), the implementation of those practices (Benschop, 2001; Bilimoria et al., 2008; Hopkins, 2007; Rangarajan & Black, 2007; Wong, 2008), and the human capital and legitimacy outcomes of those practices (Friedman & Holtom,

2002; Goldin & Rouse, 2000; Holzer & Neumark, 2000; Konrad & Linnehan, 1995, 2003; Leck et al., 1995; Leck & Saunders, 1992; Moore et al., 2001; Naff & Kellough, 2003). Several of the empirical studies demonstrates significant associations (despite the presence of inconsistencies) between diversity management practices and great working attitudes, which mean that these strategies are frequently recognized as valid by organizational management, making it appropriate to adopt the Institutional Theory in the assessment of the influence of WDM on employee performance. Studies on how to successfully execute WDM for high internal adoption would be immensely useful to practice and also contribute to the institutional theory paradigm on diversity management. Broadening the spectrum of findings in the area of diversity management will make it easier to preserve the gains associated with legitimacy.

In line with the institutional theory, when workforce diversity management policies are introduced and well enforced in an organization, it serves as a mechanism that shapes attitudes and behaviours of employees to doing their job accordingly and perform better. Thus, when rules and norms that protect employee status are introduced and enforced by the organisation, the employees form a sense of shared beliefs and the willingness to perform their job with due diligence (Ashikali & Groeneveld, 2015). This means that the employees will exhibit behaviours such as loyalty, commitment to the codes of the company and support team members based on perceived favourable institutional structures ingrained in diversity management. Workforce diversity management would lead to enhanced performances of employees in multinational companies in the mining sector of Ghana.

Contingent Theory

According to McGrandle (2017), a comprehensive theoretical framework enables organizations understand the effects and relationships of some diversity management practices and as such, helps to tailor diversity management practices to fit organizational culture and needs. The concept of the contingent theory satisfies this assertion. The contingency theory suggests that, organizations are systems composed of subsystems which are defined by identifiable boundaries from the environment (Kast & Rosenzweig, 1973). Therefore, organizational design and managerial practices are implemented based on specific situations or contingencies (Kast & Rosenzweig, 1973). The environment of an organization can be internal or external and hence, organizations are highly interdependent on those environment (Wadongo & Abdel-Kader, 2014). Schein (2010) posits that, the internal environment consists of organizational structure, processes and employee behaviour, whilst the external environment consists of economic, technical, political and institutional influences (Scott, 1981). The contingency theory, brings out the understanding of how organizational design and practices including diversity management differ from one organization to the other (Wadongo & Abdel-Kader, 2014). All the same, there is no universal framework for managing diversity in organizations (Hur & Strickland, 2015). For example, factors such as diversity strategy (Cunningham, 2009, Fink et al., 2003); the difference in employees (Kalev, Dobbin & Kelly, 2006); the motivation that drives diversity management (Ndiang'ui, 2013); differences in expertise (Marques, 2015); and management beliefs towards diversity (Fink & Pastore, 1999; Fink et al.,

2003) will influence the type of diversity management practices an organization will adopt.

Using the contingency theory, McGrandle (2017), explains that there is no one best way to manage diversity and that the internal and external environment of an organization create a unique situation that requires distinct programs. Fink et al., (2003) agree to the fact that different cultures use different methods or practices to manage diversity. For instance, organizations that value differences among workforce would use different methods or practices from those that value similarity. Managing diverse workforce to foster an inclusive working atmosphere is dependent on the context, since organizations are influenced by different factors in their environment which in turn affect their actions (DiMaggio & Powell, 1983). For example, diversity strategy (Cunningham, 2009, Fink et al., 2003); will influence the type of diversity management practices an organization will adopt.

Subsequently, diversity strategies such as proactive, reactive, compliance and noncompliance (Cunningham, 2009, Fink et al., 2003) can strengthen or weaken the extent to which organizations manage workforce diversity. Thus, diversity strategies are seen as contingent factors or situational boundaries that affect the way organizations manage their diverse employees in multinational mining companies.

Conceptual Review

This section provides the concepts relating to WDM, in-role employee performance, extra-role employee performance, employee engagement and duty orientation. The section also includes meaning of workforce diversity,

dimensions of diversity and the factors accounting for workforce diversity management.

Workforce Diversity

A good starting point in the review of related concepts in the assessment of the influence of diversity management on employee performance is the meaning of workforce diversity. Diversity stems from human existence from various origins, making it a complex phenomenon in both practice and theory. Various definitions have been offered in the extant literature with most of them pointing to persons' different background.

Diversity at the workplace can be defined as “the mixture of workforce from different socio-cultural backgrounds working together in an organization” (Evans & Henry, 2007 as cited in Akpakip, 2017, p.27). Diversity originates from working with diverse groups of people from varied socio-cultural characteristics. Socio-cultural characteristics that define diversity in the workplace such as age, gender, ethnicity, disability, religious beliefs, language, life stages, sexual preferences and education mainly account for developing individuals' diverse perspectives (Chew et al., 2011; Frink et al., 2003; Hannah et al., 2014). This could be viewed as the characteristics of a social status that reflect the extent of objective or subjective discrepancies that occur among classes (Knippenberg & Schippers, 2007).

Workforce diversity is referred to as variations as well as similarities between employees (Thomas, 1992). Here heterogeneous set of people (Cascio, 1998) agree, acknowledge, appreciate and recognize each other's differences (Wambui et al., 2013). It is made up of diverse personalities who come on the same forum to work collectively. There are several features that

differentiate people that can be centered on the aforesaid socio-cultural characteristics. Thus, when people from different background live together in organizations and build an employee base, it is referred to as workforce diversity. Diversity can add tremendous value that can improve lives in a myriad of contexts (Parvis, 2003). Therefore, workforce diversity can be a source of organizational competitiveness.

The various definitions clearly suggest that diversity is all about features that make us unique or similar to each other. At the workplace, a diverse workforce consists of a variety of workers of different genders, ages, races, ethnicities, religious convictions, etc. These socio-cultural factors define who a person is and capable of influencing his/her working relationship with others at the workplace.

Dimensions of Diversity

This section presents the dimensions underpinning diversity. Several researchers have identified various dimensions of diversity. Diversity is often characterized by primary, secondary and tertiary or organizational dimensions. Most of the scholars have categorized these dimensions into two different classifications of primary and secondary dimensions, and while others have classed it into three categories by adding tertiary dimension.

Primary Dimension

Primary dimension shows the main differences between diverse persons and the greatest effect on initial interactions, which could be easily observed and also function as a filter by which individuals view things. Primary dimension consists of parameters which are not under the influence of the individual and irreversible (Griggs & Louw, 1995). According to Powell

(2011), these are basic, unalterable personal attributes that have major lasting influences and form our basic self-image sense of belonging. The primary dimensions include gender, age, disability, ethnicity, race, etc. (Makhdoomi & Nika, 2018; Sayers & Ang, 2012).

Secondary Dimension

Secondary dimension is characterized by parameters that tend to be less noticeable, impose a more dynamic effect on a person, and add a value to the primary dimension of diversity (Sayers & Ang, 2012). Powell (2011) referred to secondary dimensions as individuals' personal traits that can be altered. Traits that individuals have acquired over the years, which one has the choice over to change them or let go in entirety. Secondary features such as: educational credentials, communication skills, marital status, organizational demands, religious beliefs, geographic area, income, job experience and values of an individual, are the characteristics that are not apparent during the first interaction and may even alter over the course over time. Individuals are normally less susceptible to these dimensions because they form an integral part of our decision making, and we are at liberty to vary them. These dimensions are termed by organizational literature researchers as experience-based diversity.

Organizational or Tertiary Dimension

The tertiary dimensions entails beliefs, assumptions, emotions, values, norms, behaviours and views that are the core of a person's identity (Makhdoomi & Nika, 2018). According to Sayers and Ang (2012), these sets of dimensions deals with organizational factors such as: location, structure of organization, part-time or full-time, organizational environment or culture,

rank, etc. Akpkip (2017) opines that the organizational dimensions when complemented with the secondary dimensions would become a source of information processing and decision making. Here, diversity, when handled competently, would have a positive impact on the results of the workforce, as such the team will have a broad range of perspectives, skills and information. Educational status, working experience are part of the expertise that one uses while performing a job. The amalgamation of these constituents would become a source of competitive advantage when managed well.

Workforce Diversity Management

The difficulties in handling people of diverse background makes it very complex to provide a general definition for WDM. However, most of the researchers who worked on diversity management over the years mainly referred to WDM as conscious effort by managers to harness the energies of people from diverse socio-economic backgrounds for value maximization. Therefore, firms that failed to manage their diverse workforce properly are most likely to miss enormous competitive gains. WDM, as a concept, has grown in popularity than other management concepts, to the point that many companies have treated it as a source of sustainable competitiveness.

Diversity management can be referred to as “the systematic and designed obligation on the part of an organization, to recruit, select, reward, promotes and retains a diverse mix of employees at any particular point in time, with the aim of combining and utilizing the blend of the uniqueness of each culture” (Samuel & Odor, 2018, p. 42). WDM begins with recruitment through selection, remuneration, promotion and to blending of individual uniqueness for collective organizational good. Most firms put a high emphasis

on WDM with no or little equivalent gain in terms of the positive outcome of managing diversity (Bushardt, 2007).

Managing diversity may be tedious and the lack of capacity to manage it appropriately can negatively impact the performance of the company. Failure to manage diversity efficaciously can be a contributor to work frustration and a decline in the performance of individuals and groups (McArthur, 2010). For instance, when a person feels marginalized in a group, by gender, ethnicity or race, their output will be badly affected.

Over the years, firms have developed the culture of respect for workforce diversity having realized the competitive gains associated with WDM across the globe. In effect, they have established various ways of ensuring that they ensure appropriate working relationship among their employees of diverse profile by promoting diversity at work. Several organizations are striving to encourage diversity promoting attitudes and formulating model behaviours that include a detailed analysis and direction to the workforce on how to handle diversity (Code, 2007).

Duty Orientation

The concept of employee duty orientation has become important in today's business especially where the success of any business is not only determined by the performance of employees. The attitudes of employees towards the job as well as their self-sacrifice, loyalty, support and devotion to the organization is key to the success of organizations (Chou & Stauffer, 2016; Hannah et al., 2014). For this reason, developing a higher level of duty orientation is critical in attaining success in organizations (Hannah et al., 2014). Duty orientation is defined as “an individual's volitional orientation to

loyally serve and faithfully support other members of the group, to strive and sacrifice to accomplish the tasks and missions of the group, and to honour its code and principles” (Hannah et al., 2014, p 220). This means that, duty orientation goes beyond one’s self-interest and making ethical or moral judgment in line with one’s duty. For instance, Alkerdawy (2014) posits that, employee with a high orientation towards duty acts on the basis of responsibilities, obligations and group moral imperatives that replace their self-interest. In the same way, duty orientation involves discharging of one’s normal duties and roles by being dedicated to work without looking at the gains from one’s effort (Krishnan, 2008). Costa and McCrea (1992) also attest to the fact that duty orientation is a sense of moral and ethical obligation with employees.

Duty orientation is made up of three core components: a duty to loyally serve and faithfully support group members (duty to members), a duty to commit and achieve organisations or group’s mission, task or purpose (duty to mission) and a duty to commit to codes and norms associated with the group (duty to codes) (Hannah et al., 2014). Duty to members highlights on the willingness for one to be faithful, loyal and serve the members of the group without thinking about one’s interest. Duty to mission explains an individual’s volitional orientation to commit to and support the mission, tasks or purpose of the group whilst, duty to codes represent the adherence to the codes and norms of the group that is associated with (Hannah et al., 2014).

Deducing from the meaning of duty orientation, the concept reflects the principles of commitment, loyalty and dedication (Costa & McCrae, 1992; Hannah et al., 2014; Krishnan, 2008; Akerdawy, 2014). For example,

Krishnan (2008) explains that individuals who are duty oriented are totally dedicated to their work. This study also aligns to the fact that duty orientation is connected to the principles of commitment, loyalty or dedication. Thus, the study reviews literature on commitment, loyalty or dedication in connection with the other variables (workforce diversity management, in-role performance, extra-role performance and engagement).

Employee performance

Performance has been defined and measured differently by various authors. This can be due to the fact that performance consists of several interacting variables relating to aspects of the job, the employee and the environment (Wanyama & Mutsotso, 2010). According to Wanyama and Mutsotso (2010), employee performance can be defined as functions of outcome, personal traits and behaviour. Other scholars have also categorized employee performance based on action element and outcome element (Campbell, 1990). The action elements of performance capture the behaviour required for employees to perform better in an organization while the outcome element comprises what employees produce in the attainment of organizational goals and objectives (Campbell, 1990).

Awadh and Alyahya (2013) defined employee performance as an outcome, where performance is seen as the extent to which organisations accomplish their missions at the workplace through employees. For Nigussie (2018), employee performance is more of the behaviours that employees exhibit while executing their job. The author defined performance as the physical and psychological capacity of employees in carrying out their duties (Nigussie, 2018). Wanyama and Mutsotso (2010) added that, employee

performance does not only look at the physical presence of employees but also, the amount of mental concentration that employees put in during execution of work.

Furthermore, Aguinis (2009) posits that performance is about behaviours employees exhibit while performing their duties and not the results or outcomes of individual's performance in achieving organizational goals and objectives. Aguinis (2009) argues that, performance is something done by the employees and it deals with the kind of behaviours employees put in even before achieving results. Thus, organisations must be concern about the behaviours employees put up at the workplace since they impact on the performance of employees and the overall performance of the organization.

Behaviours and actions that employees invest to reach organizational goals and objectives can be seen in their in-role, extra-role and engagement performances. Employee performance has been defined by other researchers as the in-role, extra-role and the engagement of employees in achieving organizational goal (Gullifor et. al., 2023; Hidayat & Tannady, 2023; Lin & Huang, 2021; Yang et. al., 2023). Employee in-role performance is the core task behaviours that contributes to individual and organizational productivity (Bozionelos & Singh, 2017). These behaviours are usually directed toward formal task, duties, and responsibilities included in a job description (Williams & Anderson, 1991). Moreso, actions and behaviours that benefits the organization and are not enforced on the basis of formal role obligations neither be compensated are known as extra-role performances (Cohen & Liu, 2011). Thus, extra-role performance are discretionary behaviours that go above and beyond formal role requirements, and are not specified in job

descriptions (Organ, 1988). Further, behaviours that tackle the psychological characteristic of employees are the engagement performances. The engagement performance concept is defined as positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption (Schaufeli & Bakker, 2008).

Form the arguments discussed above, it is explicit that employee performance is very critical to the success and survival of organisations and must be treated as crucial in every organization. Employee performance is the main support that keeps organisations strong and put them on defensible positions above their competitors (Nigussie, 2018). Again, employee performance comprises the behaviours of employees in performing the work assigned to them (in-role) and even going beyond performing duties that are not assigned to them in the job descriptions (extra-role). Employee performance also comprises the psychological, mental and amount of effort employees display (engagement) while performing their job. In covering the various aspects of employee performance, the current study looked at employee performance by focusing on the in-role, extra-role and engagement performances of employees.

Employee in-role Performance

Employee in-role performance was first proposed by Katz and Khan (1978). They defined in-role performance as the core task behaviours that contribute individual and organizational productivity directly or indirectly. It is also known as task performance (Bozionelos & Singh, 2017; Motowidlo & Van Scotter, 1994). According to Motowidlo and Van Scotter (1994), in-role performance refers to those outcomes and behaviors that accomplish the

objectives of the organization. In-role performance may vary between jobs within the same organization (Behrman & Perreault, 1982). For Williams and Anderson (1991), in-role performance refers to behavior directed toward formal tasks, duties, and responsibilities such as those included in a job description (Williams & Anderson, 1991). From the definitions, it can be said that in-role performance is the formal work duties assigned to employees in order to achieve the objectives of an organization.

Extra-role Performance

The term extra-role was first proposed by Katz (1964) and later termed as organizational citizenship behaviour (OCB) (Bateman & Organ, 1983; Organ, 1988). The term is also referred to as contextual performance by other authors (Bozionelos & Singh, 2017; Franco & Franco, 2017). Extra-role performance is meant to denote actions and behaviours that benefit the organization that cannot be enforced on the basis of formal role obligations neither be compensated (Cohen & Liu, 2011). Organ (1988) argues that, “OCB represents individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”. Thus, “extra-role performance are discretionary behaviours that go above and beyond formal role requirements, and as such, are not overtly specified in job descriptions” (Organ, 1988).

It is noted that, extra-role performance is grouped in two broad dimensions. Impersonal behaviours directed towards the organization in general (organizational OCB) and behaviours that help specific persons or individuals within the organization (individual OCB) (Cohen & Liu, 2011;

Eva et al., 2018). Others have also specifically group OCB in different dimensions such as, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development, altruism, helping, civic virtue and sportsmanship (Moshabaki et al., 2013; Paille, 2013).

Altruism

This reflects the discretionary behaviours of employees having the desire to help others with work-related or relevant problems in the organization (Podsakoff et al., 1990). Generally, it covers the individual behaviours of willingness to provide support to their colleagues, who, in some circumstances need assistance (Mahembe & Engelbrecht, 2014). For instance, in a case when one colleague has fallen ill or due to urgent issues they cannot come to work, an employee with an altruistic attitude undertakes the work on his or her behalf.

Helping

According to Erkiliç and Güllüce (2017), conscientiousness is that aspect of employees' discretionary behaviour that exceeds the minimum role requirements concerning attendance, obeying rules and regulations and taking breaks. Conscientiousness means the voluntary behaviours of employees who, under the rules and regulations, work within the required timelines and at the same time works beyond the minimum job requirement. Thus, these behaviours can be expressed as practices of coming to work before the due time, not leaving the workplace until the job is completely done, not giving unnecessary breaks, protecting resources and offering constructive suggestions in the organization (Mahembe et al., 2015).

Civic Virtue

The civic virtue dimension involves behaviours such as participation in all activities carried out within the organization, observing threats and opportunities that may arise. This dimension concerns the development of interest and contribution in the organization by participating in the rules, procedures and activities that exist within the organizations (Podsakoff et al., 2012). Thus, it reflects the employees' willingness to participate in activities that help their organization to develop, achieve its goals and objectives, and promote the organization's image, even if it is not among employee's tasks.

Sportsmanship

Organ (1988) defines sportsmanship as the way that the employees endure the difficulties and negative aspects of work without making a complaint. In this sense, the employees are willing to tolerate some unfavourable circumstances or moments in the organization without complaining. In other words, it is a state in which employees do what they are asked to do by the organization without showing any sense of being disturbed by other employees or circumstances that do not go in the desired condition. Sportsmanship behaviour includes behaviours like avoiding stress and tension-causing behaviours instead of concentrating on problems, showing patience and supporting the effectiveness and efficiency of the organization (Erkiliç & Güllüce, 2017).

Employee Engagement

Kahn (1990) is among the first scholars who introduces the concept of employee engagement. Employee engagement is originally defined as "the harnessing of organization members' selves to their work roles" (Khan, 1990,

p. 694). The concept is later defined as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption (Schaufeli & Bakker, 2008). Khan (1990) proposes three psychological conditions necessary for employee engagement. These conditions include psychological meaningfulness, psychological safety and psychological availability. Psychological meaningfulness; the level of employees' perception on what they are doing in the organizations is worthwhile and valuable; psychological safety, or the extent to which employees are comfortable with their roles in the organizations; and psychological availability; i.e., the extent to which resources, tools, skills are accessible for executing their roles in the organization (Khan, 1990).

Even though the concept has gained more interest in recent years, is still difficult to define and consensus has not been reached. Some scholars have attempted to describe it as vigour, dedication and absorption. Schaufeli and Bakker (2004) postulated that engagement is characterised by absorption in one's work, which allows for effortless concentration, a clear mind, as well as a sense of enjoyment and engrossment. Furthermore, employees who are absorbed in their work will be focused and may find themselves experiencing flow or loss of self-consciousness and distortion in time, thinking that time is passing faster than usual (Schweitzer, 2014). Ogboso and Amah (2016) also noted that vigour is the feeling and resilience one experiences with his job that propels them to persist when confronted with challenge and difficulty. Moreover, an employee who is experiencing employee engagement is dedicated, with a sense of pride and enthusiasm that pervades all work-related tasks (Schaufeli & Bakker, 2004).

Putting the three together, Jave et al. (2015) defined employee engagement as a positive attitude toward work characterised by vigour (high levels of energy and perseverance), dedication (work involvement, enthusiasm, and inspiration), and absorption (work immersion and concentration). From the point of view of van Beek et al. (2012), employee engagement demonstrates one's positive and persistent state of mind that comprises personal interest in one's work as well as satisfaction and enjoyment from the work itself. In other words, it is a term used to describe the extent to which the employees are involved with, committed to, enthusiastic and passionate about their work (Eldor & Vigoda-Gadot, 2017).

Davidson (2011) noted employee engagement to be resulting in positive job-related attitudes, reduced work stress, good mental health, acquisition of job and personal resources as well as intriguing intrinsic motivation and good work performance. When an individual is engaged, they are described by Schaufeli (2013) as being in gear or showing an intensified level of emotional involvement, a comfortable state of mind and elimination of the work-related stress. Schaufeli (2012) also concurred that those employees who are engaged feel more committed to the organization, are less often absent, and they do not intend to leave the organization because such employees seldomly get stressed or bored with their job. Moreover, Bakker and Schaufeli (2015) and Salanova et al. (2014) stipulated that engaged employees experience positive emotions, and enjoy very good mental and psychosomatic health, particularly, they exhibit personal initiative and have a strong motivation to "learn, willing to go the extra mile" to perform better.

From the viewpoint of Singh and Chopra (2018) engaged employees deliver superior service quality, as perceived by their customers report fewer errors, are less often involved in occupational injuries and accidents, show more innovative work behaviours, and are better rated by their supervisors in terms of effectiveness, job performance and fewer stress levels than their less engaged colleagues. Therefore, engaged employees are characterised by a passion for their work and are “pulled” to work. In line with this notion, employee engagement is associated with freedom in carrying out work activities and participating in work-related decisions, indicating that engaged employees can often participate in activities that they value and find interesting (Bakker & Albrecht, 2018).

Concerning the measurement of employee engagement, the Utrecht Employee engagement Scale (UWES) revised by Schaufeli et al. (2006) has been the popular tool that measures three areas of employee engagement representing behavioural, emotional, and cognitive dimensions. These three dimensions correspond to worker engagement themes of vigour, dedication, and absorption, respectively, in the current work. However, Gibbons (2008) also proposes eight factors necessary for engagement. According to Gibbons (2008) these factors include trust and integrity, shared individual performance and company performance, personal relationship with manager, career growth opportunities, pride of the company, employee development opportunities, nature of the job and teamwork among the coworkers/team members.

Diversity Management Strategy

Business experts agree that, managing diverse employees efficiently, helps in solving complex organizational problems (Marques, 2015).

Nevertheless, there is no universal framework for managing diversity in organizations (Hur & Strickland, 2015). For instance, Kalev et al. (2006) argue that the issue of diversity management practices differ from various group of employees. Similarly, Ndiang'Ui (2013) attests that the way organizations approach diversity depends on their motivation that drives them. For Marques (2015), the differences in expertise, perspectives and backgrounds add to the difficulty of understanding and managing diversity in organizations. Likewise, Fink and Pastore (1999); Fink et al. (2003), claim that, top management beliefs will influence the type of diversity management initiatives and practices an organization will adopt. This could be as a result that diversity issues are championed and successfully implemented by top management (Myers, 2003).

Using the contingency theory, McGrandle (2017), explains that there is no one best way to manage diversity and that the internal and external environment of an organization creates a unique situation that requires distinct programs. Diversity management strategies involve managerial initiatives and practices that promote a workplace environment demonstrating divergent perspective, experience, ethnicity and expertise (Okcu, 2014). Organizations adopt to diversity management strategies based on a diversity management framework. Diversity management frameworks are organizational strategic action programmes that promote divergent thinking and inclusionary practices among employee (Cheong & Sinnakkannu, 2014). Okcu, 2014 explains that diversity management framework helps organizations to foster a spirit of equality, social support and respect among employee in a work environment. Thus, diversity management framework is used as a guide for

diversity strategies and programs (Janssens & Zanoni, 2014). For example, Janssens and Zanoni (2014) identified four common diversity management frameworks consisting of formalized HRM procedure, networking, mentoring and training. Other diversity management frameworks can be as a result of business gains (Fink et al., 2003; Ravazzani, 2016); legal compliance (Deo, 2014; Fink et al., 2003; Ravazzani, 2016); societal expectations (Joshi Pant & Vijaya, 2015; Ravazzani, 2016); type of organization (Cox, 1991); diversity management strategic responses (Dass & Parker, 1999).

According to Cox (1991), organizations are classified into monolithic, plural and multicultural. For instance, monolithic organizations are homogeneous and avoid any type of diversity whilst plural organizations take steps to be more inclusive of persons from diverse background and as such, try to contain some diversity (Cox, 1991). Multicultural organizations value diversity and hence, manages diversity.

Ravazzani (2016) reported that organizations adopt to a particular diversity management framework because of legal reasons, social expectations and competitive achievements. In her study, Ravazzani (2016) addressed three approaches: assimilating minorities approach, integrating diversity approach and leveraging variety approach. The assimilating minorities approach covers the legal expectation for diversity management where equal opportunities are given to the traditionally under-represented groups in the organization. In the integrating diversity approach, organizations adopt voluntary actions to address social expectations which in turn improves on employee motivation and corporate image. For instance, in India, most organizations practice diversity programs only to satisfy societal demands and not for business

growth (Joshi Pant & Vijaya, 2015). Lastly, the leveraging variety approach focus on achieving competitive advantage.

Deo (2014) opines that, ethical diversity management programs ensure fairness and justice in the workplace. The leveraging approach initiate diversity management strategies to ensure competitive advantages by focusing on the variety of competencies and knowledge among employees. For instance, managing the differences in employee are source of innovation, power, greater productivity, solving complex problems, market access, employee loyalty, brand reputation (Alserhan et al., 2010). Due to the importance of diversity management, there have been calls around the globe for organizations to have diversity management programmes for their workforce (Alserhan et al., 2010; Naetor et al., 2016). Consequently, organizations are inculcating diversity policies into their business plans (Amegashie, 2018). The incorporation of diversity management into the overall business plan shows a proactive management of diversity practices which is critical to the overall business success (Cole & Salimath, 2013).

Fink et al. (2003) developed four diversity framework that are used to represent employee diversity management strategies. These four diversity framework strategies include non-compliance, compliance, reactive and proactive. The diversity management strategies are grouped in a way that organization ignores, assimilates, accommodates or integrates differences among diverse workforce (Ndiang'Ui, 2013). Non-compliant strategies are monocultural organizations who ignores diversity and views diversity as a liability. Organizations that fall in the compliance strategy, see diversity as a liability, do not take advantage of the good things that workforce diversity

brings and only tend to comply with employment legislations. On the other hand, organizations that use reactive strategy view diversity as an asset rather than a liability. However, such organizations react to issues of diversity only when there are problems. Proactive strategies are used by multicultural organizations who value diversity. Such organizations take full advantage that workforce diversity brings and hence, address diversity issues before they occur.

