

Workplace Diversity Management and Employee Engagement in the Oil and Gas Industry in Nigeria

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DOI: <https://doi.org/10.70118/ajbam-03-2025-115>

Abstract

The study examined the relationship between workplace diversity management and employee engagement. The objectives of the study are to determine the relationship between recruitment of diverse employee, policy of diversity and inclusiveness and cross-cultural diversity training. This study adopted a survey research instrument through the administration of questionnaires to 320 staff of Shell Petroleum Development Company (SPDC) in their Swamp locations in Delta and Bayelsa States of Southern Nigeria. The data for the study were analysed using descriptive statistics, Pearson correlation analysis and multiple regression technique. The regression results that recruitment of diverse employee has a significant and positive relationship with employee engagement at 1% level of significance, policy of diversity and inclusiveness has no significant and negative relationship with employee engagement at $p\text{-value} > 0.05$, and cross-cultural diversity training has a negative and no significant relationship with employee engagement at $p\text{-value} > 0.05$. The study recommended that management of Shell Petroleum Development Company should strategically consider recruitment of diverse employee as a vital workplace diversity management component that would strongly improve on employee engagement.

Keywords: Cross-Cultural Diversity Training, Employee Engagement, Policy of Diversity and Inclusiveness, Recruitment of Diverse Employee, Workplace Diversity Management.

1.0 INTRODUCTION

Managing a diverse workforce has become a moral, and at best, a legal responsibility of management in modern organizations. Without managing diversity effectively, any organisation may be unduly exposed to damaging litigation and become incapable of competing favourably in its local base and abroad. With globalisation, multinational organizations who fail to demonstrate effective diversity management may head for very difficult business adventures (Deari, H., V., Kimmel, & P. Lopez, 2008). Many western nations are experiencing increase in the number of racial and

minority migrants. The Office of National Statistics in the United Kingdom alone recorded over 606,000 migrations into the United Kindom in 2022 (ONS, 2023). Similarly, Canada recorded 492,984 immigrants between 2021 and 2022 (Statista, 2023). This trend cuts across many other western nations. With growing consciousness of human rights, and as these migrants occupy major and sensitive positions among the workforce, managing diversity becomes a critical aspect of corporate management philosophy globally. However, getting people from different background to work in harmony with common purpose is a herculean task, but can also present opportunities for competitive advantage through rich availability

of different skills, methods and strategies of doing things (Cletus, H. E., Mahmood, N.A., Umah, A., & Ibrahim, A.D., 2018).

The growth and development of any economy, is directly related to increase in corporate performance and effectiveness. When an organisation effectively manages the issues that could impact negatively on employee productivity and create a positive and ebullient work environment, it increases its chances of competitive advantage, growth and stability (Emma, 2018). Key to this is effective workplace diversity and employee engagement because the significant growth and development of nearly all the developed countries of the world have showed that people are the driving force and the most important factor in both corporate and national growth and development. Across different locations in Shell Petroleum Development Company (SPDC), the organisation attracts a complex workforce due to the nature of its business operations, and this presents a workplace diversity which seems to generate hitches of both technical and human infractions which are often considered to result from some perceived lapses in work synergy. In addition to this, the organization's policy of diversity and inclusiveness may not have been well imbibed by employees and some studies (Muhammad, et al., 2016; Ahmad & Rahman, 2019) about workplace diversity have not taken cognizance of the strategic management aspect of it. Besides, where diversity issues are not properly managed, it could generate frictions within an organisation and produce a work situation that lacks synergy (Alnuami, 2022). Goel (2018) studied different issues relating to workplace diversity and employee engagement and drew a general conclusion across organisations concerning the benefits and challenges but this study seeks to narrow the scope to a particular industry – oil and gas, in the sense that the peculiarity of work environment could differently impact on the pattern of workplace diversity management and employee engagement. Having noted that oil and gas business characteristically attract a complex network of employees, some studies (Yakoob, et al, 2018; Azila-Gbettor, et al, 2022 and Ali & Swart, 2023) did not clearly establish the strategic impact of corporate policy on managing workplace diversity, hence this study attempts to close the gap. However, the motivation behind this study is to

empirically determine the effect of workplace diversity management on employee engagement.

Research Objectives

The main objective is to determine the relationship between workplace diversity management and employee engagement in the Oil Gas industry in Nigeria. Hence, the specific objectives include to:

- (i) Investigate the relationship between recruiting diverse employees and employee engagement in the Oil Gas industry in Nigeria.
- (