Dass and Parker, (1999) added that even though there is no single way for managing diversity, however, organizational approaches to manage diversity depends on the degree of pressure for diversity, the type of diversity in question and managerial attitudes. Thus, strategic responses for managing diversity are presented in a framework of proactive, accommodative, defensive and reactive modes (Dass & Parker, 1999).

Reactive Diversity Management Strategy

Reactive strategic diversity response is applicable when there is low pressure for a specific type of diversity (Dass & Parker, 1999). This type of strategic response may be dominant in a monolithic organization where workers are seen as homogeneous and hence pay little attention to diversity (Cox, 1991). For example, Dass and Parker explain that multinational companies that hire from diverse workforce may be less diverse in homogeneous nations and as such, such organizations react to issues of diversity only when there are problems (Fink et al., 2003). Organizations that use reactive strategy view diversity as an asset rather than a liability (Fink et al., 2003).

Defensive Diversity Management Strategy

Defensive diversity management strategic response is normally initiated by organizations with moderate pressures for diversity (Dass & Parker, 1999). This strategy is implemented on legal bases and societal expectations where group of people or the minority are given equal access and fair treatment under the law, hence improving equity and fairness (Dass & Parker, 1999). Negotiation, balancing and pacifying different interest groups are some of the tactics used by organizations who implement defensive strategy (Dass & Parker, 1999). For example, organizations may seek to pacify a minority group by selecting a director from that group. The defensive strategic response to diversity management, however, can result in bringing out defensive employees who feel the organization is fairer to others.

Accommodative Diversity Management Strategy

Accommodative diversity management strategy is used by organizations that recognize and value diversity and manage employee diversity out of choice and not legal or societal expectations. According to Dass and Parker (1999), organizations that response to diversity management using accommodative strategy do so to gain access and legitimacy. Organizations with an accommodative diversity management strategic response are characterized with heterogeneity and inclusion and are guided often by demographic pressures (Dass & Parker, 1999). In order to attract immigrant users for instance, long-distance companies in United States of America select sales representatives from immigrant groups (Dass & Parker, 1999).

Proactive Diversity Management Strategy

Proactive strategies are used by multicultural organizations who value diversity. Cox (1991) opines that, organizations that value diversity are multicultural and hence manage diversity. Such organizations take full advantage that workforce diversity brings and address diversity issues before they occur (Fink et al., 2003). Proactive diversity management response strategy is particularly practiced by organizations where pressure for diversity management is high (Dass & Parker, 1999). According to Ravazzani (2016), this strategy is used to leverage on the opportunities that come with diversity especially in achieving competitive advantage.

Diversity management strategies are strategic response that is used to implement diversity management practices. Diversity management practices involve managerial initiatives that promote a workplace environment demonstrating divergent perspective, experience, ethnicity and expertise (Okcu, 2014). Such practices involves diversity education and training (Amegashie, 2018; Ravazzani, 2016); flexible working arrangement (Kemper et al., 2016; Nadiv & Kuna, 2020; Ravazzani, 2016) unbiased performance appraisal systems (Bhati et al., 2018; Kramar, 1998; Kundu et al., 2020); recruitment and retention (Avery & Mckay, 2006; Kundu et al., 2020); diversity business linkage (Amegashie, 2018; Richard et al., 2013; Wallace, et al., 2014); communicating diversity management (Amegashie, 2018; Ndiang'ui, 2013).

Flexible working arrangement

Michielsens et al. (2014) posit that flexible working arrangement is an emerging strategy used by organizations to improve workplace diversity.

Flexible work arrangement is a practice to support and promote work flexibility and allows for adjusting work schedules (Amegashie, 2018). For instance, some organizations have adopted policies that allow employees to choose alternative days or work hours instead of the traditional eight to five from Monday through to Friday work schedules (Amegashie, 2018). Such, policies may allow employees to work from their respective homes. Reporting on the approaches to managing diversity at the workplace, Ravazzani (2016) found out that, flexible work arrangement is one of the most widely adopted practices by organizations. In her study, participants argued that, flexible work arrangement policies mainly aimed at the welfare of employees instead of the benefits that workforce diversity brings to an organization (Ravazzani, 2016).

Similarly, Nadiv and Kuna (2020) revealed that a certain level of flexibility in diversity management policies is vital to successful diversity management implementation instead of strict bureaucratic control policies. This according to Michielsens et al. (2014) will help organizations to attract and retain talented employee which in turn can yield positive organization reputation (Michielsens et al., 2014). In their comparative study between Japan and Germany, Kemper, Bader and Froese (2016) focused on diversity management in ageing societies. Their findings revealed that organizations in Germany implement diversity management practices that support everyday life. Flexible work hours policy was one of the main strategies that Germany organizations use to manage their diverse workforce.

Diversity Education and Training

According to Ehrke et al. (2014), diversity management practices start as an educational training program in most organizations. Diversity education

is training that aims to change or reduce prejudices attitude and behaviours to ensure collaborations and intergroup relationships (Ehrke et al., 2014). Diversity education is a continuous learning process that considers people's morals, values and social identity (Fujimoto & Härtel, 2017). In line with this, Fujimoto and Härtel (2017) argue that organizations are distinct and people are unique and hence, managers should implement diversity training programs that focus on the diversity practical needs of firms and employees.

In another multiple case study, Amegashie (2018) revealed that, education was among the top strategic diversity priority goal areas. It was further found out that diversity education is a tool to overcome some negative organizational behaviours such as unconscious bias. Some of the diversity education training programs revealed by participants include diversity workshop, unconscious bias training and structured dialogue sessions. Similarly, Daft (2003) opines that, in large and multinational organizations, management are to design and implement programs that helps in managing cultural diversity. Thus, these programmes should involve the training of current employees to respect ethnic, racial and sexual differences.

Using a survey of 90 companies and two focus groups in Italy, Ravazzani (2016) aims at understanding why and how companies implement diversity management practices and the factors that may explain the different approaches used. The qualitative data found out that, organizations in Italy, practice diversity management mainly to address social expectations so as to gain some legitimacy in their environment. It was also revealed that, diversity management training is the most widely adopted practice irrespective of the years of existence of the policy, business strategy and the level of

internationalization. This study contradicts the studies of Amegashie, 2018; Mensi-Klarbach, 2014; and Richard et al., 2013, that combining diversity practices to business strategy is a good approach of managing diversity in organizations.

Diversity business linkage

According to Cole and Salimath (2013) organizations proactively manage diversity by inculcating diversity initiatives into the overall business plan which is crucial in the success of businesses. Similarly, Richard, Roh and Pieper (2013) posit that organizations can maximize value by linking diversity programs to business strategies. This linkage can be done formal or informal (Richard et al., 2013). The formal linkage approach is through formal legislation such as equal employment opportunities, affirmative actions and equal pay for equal work (Amegashie, 2018). In this regard, Donnelly (2015), underlined that, in order for organizations to take advantage of on diversity, then there is the need to place a more weight on diversity and inclusion management in terms of equal opportunities policies and practices.

Kundu and Mor (2017) attested to this by focusing on three major practices. First, they argued that, employees should be given access to opportunities for development no matter the group one represents, providing equal employment opportunities during hiring and retaining employees from diverse group and lastly promoting gender equality. For example, Fujimoto, Härtel and Azmat (2013) proposed that, organizations can provide fair and justice frameworks to manage and implement diversity practices effectively. Consequently, the linkage between diversity justice and management of business models, ensure workplace diversity performance (Fujimoto & Härtel,

2017). Formal combination of diversity to business strategy, can be organizations promoting gender quality compensation and antidiscrimination policies (Wallace et al., 2014). Constituting diverse groups in organizations is another formal way that most organizations implement to manage diversity which in turn promotes sustainable growth and performance of businesses (De Mol, Khapova, Jong & Elfring, 2015).

On the other hand, informal linkage of diversity initiatives to business strategies are realized through the pressures of stakeholders. Stakeholders can create informal norms and practices in order to pressure organizations into adopting and incorporating diversity priority to its business objectives (Amegashie, 2018). Mensi-Klarbach (2014) suggest that, societal and organizational pressures are vital in the connection of diversity strategy and organizational performance. For instance, females in senior management positions, tend to achieve high-performance excellence if well-supported through organizational and societal values system integration (Mensi-Klarbach, 2014). Managerial involvement and understanding of diversity management strategies development and implementation is critical when linking workforce diversity programs to business practices (Ararat et al., 2015).

Unbiased performance appraisal procedures

Further, studies show that one of the strategies that is used to manage workforce diversity in organizations is the practice of fair and unbiased procedures such as unbiased performance appraisal systems, by management (Bhati et al., 2018; Donnelly 2015; Kramar, 1998; Kundu & More, 2017). For instance, in their study, examining the roles of psychological diversity climate,

Human Resource Management practices and personality traits among faculty members in Saudi Arabia, Bhati et al. (2018), found out that for managers to manage diverse workforce effectively, there should be an unbiased performance appraisal system. Similarly, Kramar (1998) also highlighted that in diversity management practices, firm should consider performance appraisal and rewards system that considers affirmative actions and equal employment opportunities.

In an attempt to compare MNCs and indigenous organizations, Kundu et al. (2020) examined the diversity management practices adopted by 162 organizations operating in India. Findings from the 300 respondents revealed that MNCs in manufacturing industries tend to adopt diversity-focused performance appraisal practices more than the indigenous Indian manufacturing industries. These findings are in line with Cooke and Saini (2010) argument that MNCs operate in a culturally diverse environment and thus, requires diversity management policies compared to indigenous organizations.

Recruitment, selection and retention policies

Prospective applicants especially women and minorities are more attracted to organizations that uses recruitment and selection as an approach to manage workforce diversity (Avery & Mckay, 2006). Promoting equal employment opportunities in the practice of recruiting and selecting from diverse cultures prevents the issue of discrimination and unfair favouritism (Heilman, McCullough & Gilbert, 1996) and as such promotes fairness and positive climate for diversity (Roberge et al., 2011).

Kundu et al. (2020) investigated the relationship between diversity management practices and perceived firm performance in multinational and indigenous companies in India. The study observed that Indian organizations emulate the multinational companies in adopting various diversity management initiatives. For example, the findings show that both multinational and indigenous companies in India, adopts diversity-focused recruitment and selection as a way to manage workforce diversity.

Communicating diversity management

Communicating diversity management strategies is one of the practices that organizations use to manage workforce diversity. In relation to this, Amegashie (2018) examines the connections between diversity management strategies and business competitive advantage and sustainable growth among service organizations in the United States of America. Using interview data, it was revealed that diversity communication is a strategy that is used by most services organizations in USA to manage diversity. For instance, it was found that, communication on workplace diversity and inclusion culture are important for business competitive advantage and sustainable growth. Consequently, leaders need to communicate to employees their personal connections and success stories. Moreover, the study recommends that both formal and informal communication channels like social media and blogs should be used to broaden the strategic importance of workforce diversity practices.

Similarly, Ndiang'ui (2013) examines the relationship between diversity management strategies and organizational performance of public high schools in USA. Unlike Amegashie (2018) who adopted a qualitative

approach, the study collected data quantitatively from 200 Florida public high school administrators. The findings of the study illustrate that communication, which represents a proactive strategy was adopted to manage diversity in high schools in Florida. The study observed that effective implementation of diversity strategies requires a development of communication systems that allow employees to air their concerns without the fear of intimidation. The study also recommends that organizations must ensure that adopted diversity strategy is communicated to all members of the organization in order to improve on performance.

Workforce Diversity Management and Employee Performance

This sub-section presents current empirical studies on the association between workforce diversity and employee performance. Recent literature has focused on the influence of workforce diversity management on overall organization performance (Kang et al., 2023; Li et al., 2020; Nguyen et al., 2022; Roy, 2022; Showkat & Misra, 2022) with minimum concentration on the management of workforce diversity and its effect on individual employee performance. Leaning on the basis of the social exchange theory (Blau, 1964), the study argues that workforce diversity management would increase the performance of employees in multinational mining companies in Ghana. In line with the social exchange theory, which explains that an individual behaviour is mostly dependent on the actions of another person (Gouldner, 1960). Thus, when organizations adopt effective workforce diversity management practices, employees are likely to get more engaged and give back to the organization in the form of reciprocity by performing better in the attainment of organizational goals and objectives.

Mistry et al. (2023) illustrate that when diversity is managed effectively, it results in a positive consequence on employee attitudes and behaviour. Specifically, Mistry et al. (2023) revealed that workforce diversity management influences employee performance constructively in the hospitality industry. Likewise, Showkat and Misra (2022), attest to the fact that effective management of workforce diversity influence organizational performance. For example, when organizations provide intercultural trainings for employees, ensure work-life balance and work-time flexibility options for employees, the negative aspects of diversity are minimized which translates into an increment in overall organizational performance (Showkat & Misra, 2022).

Similarly, grounded in the social exchange and institutional theories, Tajeddini et al. (2023) confirmed that when organisations rely on an effective diversity management framework where differences, uniqueness and similarities among employees are embraced, employees in turn exhibit some commitment to the organization and end up developing innovative work behaviours which maximizes performance. In addition, drawing from 293 employees in the health sector of Ghana, Antwi et al. (2023) observed that diversity impacts positively on performances of organisations and thus, the management of various health facilities in Ghana should create an atmosphere that accommodates people from diverse backgrounds in order to enhance employee work performances.

Empirical Review

This section presents empirical studies recently published in relation to WDM, employee engagement, duty orientation, in-role performance and extra-role performance. The empirical is presented in the following themes according to the objectives and hypotheses of the study: strategies of WDM, WDM and employee in-role and extra-role performance; WDM and employee engagement; WDM and duty orientation; duty orientation and in-role employee performance; duty orientation and extra-role employee performance; duty orientation and employee engagement; the moderating role of workforce diversity management strategy in the relationship between WDM and employee in-role and extra-role performance; the moderating role of workforce diversity management strategy in the relationship between WDM and employee engagement; the mediating role of duty orientation in the relationship between WDM and employee in-role and extra-role performance; and the mediating role of duty orientation in the relationship between WDM and employee engagement.

Workforce Diversity Management and In-Role Performance

This sub-section provides recent empirical studies on the influence of WDM on employee in-role performance. There have been attempts in the extant literature to establish the nexus between workforce diversity factors such as gender, age, education level, religion, etc. and employee performance (Akpakip, 2017; Bor, 2019; Chew et al., 2011; Jayawardana & Priyashantha, 2019; Khan et al., 2019; Li et al., 2020; Maingi & Makori, 2015; Makhdoomi & Nika, 2018; Sheth, 2018; Suganya & Barani, 2016), with a little focus on

the effect of the management of such diversities on employee job outcomes such as performance.

Drawing from the logic contained in the institutional theory (DiMaggio & Powell, 1983), the present study argues that workforce diversity management would lead to enhanced in-role performance of employees in multinational companies in the mining sector of Ghana. Given that the theory advocates for firms to develop and strengthen guidelines for business operations, particularly, towards shaping human behaviour (Guth, 2016), the effectiveness of institutional policies such as diversity management will foster employees in-role performance. Again, because workforce diversity management is able to accommodate workers' dissimilarities concerning age, race, sex and national, the workers will cultivate self-confidence and exhibit expertise on their assigned roles (Li et al., 2021).

Additionally, Bizri (2018) asserted that consistent diversity management efforts deployed by organisations make them more pronounced and visible in an industry due to the employees' voice and willingness to sacrifice for the firm. Admittedly, Iqbal, Iraqi and Rafi (2019) submit that workforce diversity management practices serve as a mechanism that shapes attitudes and behaviours of employees to doing their job accordingly. Thus, when rules and norms that protect employee status are introduced and enforced by the organisation, the employees form a sense of shared beliefs and the willingness to perform their job with due diligence (Ashikali & Groeneveld, 2015). In the light of the foregoing the study hypothesised that:

H1: There is a significant positive relationship between workforce diversity management and employee in-role performance.

Workforce Diversity Management, Duty Orientation and In-Role Performance

From the perspective of Hannah et al. (2014), duty orientation is when employees resolve to serve their organisations with loyalty, faithfully support other members of the group and make sacrifices to honour the codes and principles of their respective organisations. This means that employees who have a greater sense of duty orientation will conduct themselves in the manner that will promote the mission of the organisations they work for (Alkerdawy, 2014). Eva et al. (2018) submit that organisational leaders can stimulate employees' duty orientation when they engage in policies such as supervisor support.

Drawing also from the social exchange theory, diversity management could spark employee's duty orientation which eventually will result in improved in-role performance. Also, given that workforce diversity management relates with duty orientation (Eva et al., 2018), this could translate to employee performance, job satisfaction and organisational commitment (Mishra & Kasim, 2021). Relatedly, Moss et al. (2020) assessed how DO mediates the relationship between ethical leadership and followers' feedback-seeking and feedback-avoiding behaviour. The findings conclude that employees with higher duty orientation are inspired to consistently improve ones' self and to rely on these improvements to help their organisations. The authors further stressed the fact when leaders promote an organisational climate in which individuals feel a sense of duty to develop themselves, it will lead to employee performance.

Moreover, workers who have a strong sense of duty tend to accept their personal risk and make personal sacrifices to ensure the team and organisation excel (Hannah et al. 2014). Therefore, when firms exhibit behaviours that will promote fairness and equity, recognise varied opinions, and provide opportunity for inclusion, the employees in the manner of social exchange will demonstrate the enthusiasm to show duty orientation and perform their jobs wholeheartedly. By leveraging the benefits of diversity management, the management of the multinational firms will instill duty orientation traits in the employees to engage in in-role performance (Kim et al., 2015). In sum, through duty orientation, workforce diversity management may influence employees' in-role performance. This leads to the development of the following hypothesis:

H2: Duty orientation mediates the relationship between workforce diversity management and employee in-role performance.

Workforce Diversity Management, Diversity Management Strategy and In-Role Performance

Relying on the contingency theory (Kast & Rosenzweig, 1973), the study asserts that diversity management strategies can interact with the link between workforce diversity management and employees in-role performance. Based on tenets of the theory, desired performance can be achieved on the backdrop of other situational subsystems and boundaries to ensure organisational operations are conducted within those parameters (Wadango & Abdel-Kader, 2014). In view of this, firms are enjoined to implement workforce diversity management in the reflections of specific situations or

contingencies such as some identifiable diversity management strategies (Hur & Strickland, 2015).

Holt et al. (2018) reported that the adoption of diversity strategy will decrease the negative effect that racial disparity has on performance of employees in a firm. Particularly, Holt et al. (2018) examine how diversity management strategies help to reduce environmental challenges in service delivery and performance resulting from the demands of heterogeneous clients. The findings illustrate that administrators prioritize diversity efforts when faced with high level of regulatory violations and thus, diversity strategies influence racial diversity and its effect on performance.

Fink et al. (2003) also point that organisations that implement diversity strategies in accordance with rules and regulations (compliance diversity management strategy) increase their overall performance. In Fink et al.'s (2003) study, diversity management strategies such as proactive, reactive and compliance were found positively related with individual work-related outcomes (i.e., productive, satisfaction, involved in decision making, creative workplace) and organisational outcomes (i.e., talent workers, retain talent workers, avoid lawsuits, create diverse fan base).

The aforementioned literature review show that diversity management strategy can moderate workforce diversity and in-role performance. The current study therefore proposed that diversity management strategy can influence the practice of WDM and this can have an effect on the performance of employees. Thus, the study hypothesised that:

H3: *Diversity management strategy moderates the relationship between workforce diversity management and employee in-role performance.*

Workforce Diversity Management and Extra-Role Performance

The social exchange theory lays emphasis on the extra benefits organisations enjoy from reciprocal relationships between the firms and their employees through firms' appropriate actions (Blau, 1964). Within the framework of the theory, anytime the management of firms implement policies that favour the employees, the latter will in the spirit of reciprocity be obliged to return extra work efforts to the organisation to improve overall performance (Darvishmotevali & Altinay, 2022). Based on the aforesaid logic, scholars such as Elche et al. (2020), Eva et al. (2019) and Aziz et al. (2017) have claimed that employees usually portray discretionary behaviours such as citizenship by being humanistic, assist their colleagues and seek to project the image of their organisations when there are noticeable evidence of favourable management policies addressing their concerns.

Also, Gnankob et al. (2022) document that extra-role performance behaviours of employees are often borne out of discretion and hence, when management of firms demonstrate leadership by improving the confidence and care for their workers, the subordinates may feel psychologically obligated to reciprocate OCB. Since workforce diversity management foster an inclusive working atmosphere, the presence of which will motivate employees to demonstrate citizenship behaviours (Morales-Sánchez & Pasamar, 2019). Likewise, when firms document a reliably available diversity framework that treats employees fairly, accepts employees' opinion regardless of their educational background, race and status (Marques, 2015), these practices would lead employees to exhibit behaviours like knowledge sharing (Tuan,

2016) that will help develop their colleagues and contribute to the success of the organisation.

Empirically, Moshabaki et al. (2013) identified effective diversity management strategies in the areas of remuneration, recruitment and selection, workers are likely to participate to increase their organisational citizenship behaviours. Ashikali and Groeneveld (2015), conducted a study which examine how the relationships between diversity management, inclusive organizational culture and employees' attitudes and behaviour differ across socio-demographic groups. More specifically, investigated the relationship between diversity management, inclusive organizational culture, affective commitment and organizational citizenship behaviour. The focus on the research relied on cultural diversity, thus, the difference between native and non-native Dutch public employee group. Using a quantitative survey data, 664 workers in the Dutch Central government which consist of the ministries, executive agencies, inspectorates and the high councils of state were sampled from the administrative records of the Dutch public sector pension fund. In the analyses of data and the testing of conceptual models, structural equation modelling (SEM) was used and in addition, SPSS 20 was used to determine the descriptive statistics of the research variables. In terms of the measurement, diversity management was measured using three-item scale from the work of Pitts (2009) and Choi (2009) whereas OCB was measured using a 13-item scale from Paille (2013) which consists of four dimensions: altruism, helping, civic virtue and sportsmanship. All the measurement used for the study were measured on five-point Likert scale.

Key findings of the study were drawn on the social exchange theory. It was found that, the extent to which employees feel their organizational environment is inclusive and impact on their attitude and behaviour is dependent on how diversity management is perceived by the majority (native Dutch) and minority (non-native Dutch) socio-demographic groups in the organization. Results indicated that diversity management when associated with higher levels of inclusion in turn enhances affective commitment and OCB of both ethnic minority and native Dutch employees. In line with this, drawing on the social exchange theory, the study explains that employees reciprocate with good attitude (affective commitment) and behaviour (OCB) which are of value to the organization when they perceive that diversity management is associated with higher levels of inclusion.

Similar to the work of Ashikali and Groeneveld (2015), which focuses on cultural diversity is Jin et al. (2017). Jin et al. (2017) examine the effect of diversity management on employee performance of employees in the federal government in the United States of America. In their study, diversity management comprises diversity policy and inclusive leadership. Using a sample size of 415,696, the quantitative results predict that diversity policy alone predicts performance less strongly for employees of racial minority than for whites. In contrast, the study finds that inclusive leadership predicts performance more strongly for nonwhites.

In another related study, Bizri (2018), examined the indirect relation between diversity management and OCB in the business context (banking sector) unlike Ashikali and Groeneveld (2015), who examine the indirect effect of diversity management and OCB through inclusive organizational

culture in the public sector context. In addition, Bizri (2018) examine the relationship through the lens of the institutional theory and the social exchange theory whereas, Ashikali and Groeneveld (2015), used only the social exchange theory. Data was collected from 316 employees in the Labanese banking sector through questionnaires that were adapted from Choi (2009); Pitts (2009) and Paille (2013) to measure diversity management and OCB respectively. Data was analyzed using SEM and SPSS. In her study, Bizri (2018), revealed that, a non-significant relationship between diversity management and OCB. Thus, diversity management does not predict OCB. These findings contrast the works of Ashikali and Groeneveld (2015); Moshabaki et al. (2013) that WDM have a significant relationship with OCB.

Using the banking sector like Bizri (2018), Munjuri and Maina (2012) examined the impact of WDM on employee performance in the banking sector in Kenya. The descriptive survey design was used in response to the study objectives. The target population covered 4000 workers of the bank. The Nairobi region was chosen on the basis of proximity to researchers, availability and time constraints. Respondents were chosen using stratified random sampling techniques from three branches in the region. The study found the following as the strategies of the bank: fair recruitment, assistance for minority groups, diversity in training and equitable opportunities for jobs. Apart from the level of education and performance potential, there was no other element in the composition of the workforce that dictated the remuneration of the workers as in the works of Moshabaki et al. (2013). Workforce diversity management has been identified as having an effect on the performance of workers in varying extents, considering both

managerial and non-managerial employees of the bank. Managers had a higher impact of WDM on performance, although the impact was lower for non-management workers.

Muthoni (2017) also examined WDM and employee performance using Kenya's National Biosafety Authority. The main objectives of this study were to assess whether the employee performance was affected by the management of different dimensions of the diversity of the workforce, such as age, gender, marital status and education level. Precisely, the study delved into the effects of education background, gender diversity, marital status and age diversity on employee performance. The study was carried out using the descriptive research design and theoretically centered on stereotyping and prejudice, pluralism, multiculturalism and Equity theories. It covered 38 employees at the National Biosafety Authority, including senior management, middle management and general staff. The census study was considered because of the small size of the population. This approach allows for the population as a whole to be sampled for the study. The study adopted the primary data collection means using questionnaire of both closed and open-ended questions.

Following the piloting of the questionnaire to check for reliability and validity, it was then given to the participants for the data collection. The collected data was then examined using the IBM SPSS and the resulting values exported to excel for the production of tables and charts. The descriptive statistics suggest that employee output was significantly impacted by age diversity. Results also reveal that 82 percent of workers felt that education had an impact on their performance at work. Ninety-two percent of

employees indicates that gender diversity also increased the productivity of workers. The marital status did not have an effect on workforce performance. With respect to the inferential statistics via regression analysis shows that apart from management of marital status all the workforce diversity variables (education background, gender diversity, marital status and age diversity) affect employee performance.

Li et al. (2020) assessed the impact of WDM on employees' outcomes by investigating the impact of WDM on job match, job satisfaction, and job performance; the influencing role of job match on job satisfaction and job performance; and the mediating role of a person's job match on the association between WDM and employees' job satisfaction and job performance. The researchers administered structured questionnaires to employees at five-star hotels in China of which 324 valid responses were realized and analyzed through AMOS-SEM in order to draw statistical conclusions. The questionnaire evaluating job performance and workforce diversity management were adopted from the study of Yousef (2000) and Pitts (2009) respectively. It must be observed that Li et al. (2020) used the equity theory, job congruence theory, and job adjustment theory as the theoretical bases for their arguments. In view of this, the Equity theory was used to establish the argument for diversity management unlike the works of Ashikali and Groeneveld (2015) and Bazri (2018) who focused on the social exchange theory. The results suggest that WDM has a direct relationship with job performance and this relationship can be mediated by person's job match.

In their study, Mousa et al. (2020), investigated the link between diversity management and employee performance. The study focused on

gender diversity. Specifically, Mousa et al. (2020) study investigates whether females have different perceptions of diversity management and workplace happiness compared to their male counterparts. Moreover, the study continues to explore whether diversity management perceptions mediate the relationship between workplace happiness and OCB unlike studies like Ashikali1 and Groeneveld (2015); Bizri (2018); Jin et al. (2017); Munjuri and Maina (2012) and Muthoni (2017) that looked at diversity management as a mediating variable. The study by Mousa et al. (2020) consisted of a survey of 260 physicians in the public hospitals in Egypt. Questionnaires were adapted from Mor Barak et al. (1998) and Lee and Allen (2002) to measure workforce diversity management and OCB respectively. Using both t-test and SEM in analyzing data, the results demonstrate that diversity management practices mediate the relationship between workplace happiness and OCB. The results also showed that, female physicians perceived diversity management policies more positively than their male colleagues.

Adding further knowledge in the diversity-performance literature, Kundu et al. (2020) recently investigated the relationship between employee's perception of diversity within management level (senior management, middle management and lower management) and perception of organizational performance using 400 employees from 162 organizations of diverse industries operating in India found out that diversity perceived somewhat contributes to organizational performance perceived. More specifically, the findings revealed that perceptions of diversity within the middle management level appear to be most critical with regard to perceived organizational performance, followed by perceptions of diversity at the senior management

level. However, perceived diversity at the lower management level did not appear to be positively related to perceived organizational performance.

In the same line, the findings of Bloch and Azeem (2019) corroborate the claim that workforce diversity management contributes to organizational performance. Using 250 respondents in the health care industry of Pakistan in a study that examine the effect of perceive diversity on perceive organizational performance reported employee perception of diversity has a positive effect on perceived organizational performance. However, this relationship turns to be stronger when perceive organizational justice is present. Similar to these findings is that of Kundu and Mor (2017) which observed the significance of diversity, diversity management and value of diversity practices on perceived organizational performance.

Contrary to the above findings is that of a recent study which seeks to examine the effect of merit principles, workforce diversity and diversity management on organizational performance by Park and Liang (2020). This study illustrated that there is no significant relationship between workforce diversity and performance. However, when the diverse workforce is backed by a strong managerial strategy in terms of management can lead to the attainment of organizational performance. Despite the plethora of records of positive links enumerated, evidence of same is inadequate in the Ghanaian setting, particularly, the mining sector. Thus, the present study postulated that:

H4: *There is a significant positive relationship between workforce diversity management and employee extra-role performance.*

Workforce Diversity Management, Duty Orientation and Extra-Role Performance

The study anticipates that duty orientation may play a mediating mechanism through which workforce diversity management will influence employees' extra-role performance in multinational mining firms. Extant literature describes duty orientation as discretionary behaviours that employees conceive to offer to the job to uplift the values and missions of an organisation (Ansong et al., 2022; Moss et al., 2020; Hannah et al., 2014). Therefore, since extra-role behaviours displayed by employees are also done from the discretion of the employees, it is logical to anticipate that duty orientation will be strongly related to employee extra-role performance, summed up as OCB.

In addition, Mulla and Krishnan (2012) assert that duty orientation goes beyond one's self-interest to making ethical or moral judgment in line with one's duty. Accordingly, even though duty orientation is acted upon on the basis of responsibility, obligation and group morals (Alkerdawy, 2014), the fact that diversity management recognises and honours disparities among employees in many ways will improve their OCB. This claim is drawn from the institutional theory (Bizri, 2018; DiMaggio & Powell, 1983) which postulates that management plays an important role in designing and implementing well balanced diversity management programs that promote employee outcomes such as commitment, engagement and OCB (Javed et al. 2018; Ashikali & Groeneveld, 2015; Kundu et al., 2020). In return for the support provided by the management of the firms, employees will feel an

obligation to reciprocate duty orientation and OCB (Frolova & Mahmood, 2019).

Evidence emanating from leadership literature indicate that duty orientation mediates leadership and some organisational and employees' outcomes such as pro-social behaviours (Mousa et al., 2020; Kim, Lee & Kim, 2015). For instance, Alkerdawy (2014) studied the influence of perceived organizational support (POS) on organizational citizenship behaviour (OCB) through the moderation of duty orientation (DO). This study investigated the nexus between POS, DO and OCB from the perspective of employees of Public Banks in Egypt. The required data was collected through the use of questionnaires from 20 branches of four public banks workers. The analysis of the survey data obtained from 403 public bank staff showed that DO plays a partial mediating role in the association between perceived organizational support and organizational citizenship behaviour. In addition, perceived organizational support has a direct and significant impact on both duty orientation and organizational citizenship behaviour, and duty orientation also exerts positive influence on organizational citizenship behaviour.

Similarly, Kim et al. (2015) investigated the effect of workplace diversity management in a highly male-dominated culture. The purpose of the study was in three strands: to examine gender differences in response to diversity management practices; to investigate the influence of diversity management practices on organizational commitment; and to examine the relationship among gender, diversity management, organizational commitment and job performance. Data was secured from questionnaires using 260

employees from six companies in Korea. Diversity management was measured using Mor Barak et al. (1998) measurement scale.

Kim et al. (2015) study concentrated on the in-role employee performance and adopted Williams and Anderson (1991) scale. All the measurement were measured on a five-point likert scale. Through t-test and regression analyses, several findings emerged. First, female workers reported a more favourable perception of diversity management practices than male workers as reported by Mousa et al. (2020). Second, diversity management was found to be positive and significantly related to organizational commitment. Finally, it was revealed that diversity management and organizational commitment were positively related to in-role performance. The findings suggest that all employees working in organizations that have diversity management policies and initiatives are likely to commit to the organization, which in turn increases their in-role performance in a highly male-dominated context.

Following the above conversation, it is reasonable that firms that accept diversity management will improve the employees' morale to engage in duty orientation and by extension the employee' extra-role performance or OCB. that replace their self-interest. Hence, the following hypothesis was put forth:

H5: *Duty orientation mediates the relationship between workforce diversity management and employee extra-role performance.*

Workforce Diversity Management, Diversity Management Strategy and Extra-Role Performance

Using the contingency theory, McGrandle (2017) explains that there is no one best way to manage diversity and that the internal and external environment of an organisation create a unique situation that require distinct practice or intervention. Since diversity management strategies are tailored at making sure managerial initiatives and practices incorporate views from the wider organisation, employees will feel empowered and demonstrate extra-role performance (Høiland & Klemsdal, 2022; Kowo, 2021).

Also, with the accommodative diversity management strategy, organisations tend to recognise and value diversity and manage employee diversity out of persuasion rather than through legal actions when those matters come up (Dass & Parker (1999). Furthermore, through diversity management strategies like providing flexible work times, training, and unbiased appraisal procedures, the employees would in the sense of social exchange engage in citizenship behaviours (Al Doghan et al., 2019; Ali & French, 2019).

In their study, Bhati et al. (2018) examined the roles of psychological diversity climate, human resource management practices and personality traits among faculty members in Saudi Arabia, found that for managers to manage diverse workforce effectively, there should be an unbiased performance appraisal system. Similarly, Kramar (1998) also highlighted that in diversity management practices, firm should consider performance appraisal and rewards system that considers gender equality and equal employment opportunities. These diversity practices will foster extra-role performance

among the employees as they will become more altruistic and shoulder the objectives of the firms.

Admittedly, Kundu et al. (2020) reported that diversity management strategies adopted by multinational companies will allow for cross-cultural integration and cohesion and thus, will promote knowledge sharing and willingness to participate in activities that help their organisation to develop. In the reflections of the foregoing, the study proposes that:

H6: Diversity management strategy moderates the relationship between workforce diversity management and employee extra-role performance.

Workforce Diversity Management and Employee Engagement

Employee engagement concerns the extent to which the employees perceive positivity, fulfilment at work and possess work-related state of mind that are essential for promoting the competitiveness of a firm (derWerff et al., 2015). Schaufeli and Bakker (2004) postulated that an engaged employee is driven by a clear mind to offer their best of experiences towards fostering the organisation's vision. In that like, they tend to be absorbed in the work and which allows them to have an effortless concentration on their job (Turner, 2019).

Furthermore, engaged employees are more focused on offering excellent services to the organisation and that may find themselves experiencing enthusiasm when working on their job (Nnabuife & Madu, 2020). Therefore, the study argue that workforce diversity management could lead to employee engagement. Workforce diversity management ropes the interest of employees into organisational structures by being sensitive to gender disparities and fairness which foster employee engagement (Skosana,

2019). Other previous researchers (Casper et al., 2013; Ju & Li, 2019; Moon & Christensen, 2020), have shown that effective fairness and equality created by workforce diversity management result to a greater level of employee engagement.

Onwuchekwa, Onwuzuligbo and Tochukwu (2019) also sought to investigate the nexus between gender diversity and employee engagement in the cable manufacturing firms in Anambra State, Nigeria. A survey design was used for the study. The study sampled 151 workers. Data was analyzed using Pearson's Product Moment Correlation Co-efficient and the hypothesis was checked at a 5% significance level. The findings of the study indicate a positive association between gender diversity and employee engagement, which is statistically significant at 5% ($p\text{-value} < .05$). Accordingly, the authors noted that a gender-sensitive company produces an engaged group of workers. As a result, the study suggested that management of companies should have equal opportunities for both sexes when hiring, as this would make organizations responsive to diversity, and that there should be no bias at work.

Nnabuife and Madu (2020) examined if there are significant differences in managing diversity with regard to Employees Engagement in Nigerian Universities. Precisely, the study investigates the variations in the nature of relationship between cultural synergy and employee's promotion among universities in North Central Nigeria. A survey design was used for the study and covers nine (9) selected universities from three states in Nigeria. Using the Taro Yamane sample size technique, the study arrived at 399 sample size in response to the objectives. Each of the three states were allocated 133 questionnaires for responses of which 378 copies were returned

in all accounting for 95 percent as the return rate. A descriptive statistic was used to test the mean differences whilst inferential statistics with Kruskal Wallis test was used to test the hypotheses. It was revealed that, there is no significant difference in the nature of relationship between cultural synergy and employee promotion

In the same line, the association diversity management and employee engagement are investigated by Downey et al. (2015). Particularly, the study investigated the link between diversity practices (the extent to which one's organization and leader supports diversity-related efforts and adheres to the organization's recruitment and equal employment opportunity policies) and employee engagement among 4,597 health sector workers in the United States of America. The study further hypothesized that, the relationship between the two variables (diversity practices and employee engagement) would be mediated by trust climate, and the mediation would be stronger when employees experienced feelings of inclusion in the workplace. Diversity practice items were developed by the researchers whilst seven items adapted from Schmader et al. (2001) and Mowday et al. (1979) were used to assess employees' levels of engagement. The results indicate that diversity practices have direct relationship with employee engagement for all employees and not only minority groups. According to the authors, their study is the first study that has linked diversity practices to the engagement construct. The assertion of Downey et al. (2015) suggests that, previous studies have indicated an indirect relationship between diversity management and employee engagement and thus, there must be a mediating variable to establish the relationships. Despite the plethora of records of positive links enumerated,

evidence of same is inadequate in the Ghanaian setting, particularly, the mining sector. Hence, the study submits that:

H7: There is a significant positive relationship between workforce diversity management and employee engagement.

Workforce Diversity Management, Duty Orientation and Employee Engagement

Li et al. (2021) proclaimed that workforce diversity management offers variety for management to identify employees' various aptitudes and specialisations, which fundamentally, help to engage the employees in their lines of expertise for enhanced performance. Along with these points, workforce diversity management seeks to sustain an ideal work atmosphere for the employees to fully air their opinions and make changes to unfair, inequitable and unjust organisational practices. Based on these, the employees in the principles of reciprocity would be drawn to a good sense of duty to work and, eventually, improve engagement (Park & Liang, 2020).

According to the social exchange theory, employees who are provided with appropriate organisational policies like workforce diversity management (Li et al., 2021) generally are more committed to their respective duties and exert extra effort to perform well and not leave their jobs (Zagenczyk et al., 2020; Yu et al., 2018). It is instructive to note further that duty orientation unlocks the moral and loyal perspectives of employees; and these are useful for deepening their work engagement to perform better on the employment contract (Setati et al., 2019). In a study conducted by Lee and Kim (2020), the authors uncovered that alternate viewpoints from workforce irrespective of their basic demographics (i.e., age, sexual orientation, and nationality) foster

employees' commitment to work and performance.

In their study, Aktar and Pangil (2018) investigated the relationship between human resource management (HRM) practices (career advancement, employee participation, job security, performance feedback, rewards and recognition, training and development) and employee engagement through organizational commitment among banking employees in Bangladesh. The study was conducted quantitatively and employed a survey design to collect data from 383 employees from 30 private commercial banks. This study uses the partial least square structural equation modeling to analyze data. The study adapts three-dimensional 17-item scale from Schaufeli et al. (2002) to measure employee engagement. This includes vigor (six items); dedication (five items); and absorption (six items). Results indicate that HRM practices are significant predictors of employee engagement and as such, that relationship is partially mediated by organizational commitment. The researchers suggest that direct relationship of predictors and criterion variables are stronger than the indirect association.

Uddin et al. (2019), adopting a multi-level research approach investigated the impact of employee engagement on team performance. The study further explores the mediating effects of employee commitment and OCB on the employee engagement-team performance nexus. Data were collected through a self-administered questionnaire survey using snowball and convenience sampling. 236 survey questionnaires were distributed among employees working at different levels in a wide range of industries in Bangladesh. Descriptive statistics and bi-variate correlation analyses were conducted using SmartPLS 2 and SPSS 20 software, and subsequently, a

structural equation model was developed. The findings from the study suggest that employee engagement predicts team performance. It was also revealed that organisational commitment and OCB mediate the employee engagement-team performance nexus.

Furthermore, following the works of Aktar and Pangil (2018); Kaur, Malhotra and Sharma (2020); Prabasari et al. (2018); Uddin, Mahmood and Fan (2019), it has been revealed that HRM practices, internal branding affect employee engagement through commitment. Again, it has been revealed that there is a relation between commitment and employee engagement. From this assertion, it can be argued that, WDM can indirectly influence employee engagement via duty orientation. Therefore, the current study postulates that:

H8: Duty orientation mediates the relationship between workforce diversity management and employee engagement.

Workforce Diversity Management, Diversity Management Strategy and Employee Engagement

From the perspective of Cole and Salimath (2013), diversity management strategy also evolves around organisations proactively inculcating diversity initiatives into the overall business plan which is crucial in the success of businesses. In the same vein, Richard et al. (2013) proclaim that organisations can maximise value by linking diversity programs to employee growth and development. In this regard, Donnelly (2015) sought to admonish organisations to take advantage of diversity by fostering diversity inclusion and ensuring equal opportunities policies; and these may have implications for the work engagement of the employees.

Also, according to Kundu and Mor (2017), employees should be given access to opportunities for development no matter the group one represents, their status and seniority during internal hiring and promotions to capture the employees' enthusiasm to work. Fujimoto et al. (2013) have further proposed that when the management of multinational organisations provides fair and justice frameworks to manage and implement diversity practices, it leads to the tendency of having the employees engaged in their work and unwilling to exit the firm.

Consequently, the present study, based on the deductions from the previous studies argues that the availability of effective diversity management strategies will improve the linkage between diversity management and employee engagement (De Mol et al., 2015). Moreover, given that diversity management forms part of the strategic measures for fueling employee engagement (Nnabuiife & Madu, 2020; Turner, 2019; derWerff et al., 2015), it is logical to hypothesise in the present study that:

H9: *Diversity management strategy moderates the relationship between workforce diversity management and employee engagement.*

Analysis and Implications of the Literature Review

Although the growing literature has enhanced our understanding of WDM and its dynamics – drivers, process and involving factors, the literature lacks empirical coherence with the employee performance nexus. This inconsistency according to Ashikali and Groeneveld, (2015) could be that workforce diversity management is probably influenced by several mediating or moderating variables. In addition, the direct nexus between workforce diversity management and performance centers on the overall performance of

the organization at the expense of the employee level performance (Bloch & Azeem, 2019; Kundu et al., 2020; Kundu & Mor, 2017; Park & Liang, 2020) with a few (Ashikali & Groeneveld, 2015; Bizri, 2018; Mousa, et al., 2020) addressing extra role performance. Some (i.e., Notanubun, Ririhena & Batlolona, 2019) be argued that, for an organization to achieve its overall performance, there must first be an individual assessment of employee performance.

Further, the indirect relationship between workforce diversity management and employee performance is concentrated on employee commitment (Bizri, 2018; Mishra & Kasim, 2021). Studies exploring the intervening mechanism of duty orientation focused on drivers such as ethical leadership (Moss et al., 2020), and empowering leadership (Zhang et al., 2021), and perceived organizational support (Alkerdawy, 2014; Eva et al., 2018), to other outcomes rather than employee performance. The current study reacts to these gaps by examining the indirect relationship between workforce diversity management and employee performance via duty orientation across diversity management strategies such as proactive, reactive, compliance and noncompliance.

Besides, previous research on workforce diversity management is mainly in domestic institutions such as banking, education, hospitality, public, and telecommunication and information technology industries. The present study focuses on multinational mining companies where issues relating to workforce diversity are widespread (Dadzie, 2019).

Studies on workforce diversity management and employee work outcomes are mainly of Western origin, suggesting the need for cross-cultural

comparisons. Considering the economic transformation occurring in emerging economies characterized by the rise in MNCs and the influx of expatriate workers and its diversity complexities, particularly in mining organizations, new research can generate cross-cultural understanding and applicability in such contexts, highlighting the relevance of this research.

Finally, research linking workforce diversity management strategies and performance is limiting and leans towards athletic organizations. Thus, examining the potential boundary condition of diversity management strategies in the relationship between WDM and follower performance outcomes via duty orientation contributes to understanding the building literature.

Conceptual Framework of the study depicting the Hypothesized Relationships

Figure 1 shows the relationship of the variables under study in a conceptual framework. The variables adopted in this assessment include WDM, duty orientation, diversity strategy, employee engagement, extra-role employee performance and In-role employee performance. The direct relationships between the variables are shown by the direction of the arrows. Workforce diversity management is considered to influence duty orientation, employee in-role performance, employee extra-role performance and employee engagement.

Again, diversity strategy is seen as a moderator (represented by the broken arrows) that moderates the relationship between workforce diversity management and employee in-role performance, employee extra-role performance and employee engagement. The framework presents a mediating

and moderating effect of duty orientation and diversity strategy respectively on the relationship between workforce diversity management and employee in-role performance, extra-role performance and engagement. The H2, H5 and H8 represent hypothesised relationships for the mediating mechanisms of duty orientation in workforce diversity management and employee in-role, extra-role performance and engagement link respectively.



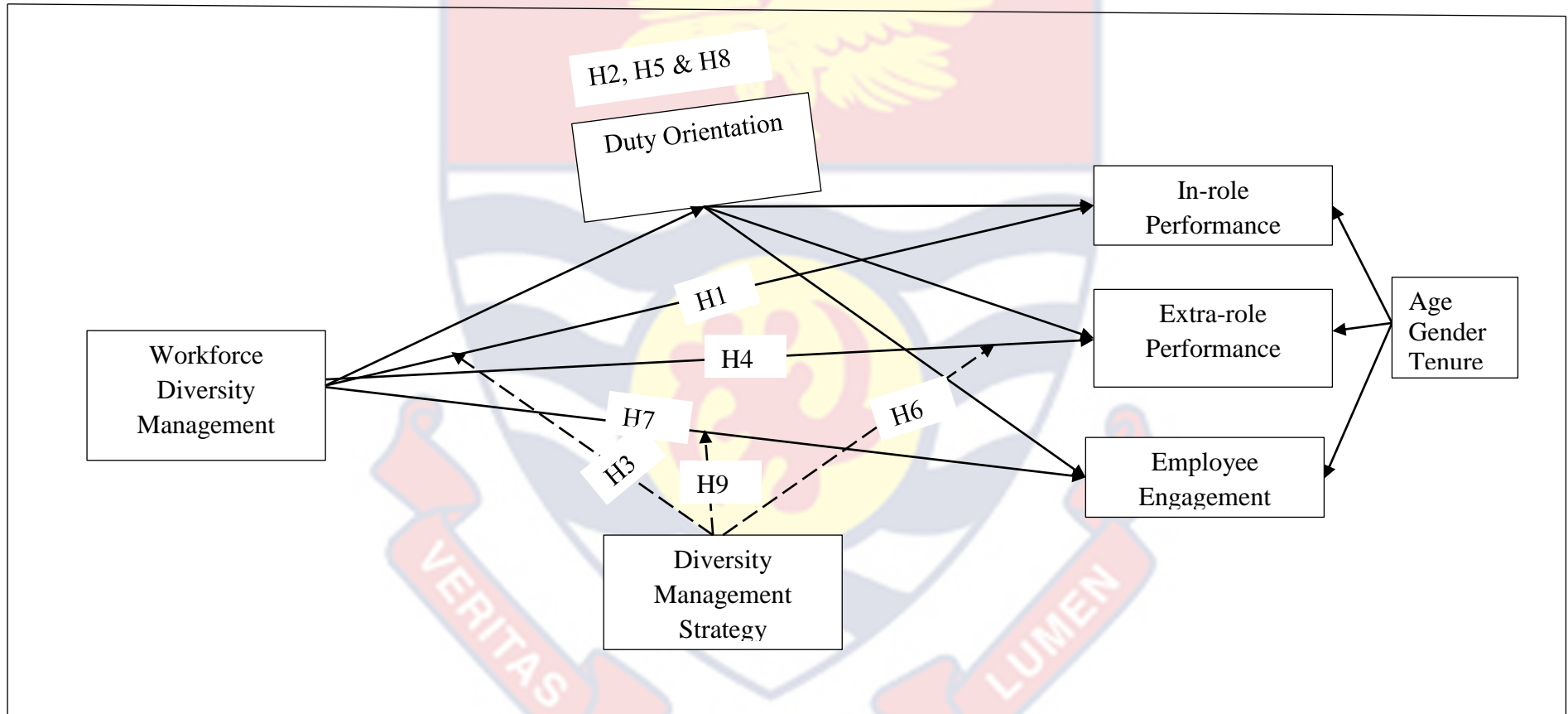


Figure 1: Conceptual framework of the study depicting the hypothesised relationships

Source: Author's Construct (2024)

Overall, the study contributes to building on existing research in the following ways. This study seeks to determine the replication of previous findings with an independent sample of workers in multinational mining companies. This is crucial to increase confidence in the findings and attest to the robustness of the conclusions from a neglected developing economy context. The study extends previous research on corporate workers from an integrated industry perspective. Thus, the study hypothesized that WDM – as determined via employee experience – would be positively associated with employee performance (in-role, extra-role and engagement) through duty orientation across situational effects of diversity management strategies.

Chapter Summary

The review chapter has outlined the theoretical and conceptual as well as empirical arguments supporting the essence of the present study. In the review, the various hypotheses necessary for addressing the overall purpose of the study have been postulated for testing in the anticipated models. Also, the literature reviewed in the chapter has informed the researcher on the methodological procedure for the procurement and use of data for the present study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study sought to assess the influence of workforce diversity management and employee performance as well as the mediating and moderating roles of duty orientation and diversity strategy in the relationship between workforce diversity management and employee performance respectively in multinational mining companies in Ghana. This chapter presents the methods that are adopted in the collection and analysis of data. It entails research philosophy, research approach, research design, study population, sampling technique and sample size determination, sources of data, study instruments, data collection procedure, data processing and analysis, and ethical consideration.

Research Philosophy

Research philosophy refers to a system of beliefs and assumptions about the development of knowledge (Saunders et al., 2016). A number of types of assumptions are made at every stage of research (Burrell & Morgan, 2017). These include assumptions about human knowledge (epistemological assumptions), about the realities you encounter in your research (ontological assumptions) and the extent and ways your values influence your research process (axiological assumptions) (Saunders et al., 2016). According to Creswell (2014), every researcher has the liberty to choose their methods, techniques and procedures. Nevertheless, the researcher must ensure that the paradigm meets the needs and purpose of the study when choosing the philosophical ontology, epistemology and methods. These assumptions help

shape the understanding of research questions, methods and interpretation of findings. Accordingly, these assumptions constitute a credible research philosophy which in turn underpins the choice of methods, research strategy and data collection techniques and analysis procedures (Saunders et al., 2016).

Thus, research philosophy can help to clarify the research design, research approach, and collection of data and analysis (Blumberg, Cooper & Schindler, 2014).

Every research paradigm has its assumptions and methods. For instance, the positivism paradigm uses a quantitative approach and believes that there is an objective reality that can be understood by testing existing theories (to develop hypotheses and causal relationships) through measurement and observation to create rules and laws that help to explain and predicts behaviours and events in organisations (Saunders et al., 2016). Contrary to the positivist paradigm is interpretivism which sees reality from a subjective perspective and uses the qualitative approach. The interpretivist perspective upholds the idea that social reality must be seen as something that is subjectively constructed and interpreted by human beings through their thoughts and actions rather than something that already exists objectively, as suggested by positivists (Denscombe, 2017). Thus, it is more important to understand human experiences than to attempt to explain, control or predict them (Al Riyami, 2015). Pragmatism paradigm “reconcile both objectivism and subjectivism, facts and values, accurate and rigorous knowledge and different contextualized experiences” (Saunders et al., 2016, p. 143).

This study is marked by its objectivist approach, thus to ontological inquiry. Objectivism posits that social reality is external to the investigators

and hence independent of their thoughts. Furthermore, social phenomena and their meanings exist independent of social actors (Bell & Bryman, 2007). Given the objective to assess the influence of diversity management on employee performance using selected multinational mining companies operating in Ghana is believed to be outside of the researcher's cognition, objectivism became more appropriate. In developing this reasoning, it is important to emphasise the relevance of unambiguity and accurate knowledge (Saunders et al., 2016) and this is the principle of positivism. Thus, for a positivist, you remain neutral and detached from your research and data to avoid the influence of human interpretations or biases (Saunders et al., 2016). In order to explain and predict the behaviours of employees in multinational mining companies with regard to diversity management, the positivist philosophical paradigm is used. This philosophical paradigm looks for causal relationships in data to create law-like generalizations which help to make explanations and predictions of behaviours (Duberley et al., 2012).

In connection to the above, the researcher felt that there was no other way to the explanation of how leaders manage their diverse workforce and its consequences on employee performance. Accordingly, it is important to investigate the subjective meanings driving the actors in an attempt to comprehend their behaviors and the mechanisms at work behind those acts (Saunders et al., 2016). All of the factors influencing employee performance in terms of diversity management are regarded as distinct and already exist, and the objective of this research is to investigate them.

Research Design

The questions underlying every study can lead to either exploratory, explanatory or descriptive responses (Saunders et al., 2016). Ragab and Arisha (2018) describe exploratory research as an effective method for discovering what is going on and seeking fresh ideas. It is essential for elucidating an ambiguous situation (Blumberg et al., 2014; Saunders et al., 2016). Thus, this style of study is the finest fit for the objective of investigating the influence of diversity management on employee performance using chosen multinational mining firms operating in Ghana, which appears to have been investigated by just a few past studies. This subject of research has been around for more than two decades in order jurisdictions such as the developed world, but it is relatively new in developing countries. As a result, most individuals have an extremely limited understanding of it, and in this instance, the explanatory study may aid in understanding. Leveraging existing studies, the current study builds hypotheses about the relationships among WDM, employee performance, diversity management strategy and duty orientation using multinational mining companies in Ghana, and these hypotheses are evaluated by gathering data using self-administered questionnaires.

On the other hand, descriptive research is concerned with determining “who, what, where, when, and how much,” but explanatory research design is concerned with determining the cause and repercussions of one variable on others (Blumberg et al., 2014, p.130). Thus, the emphasis in explanatory research is to study a situation or problem so as to explain relationships between variables (Saunders et al., 2016). The meaning and nature of explanatory research design make it relevant to the course of this current study

given the quest to explain the interactions among the underlying variables. Therefore, the current study embraces the explanatory research designs as it attempts to explain the relationships among WDM, employee performance, diversity management strategy and duty orientation in some selected multinational mining companies in Ghana.

Research Approach

Researchers can use either a quantitative or qualitative approach depending on the quantity of existing knowledge, available resources, and philosophical foundations. Others also classified the use of both approaches as the mixed methods research approach (Creswell et al., 2011) as applied in the current context. This study employs the quantitative method approach, with much more emphasis on the quantitative research approach.

Quantitative approaches are generally linked with researching behaviours rather than meanings, which is consistent with the issue of WDM and employee performance. Moreover, the main objective is to investigate the relationships among WDM, employee performance, diversity management strategy and duty orientation using selected multinational mining companies in Ghana, which can only be accomplished effectively through the use of quantitative research, as quantitative research is engineered for the identification and description of variables in order to determine the relationship among them (Garner et al., 2009). The self-administered questionnaire can be used under this approach to choosing a trustworthy and generalizable sample size for the realization of valid results. Furthermore, the quantitative strategy allows researchers to analyze data by using statistical methods with the help of computer software (Bhattacharjee,

2012). Further, quantitative research permits the generalization of the research findings to the study population (Ellis & Levy, 2010).

However, quantitative research focuses on just numbers and statistics, which limits its capacity to discern between employees and managers. Since it is scientifically proven, quantitative strategy is seen as shallow and incapable of directly connecting life and research (Bryman & Bell, 2007). To attest to this, Blumberg et al. (2014) posit that quantitative research may be limited by the opportunity to get more insights from respondents.

Study Area

The mining industry in Ghana plays a vital role in the country's economic development, contributing significantly to foreign exchange earnings, government revenue, and employment (Okyere & Jilu, 2020). Ghana is renowned for its rich mineral resources, and the mining sector has been a cornerstone of its economy for centuries. Gold is the primary mineral extracted in Ghana, and the country is one of the top gold producers globally. Other important minerals mined in Ghana include bauxite, manganese, and diamonds. The sector is characterised by both large-scale mining operations, often carried out by multinational companies, and small-scale artisanal mining, involving local communities.

Large-scale mining operations are concentrated in key regions like the Ashanti and Western Regions, where extensive gold deposits are found. These operations employ advanced technologies and substantial capital investment to extract and process minerals efficiently. Multinational mining companies, such as AngloGold Ashanti and Newmont Mining Corporation, are prominent players in these large-scale ventures. On the other hand, artisanal and small-

scale mining (ASM) form a vital part of the industry, especially in rural areas. ASM provides livelihoods for a significant portion of the population, albeit often characterised by informal practices (Besada & Golla, 2023). Artisanal miners use rudimentary tools and techniques to extract minerals, with gold being the primary focus. While ASM contributes to local economies, there are challenges related to environmental degradation, unsafe working conditions, and regulatory issues.

The government of Ghana has implemented various policies and regulations to balance the economic benefits of mining with environmental and social considerations. The Minerals and Mining Act of 2006 outlines the legal framework for mining activities, emphasising environmental sustainability and community development. Additionally, the establishment of the Environmental Protection Agency (EPA) and the Minerals Commission demonstrates Ghana's commitment to responsible mining practices. Despite the sector's contributions to the economy, there are ongoing discussions about optimising the benefits of mining for sustainable development. These discussions involve considerations of environmental conservation, community engagement, and equitable distribution of wealth generated from mining activities as well as issues of diversity management, forming the thrust of the study (Oppong, 2018).

Study Population

Population refers to a group about which a study seeks to generalize or the theoretically determined grouping of study subjects. A study population, also known as a target population, is a set of elements from which a sample is drawn (Babbie, 2011). According to Vogt (2007), it can also be defined as

"the population of individuals whom the researcher is interested in describing and making statistical inferences about" (Adom, 2015, p.106). The study sought to assess the influence of diversity management on employee performance using human resource managers and employees of fourteen multinational mining companies operating in Ghana, as the target population.

The target population of the study comprises the employees of the major mining companies in Ghana. Data available from the Ghana Minerals Commission indicated there are a total of 16 mining companies registered but 13 are currently operational in Ghana (Ghana Minerals Commission, 2021). Furthermore, the background checks of the 13 companies indicated that 8 of the companies were functional and accessible at the time of conducting the study. thus, data sourced from the various human resource desks of the 8 companies put together revealed a total of four thousand three hundred and ninety-nine (4,399) permanent employees working in various companies (see Table 1). The 8 companies were represented with pseudo names (Table 1 shows the distribution of the various companies and their staff strength).

Table 1: Major Mining Companies and Number of Employees

No.	Name of company	Population
1	Company A	858
2	Company B	868
3	Company C	803
4	Company D	515
5	Company E	423
6	Company F	250
7	Company G	682
8	Company H	634
	Total	4,399

Source: Human Resource Departments (2021)

Sample Size and Sampling Procedure

The sample size for the study was determined using the population of permanent employees only (i.e., 4,399). Based on Krejcie and Morgan' (1970) sample size table, with a 5% margin of error, a minimum sample size of 357 employees was determined. In a recent study by Ofori et al. (2022) in the mining sector of Ghana, the authors claimed that the response rate in the sector was 68%. In light of this, the 357 minimum sample size was adjusted by 32 percent to 471 to cater for non-response during the data collection. In addition, sampling refers to the selection of a subset of a studied population (Babbie, 2011). Sampling is the mechanism of picking certain components of a population for research in order to make conclusions based on the results of the individual samples (Kothari, 2004; Zikmund et al., 2013). According to Adom (2015), sampling must be executed in such a way that the elements chosen from the target population properly represent the whole population from which the elements were chosen. Researchers are open to two types of sampling, namely probability sampling and non-probability (Kothari, 2004), both of which were employed in the current study.

Under the probability, all elements in the population have an equal chance of being sampled and the probability that any of them will be chosen can be determined (Leedy & Ormrod, 2010). According to Leedy and Ormrod (2010), probability sampling is used when a researcher wants to generalize the results of a study to the universe under investigation. Probability sampling includes random, stratified, systematic and cluster sampling methods. The methods for selecting a random sample from the research population under the

probability sampling design include the lottery technique, random numbers method, and computer method (Leedy & Ormrod, 2010).

The study adopted the simple random sampling technique to select respondents. The sample frame which has all the names and details of the employees from all the major mining companies was obtained from the human resource departments respectively. The lists from the companies were combined and by using the excel RAND function the researcher randomly selected a total of 471 employees who participated in the study.

Study Instruments and Operationalisation of Variables

This section presents the data collection instruments adopted in gathering information from the participants. Among the numerous data collection methods available, such as structured interviews, semi-structured interviews, unstructured interviews, self-administered questionnaires, observation, group discussions, and so on, the self-administered questionnaire was chosen for quantitative data for this study.

The quantitative data provided data in response to the following specific objectives: the influence of diversity management on employee performance, assess the influence of diversity management on duty orientation, the influence of duty orientation on employee performance, the influence of diversity management strategy on employee performance, how diversity management strategy moderate the influence of diversity management on employee performance and how duty orientation mediate the influence of diversity management on employee performance.

A questionnaire is a data collecting tool composed of items that are distributed to research participants for completion and returned to the

researcher once completed (Zikmund et al., 2013). According to Kothari (2004), a questionnaire contains clearly defined, concrete, and pre-determined questions that frequently require responses in a specific manner, whereas an interview guide comprises general rules on the type of information required for survey participants to respond to their own words. The questionnaire technique was chosen for the collection of the main quantitative data in the study because a questionnaire can create reasonably valid and reliable results that allow generalization to the study population (Jogulu & Pansiri, 2011; Zikmund et al., 2013). One major drawback of a questionnaire is that it is prone to a high poor return rate (Leedy & Ormrod, 2011), also associated with response bias, which occurs when respondents, either consciously or unconsciously, answer questions with a specific bent that misrepresents the reality (Zikmund et al., 2013).

The questionnaire was created using questionnaire construction guidelines to decrease the likelihood of non-return or non-response rate and response bias. For instance, crafting the question entailed using basic, uncontentious, and clear language, and the questions were ordered using the funnel approach, which entails asking general questions first, followed by specific ones (Cooper & Schindler, 2011; Zikmund et al., 2013). The questionnaire contained seven sections in addition to an introduction letter from the University of Cape Coast and a cover letter that informed the participants of the study objectives. The questionnaires were all measured on a seven-point Likert scale ranging from 1, the least agreement to 7, the strongest agreement. The pattern of questions in the questionnaire did not conform to the order of the objectives of the study because of the need to enable active

and effective engagement of survey participants by putting general questions or items first, and specific questions in the latter part, as suggested by Cooper and Schindler (2011). Table 2 presents the type of instrument for the conceptual variables comprising, workforce diversity management, duty orientation, diversity management strategy and employee performance (in-role performance, extra-role performance and employee engagement).

Three demographic variables - age, gender and tenure were used in this study as control variables of employee performance. These variables were employed in earlier studies such as (Hendrawijaya, 2019; Mahnaz et al., 2013; Omori & Bassey, 2019). These demographic variables were controlled to prevent the results of this study from being affected by them.

Table 2: Instrument for Study Variables

Variable	Dimension	Number of Items	Author(s)
Workforce Diversity Management	-	3	Pitt (2009)
Employee In-role Performance	-	7	William & Anderson (1991)
Duty Orientation	Member	4	Hannah et al., (2014)
	Mission	4	
	Codes	4	
Employee Extra-role performance	Altruism	2	Paille 2013
	Helping	4	
	Civic	4	
Employee Engagement	Sportsmanship	4	Schaufeli et al., (2006)
	Vigour	3	
	Dedication	3	
Diversity Management Strategy	Absorption	3	(Fink & Pastore, 1999)
	Proactive	7	
	Reactive	8	
	Compliance/Accommodating	11	

Source: Author's construct

Pre-Testing

A pre-test was earlier conducted before the main study. This was conducted to polish the questionnaire items as well as to make them clearer and more understandable to prevent participants from facing challenges during the main study. Finally, a pre-test of the questionnaires was done to ensure the validity of the scales and also to free the questions from any cultural biases since the questions were adapted from earlier studies. Pallant (2016), indicates that pre-tests are necessary because they ensure that potential respondents understand questions and respond appropriately, ensure the validity of the scales, ensure that instructions, questions and scale items are clear and help to identify and eliminate questions or items that may offend potential respondents and also ensure that the questionnaires are free from cultural biases.

A pre-test was carried out, using 30 employees from a multinational oil and gas company. A multinational oil and gas company was chosen because it is part of the extractive industry and with same characteristics as the multinational mining companies that were currently used. The sample size for the pre-test conformed to Saunders et al. (2016) who claim that a minimum of 10 students can be used to conduct a pre-test of a study. Employees were selected at the convenience of the researcher, with permission from the Human resource manager. A draft of the copy of the instrument consisting of already existing scales was neatly packaged in brown envelopes were distributed to employees through the human resource department of the company. The questionnaires were given to them and were expected to be collected in five working days.

Out of the 30 questionnaires issued to participants, 26 completed questionnaires were retrieved. In general, the respondents spent about 30 to 40 minutes completing a questionnaire. In all, the respondents in the pilot study indicated that the questionnaires were clear and understandable and thus, none of the items in the pilot study were dropped. Details of Cronbach's Alpha after pre-testing were presented in Table 3.

Table 3: Cronbach's Alphas of Scales used before the Measurement Evaluation

Scale	Details	Cronbach's Alpha
Workforce Diversity Management	3 Items	0.734
Duty Orientation	12 Items	0.802
Diversity Management Strategy	26 Items	0.702
In-role Performance	7 Items	0.900
Extra-role Performance	14 Items	0.777
Employee Engagement	9 Items	0.727

Source: Field survey (2022)

Data Collection Procedures

The data collection was carried out in April 2022 following the approval of the study instrument. Questionnaires were administered in the same month. Five research assistants were recruited from the University of Cape Coast following an extensive screening, to assist the researcher in administering the questionnaire to the employees from the multinational mining companies.

The training was conducted for the five field research assistants before commissioning the data collection. The orientation comprised informing the assistants of the objectives of the research, the participants, ethical standards adherence, deadlines for distribution and retrieval of questionnaires, and how to manage the data collecting operation. The field assistants were taken

through a template for record keeping outlining information such as the date of first contact, an appointment for questionnaire collection, and general comments, including participants who were on study leave.

A total of 471 questionnaires were distributed to selected employees at the 8 organisations during data collection through the field research assistants. If a respondent was absent after three visits, the questionnaire was either left with their immediate bosses or human resource managers. Even though some respondents chose to return the questionnaire to the team in person, the majority of the questionnaires had to be obtained by schedule. After making several follow-ups, the research team decided to end the administration of surveys on 15th June 2022, because no more completed questionnaires were being returned. A total of 368 questionnaires were obtained out of the 471, with a response rate of 78.1 percent.

Data Processing and Analysis

Concerning the data, the SPSS was used for data entry, processing and analysis were done using the partial least squared structural equation (PLS-SEM) modelling. PLS-SEM is a second-generation statistical technique that “enables researchers to incorporate unobservable variables measured indirectly by indicator variables. It is made of a family of statistical techniques that have become very popular in business and social sciences due to its ability to model latent variables, consider various forms of measurement error, and test entire theories which are useful for a plethora of research questions (Henseler et al., 2016). PLS-SEM uses available data to estimate the nexuses of the path in the model to minimise the residual variance of the endogenous constructs. PLS path models are formally defined by two sets of linear

equations: the measurement model (also called the outer model) and the structural model (also called the inner model). According to Henseler et al. (2016) and Hair et al. (2019), whereas, the measurement model specifies the relations between a construct and its observed indicators (also called manifest variables), the structural model specifies the relationships between the study's constructs.

Hair et al. (2019) postulated that the first step in evaluating PLS-SEM results involves examining the measurement models and if the measurement models meet all the required criteria, researchers then need to assess the structural model. As with most statistical methods, PLS-SEM has rules of thumb that serve as guidelines to evaluate model results (Roldán & Sánchez-Franco, 2012; Hair et al., 2019). Rules of thumb by their very nature are broad guidelines that suggest how to interpret the results, and they typically vary depending on the context.

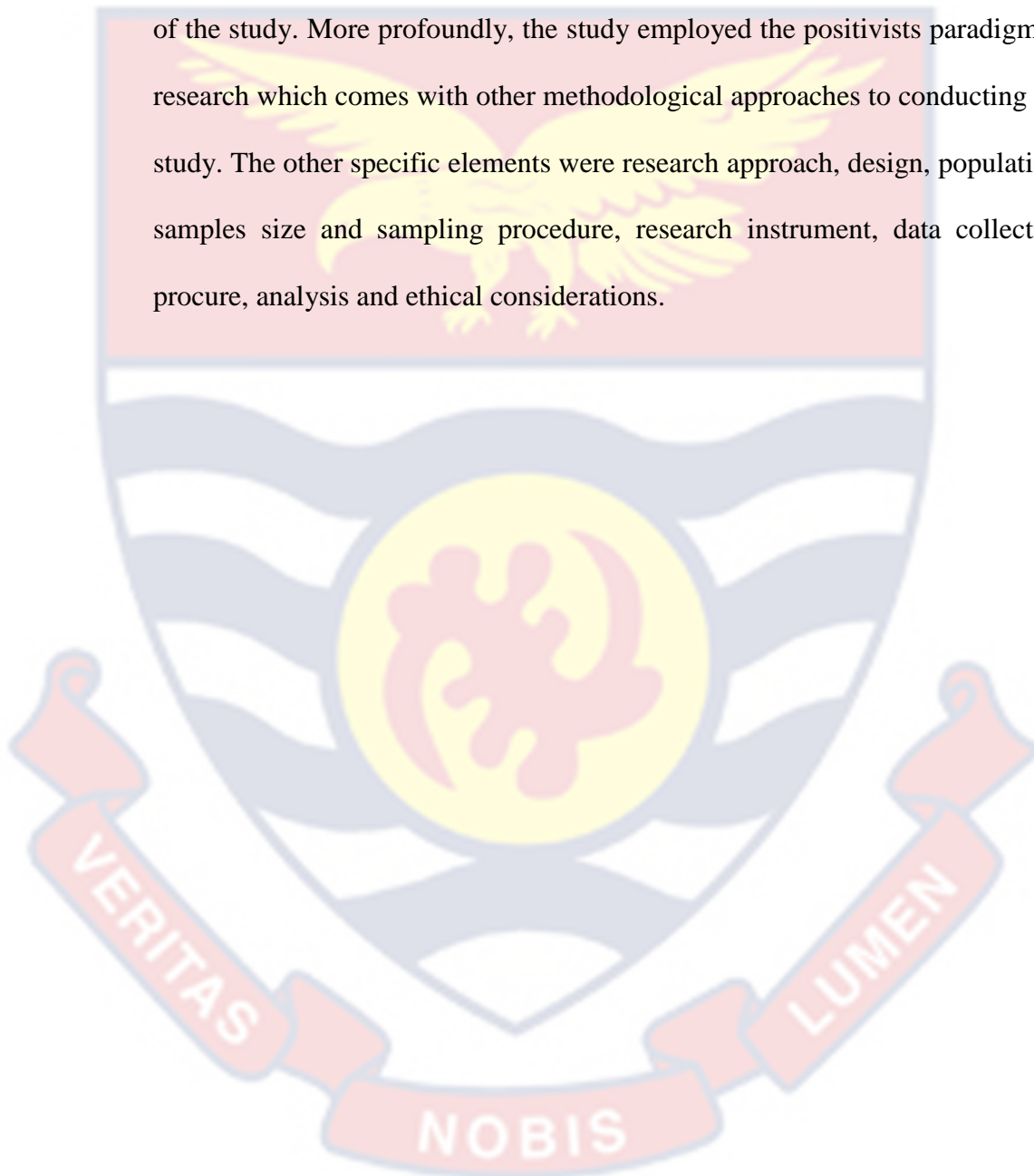
Ethical Considerations

The main issues with social science research, which hover around personal and sensitive questions, are the anonymity of participants, the security of data obtained, and the unauthorized use of the data. Before doing research involving human beings, all University of Cape Coast research students must seek prior clearance from the University's Institutional Review Board. This is to guarantee that researchers perform their studies following ethical standards. An application was submitted to the Board detailing the objectives of the study, the procedures to be taken to protect respondent anonymity, and the intended use and storage of data. Participants were told in

the cover letter that the Board had granted the researcher ethical approval to conduct the research (see Appendix C).

Chapter Summary

The chapter chronicled that methods that were adopted in the conduct of the study. More profoundly, the study employed the positivists paradigm to research which comes with other methodological approaches to conducting the study. The other specific elements were research approach, design, population, samples size and sampling procedure, research instrument, data collection procure, analysis and ethical considerations.



CHAPTER FOUR

DESCRIPTIVE STATISTICS OF VARIABLES

Introduction

The study sought to examine the influence of workforce diversity management on employee performance of selected multinational mining firms in Ghana through the roles of duty orientation and diversity management strategies. In the current chapter, the descriptive analysis of the variables deployed in the study was captured. The analysis comprised a report on the demographic characteristic of the respondents who participated in the study, the assessment of the levels of the variables using means and standard deviations, as well the evaluation of the normality of the data collected. Regarding the demographic characteristics, the information captured includes the respondents' gender, age group, marital status, level of education, religion, number of years with the organisation, the positions of the employees and nationality. The parameters used to test for the normality of the data were Skewness and Kurtosis.

Demographic Profile of Participants

This section presents the background features of the respondents of the study. The specific data collected concerning the respondents were; gender, age group, marital status, level of education, religion, number of years with the organisation, the positions of the employees and nationality. According to the statistics in Table 4, the number of males 259 (70.4%) who work with the companies sampled was many than the females 109 (29.6%). This means that the male workforce dominates in the mining companies more than their counterpart females.

Table 4: Background Features of the Respondents

Variable	Label	Frequency	Percent (%)
Gender	Male	259	70.4
	Female	109	29.6
Age group	18-31	136	37.0
	32-45	184	50.0
	46-59	48	13.0
Marital status	Married	206	56.0
	Divorced	16	4.3
	Widow	5	1.4
	Co-habitation	5	1.4
	Separated	9	2.4
	Single	127	34.5
Education	Secondary	36	9.8
	Diploma	61	16.6
	Undergraduate	158	42.9
	Masters	101	27.4
	PhD	6	1.6
	others	6	1.6
Religion	Christianity	340	92.4
	Islam	25	6.8
	Traditional Religion	1	.3
	others	2	.5
Number of years	Less than 1 year	21	5.7
	1 – 5 years	157	42.7
	6 – 10 years	126	34.2
	More than 10 years	64	17.4
Position	Management	92	25
	Non-management	276	75.0
Nationality	Ghanaian	368	100.0
Total		368	

Source: Field Survey (2022)

Again, the age group of the respondents was taken to assess the working class of the employees of the companies. A look at the summary of the report in Table 4 indicated that all the employees were within the youthful working age. In sum, 184 (50%) of the workers were within the majority age group range of 32 -45 years. Next group 136 (37%) was within the age range of 18 – 31 while 48 (13%) of the respondents were between 46 – 59 years old.

With regards to the marital status of the respondents, the data shows that the majority of them 127 (34.5%) reported that they were single, while the least of them were those who were 5 (1.4%) widowed and 5 (1.4%) co-habiting respectively.

Accordingly, the level of education of the respondents suggests they all have appreciable knowledge to respond to the questions asked. For instance, the majority of the respondents have tertiary degrees. Only 36 (9.8%) of them had up to secondary education. Moreover, the literature shows that diversity manifests from differences in religious practices and that the data collected was essential. The results captured in Table 4 indicate that Christians dominated the survey more than Islam. For the number of years, the employees have worked with their respective companies, the table reveals that those who worked for a period between 1 to 5 years were the majority 157 (42.7%). They were followed by those who accumulated experience between 6 to years 126 (34.2%). The least were those who worked for less than a year 21 (5.7%). The other demographic variables of the respondents were concerning the positions of the employees and their nationalities. For their positions, 276 (75%) of them were non-management staff while the remaining 92 (25%) were occupying management positions in the companies. Finally, the data gathered revealed that all 368 respondents were Ghanaians.

Normality Test

First and foremost, descriptive statistics through means and standard deviations were used to assess the levels of the various constructs, thus, workforce diversity management, duty orientation, diversity management strategies, intra-role performance, extra-role performance, and employee

engagement. The levels of the variables are determined following the study of Dess et al. (2005), who provided the criteria for the midpoint of a Likert scale that values up to 2.9 show “low level” and values from 3 to 7 show “higher levels” of a construct. Hence, Dess et al.’s (2005) study was used as a proxy to determine the threshold on the level of the constructs.

Also, normality checks on data were done to ascertain how evenly distributed the data points are relative to each other. This ensures that the data collected are not far from normal or what is expected. Although normality checks are not compulsory when using PLS-SEM for data analysis (Hair et al., 2019), Pallant (2016) notes that the process is necessary for users to have a good view of how the respondents perceive the phenomenon studied. Despite several approaches existing on how to check for normality, Pallant’s (2016) criteria were used in the study. The author suggests that data is normal when the Skewness and Kurtosis scores of the various items of the constructs deployed in a study fall between 0 to ± 1.5 . The table that ensues was used to assess the means, standard deviations and normality statistics of the respective variables. Table 5 was used to present summaries on the diversity management construct.

Table 5: Descriptive and Normality Assessment for Workforce Diversity Management

Items	Mean	Std.	Skewness		Kurtosis	
	Stat	Dev. Stat	Stat	Std. Error	Statis tic	Std. Error
My supervisors/team leaders in my work unit are committed to a workforce that is representative of all segments of society	5.22	1.95	-1.04	.127	-.143	.254
My managers/supervisors/ team leaders work well with employees of different backgrounds	5.23	1.76	-.89	.127	-.351	.254
Policies and programs promote diversity in my workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring	5.17	1.74	-.88	.127	-.217	.254
Mean of means	5.20	1.69	-1.00	.127	-.105	.254

Source: Field Survey (2022)

Table 5 shows that overall, workforce diversity management was high in the selected mining firms. This was reflected in the mean score of the mean of means ($M = 5.20$; $SD = 1.69$). The study asserts that workforce diversity management is practiced in firms. Also, the results from Table 5 suggest that the data was not contaminated by normality issues. The scores of the Skewness and Kurtosis indicated that the data were normally distributed for the workforce diversity management scale. Thus, the values of the Skewness and Kurtosis all fell below ± 1.5 . Table 6 was used to assess the descriptive and normality of the duty orientation construct.

Table 6: Descriptive and Normality Assessment for Duty Orientation

Items	Mean	Std. Dev.	Skewness		Kurtosis	
	Stat	Stat	Stat	Std. Error	Stat	Std. Error
I put the interest of my team ahead of my personal interests	5.35	1.59	-.982	.127	.14	.254
I do all that I can to support the organization	5.46	1.62	-1.14	.127	.52	.254
I am faithful to my team members	5.64	1.04	1.25	.127	0.15	.254
I am dedicated to my leaders and team	5.13	1.57	-.95	.127	.24	.254
I accept personal risk or loss in support of the mission/organisation goals	4.83	1.81	-.68	.127	-.59	.254
I make personal sacrifices to serve the mission/organisation goals	4.95	1.65	-.62	.127	-.68	.254
I do whatever it takes to fulfill the mission/organisation goals	5.08	1.62	1.08	.127	1.05	.254
I get the job done under difficult situations	5.38	1.71	.97	.128	1.02	.254
I do what is right and always	5.29	1.54	-.820	.128	-.18	.254
I demonstrate personal integrity when challenged	5.38	1.53	-.907	.128	.14	.254
I will not accept humiliation in my job	5.47	1.49	-.963	.128	.325	.254
I set the example for honorable behavior for others	5.60	1.47	1.12	.127	.802	.254
Mean of means	5.30	1.28	-.351	.128	.666	.254

Source: Field Survey (2022)

By relying on the established criteria for normality and the descriptive statistics, the results in Table 6 show that the parameters for the normality of data were upheld. Observing the scores of Skewness and Kurtosis has cleared doubts about the existence of abnormal data distribution. In the same vein, because, the mean and standard deviation of the duty orientation ($M=5.30$, $SD=1.28$) construct was high, it can be said that the respondents perceived the duty orientation as duty orientation. For instance, the results revealed that the

employees put the interest of the team ahead of their interests ($M = 5.62$; $SD = 1.59$). Again, the respondent employees indicated that they do all that they can to support their organization ($M = 5.46$; $SD = 1.62$). In Table 7, the descriptive and normality assessment for the diversity management strategies construct was analysed.

Table 7: Descriptive and Normality Assessment for Diversity Management Strategies

	Mean	Std.	Skewness		Kurtosis	
	Stat	Dev. Stat	Stat	Std. Error	Stat	Std. Error
My organization does not provide clear performance standards for promotion and/or merit pay	5.39	3.53	1.01	.127	1.13	.254
My organization fails to provide similar salaries for similar jobs	5.30	1.60	-.84	.127	-.11	.254
My organization does not provide (or would fail to provide) reasonable accommodation for disabled employees	5.33	1.62	-.97	.127	.15	.254
My organization predominantly relies upon “word of mouth” recruiting strategies to find job applicants	4.51	1.77	-.48	.127	-.88	.254
My organization does not follow state or city mandates which relate to the rights of employees	4.45	1.77	-.41	.127	-.93	.254
My organization exhibits signs of racial discrimination	4.51	1.78	-.46	.127	-.83	.254
My organization exhibits signs of sexual harassment	4.48	1.77	-.45	.127	-.70	.254

Table 7:Cont.

My organization exhibits signs of gender discrimination	4.94	1.85	-.87	.127	-.21	.254
My organization fails to post and follow information on the Labour Law Act	5.13	1.68	-.89	.127	-.06	.254
My organization exhibits signs of age discrimination	4.91	1.64	-.80	.127	.09	.254
My organization exhibits signs of pay discrimination	5.17	1.48	-.77	.127	.09	.254
My organization responds to specific personnel problems by implementing various programs aimed to alleviate the problems	5.27	1.46	-.93	.127	.62	.254
My organization makes strong attempts to recruit women due to the belief that such action will bring business advantages to the organization	4.98	1.46	-.89	.127	.83	.254
My organization makes strong attempts to recruit minorities due to the belief that such action will bring business advantages to the organization	5.17	1.39	-.80	.127	.45	.254
My organization provides diversity awareness workshops to encourage employees to accept individual differences	5.08	1.39	-.84	.127	.73	.254
My organization focuses diversity efforts on women	5.19	1.40	-.85	.127	.55	.254
My organization focuses diversity efforts toward minorities	5.19	1.36	-.86	.127	.68	.254
My organization offers special programs for female employees (female networks/councils, mentoring programs, management “fast-tracks”, etc.)	5.37	1.65	-1.15	.127	.65	.254

Table 7: Cont.

My organization offers special programs for minority employees (minority networks/councils, mentoring programs, management “fast-tracks”, etc.)	5.20	1.53	-.93	.127	.38	.254
My organization has a flexible work environment that promotes diverse approaches to work	5.31	1.40	-1.08	.127	1.19	.254
My organization attempts to make everyone within the organization feel like a contributing member regardless of any individual difference	4.77	.53	1.40	.127	1.53	.254
My organization implements building and managing diversity into its mission statement	4.35	1.80	-.25	.127	-1.09	.254
My organization provides flexibility in lines with communication in order to attract the advantages of employee diversity	4.42	1.70	-.55	.127	-.54	.254
My organization manages employee diversity by anticipating problems and initiating strategies to prevent the problems	4.39	1.69	-.40	.127	-.81	.254
My organization builds a strategic combination of policies, practices and procedures in order to effectively manage individual differences	4.87	1.65	-.75	.127	-.27	.254
My organization provides flexibility in lines of decision-making in order to attract the advantages of employee diversity	4.86	1.58	-.83	.127	.13	.254
Mean of Means	4.93	1.08	-.22	.127	-.04	.254

Source: Field Survey (2022)

Like the other constructs, the diversity management strategy construct and its specific items met the normality threshold. A cursory look at the values of the Skewness and Kurtosis in the Table 7 demonstrated that issues of abnormality in the data were not detected. This means that the diversity management strategy constructs qualified for use in further statistical analysis. Likewise, the means of the various items together with the overall mean of the construct illustrated that the respondents agreed to the effect that the firms have diversity management strategies.

Table 8: Descriptive Statistics and Normality Checks for Intra-Role Performance

	Mean	Std. Dev	Skewness		Kurtosis	
	Stat	Stat	Stat	Std. Error	Stat	Std. Error
I adequately complete assigned duties.	5.58	1.42	-.847	.127	-.09	.254
I meet formal performance requirements of my job.	5.37	1.44	-.760	.127	-.11	.254
I neglect aspects of the job am obligated to perform.	5.70	.54	1.06	.128	1.02	.254
I fulfill the responsibilities specified in my job description.	5.82	.95	1.00	.127	.83	.254
I engage in activities that can positively affect my performance evaluation.	5.70	1.37	-.99	.127	.35	.254
I perform tasks that are expected of me.	5.77	1.42	-1.30	.127	1.41	.254
I consistently perform work tasks in a quality way.	5.76	1.25	-1.21	.127	1.37	.254
Mean of means	5.51	1.20	.72	.128	1.20	.255

Source: Field Survey (2022)

Table 8 was deployed to assess the level of intra-role performance and its corresponding normality statistics. Concerning the construct, 7 questions were asked of the respondents. These questions sought to gather evidence of how their intra-role performance levels have been in the firms. After collecting the data, the means and standard deviations of each item were determined to establish surety of the existence of high-performance levels of the respondents and vice-versa. Also, the responses were subjected to a normality test to check whether there were extreme values that may contaminate the results. A cursory look at the values of means and standard deviation as well as the Skewness and Kurtosis suggests that the accepted parameters were not violated. The next dimension of the performance construct, extra-role performance evaluation was captured in Table 9.

Table 9: Descriptive Statistics and Normality Checks for Extra-Role Performance

	Mea	Std.	Skewness		Kurtosis	
	n	Dev	Stat	Std.	Stat	Std.
	Stat	Stat	Stat	Error	Stat	Error
I give my time to help colleagues who have work-related problems.	5.55	1.30	-1.06	.127	1.15	.254
I am willing to take time out of my own busy schedule to help new colleagues.	5.62	1.24	-.99	.127	.98	.254
I take steps to try to prevent problems with other personnel in my company.	5.61	1.26	-.99	.127	1.09	.254
I act as a 'peacemaker' when others in my company have disagreements.	5.67	1.29	-.99	.127	.86	.254

Table 9: Cont.

I am a stabilizing influence in my company when dissention occurs.	5.63	1.23	-1.25	.127	.13	.254
I 'touch base' with others before initiating actions that might affect them.	5.51	1.30	-1.03	.127	1.00	.254
I attend functions that are not required but help my company image.	5.39	1.27	-1.20	.127	.90	.254
I attend information sessions that employee is encouraged but not required to attend.	5.82	.38	1.28	.127	.18	.254
I actively participate in company meetings.	5.79	1.26	-1.34	.127	.88	.254
I spend a lot of time complaining about trivial matters.	4.57	.08	-.62	.127	-1.03	.254
I tend to make 'mountains out the molehills.	4.29	1.26	-.34	.127	-.99	.254
I always focus on what is wrong with my situation rather than the positive side of it.	3.69	1.33	.06	.127	-1.24	.254
I always find fault with what my company is doing.	4.45	3.66	.94	.127	.92	.254
Mean of means	5.20	1.05	.39	.128	.26	.255

Source: Field Survey (2022)

In Table 9, it was revealed that employee extra-role performance was high as reflected in the overall mean ($M = 5.20$, $SD = 1.05$). The results also suggest that the data normality issues were not detected in the responses provided by the employees to all 13 items measuring extra-role performance. This is because the scores of the Skewness and Kurtosis were within the plus-minus 1.5 thresholds. Finally, Table 10 was used to report the statistical measures of the employee engagement construct.

Table 10: Descriptive Statistics and Normality Checks for Employee Engagement

Items	Mean	Std.	Skewness		Kurtosis	
	Stat	Dev. Stat	Stat	Std. Error	Stat	Std. Error
At my work, I feel bursting with energy.	4.69	1.80	-.53	.127	-.76	.254
At my job, I feel strong and vigorous.	4.85	1.68	-.49	.127	-.76	.254
When I get up in the morning, I feel like going to work.	4.97	.59	1.06	.127	.03	.254
I am enthusiastic about my job.	4.96	1.83	-.70	.127	-.58	.254
My job inspires me.	5.08	1.77	-.79	.127	-.44	.254
I am proud of the work that I do.	5.18	1.68	-.69	.127	-.53	.254
I get carried away when I am working.	4.08	.07	-.17	.127	-1.24	.254
I am immersed in my work.	4.22	.03	-.24	.127	-1.22	.254
I feel happy when I am working intensely	4.39	1.91	-.35	.127	-.99	.254
Mean of means	4.71	1.47	.09	.127	1.05	.254

Source: Field Survey (2022)

The mean of means of the engagement construct revealed that the respondents have a high level of engagement in the firms. Also, by relying on the recommendations of Pallant (2016) on normality checks, the information in Table 10 revealed that the data points for the construct's items were evenly distributed. This is because the scores of both the Skewness and Kurtosis fell within the ± 1.5 cut-off point. Thus, the data was fit for further analysis and generalisation of the results.

Chapter Summary

The researcher in this chapter presented information on the demographic characteristics of the respondents as well as the normality of the

data. In ensuring that the responses obtained from the respondents were free from abnormal data points, Skewness and Kurtosis values were used to check for data normality. The summaries generated on the respective tables show that workforce diversity management, duty orientation, diversity management strategies, intra-role performance, extra-role performance and employee engagement met the normal distribution criteria. The next chapters addressed the research analysis using partial least square structural equation modeling.



CHAPTER FIVE

WORKFORCE DIVERSITY AND IN-ROLE PERFORMANCE: THE ROLE OF ROLES OF DUTY ORIENTATION AND DIVERSITY MANAGEMENT STRATEGY

Introduction

This chapter reports on the research results and discussions of the objectives and corresponding hypotheses set in the study. The PLS-SEM was used to address these objectives through its two-step approach of measurement and structural models. Again, the results were generated and grouped into three models, i.e., model 1, model 2 and model 3. Each model addressed collective sets of objectives based on each dimension of the employee performance construct. In this chapter, the results of model 1 which examined the influence of workforce diversity management on in-role performance of employees in the mining firms through the roles of duty orientation and diversity management strategies were reported. In addition, three hypotheses emanated from the model 1 including:

H1: There is a significant positive relationship between workforce diversity management and employee in-role performance.

H2: Duty orientation mediates the relationship between workforce diversity management and employee in-role performance.

H3: Diversity management strategy moderates the relationship between workforce diversity management and employee in-role performance.

Measurement Model Evaluation

Before the presentation of the measurement model, the common method bias (CMB) of the responses for each model was checked. This

technique is usually conducted to establish or otherwise the non-existence of self-reported biases that may contaminate the validity of the results (Podsakoff et al., 2012). In PLS-SEM, the CMB is ascertained by relying on the collinearity statistics (i.e., Variance Inflation Factor, VIF) scores. It is recommended that the scores of VIF of the indicators should range from 0 to 5.0 (Becker et al., 2015).

Hair et al. (2019) claim that the measurement model is accurate when it meets the relevant quality criteria set. Notably, the measurement model is evaluated based on four parameters, namely; indicator loadings, internal consistency (reliability), convergent validity and discriminant validity. As a rule of thumb for the various latent variables, indicators of the constructs are reliable when they load 0.7 or more. Values of less than 0.7 up to 0.4 may be retained in circumstances where they do not inflate the overall model reliability (Hair et al., 2019). Also, internal consistencies are checked by use of either Cronbach's Alpha (CA) or rho_A or composite reliability (CR) or all three parameters. Meanwhile, researchers can rely solely on the CR when the other two parameters proved unsatisfactory. The convergent validity was assessed using the average variable extracted (AVE) scores, while the discriminant validity was checked using the values obtained from the HTMT ratios (Henseler et al., 2016).

Structural Model Evaluation

The second approach to the PLS-SEM analysis is the structural model assessment procedure. With this approach, researchers rely on it to determine and discuss the implications of the hypotheses in a given study. The assessment of the structural model is based on parameters such as the paths

coefficients (R), coefficient of determination (R^2), effect size (f^2) and predictive capacity (Q^2). Also, the t-statistics and the P-values emphasise the significance of the paths established under the structural model. The path coefficients generally are correlation coefficients, which define the direction and the strength of the relationship between two variables. Based on Cohen's (1992) rule of thumb, correlation values between ± 0.29 are described as weak, ± 0.49 are described as moderate, whereas ± 0.50 and above signify strong or large correlation values.

The R^2 explains the number of changes that can be made by the dependent or endogenous variables due to variations in the scores of the independent or exogenous variables in the PLS-SEM model. According to the literature (Hair et al., 2019), any reminders of the changes after the determination of the R^2 are attributed to other or erroneous variables not captured in the given model. The established criteria are that “ R^2 of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively.” In addition to the R^2 , the f^2 statistics are used to explain how meaningful the significance of the relationship is in respect of its practical implications. Usually, effect size (f^2) of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively.” While a predictive relevance (Q^2) of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively.” In sum, a significant level of 5% or less or a t- statistic of 1.96 or higher is appropriate for a structural model. The results of the variables models (1, 2 and 3) were captured in the tables and figures that ensure.

Mediation

As established by Nitzl et al. (2016), mediation effects can be identified by observing the performance of the direct and indirect paths of the exogenous and endogenous variables. To differentiate between the three types of mediation, i.e., full, partial and no mediation, the scholars claimed that both the direct and indirect columns should meet certain criteria. For full mediation, the direct path must be non-significant while the indirect path is significant. For partial mediation, both the direct and indirect paths should be significant, while no mediation is where both the direct and indirect paths are not significant.

As a confirmation of Nitzl et al.'s procedure, the study utilised the VAF formula suggested by Hair et al. (2019) to interpret the mediation types. To recap, the VAF is calculated as $\text{total indirect effect} / \text{total effect} * 100\%$ on the constructs of the study. The rules of classifying these mediation types include; $\text{VAF} < 20\%$ = no mediation; $20\% < \text{VAF} < 80\%$ = partial mediation; and $\text{VAF} > 80\%$ = full mediation.

Model 1

The purpose of the first model is to assess the PLS-SEM quality criteria for the interactions amongst workforce diversity management, duty orientation, diversity management strategy and in-role performance. Thus, the model captures three hypotheses connecting the relationship between workforce diversity management and employee in-role performance, the mediating role of duty orientation on the relationship between workforce diversity management and employee in-role performance, and the moderating role of diversity management strategy on the relationship between workforce

diversity management and employee in-role performance. The results of the CMB and measurement model were presented first before the structural model. The summaries are seen in the tables and figures that follow.

Table 11: Outer Loadings, Internal Consistency and Convergent Validity

Constructs/indicators	Loadings	CA	rho_A	CR	AVE	VIF
Diversity management strategies (DMS)		0.940	0.944	0.947	0.547	
DMS10	0.767					3.468
DMS11	0.721					2.497
DMS14	0.761					2.567
DMS15	0.636					2.745
DMS16	0.703					4.959
DMS17	0.685					4.955
DMS18	0.672					3.645
DMS19	0.662					3.254
DMS25	0.593					1.134
DMS4	0.761					1.196
DMS5	0.815					1.239
DMS6	0.816					1.401
DMS7	0.812					4.500
DMS8	0.819					3.644
DMS9	0.818					3.822
Duty orientation (DO)		0.911	0.929	0.927	0.567	
DO1	0.660					4.864
DO10	0.892					2.705
DO11	0.881					4.997
DO12	0.813					2.363
DO2	0.652					4.962
DO4	0.514					1.921
DO5	0.745					4.646
DO6	0.793					1.235
DO8	0.592					1.470
DO9	0.883					2.857
In-role performance (IRP)		0.891	0.909	0.919	0.696	
IEP1	0.880					3.058
IEP2	0.861					3.308
IEP5	0.885					3.026
IEP6	0.779					2.850
IEP7	0.756					2.522
WDM*DMS 1 (Moderation)		0.960	1.000	0.835	0.558	
Workforce diversity management (WDM)		0.779	0.892	0.780	0.543	
WDM1	0.683					1.134
WDM2	0.717					1.196
WDM3	0.806					1.239
Age	1.000	1.000	1.000	1.000	1.000	1.000
Gender	1.000	1.000	1.000	1.000	1.000	1.000
Tenure	1.000	1.000	1.000	1.000	1.000	1.000

Source: Field Survey (2022)

Table 11 was used to evaluate the indicator loadings, internal consistency of the constructs and convergent validity. First, the values of VIF reveal the absence of CMBs in the respondents' responses. Also, based on the specified recommended thresholds, the table revealed that the various items were suitable for the measurement model. From Table 11, the item loadings for workforce diversity management ranged from 0.683 to 0.806; loadings for in-role performance started from 0.756 to 0.885; duty orientation was within the range of 0.514 to 0.892; whereas item loadings of diversity management strategies acceptably had a minimum of 0.593 to a maximum of 0.819. These loadings including those below 0.70 were retained because they contributed to improving the overall model reliability (Hair et al., 2019).

Secondly, the internal consistency of the latent variables was found to be satisfactory based on the scores of the CA, rho_A and CR depicted in Table 11. The CR values for diversity management strategies, duty orientation, in-role performance, WDM*DMS 1 (Moderation), workforce diversity management were found as 0.947, 0.927, 0.919, 0.835 and 0.780 respectively. Finally, Table 11 revealed that the extent to which the constructs achieved mutual relationships through their AVEs was appropriate in the study. A cursory look at the values suggests that all the constructs mutually explain more than 50% of variance against each other. The next table, Table 12 presented findings on the discriminant validity of the model's constructs through the HTMT ratio criteria.

Table 12: Discriminant Validity through the HTMT ratio

Constructs	1	2	3	4	5	6	7	8
Diversity management strategies								
Duty orientation	0.560							
Intra-role performance	0.499	0.863						
WDM*DMS 1 (moderation)	0.237	0.136	0.096					
Workforce diversity management	0.823	0.633	0.648	0.531				
Age	0.212	0.141	0.145	0.088	0.197			
Gender	0.109	0.180	0.164	0.067	0.163	0.241		
Tenure	0.125	0.153	0.145	0.074	0.175	0.630	0.123	

Source: Field Survey (2022)

Notes: HTMT values ≤ 0.85 or 0.90 are accepted.

The results emanating from Table 12 are values of HTMT ratios, which are used to confirm the uniqueness of the various constructs. Within the remits of the acceptable thresholds of 0.90 , it can be seen that constructs were distinct from one another. This means that the individual constructs are capable of representing unique phenomena. The next tables and figures presented the assessment of the structural model and the associated hypotheses that emanated from the first model of the study.

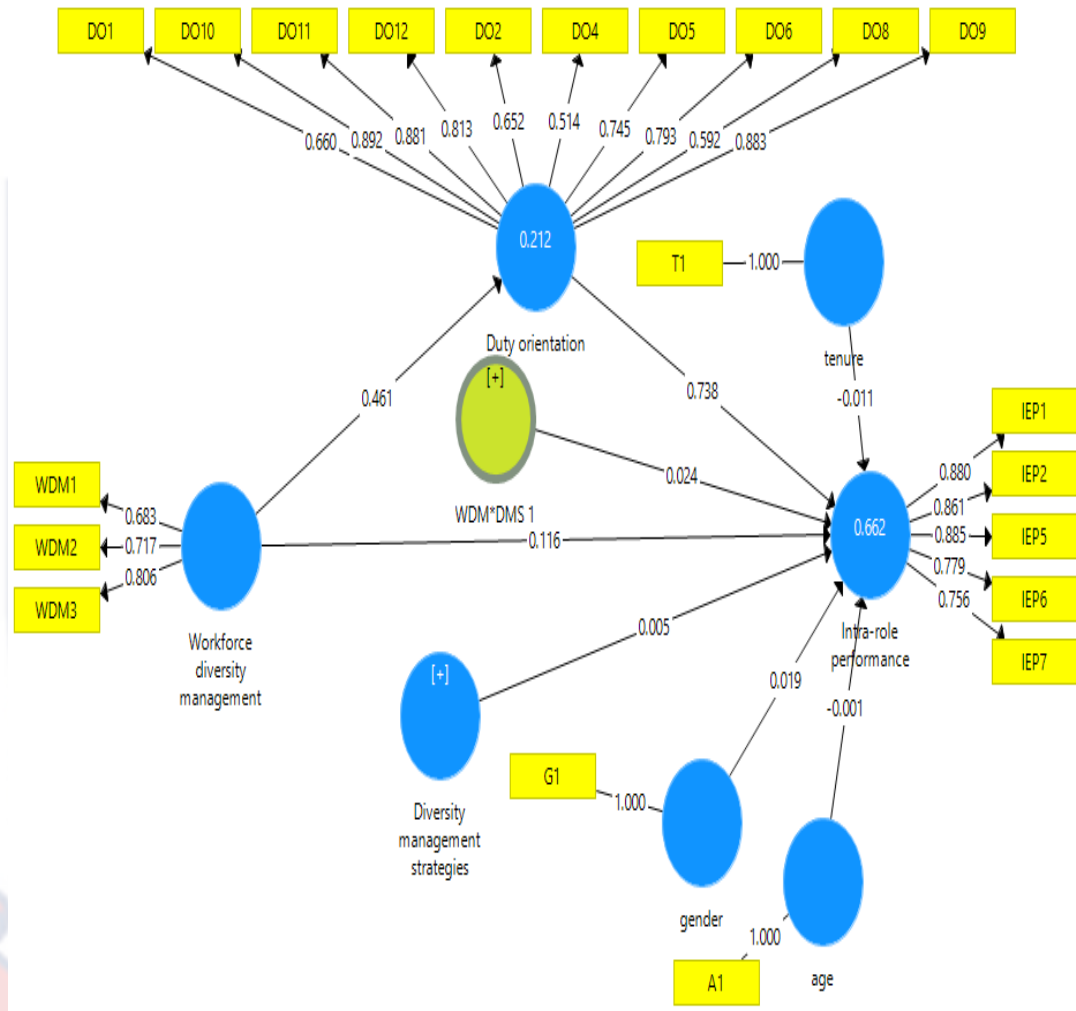


Figure 2: Final Path for model 1

Source: Field Survey (2022)

Table 13: Structural Results for Model 1

Paths	R	T Stat	P Values	R ²	Q ²	f ²	Hypotheses/Remarks
In-role performance				0.662	0.441		
Duty orientation				0.212	0.117		
<i>Directs</i>							
Workforce diversity management->In-role performance	0.116	2.482	0.013			0.022	H1: Supported
Workforce diversity management ->Duty orientation	0.461	10.046	0.000			0.269	Significant
Duty orientation -> In-role performance	0.738	22.256	0.000			1.050	Significant
diversity management strategy-> In-role performance	0.005	0.102	0.919			0.000	Not significant
<i>Controls</i>							
Age -> In-role performance	-0.001	0.027	0.978			0.000	Not significant
Gender-> In-role performance	0.019	0.555	0.579			0.001	Not significant
Tenure-> In-role performance	-0.011	0.281	0.779			0.000	Not significant
<i>Indirect</i>							
Workforce diversity management ->Duty orientation -> In-role performance	0.340	9.260	0.000				H2: Supported
<i>Moderation</i>							
WDM*DMS 1 -> In-role performance	0.024	0.424	0.672			0.002	H3: Not supported

Additional information: DMS – diversity management strategies; DO – Duty orientation; IRP – in-role performance; WDM – Workforce diversity management; WDM*DMS 1 – moderation.

Source: Field Survey (2022)

The results depicted in Table 13 were used to explain the relationships and among the constructs and tested the hypotheses that emanated from model 1. The results were placed into four sub-columns bearing direct paths, control variables paths, indirect paths, and moderation. From the direct paths, the study's findings emphasised that WDM->IRP, WDM-> DO and DO->IRP were significant at $p < 0.05$; 2-tailed, while DMS->IRP path was not significant $p < 0.05$; 2-tailed. On these premises, the results revealed that workforce diversity management has a significant positive relationship with in-role performance ($R = 0.116$; $t = 2.482$; $P = 0.013$) and duty orientation ($R = 0.461$; $t = 10.046$; $P < 0.001$). Again, the results established that duty orientation has a significant positive relationship with in-role performance ($R = 0.738$; $t = 22.256$; $P < 0.001$), while diversity management strategies showed a non-significant relationship with in-role performance ($R = 0.005$; $t = 0.102$; $P = 0.919$). However, the results of Table 12 established that the three control variables, i.e., age ($R = -0.001$, Figure 2; $t = 0.027$; $P = 0.978$), gender ($R = 0.019$, Figure 2; $t = 0.555$; $P = 0.579$) and tenure ($R = -0.011$, Figure 2; $t = 0.281$; $P = 0.779$) all had non-significant relationship with in-role performance.

With regards to the coefficient of determination (R^2), the study upheld that 66.2% of changes in the scores of in-role performances were accounted for by the joint contribution of workforce diversity management, duty orientation, diversity management strategies and the control variables (age, gender and tenure). Based on the criteria of Hair et al. (2019), this change moderately explained the variation of employee in-role performance in the

selected mining companies. Also, 21.2 percent of the variation in duty orientation was explained by workforce diversity management.

Again, the Q^2 in Table 12 demonstrates the predictive relevance of endogenous constructs. It is worth noting from the table that in-role performance has a substantial predictive power ($Q^2 = 0.441$), while the Q^2 of the duty orientation ($Q^2 = 0.117$) shows a moderate predictive relevance on the model. The f^2 examines the magnitude of the influence between the established paths. According to Table 12, the exogenous constructs have had various effects on the endogenous constructs. For instance, the results in the table indicated that workforce diversity management had a small (0.022) and moderate (0.269) effect on in-role performance and duty orientation respectively.

Furthermore, by observing the results from direct and indirect columns, it can be seen that the direct and direct link between workforce diversity management and in-role performance through duty orientation was significant. Based on these, the study asserts that duty orientation partially mediates the relationship between workforce diversity management and in-role performance ($R = 0.340$; $t = 9.260$; $P < 0.001$).

As a confirmation to Nitzl et al.'s procedure, the study utilised the VAF formula suggested by Hair et al. (2019) to interpret the mediation types. To recap, the VAF is calculated as total indirect effect/total effect *100% on the constructs of the study. The rules of classifying these mediation types and the extent of the influence of the mediator include; $VAF < 20\%$ = no mediation; $20\% < VAF < 80\%$ = partial mediation; and $VAF > 80\%$ = full mediation. The

values of the indirect and direct total effects can be found respectively in Tables 14 and 15.

Table 14: Total Indirect Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS								
2. DO								
3. IRP								
4. WDM*DMS 1								
5. WDM			0.340					
6. Age								
7. Gender								
8. Tenure								

Source: Field Survey (2022)

Table 15: Total Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS			0.005					
2. DO			0.738					
3. IRP								
4. WDM*DMS 1			0.024					
5. WDM		0.461	0.456					
6. Age			-0.001					
7. Gender			0.019					
8. Tenure			-0.011					

Source: Field Survey (2022)

Based on the results in Tables 13 and 14, the VAF was determined as follows:

$VAF = 0.340/0.456*100 = 74.6\%$ (partial mediation). In light of the VAF score, it can be affirmed that duty orientation partially mediates the link between workforce diversity management and employees' in-role performance. In the same regard, it can be asserted that through duty orientation, workforce diversity management made a 74.6 percent variation in the scores of in-role performances. Finally, results in Table 12 indicate that diversity management strategies do not moderate the relationship between workforce diversity management and the in-role performance of the employees ($R = 0.024$; $t = 0.424$; $p = 0.672$). The next sections concentrated on the discussion of the results of the model 1.

Influence of Workforce Diversity Management on Employee In-Role Performance

The findings for the first objective which examined the influence of workforce diversity on employees' in-role performance was discussed in this section. Consistent with the researcher's expectations, H1 was supported. Thus, the results showed that workforce diversity management has a significant positive relationship with in-role performance ($R = 0.116$, Figure 2; $\beta = 0.013$, Table 12) of employees in the selected multinational mining firms in Ghana. This means that an increase in the activities of workforce diversity management will lead to an improvement or increase in the in-role performance of the employees in the firms. This means that employees of the companies are willing to effectively execute their responsibilities of the job stipulated in the employment contract when their respective companies

recognise the essence of managing their diversity. Concisely, respecting a diverse workforce concerning the unique makeup, i.e., gender, age, race, ethnicity, and religious convictions will eliminate work frictions and lead to employees performing their job roles in the organisation (Wambui et al., 2013).

This finding is in line with previous studies such as Munjuri and Maina (2012), Moshabaki et al. (2013), Ashikali1 and Groeneveld (2015), Jin et al. (2017), Bizri (2018), and Li et al. (2020) who asserted that workforce diversity management predicts employee's in-role performance. For instance, Li et al. (2020) found that workforce diversity was a critical component in running cross-border organisations. The study concluded that the impact of workforce diversity management can be felt in several aspects of the employees' behaviours including job satisfaction, and performance. Furthermore, the findings intersect with the view of the institutional theorist (DiMaggio & Powell, 1983), who submit that organisational structures such as norms, policies, rules, schemes and routines, when well established, become the guidelines to guide employee attitudes towards work. In line with institutional theory, when multinational mining companies treat employees well by respecting their differences and similarities, do away with biased recruitment, selection and appraisal performance procedures, introduce flexible working arrangement, it brings about shared beliefs and common understanding among employees and consequently creates a good and serene environment for employees to perform duties that are assigned to them.

Mediating Role of Duty Orientation on the Relationship Between Workforce Diversity Management and Employee In-Role Performance

In the current section, the researcher discussed the mediating mechanisms of duty orientation in the link between workforce diversity management and the in-role performance of employees in the selected multinational mining firms, in Ghana. In line with the H2, the study's results showed that duty orientation has a partial mediation effect ($R = 0.340$; Table 12; $P < 0.001$) on the nexus between workforce diversity management and the in-role performance of the employees investigated. Also, the results exhibited that through duty orientation, workforce diversity management accounted for 74.6 percent (VAF) of variation in the scores of in-role performances.

The implication is that employees who demonstrate traits of duty orientation are able to follow the rules established by their firms in furtherance of their prescribed roles (Hannah et al., 2014). Duty-oriented employees will often see the objectives of the organisation as their ultimate responsibility to pursue by diligently executing their job as prescribed in the employment contract. Such employees earnestly make sure the work assigned are performed within the confines of their capacity. Furthermore, the current study asserts that the management of the mining companies that promote or encourages diversity management will boost duty orientation, which eventually will improve employees' performance. The onus is that employees exhibit behaviours such as loyalty, and commitment to the codes of the company and support team members based on perceived favourable institutional structures such as diversity management (Guth, 2017; DiMaggio & Powell, 1983).

Subsequently, relating these findings to the social exchange theory, when policies, rules, norms regulations, schemes, programs and management practices are fairly practiced in mining companies, it in turn creates an environment of safety, equity and inclusion and employees give back to the organization by way of reciprocity perform work assigned to them (Gouldner, 1960). Employees feel obligated to reciprocate in kind by being dutiful, loyal and committed to members and the organization's mission and codes leading to better performance (Bazri, 2018).

Moderating Role of Diversity Management Strategy on the Relationship Between Workforce Diversity Management and Employee In-Role Performance

The final objective covered under model 1 sought to analyse the moderating effect of diversity management strategies on the link between workforce diversity management and in-role employee performance. Contrary to the study's H3, the findings reveal that the diversity management strategy had no moderating effect in the aforesaid nexus ($R = 0.024$; Table 12; $p = 0.672$). The revelations from the finding are unique such that the employees in the firms do not regard diversity management strategies as playing a role in the performance of their ordained duties. The findings further suggest that employees in the mining firms are willing to perform their prescribed jobs to fulfill their part of the employment contract devoid of the presence of other externalities.

The reasoning is that diversity management strategies such as diversity education and training, flexible working arrangement, unbiased performance appraisal systems, and recruitment and retention deployed by organisations are

tailored towards inviting employees to demonstrate performance which go beyond their what is specified in the job description (extra-role behaviours) (Kemper et al., 2016; Cheong & Sinnakkannu, 2014). As held by Okcu (2014), diversity management strategies are managerial initiatives and practices that promote a workplace environment necessary for the integration of employees' experience, ethnicity and expertise for knowledge sharing and altruism. Thus, since in-role performances are duties born from the dictates of the employment contract, the employees are diligent in carrying out these roles as failure to perform them may consequently affect the employee (Nadiv & Kuna, 2020; Ravazzani, 2016).

Chapter Summary

The researcher presented results and discussion of the hypotheses pertaining to the chapter. In sum, the findings reveal that duty orientation plays a partial mediation effect on the relationship between workforce diversity management and the in-role performance of the employees in the selected firms in the mining industry. Again, the finding demonstrated that diversity management strategy does not moderate the nexus between the primary constructs.

CHAPTER SIX

WORKFORCE DIVERSITY MANAGEMENT AND EMPLOYEE

EXTRA-ROLE PERFORMANCE: THE ROLES OF DUTY

ORIENTATION AND DIVERSITY MANAGEMENT STRATEGY

Introduction

The purpose of the chapter sought to examine the interrelationships among workforce diversity management, duty orientation, diversity management strategy and extra-role performance. The relationships were established in Model 2. The model evaluated the PLS-SEM criteria based on the direct links between workforce diversity management and employee extra-role performance, the mediating role of duty orientation in the link between workforce diversity management and employee extra-role performance and as well, the moderating role of diversity management strategies in the aforesaid link. The research hypotheses which relate to this model were:

H4: There is a significant positive relationship between workforce diversity management and employee extra-role performance.

H5: Duty orientation mediates the relationship between workforce diversity management and employee extra-role performance.

H6: Diversity management strategy moderates the relationship between workforce diversity management and employee extra-role performance.

Model 2

The second model was developed (as shown in Figure 3) to test three hypotheses that connect the interactions amongst workforce diversity management, duty orientation, diversity management strategy and extra-role

performance. The model was assessed following the already established protocols in model 1 and general quality criteria guidelines earlier in this chapter. These are an assessment of the collinearity statistics (for CMB), the measurement model and the structural model. The summaries are seen in the tables and figures that follow. First, Table 16 was used to capture the results of the indicator loadings, internal consistency, validity and CMB.

Table 16: Indicator Loadings, Internal Consistency, Convergent Validity and CMB

Constructs/indicators	Loadings	CA	rho_A	CR	AVE	VIF
Diversity management strategies (DMS)		0.940	0.943	0.947	0.547	
DMS10	0.764					3.468
DMS11	0.717					2.497
DMS14	0.761					2.567
DMS15	0.637					2.745
DMS16	0.708					3.590
DMS17	0.692					3.247
DMS18	0.682					3.645
DMS19	0.670					3.254
DMS25	0.599					1.401
DMS4	0.753					4.500
DMS5	0.810					3.644
DMS6	0.812					4.822
DMS7	0.810					4.810
DMS8	0.814					4.854
DMS9	0.815					2.365
Duty orientation (DO)		0.911	0.928	0.924	0.554	
DO1	0.765					4.864
DO10	0.852					3.705
DO11	0.836					4.997
DO12	0.773					2.363
DO2	0.764					2.962
DO4	0.604					1.921
DO5	0.674					4.646
DO6	0.726					4.235
DO8	0.553					1.470
DO9	0.830					2.857
Extra-role performance (ERP)		0.854	0.909	0.878	0.388	
EEP10	0.872					4.611
EEP11	0.901					1.883
EEP12	0.821					2.722
EEP3	0.530					1.419
EEP4	0.571					2.247

Table 16: Cont.

EEP5	0.524					2.212
EEP7	0.602					4.214
EEP8	0.621					4.417
WDM*DMS 2 (Moderation)		1.000	1.000	1.000	1.000	1.000
Workforce diversity management (WDM)		0.920	0.922	0.950	0.863	
WDM1	0.932					4.404
WDM2	0.958					3.544
WDM3	0.895					2.620
Controls						
Age	1.000	1.000	1.000	1.000	1.000	1.000
Gender	1.000	1.000	1.000	1.000	1.000	1.000
Tenure	1.000	1.000	1.000	1.000	1.000	1.000

Additional information: DMS – diversity management strategies; DO – Duty orientation; ERP – Extra -role performance; WDM – Workforce diversity management; WDM*DMS 2 – moderation.

Source: Field Survey (2022)

From Table 16, it can be revealed that all the various factors of the constructs have met the thresholds. Particularly, those that are below 0.70 are seen as appropriate to be included in the model due to their contributions to improving the model's reliability. Also, a cursory look at the CA, rho_A and CR values in the table show that internal consistency, in other words, constructs' reliability was achieved. These values have attained the minimum 0.70 threshold established by Hair et al. (2019).

Moreover, the results in the Table 17 demonstrated that the constructs have achieved mutual relationships among themselves based on their AVEs. Thus, the AVEs of diversity management strategies, duty orientation, extra-role performance, WDM*DMS 2 (Moderation), and workforce diversity management were respectively above the minimum 50 percent criteria. Finally, the values of VIF reveal the absence of CMBs in the respondents' responses since each indicator of the constructs was well within the 5.0 cut-off point. The next table, Table 16 presented findings on the discriminant validity of the model's constructs through the HTMT ratio criteria.

Table 17: Discriminant Validity for Model 2

Constructs	1	2	3	4	5	6	7	8
1. Diversity management strategies								
2. Duty orientation	0.560							
3. Extra-role performance	0.712	0.825						
4. WDM*DMS 2	0.110	0.106	0.161					
5. Workforce diversity management	0.528	0.752	0.874	0.227				
6. Age	0.212	0.141	0.159	0.070	0.097			
7. Gender	0.109	0.180	0.139	0.021	0.124	0.241		
8. Tenure	0.125	0.153	0.120	0.044	0.079	0.630	0.123	

Source: Field Survey (2022)

The results emanating from HTMT ratios in Table 17 show that discriminant validity issues were not present. As with the rule of thumb the 0.90 thresholds for unrelated constructs was met. The next tables and figures presented the assessment of the structural model and the associated hypotheses that emanated from the second model of the study.

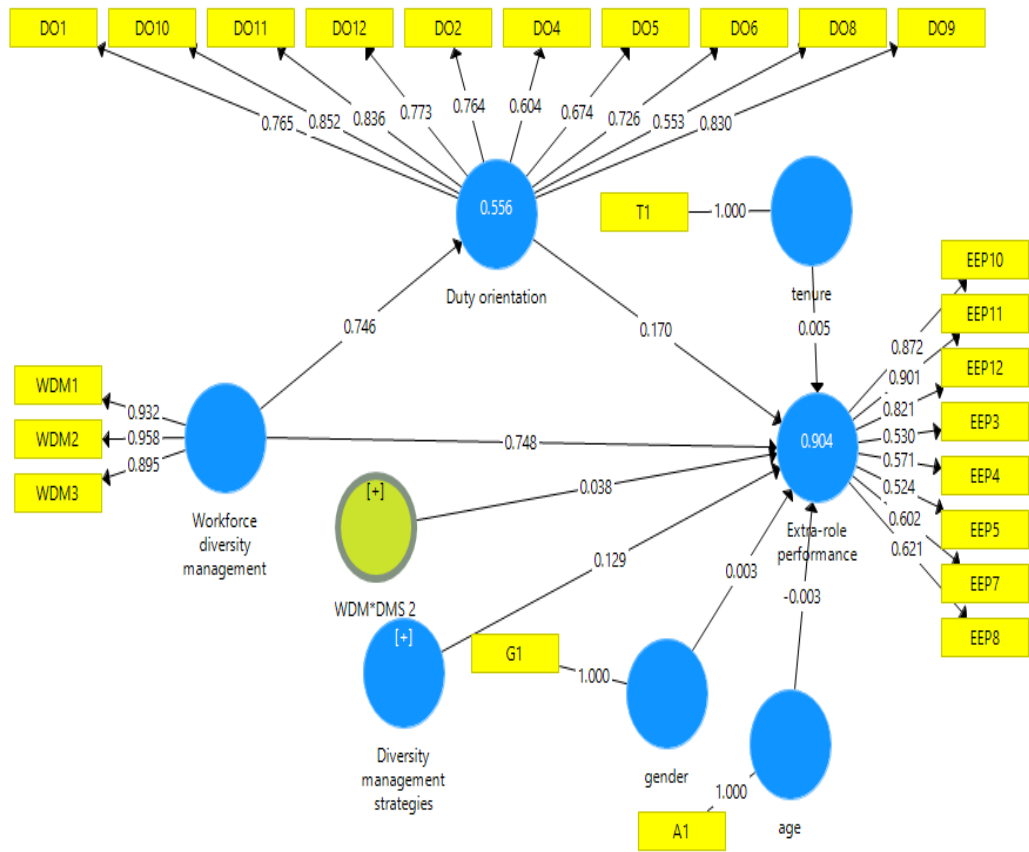


Figure 3: Final Path for model 2

Source: Field Survey (2022)

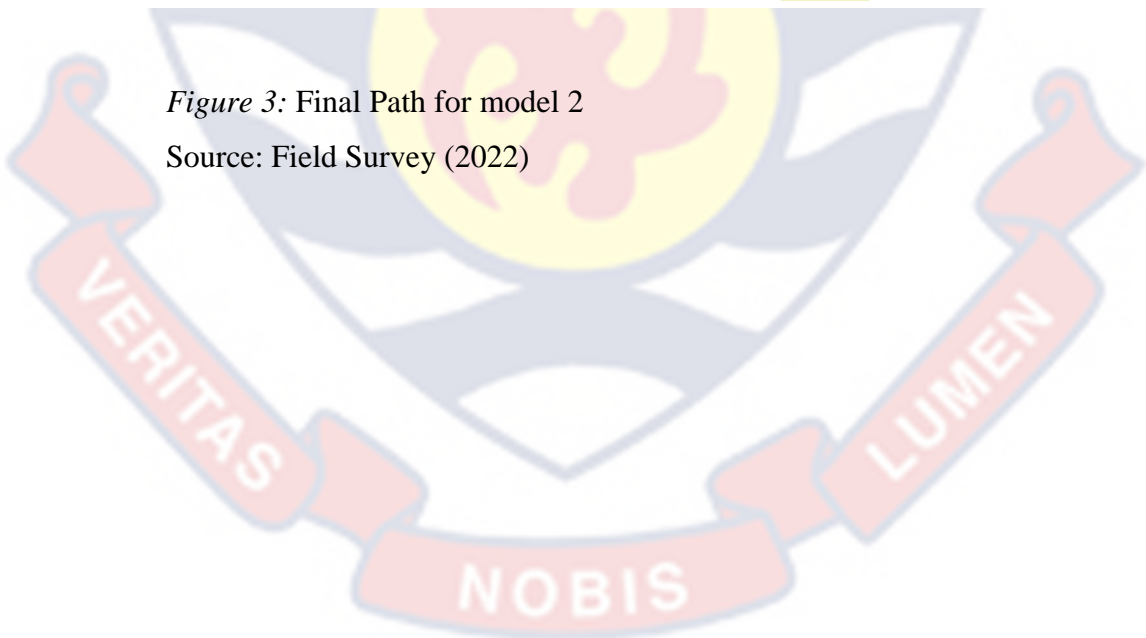


Table 18: Structural Results for Model 2

Paths	R	T Stat	P Values	R ²	Q ²	f ²	Hypotheses/Remarks
Extra-role performance				0.904	0.309		
Duty orientation				0.556	0.262		
<i>Directs</i>							
Workforce diversity management->Extra-role performance	0.748	12.371	0.000			0.160	H4: Supported
Workforce diversity management ->Duty orientation	0.746	29.616	0.000			0.231	Significant
Duty orientation -> Extra-role performance	0.170	3.927	0.000			0.109	Significant
Diversity management strategy-> Extra-role performance	0.129	6.412	0.000			0.213	Significant
<i>Controls</i>							
Age -> Extra -role performance	-0.003	1.168	0.243			0.000	Not significant
Gender-> Extra -role performance	0.003	1.585	0.114			0.000	Not significant
Tenure-> Extra -role performance	0.005	0.837	0.403			0.000	Not significant
<i>Indirect</i>							
Workforce diversity management ->Duty orientation -> Extra-role performance	0.126	3.952	0.000				H5: Supported
<i>Moderation</i>							
WDM*DMS 2 -> Extra-role performance	0.038	2.007	0.045			0.019	H6: Not supported

Source: Field Survey (2022)

From Table 18 the results indicated that workforce diversity management made a statistically significant positive relationship with extra-role performance ($R = 0.748$; $t = 12.371$; $P < 0.001$; Figure 3) and duty orientation ($R = 0.746$; $t = 29.616$; $P < 0.001$; Figure 3). In addition, the results demonstrate that duty orientation has a significant positive relationship with extra-role performance ($R = 0.170$; $t = 3.927$; $P < 0.001$; Figure 3), likewise diversity management strategies revealed a significant relationship with extra-role performance ($R = 0.129$; $t = 6.412$; $P < 0.001$; Figure 3). Finally, the results revealed that the three control variables, i.e., age, gender and tenure all had a non-significant relationship with extra-role performance. Consequently, the study avers that a substantial change of 90.4 percent in extra-role performance was explained by the harmonious contributions of workforce diversity management, duty orientation, diversity management strategies and the control variables (age, gender and tenure). Further, 55.6 percent of the variation in duty orientation was accounted for by the workforce diversity management in the model.

In respect of the predictive relevance of the endogenous variables, the Q^2 in Table 18 shows that the extra-role performance made a moderate predictive power ($Q^2 = 0.309$) on the model, and also the Q^2 of the duty orientation ($Q^2 = 0.262$) shown a moderate predictive relevance on the model. Furthermore, Table 17 reports that the various exogenous constructs have had various effects on the endogenous constructs. For example, the results in the table indicated that workforce diversity management had a moderate (0.160) and (0.232) effect on extra-role performance and duty orientation respectively.

Furthermore, a cursory look at the results in both the direct and indirect columns leads to the conclusion that duty orientation partially mediates the link between workforce diversity management and extra-role performance. This is because all the prerequisites for ascertaining a partial mediation path in a PLS-SEM model were met. Thus, through duty orientation, workforce diversity management had a significant indirect relationship with extra-role performance ($R = 0.126$; $t = 3.952$; $P < 0.001$). Moreover, the extent of the indirect relationship was explained through VAF approach to mediation.

Table 19: Total Indirect Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS								
2. DO								
3. ERP								
4. WDM*DMS 2								
5. WDM			0.149					
6. age								
7. gender								
8. tenure								

Source: Field Survey (2022)

Table 20: Total Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS			0.212					
2. DO			0.200					
3. ERP								
4. WDM*DMS 2			0.051					
5. WDM		0.743	0.193					
6. age			-0.005					
7. gender			0.000					
8. tenure			0.002					

Source: Field Survey (2022)

Thus, $VAF = 0.149/0.193 * 100 = 77.2\%$ (partial mediation). According to the results in Tables 18 and 19, it can be asserted that 77.2 percent of the

improvement in the relationship between workforce diversity management and employees' extra-role performance was caused by duty orientation. In terms of the moderation effect, results in Table 17 established that diversity management strategies do moderate the relationship between workforce diversity management and extra-role performance of the employees in the mining firms ($R = 0.038$; $t = 2.007$; $p = 0.045$). The next section concentrated on the discussion of the results presented above.

Influence of Workforce Diversity Management on Employee Extra-Role Performance

The section assessed the fourth objective of the study and its corresponding research hypothesis, whose aim was to examine the influence of workforce diversity management and employees' extra-role performance in multinational mining firms in Ghana. In line with the expectations of the H4 formulated to test the objective, the results revealed that workforce diversity management positively relates to extra-role performance ($R = 0.748$; $t = 12.371$; $P < 0.001$; Figure 3). The value of the R suggests that the relationship between the constructs is strong and as such a unit increase in the score of workforce diversity management will result in a strong corresponding increase in the extra-role performance of the employees. In the same fashion, if there is a unit decrease in the activities of management of workforce diversity, it will lead to a decrease in the employees' extra-role performance.

The findings of the study point to the need for the management of mining firms to pay crucial attention to diversity management when they desire to catch the attention of employees to carry out critical discretionary duties like taking time out of their busy schedules help other colleagues and new employee solve work related problems in the firms. It is prudent that firms emphasize how best they can promote a work environment that favours diverse workforce inclusion, and respect for one's culture and race. In addition, the results imply that employees are willing to stay loyal to their organisation, exhibit compliance with the organisational norms, take individual initiative, and are eager to share knowledge with their colleagues in the instances of an existing workforce diversity management (Moshabaki, Madani & Ghorbani, 2013; Paille, 2013). Furthermore, the findings of the study can be interpreted within the framework of the social exchange theory (Blau, 1964). The proponent upheld that employees often feel obligated to balance an exchange relationship established between their supervisors in the event that the former welcomes workforce diversity. Thus, when diversity management policies are well implemented, instances where there is no discrimination, there are fair and equal treatment of employees, employees feel obliged to go beyond to perform jobs that are not assigned to them in the job description.

Moreover, the study corroborated the assertion made by Downey et al. (2015) that diversity management is the extent to which one organisation and leader supports diversity-related efforts and adheres to the organisation's recruitment and equal employment opportunity policies which can enhance employee engagement. Also, Ashikali and Groeneveld (2015) and Bormann

(2017) have reasoned from the institutional theory upheld that workforce diversity management programs shapes the behaviour of employees in the mining companies and subsequently produce useful performance outcomes such as commitment and organisational citizenship.

Mediating Role of Duty Orientation on the Relationship Between Workforce Diversity Management and Extra-Role Performance

The fifth hypothesis connects the mediation mechanisms of duty orientation in the link between workforce diversity management and the extra-role performance of the employees in the firms studied. The H5 was supported as it was revealed that duty orientation had a significant partial effect on the relationship between workforce diversity management and extra-role performance ($R = 0.126$; $t = 3.952$; $P < 0.001$). The results again show that 77.2 percent of improvement in the relationship between workforce diversity management and employees' extra-role performance is explained by the mechanism of duty orientation.

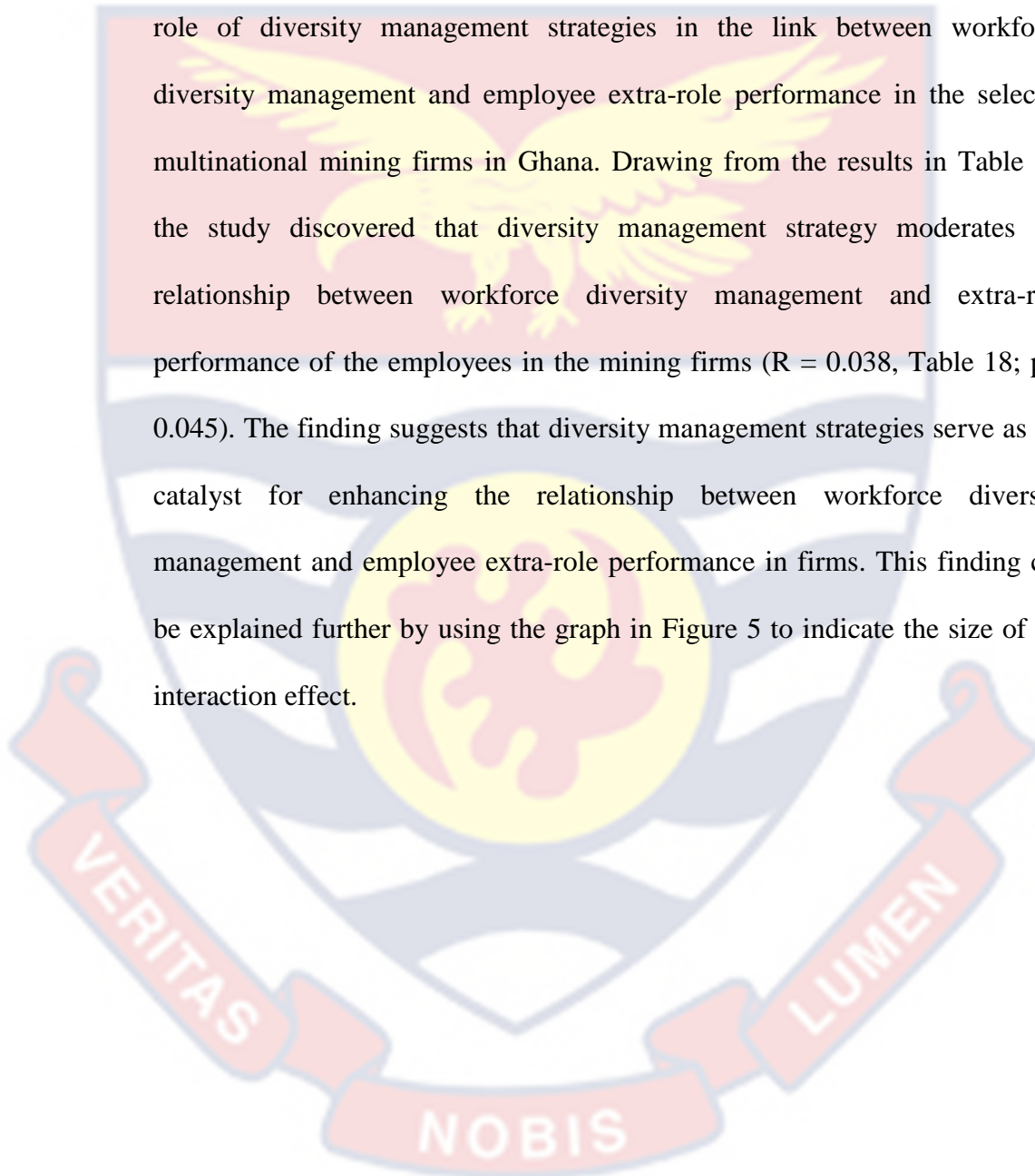
By implication, managing workers from diverse backgrounds and cultures will pave way for the employees to build traits of self-sacrifice, loyalty, support and devotion to the organisation (Chou & Stauffer, 2016). As claimed also by Hannah et al. (2014), duty orientation goes beyond one's self-interest to taking decisions that seeks to promote the vision and mission of one's organisation. Juxtaposing these findings with the social exchange theory (Blau, 1964), employees will positively reciprocate attitudes and behaviours that are of value to the organisation, which eventually enhance extra-role performance when they perceive workforce diversity management practices favour them.

Essentially, where policies, rules, norms regulations, schemes, programs and management practices are fairly practiced, employees will often feel obliged to give back duty orientation as a means of balancing the exchange (Bazri, 2018). Again, Mohamed and Alkerdawy (2014) posit that employees with a high orientation towards duty act based on management efforts to show responsibility in implementing effective human resource practices like diversity management. The findings further support the assertion made in Ashikali and Groeneveld's (2015) study that managing diversity fosters the employees' commitment to collectively pursue the goal of the organisation.

Also, reasoning from the view of the social exchange theory (Blau, 1964), the findings align with the general principle of reciprocity that employees will go the extra mile to seek the overall good of the organisation based on what the organisation offers them. These extra-roles come in the form of protecting the properties of the organisation, offering constructive ideas to the organisation (Mahembe et al., 2015), participating in extra-curricular activities that help their organisation to develop, showing patience and supporting the effectiveness and efficiency of the organization (Erkiliç & Güllüce, 2017). Finally, previous other scholars (Zang et al., 2021; Moss et al., 2020; Eva et al., 2018) who examined the antecedents of duty orientation opine that high levels of duty orientation can stipulate followers to make a positive contribution to the organisation in the form of higher extra-role and overall job performance.

Moderating Role of Diversity Management Strategy on the Relationship Between Workforce Diversity Management and Extra-Role Performance

The researcher discussed the implications of the research findings related to the sixth hypothesis in this section. The H6 assessed the moderating role of diversity management strategies in the link between workforce diversity management and employee extra-role performance in the selected multinational mining firms in Ghana. Drawing from the results in Table 17, the study discovered that diversity management strategy moderates the relationship between workforce diversity management and extra-role performance of the employees in the mining firms ($R = 0.038$, Table 18; $p = 0.045$). The finding suggests that diversity management strategies serve as the catalyst for enhancing the relationship between workforce diversity management and employee extra-role performance in firms. This finding can be explained further by using the graph in Figure 5 to indicate the size of the interaction effect.



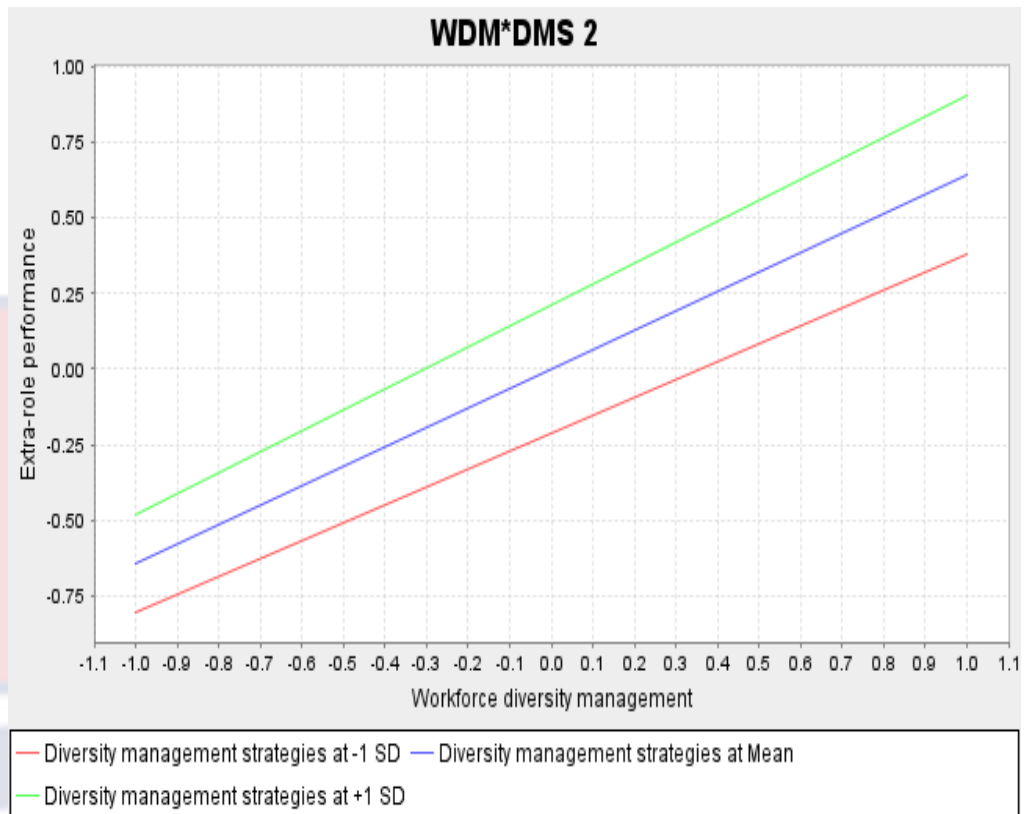


Figure 4: Diversity management strategies on WDM and ERP

Source: Field Survey (2022)

From the graph, the middle line represents the association for the mean level of the moderator variable, DMS. The lines above and below depict the relationship for a level of a one-unit standard deviation higher and lower respectively. Thus, the relationship between WDM and ERP gets increased when diversity management strategies are increased and or vice versa. Thus, confirmed from Table 18, the size of WDM*DMS 2 was 0.038 indicating a weak relationship, while the simple effect of WDM on extra-role performance was 0.748, a strong relationship. Hence, jointly the results suggest that the relationship between workforce diversity management and extra-role performance was 0.748 for an average level of diversity management strategy.

Consequently, when the level of diversity management strategies is increased by 1-unit standard deviation, the relationship between WDM and

ERP is increased by the size of the interaction term (i.e., $0.038 + 0.748 = 0.786$). However, decreasing the level of diversity management strategies by a 1-unit standard deviation will cause the relationship between WDM and ERP to be reduced by the size of the interaction term (i. e., $0.748 - 0.038 = 0.710$).

This means that including diversity management strategies in the policies of the companies will cushion the link between diversity management and employee performance in the companies. Thus, when the management of the companies wishes to improve the level of employees' discretionary roles, it should focus on designing programs that will foster the respect and acceptance of the values and beliefs of a diverse workforce.

In support of these findings, Alserhan et al. (2010) asserted managing the differences in an employee is a greater source of innovation, power, greater productivity, solving complex problems and employee loyalty. In the same vein, Cole and Salimath (2013) documented that the incorporation of various diversity management strategies into the overall business plan enhances overall business success. Similarly, Holt et al. (2018) found that the adoption of a diversity strategy will decrease the negative effect that racial diversity has on performance by improving service delivery and performance.

Chapter Summary

The chapter was developed to capture the results and discussion of the hypotheses connecting workforce diversity and employee engagement through the interventions of duty orientation and diversity management strategy. The conclusions drawn from the findings indicated that duty orientation and diversity management strategies play their respective roles in the workforce diversity and employee engagement relationship.

CHAPTER SEVEN

WORKFORCE DIVERSITY MANAGEMENT AND EMPLOYEE ENGAGEMENT: THE ROLES OF DUTY ORIENTATION AND DIVERSITY MANAGEMENT STRATEGY

Introduction

The results concerning the Model 3 were discussed in this chapter. Model three sought to assess the roles of workforce diversity management, duty orientation and diversity management strategy on employee engagement in the selected mining firms in Ghana. The three hypotheses that were formulated from the model are:

H7: There is a significant positive relationship between workforce diversity management and employee engagement.

H8: Duty orientation mediates the relationship between workforce diversity management and employee engagement.

H9: Diversity management strategy moderates the relationship between workforce diversity management and employee engagement.

As with the previous rules of thumb established, the measurement aspect of the model was assessed before evaluating the structural model. Also, the common method biases of the data were examined to make sure the data was not contaminated with self-reported biases. Detailed information concerning the measurement model (factor loadings, internal consistency, convergent validity, and discriminant validity), CMB (collinearity) and structural model (R-squared, Q squared and effect size) can be located in the tables and figures that follow.

Table 21: Factor Loadings, Internal Consistency, Convergent Validity and CMB

Constructs/ indicators	Loadings	CA	rho_A	CR	AVE	VIF
Diversity management strategies (DMS)		0.940	0.944	0.947	0.546	
DMS10	0.768					3.468
DMS11	0.725					2.497
DMS14	0.761					2.567
DMS15	0.644					2.745
DMS16	0.711					3.590
DMS17	0.691					3.247
DMS18	0.677					3.645
DMS19	0.665					3.254
DMS25	0.603					1.401
DMS4	0.749					4.500
DMS5	0.806					2.644
DMS6	0.809					4.822
DMS7	0.806					4.810
DMS8	0.813					4.854
DMS9	0.816					3.365
Duty orientation (DO)		0.911	0.921	0.926	0.562	
DO1	0.724					4.864
DO10	0.873					1.705
DO11	0.858					4.997
DO12	0.790					2.363
DO2	0.719					1.962
DO4	0.568					1.921
DO5	0.707					4.646
DO6	0.757					1.235
DO8	0.572					1.470
DO9	0.856					1.857
Employee Engagement (EGT)		0.890	0.891	0.911	0.532	
EGT1	0.726					3.788
EGT2	0.740					4.270
EGT3	0.735					3.701
EGT4	0.716					4.240
EGT5	0.739					4.862
EGT6	0.669					2.150
EGT7	0.739					4.530
EGT8	0.795					3.949
EGT9	0.700					2.663
WDM*DMS 3 (Moderation)		0.965	1.000	0.966	0.501	

Table 21: Cont.

Workforce management (WDM)	diversity	0.768	0.863	0.868	0.696	
WDM1		0.576				1.162
WDM2		0.941				3.798
WDM3		0.934				3.747
Controls						
Age		1.000	1.000	1.000	1.000	1.000
Gender		1.000	1.000	1.000	1.000	1.000
Tenure		1.000	1.000	1.000	1.000	1.000

Additional information: DMS – diversity management strategies; DO – Duty orientation; EGT – Employee engagement; WDM – Workforce diversity management; WDM*DMS 3 – moderation.

Source: Field Survey (2022)

According to the results displayed in Table 20, the loadings of the various indicators of the latent variables met the basic criteria for item reliability and retention in the model. Although some loaded below 0.70, they nonetheless, were necessary to be maintained to strengthen the models' overall reliability (Hair et al., 2019). The minimum and maximum loadings of the items in the constructs were seen as follows; diversity management strategy ranged from 0.603 to 0.816; duty orientation had minimum and maximum values of 0.568 and 0.873 respectively; loadings for employee engagement started from 0.669 to 0.795 and factor loadings for workforce diversity management were from 0.576 to 0.941 (see also Figure 4).

In addition, the constructs' reliability usually called the internal consistency of the latent variables was checked using the CA, rho_A and CR measures. A cursory look at Table 20 suggests that the output for obtaining satisfactory internal consistencies of the constructs based on the aforesaid limits of CA, rho_A and CR were upheld. Accordingly, the composite reliability scores for diversity management strategy, duty orientation, employee engagement and workforce diversity management were shown as 0.947, 0.926, 0.911 and 0.868 respectively. Furthermore, Table 20 revealed

that the constructs' AVEs were satisfactory for explaining the mutual relationships among the constructs. Finally, the scores of collinearity statistics through the VIF exposed the non-availability of self-reported biases in the respondents' responses. This is because the VIF values of the various indicators fell below 5.0, the acceptable threshold (Becker et al., 2015). The next table (Table 21) reported the discriminant validity scores using the HTMT ratio.



Table 22: Discriminant Validity for Model 3

Constructs	1	2	3	4	5	6	7	8
1. Diversity management strategies								
2. Duty orientation	0.560							
3. Employee engagement	0.584	0.810						
4. WDM*DMS 3	0.145	0.270	0.293					
5. Workforce diversity management	0.428	0.321	0.540	0.227				
6. Age	0.212	0.141	0.121	0.050	0.115			
7. Gender	0.109	0.180	0.140	0.092	0.093	0.241		
8. Tenure	0.125	0.153	0.090	0.058	0.073	0.630	0.123	

Source: Field Survey (2022)

Table 22 was deployed to assess the presence of discriminant validity among the main constructs of the study. As claimed by Henseler et al. (2016), constructs used in a study should be able to discriminant among themselves so as not to seem to describe the same phenomenon. By observing the results of the HTMT ratios displayed in the table suggest that the path model had no discriminant validity problems.

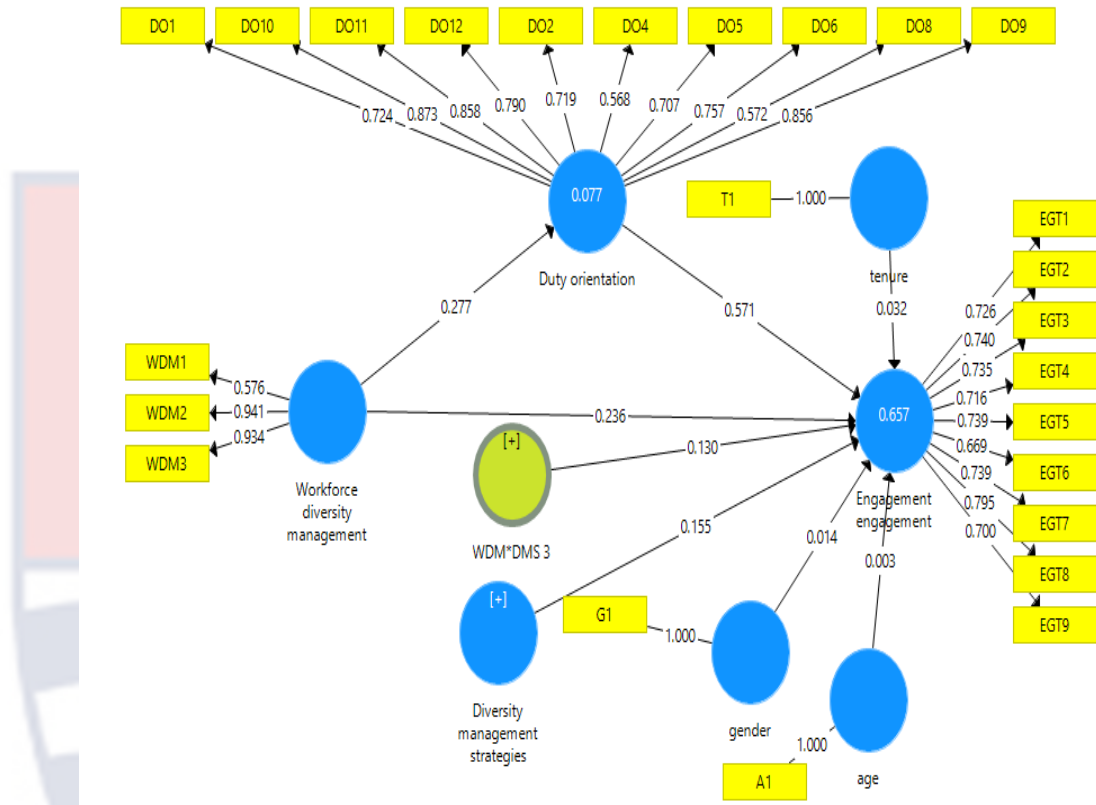


Figure 5: Final Path for model 3

Source: Field Survey (2022)

Figure 4 confirms the values of the indicator loadings and other useful information such as path coefficients and coefficient of determination for the structural model. The structural model results and mediation procedure of the objectives were presented in Tables 22 to 24.

Table 23: Structural Results for Model 3

Paths	R	T Stat	P Values	R ²	Q ²	f ²	Hypotheses/Remarks
Employee engagement				0.657	0.342		
Duty orientation				0.077	0.042		
<i>Directs</i>							
Workforce diversity management-> Employee engagement	0.236	5.485	0.000			0.138	H7: Supported
Workforce diversity management ->Duty orientation	0.277	5.435	0.000			0.083	Significant
Duty orientation -> Employee engagement	0.571	11.929	0.000			0.599	Significant
Diversity management strategy-> Employee engagement	0.155	3.361	0.001			0.045	Significant
<i>Controls</i>							
Age -> Employee engagement	0.003	0.073	0.942			0.000	Not significant
Gender-> Employee engagement	0.014	0.478	0.633			0.000	Not significant
Tenure-> Employee engagement	0.032	0.901	0.368			0.002	Not significant
<i>Indirect</i>							
Workforce diversity management ->Duty orientation -> Employee engagement	0.158	5.508	0.000				H8: Supported
<i>Moderation</i>							
WDM*DMS 3 -> Employee engagement	0.130	2.712	0.007			0.042	H9: Not supported

Source: Field Survey (2022)

From Table 23 the results indicated that workforce diversity management has a statistically significant positive and weak relationship with employee engagement ($R = 0.236$, Figure 4; $t = 5.485$; $P < 0.001$) and duty orientation ($R = 0.277$, Figure 4; $t = 5.435$; $P < 0.001$). In the same fashion, the results demonstrate that duty orientation ($R = 0.571$, Figure 4; $t = 11.929$; $P < 0.001$) and diversity management strategy ($R = 0.155$, Figure 4; $t = 3.361$; $P = 0.001$) respectively had a strong significant positive relationship with employee engagement. On the contrary, the results of Table 22 established that the three control variables, i.e., age ($R = 0.003$, Figure 4; $t = 0.073$; $P = 0.942$), gender ($R = 0.014$, Figure 4; $t = 0.478$; $P = 0.633$) and tenure ($R = 0.032$, Figure 4; $t = 0.901$; $P = 0.368$) all had non-significant relationship with employee engagement.

Concerning the R^2 of the model, the study reveals that a substantial change of 65.7 percent (Figure 4) in employee engagement was explained by the joint contributions of the workforce diversity management, duty orientation, diversity management strategies and the control variables (age, gender and tenure). Further, a small percentage point of 7.7 of changes in duty orientation was accounted for by the workforce diversity management scores in the model. In respect of the Q^2 , Table 22 shows that employee engagement predicts the model moderately ($Q^2 = 0.342$), and also the Q^2 of the duty orientation ($Q^2 = 0.042$) shows a small predictive relevance on the model. Table 22 also reports that the exogenous constructs have had various effects on the endogenous constructs. For example, the results indicated that workforce diversity management had a small ($f^2 = 0.138$) and ($f^2 = 0.083$) effect on employee engagement and duty orientation respectively.

For mediation, the results reveal that duty orientation partially mediates the link between workforce diversity management and employee engagement ($R = 0.158$; $t = 5.508$; $P < 0.001$). Also, the prerequisites for ascertaining a partial mediation path in a PLS-SEM model were met based on the results in the direct and indirect sections. Moreover, the extent of the indirect relationship was explained through the VAF approach to mediation using Tables 24 (indirect effect Table) and 25 (total effect Table).

Table 24: Indirect Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS								
2. DO								
3. EGT								
4. WDM*DMS 3								
5. WDM			0.158					
6. age								
7. gender								
8. tenure								

Source: Field Survey (2022)

Table 25: Total Effects

Constructs	1	2	3	4	5	6	7	8
1. DMS			0.155					
2. DO			0.571					
3. EGT								
4. WDM*DMS 3			0.130					
5. WDM		0.277	0.394					
6. age			0.003					
7. gender			0.014					
8. tenure			0.032					

Source: Field Survey (2022)

Thus, $VAF = 0.158/0.394*100 = 40.1\%$ (partial mediation). Thus, through duty orientation, workforce diversity management caused

approximately 40 percent of changes in the scores of employee engagement. In terms of the moderation effect, results in Table 22 established that diversity management strategies significantly moderate the relationship between workforce diversity management and employee engagement in the mining firms ($R = 0.130$; $t = 2.712$; $p = 0.042$).

Influence of Workforce Diversity Management on Employee Engagement

Hypothesis 7 of the study connected the link between workforce diversity management and employee engagement in the selected mining firms in Ghana. The study established a significant positive relationship between the construct ($R = 0.236$, Figure 4; $P < 0.001$) and hence, supports H7. The implication drawn from this finding suggests that workforce diversity management is a predictor or an antecedent of employee engagement in the mining industry. Previous studies (Downey et al., 2015; Onwuchekwa et al., 2019; Nnabuife & Madu, 2020) have upheld similar views which indicated that the availability of workforce diversity management culture within firms fosters employee engagement. For instance, Downey et al.'s (2015) study on the influence of workforce diversity management supports the claim that workforce diversity management is significantly related to employee engagement.

In the same vein, Onwuchekwa et al. (2019) also investigated the nexus between gender diversity and employee engagement in cable manufacturing firms in Anambra State, Nigeria. The outcome of their study demonstrated that gender diversity had a statistically significant positive relationship at 5% ($p\text{-value} < .05$) with employee engagement. Accordingly, the authors noted that gender-sensitive firms possess the potential of

producing an engaged group of workers to drive productivity in the firms. In addition, a study by Nnabuife and Madu (2020) which examined the differences in managing diversity with regard to employee engagement in Nigerian Universities also supports the findings in the current study.

Mediating Role of Duty Orientation on the Relationship Between Workforce Diversity Management and Employee Engagement

This part of the chapter captures the implication of research objective 8 and its corresponding hypothesis (H8). The analysis of the results shows that duty orientation had a partial mediation effect on the nexus of workforce diversity management and employee engagement ($R = 0.158$; $t = 5.508$; $P < 0.001$) in the multinational mining firms in Ghana. By implication, the contribution of diversity management to the engagement of the employees in the mining companies will be enhanced when the employees show duty orientation. Furthermore, the study asserts that management of the mining companies who promote or encourage diversity management will boost duty orientation, which eventually will improve employees' work engagement. Thus, workers of the mining companies will exert more amount of effort, dedication and vigor in performing their duties when there is greater inclusion of all employees from variety of background in the organisation.

This is because the employees will exhibit behaviours such as loyalty, commitment to the codes of the company and support team members based on perceived favourable institutional structures ingrained in diversity management. In addition, the findings show that duty orientation reflects the traits of employee engagement to the extent that the employees derive motivation from their work to deliver superior service quality (Jeve et al.,

2015). Engaged employees report fewer errors, and are less often involved in occupational injuries and accidents due to their established felt obligation to duty (Singh & Chopra, 2018).

In the spirit of the institutional theory (Guth, 2017; DiMaggio & Powell, 1983) agree that when organisations put up norms, policies and rules, which are features engrained in diversity management, will become the guidelines to shape employees' duty orientation and foster employee engagement. The volition of employees to observe the internal rules of the organisation as well as engage in healthy conversations that foster the reputation of the firm partly come from effective diversity management (Hannah et al., 2014). These practices will then form the foundation upon which employees will collectively work to increase their performance.

Moderating Role of Diversity Management Strategy on the Relationship Between Workforce Diversity Management and Employee Engagement

The final objective of the study investigated the moderating role of diversity management strategy in the relationship between the above-mentioned constructs. The results demonstrated that established that diversity management strategies significantly moderate the relationship between workforce diversity management and employee engagement in mining firms ($R = 0.130$; $p = 0.042$). This means that the development and implementation of diversity management strategies in the selected firms could lead to an enhancement in the link between workforce diversity management and employee engagement. This assertion can be outlined in detail by studying the graph in Figure 6.

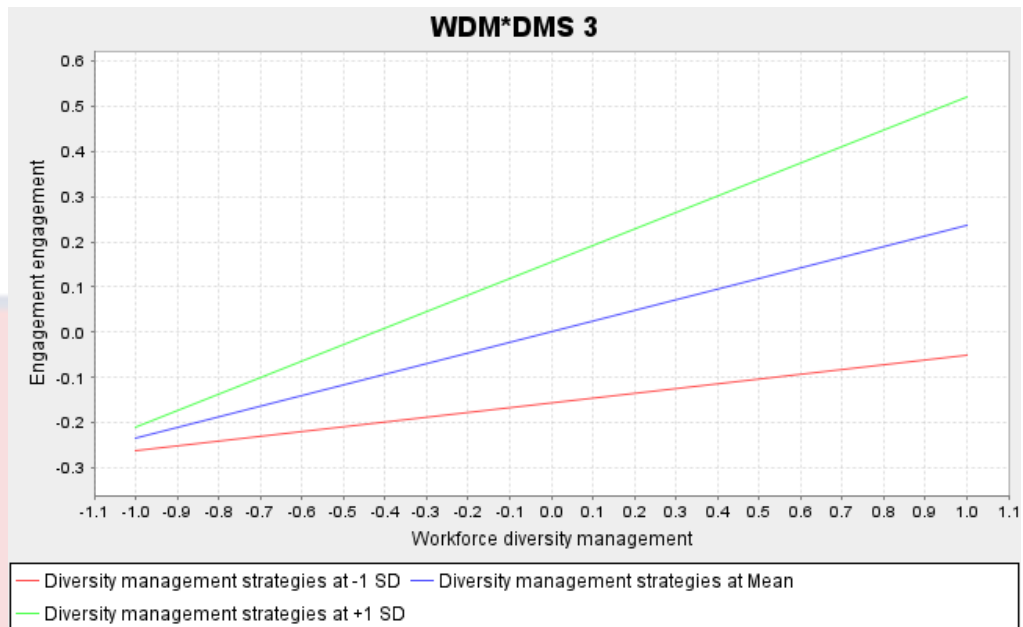


Figure 6: Diversity management strategies on WDM and EGT

Source: Field Survey (2022)

According to the interaction lines in the graph, when the management of the firms increases the level of diversity management strategies is increased by 1-unit standard deviation, the relationship between WDM and EGT is improved also and when those mechanisms are reduced, the link is reduced. This means that including diversity management strategies in the companies will strengthen the link between diversity management and employee engagement in the companies.

Chapter Summary

The chapter presented a discussion of the three objectives and respective hypotheses of the study which sought to examine the influence of diversity management on employee engagement through the intervening roles of duty orientation and diversity management strategies in the mining companies in Ghana. The discussions were supported by relevant literature and previous studies to offer insights into the phenomena investigated.

CHAPTER EIGHT

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter presents the summary, conclusions and recommendations based on the findings of the study. The conclusions and the recommendation offer substantial insights to various stakeholders and policymakers in the mining industry of Ghana and other similar international organisations. The purpose of the study, therefore, was to examine the roles of duty orientation and diversity management strategies in the link between workforce diversity management and employee performance of selected multinational mining firms in Ghana. The study specifically relied on nine objectives in addressing the main purpose driving the study.

These were, to: examine the influence of workforce diversity management on employee in-role performance; analyse the mediating role of duty orientation in the relationship between workforce diversity management and employee in-role performance; determine the moderation role of diversity management strategy in the relationship between workforce diversity management and employee in-role performance; investigate the influence of workforce diversity management on employee extra-role performance; analyse the mediating role of duty orientation in the relationship between workforce diversity management and employee extra-role performance; assess the moderation role of diversity management strategy in the relationship between workforce diversity management and employee extra-role performance; analyse the influence of workforce diversity management on employee engagement; analyse the mediating role of duty orientation in the relationship

between workforce diversity management and employee engagement; assess the moderation role of diversity management strategy in the relationship between workforce diversity management and employee engagement.

Methodologically, the study adopted the positivist paradigm to research and in that manner relied on the quantitative approach as well as explanatory research design. The 8 mining firms targeted in the study, collectively produced 4,399 employees. By using Krejcie and Morgan's sample size determination technique, a minimum of 357 with a 32 adjustment to 471 employees were selected with the help of Excel Rand Function for the study. Data was finally obtained from 368 employees from the firms. Subsequently, data processing was done using SPSS and SMART PLS software, while the partial least square structural equation modeling (PLS-SEM) was deployed to test the hypotheses that emanated from the 9 objectives of the study. The summary of the findings is reported in the next section.

Summary

Concerning the first hypothesis, which connects workforce diversity management and employee in-role performance, the findings revealed that workforce diversity management had a significant positive influence on in-role performance. Secondly, the next research objective which examined the mediating role of duty orientation in the relationship between workforce diversity management and employees' in-role performance revealed that duty orientation plays a partial mediation effect on the aforesaid link. Furthermore, concerning objective three, the study discovered that diversity management strategies do not moderate the path between workforce diversity management and employees' in-role performance.

Fourth, the study reports that workforce diversity management has a significant positive relationship with employees' extra-role performance in the selected mining firms in Ghana. The fifth objectives sought to analyse the mediating role of duty orientation on the link between workforce diversity management and extra-role performance. The research findings supported the hypothesis 5 which linked the constructs that duty orientation plays a partial mediation role in the path between workforce diversity management and extra-role performance. With regard to objective six, the study found that diversity management strategies moderate the relationship between workforce diversity management and employees' extra-role performance.

Regarding the influence of workforce diversity management on the employees' engagement in the mining firms, the findings indicated that workforce diversity management predicts the employees' engagement significantly. In the same vein, the study disclosed that duty orientation provides a partial mediation mechanism for the indirect relationship between workforce diversity management and employees' engagement. Finally, the findings with respect to the last objective, 9 shown that diversity management strategies moderate the relationship between workforce diversity management and employees' engagement.

Conclusions

Workforce diversity management has been upheld as a most effective human resource management practice that connects employees' performance in organisations. Particularly, multinational firms that have the likelihood of engaging employees from different cultures, races, and genders need not overlook the prominence of deploying workforce diversity management in

their operations. In connection with the thrust of this study, the influence of workforce diversity management on employee performance through duty orientation and diversity management strategies was examined.

In lieu of the significant findings of the study, the following conclusions were drawn. Firstly, the study concludes that through workforce diversity management, mining companies will be able to reap the benefits attached to actual and discretionary employee behaviours such as citizenship behaviours and engagement. In this light when management responds to the situations of the diverse workforce in relation to the unique makeup, i.e., gender, age, race, ethnicity, and religious convictions will lead to employees exhibiting performance behaviours in the organisation. Again, the study concludes that the art of managing workers from diverse background and cultures will pave way for the employees to build traits of self-sacrifice, loyalty, support and devotion to the organisation, collectively held up as duty orientation. More importantly, when the policies and programs of the firms are fairly practiced, employees will often feel obliged to give back their best in forms of actual, discretionary and work engagement traits.

Furthermore, the study concludes that duty orientation is a prerequisite for employees to exhibit conscious and discretionary behaviours that promote the fortunes of the organisation. Because of the role of duty orientation in the link between workforce diversity management and employee performance, the study asserted that management of the mining companies who promote or encourage diversity management will boost duty orientation, which eventually will improve employees' performance. These will offer the blessing of

employee loyalty, commitment to the codes of the company and support to team members based on perceived favourable diversity management.

Finally, the documented evidence leads to the conclusion that management of multinational companies should take steps to improve the level of employees' performance by designing programs that will foster respect and acceptance of the values and beliefs of a diverse workforce. In so doing, the negative effect associated with poor diversity management on the performance of employees will be reduced and vice-versa.

Recommendations

In respect of the research findings, the study makes the following recommendations were presented to guide policymakers and stakeholders in the mining industry.

- Firstly, the management i.e., the board of directors, of the mining companies should pay attention to the workforce diversity management policies in their respective companies. These policies should be targeted at encouraging inclusiveness, shunning racism and incorporating cultural differences of the employees. Management can do these by revisiting their diversity management programs to make sure they reflect the current diverse needs of the employees. A round table discussion between management and employees or through their representatives can be held to collectively revise or design these policies that encompass employees' diversity.
- The study further recommends that the management of the mining companies should take a keen interest in the caliber of employees attracted to work in the companies. The prospective employees should

be screened or interviewed for duty orientation traits before employing them as these traits predict employee performance reflected in the research findings regarding in-role, extra-role and engagement. It is also worth it for management to conduct duty orientation audit on existing employees and if the need be, training programs and seminars are instituted to instill such values in the employees.

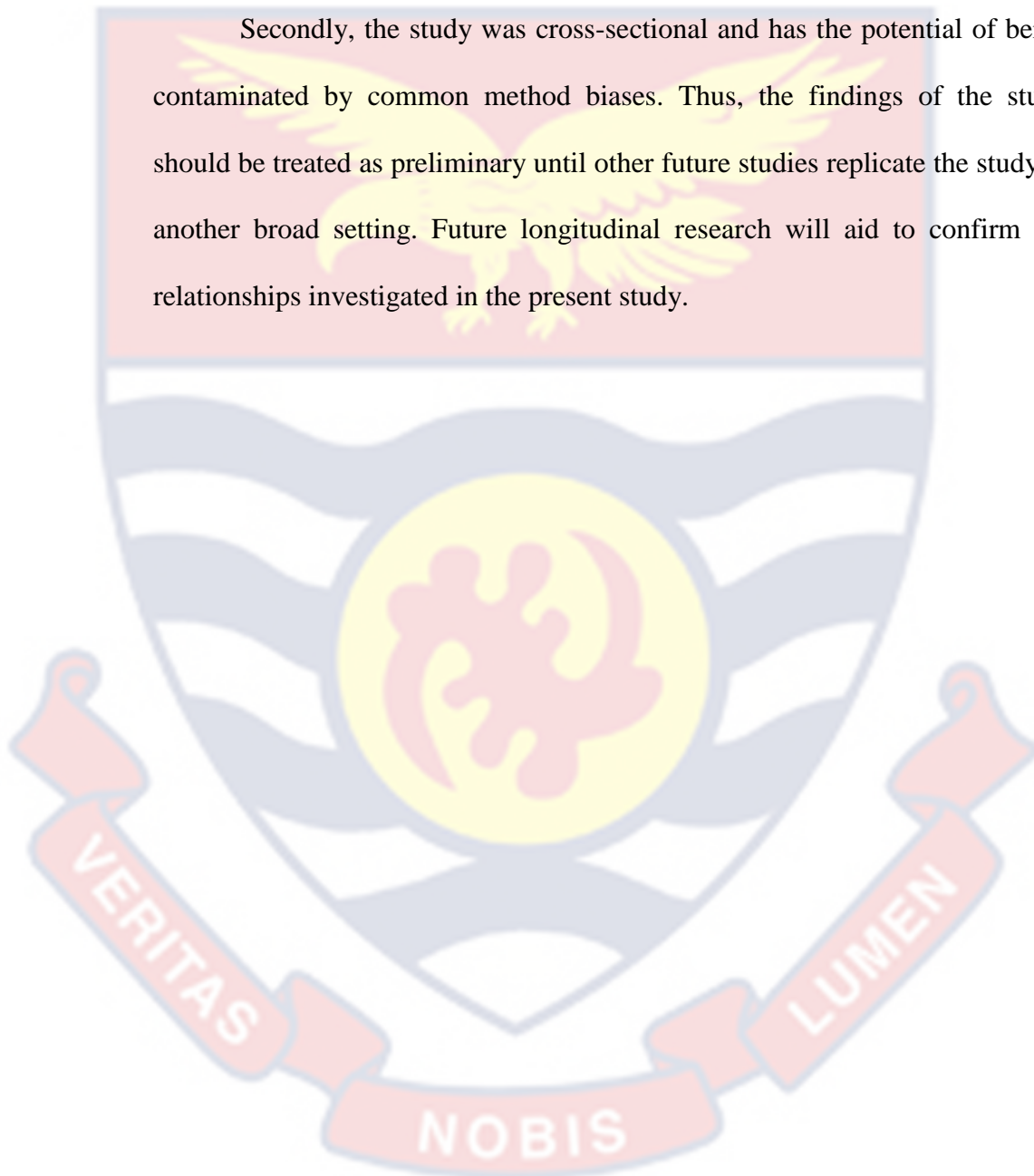
- Diversity management strategies are akin to enhancing the performance of employees. Therefore, the study recommends that such flexible working arrangements, education and training, business linkage and unbiased performance appraisal procedures should be part of the workforce diversity management policies of the firms to improve employee performance. This is because the employees will see these practices as fostering their diversity welfare and they will take steps to seek the greater good of the firm.

Limitations and Suggestions for Future Studies

The study investigated the influence of workforce diversity management on employee performance of multinational mining companies in Ghana using duty orientation as a mediator and diversity management strategies as a moderator. Although the findings documented in the study shed significant insights and highlight mining industry plays, the study is not without limitations. First, the study gathered data from only the employees of the companies which are likely to offer a limited view of the role of diversity management on their performance. Besides, including the management of the companies to respond to diversity management questions would have to some extent provide a wider understanding of diversity management programs in the

companies. It is suggested, therefore, that future scholars should consider using both employers and employees when conducting a study of this kind. A mixed method approach could also be relevant to better understand the phenomenon studied.

Secondly, the study was cross-sectional and has the potential of being contaminated by common method biases. Thus, the findings of the study should be treated as preliminary until other future studies replicate the study in another broad setting. Future longitudinal research will aid to confirm the relationships investigated in the present study.



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APPENDICES

APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

**WORKFORCE DIVERSITY MANAGEMENT, DUTY ORIENTATION,
DIVERSITY STRATEGY AND EMPLOYEE PERFORMANCE IN THE
MULTINATIONAL COMPANIES: A DEVELOPING COUNTRY'S
PERSPECTIVE**

I am currently conducting a study on “Workforce Diversity Management in the Multinational Companies: A Developing Country’s Perspective.” I am a PhD candidate from Department of Human Resource Management, University of Cape Coast. I humbly ask for less than 30 minutes of your busy schedule, to participate in the exercise in response to the objectives of this study. Any information provided shall remain private. Your selfless contribution towards my academic career is highly appreciated. Kindly contact me on **milynn2@yahoo.com / 0246843103** if you require any clarity on this questionnaire for further clarifications.

SECTION A: DEMOGRAPHIC PROFILE OF PARTICIPANTS

Please tick (✓) the appropriate response

1. Gender

Male []

Female []

2. Age group

18-30 []

31-45 []

46-60 []

61+ []

3. Marital status

- Married []
- Divorced []
- Widow []
- Co-habitation []

- Separated []
- Single []

4. Level of education

- Secondary []
- Diploma []
- Undergraduate []
- Masters []
- PhD []
- Others, please specify.....

5. Religion

- Christianity []
- Islam []
- African Traditional Religion []
- Others, please specify.....

6. Number of years with the organization

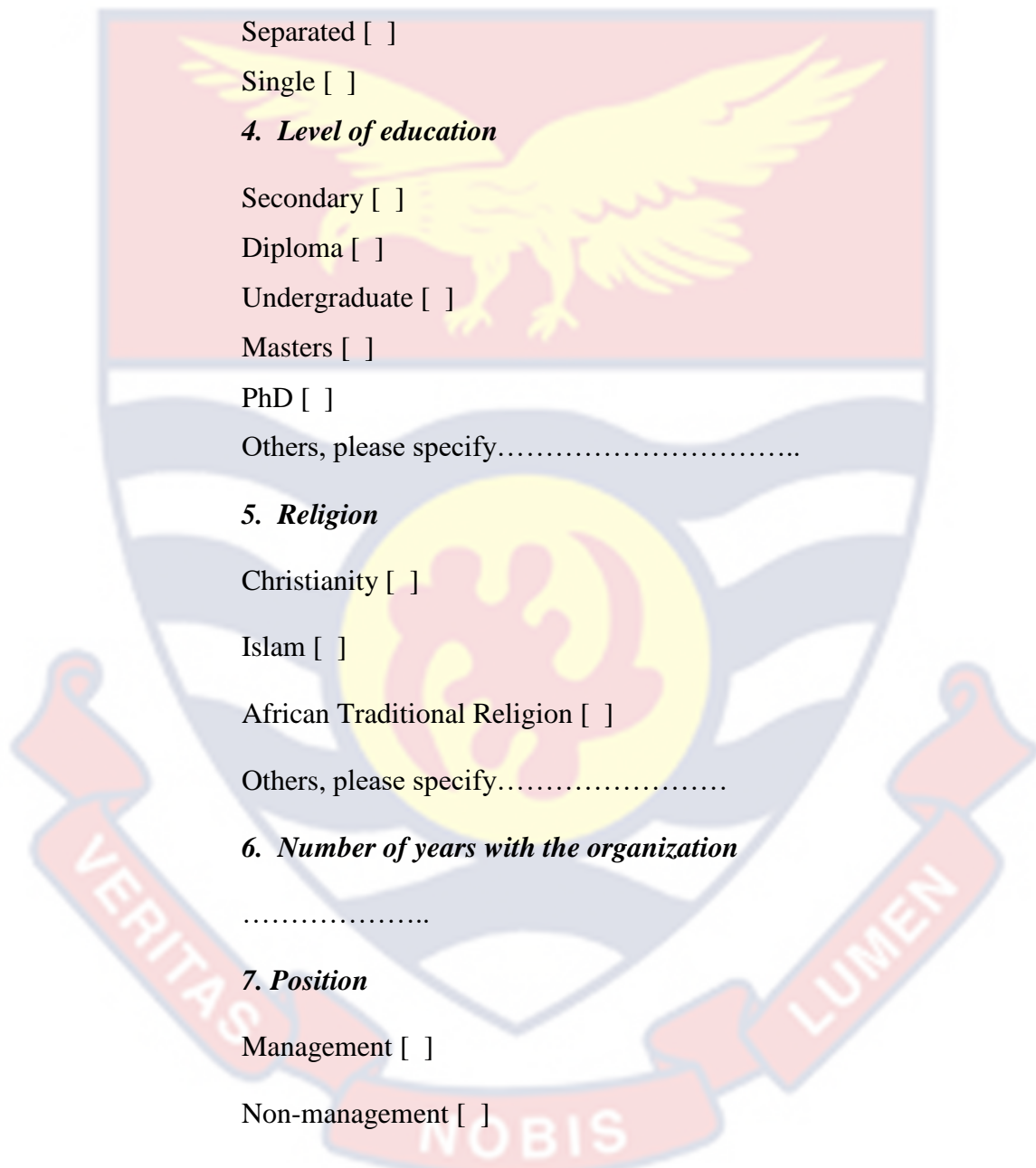
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7. Position

- Management []
- Non-management []

8. Nationality

- Ghanaian []
- Non-Ghanaian []



SECTION B: DIVERSITY MANAGEMENT

The following statements describe the various roles (items) of diversity management in the multinational organizations. Please read thoroughly and indicate the extent to which you **agree to the statement**.

1-Least Agreement and 7- Highest Agreement

No	Statement	1	2	3	4	5	6	7
9	My supervisors/team leaders in my work unit are committed to a workforce that is representative of all segments of society	1	2	3	4	5	6	7
10	My managers/supervisors/team leaders work well with employees of different backgrounds	1	2	3	4	5	6	7
11	Policies and programs promote diversity in my workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring	1	2	3	4	5	6	7
No	Statement	1	2	3	4	5	6	7
Members								
12	I put the interest of my team ahead of my personal interests	1	2	3	4	5	6	7
13	I do all that I can to support the organization	1	2	3	4	5	6	7
14	I faithful to my team members	1	2	3	4	5	6	7
15	I am dedicated to my leaders and team	1	2	3	4	5	6	7
Mission								
16	I accept personal risk or loss in support of the mission/organization goals	1	2	3	4	5	6	7
17	I make personal sacrifices to serve the mission/organization goals	1	2	3	4	5	6	7
18	I do whatever it takes to fulfil the mission/organization goals	1	2	3	4	5	6	7
19	I get the job done under difficult situations	1	2	3	4	5	6	7
Code								
20	I do what is right always	1	2	3	4	5	6	7
21	I demonstrate personal integrity when challenged	1	2	3	4	5	6	7
22	I will not accept humiliation in my job	1	2	3	4	5	6	7
23	I set the example for honorable behavior for others	1	2	3	4	5	6	7

SECTION C: DUTY ORIENTATION

The following statements describe the items for duty orientation. As an employee in the sampled organization, please indicate the extent to which you agree to the statement.

1- Least Agreement and 7- Highest Agreement

SECTION D: IN-ROLE EMPLOYEE PERFORMANCE

The following statements describe the items for in-role employee performance. Please read thoroughly and indicate the extent to which you agree to the statement.

1- Least Agreement and 7- Highest Agreement

No	Statement	1	2	3	4	5	6	7
24	I adequately complete assigned duties	1	2	3	4	5	6	7
25	I meet formal performance requirements of my job	1	2	3	4	5	6	7
26	I neglect aspects of the job am obligated to perform	1	2	3	4	5	6	7
27	I fulfill responsibilities specified in my job description	1	2	3	4	5	6	7
28	I engage in activities that can positively affect my performance evaluation	1	2	3	4	5	6	7
29	I perform tasks that are expected of me	1	2	3	4	5	6	7
30	I consistently perform work tasks in a quality way	1	2	3	4	5	6	7

SECTION E: EXTRA-ROLE EMPLOYEE PERFORMANCE

The following statements describe the items for extra-role employee performance. Please read thoroughly and indicate the extent to which you agree to the statement.

1- Least Agreement and 7- Highest Agreement

No	Statement	1	2	3	4	5	6	7
	Altruism							
31	I give my time to help colleagues who have work-related problems	1	2	3	4	5	6	7
32	I am willing to take time out of my own busy schedule to help new colleagues	1	2	3	4	5	6	7
	Helping							
33	I take steps to try to prevent problems with other personnel in my company	1	2	3	4	5	6	7
34	I act as a 'peacemaker' when others in my company have disagreements	1	2	3	4	5	6	7
35	I am a stabilizing influence in my company when dissention occurs	1	2	3	4	5	6	7
36	I 'touch base' with others before initiating actions that might affect them	1	2	3	4	5	6	7
	Civic Virtue							
37	I attend functions that are not required but help my company image	1	2	3	4	5	6	7
38	I attend information sessions that employee are encouraged but not required to attend	1	2	3	4	5	6	7
39	I actively participates in company meetings	1	2	3	4	5	6	7
	Sportmanship							
40	I spend a lot of time complaining about trivial matters	1	2	3	4	5	6	7
41	I tend to make 'mountains out the molehills'	1	2	3	4	5	6	7
42	I always focus on what is wrong with my situation rather than the positive side of it	1	2	3	4	5	6	7
43	I always find fault with what my company is doing	1	2	3	4	5	6	7

SECTION F: EMPLOYEE ENGAGEMENT

The following statements describe the items for employee engagement. Please read thoroughly and indicate the extent to which you agree to the statement.

1- Least Agreement and 7- Highest Agreement

	Statement	1	2	3	4	5	6	7
	Vigour							
44	At my work, I feel bursting with energy.	1	2	3	4	5	6	7
45	At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
46	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
	Dedication							
47	I am enthusiastic about my job.	1	2	3	4	5	6	7
48	My job inspires me.	1	2	3	4	5	6	7
49	I am proud of the work that I do.	1	2	3	4	5	6	7
	Absorption							
50	I get carried away when I am working.	1	2	3	4	5	6	7
51	I am immersed in my work.	1	2	3	4	5	6	7
52	I feel happy when I am working intensely	1	2	3	4	5	6	7

G: DIVERSITY MANAGEMENT STRATEGY

The following statements describe the various roles (items) of diversity management strategies in the multinational organizations. Please read thoroughly and indicate the extent to which you agree to the statement.

1-Least Agreement and 7- Highest Agreement

No	Statement	1	2	3	4	5	6	7
Compliance/ Accommodating diversity management strategy								
53	My organization does not provide clear performance standards for promotion and/or merit pay	1	2	3	4	5	6	7
54	My organization fails to provide similar salaries for similar jobs	1	2	3	4	5	6	7
55	My organization does not provide (or would fail to provide) reasonable accommodation for disabled employees	1	2	3	4	5	6	7
56	My organization predominantly relies upon “word of mouth” recruiting strategies to find job applicants	1	2	3	4	5	6	7
57	My organization does not follow state or city mandates which relate to the rights of employees	1	2	3	4	5	6	7
58	My organization exhibits signs of racial discrimination	1	2	3	4	5	6	7
59	My organization exhibits signs of sexual harassment	1	2	3	4	5	6	7
60	My organization exhibits signs of gender discrimination	1	2	3	4	5	6	7
61	My organization fails to post and follow information on the Labour Law Act	1	2	3	4	5	6	7
62	My organization exhibits signs of age discrimination	1	2	3	4	5	6	7
63	My organization exhibits signs of pay discrimination	1	2	3	4	5	6	7
Reactive diversity management strategy								
64	My organization responds to specific personnel problems by implementing various programs aimed to alleviate the problems	1	2	3	4	5	6	7
65	My organization makes strong attempts to recruit women due to the belief that such action will bring business advantages to the organization	1	2	3	4	5	6	7
66	My organization makes strong attempts to recruit minorities due to the belief that such action will bring business advantages to the	1	2	3	4	5	6	7

	organization							
67	My organization provides diversity awareness workshops to encourage employees to accept individual differences	1	2	3	4	5	6	7
68	My organization focuses diversity efforts towards women	1	2	3	4	5	6	7
69	My organization focuses diversity efforts towards minorities	1	2	3	4	5	6	7
70	My organization offers special programs for female employees (female networks/councils, mentoring programs, management “fast-tracks”, etc.)	1	2	3	4	5	6	7
71	My organization offers special programs for minority employees (minority networks/councils, mentoring programs, management “fast-tracks”, etc.)	1	2	3	4	5	6	7
Proactive diversity management strategy								
72	My organization has a flexible work environment that promotes diverse approaches to work	1	2	3	4	5	6	7
73	My organization attempts to make everyone within the organization feel like a contributing member regardless of any individual difference	1	2	3	4	5	6	7
74	My organization implements building and managing diversity into its mission statement	1	2	3	4	5	6	7
75	My organization provides flexibility in lines with communication in order to attract the advantages of employee diversity	1	2	3	4	5	6	7
76	My organization manages employee diversity by anticipating problems and initiating strategies to prevent the problems	1	2	3	4	5	6	7
77	My organization builds a strategic combination of policies, practices and procedures in order to effectively manage individual differences	1	2	3	4	5	6	7
78	My organization provides flexibility in lines of decision-making in order to attract the advantages of employee diversity	1	2	3	4	5	6	7

Thank you

God bless you abundantly.

APPENDIX B: INTRODUCTORY LETTERS

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Telephone: 0362196709
 Direct: (03320) 96923
 Telegrams: University, Cape Coast
 Telex: 2552, UCC, GH.
 E-mail: dmgt@ucc.edu.gh



UNIVERSITY POST OFFICE
 CAPE COAST, GHANA

Our Ref:

Your Ref:

1st February, 2022

Learning and Development Officer
 Edikan Mine
 Perseus Mining Company Limited

Dear Sir/Madam,

LETTER OF SUPPORT FOR MRS MILLICENT AMPONSAH

My name is Prof. Abraham Ansong from the University of Cape Coast. I am the principal Supervisor to Mrs. Millicent Amponsah, a PhD student at my department.

I write to confirm the approval of her research proposal which she has attached for your review and consideration.

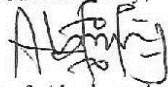
I would be grateful if she is given the necessary assistance to enable her commerce data collection. Kindly provide her any additional support she may need.

I am available for further discussion and clarification.

Looking forward to your favourable consideration.

Thank you.

Yours faithfully,


 Prof. Abraham Ansong
 PRINCIPAL SUPERVISOR
 0242829965
aansong@ucc.edu.gh

DEPT. OF MANAGEMENT
UNIVERSITY OF CAPE COAST
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NOBIS

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CAPE COAST, GHANA

Our Ref: SB/DHRM/PGS/21/39

18 November 2021

Your Ref:

To whom it may concern

Dear Sir

Introducing Mrs Millicent Amponsah

The bearer of this letter, **Mrs Millicent Amponsah**, is a PhD (Business Administration) Student of the University. She is currently conducting a research on the topic "**Workforce Diversity Management in Multinational Companies: A Developing Country's Perspective**".

The student would want to use your establishment as her unit of study. We would be grateful if you could offer her the necessary assistance, especially with regard to data collection.

We appreciate your anticipated assistance.

Yours faithfully

Prof Nana Yaw Oppong
HEAD

APPENDIX C: ETHICAL CLEARANCE LETTER

UNIVERSITY OF CAPE COAST

INSTITUTIONAL REVIEW BOARD SECRETARIAT

TEL: 0558093143 / 0508878309
E-MAIL: irb@ucc.edu.gh
OUR REF: UCC/IRB/A/2016/1346
YOUR REF:
OMB NO: 0990-0279
IORG #: IORG0009096

27TH APRIL, 2022

Mrs. Millicent Amponsah
Department of Human Resource Management
University of Cape Coast

Dear Mrs. Amponsah,

ETHICAL CLEARANCE – ID (UCCIRB/CHLS/2022/03)

The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research **Workforce Diversity Management and Employee Performance: the Mediating Role of Duty Orientation**. This approval is valid from 27th April, 2022 to 26th April, 2023. You may apply for a renewal subject to submission of all the required documents that will be prescribed by the UCCIRB.

Please note that any modification to the project must be submitted to the UCCIRB for review and approval before its implementation. You are required to submit periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Samuel Asiedu Owusu'.

Samuel Asiedu Owusu, PhD
UCCIRB Administrator

ADMINISTRATOR
INSTITUTIONAL REVIEW BOARD
UNIVERSITY OF CAPE COAST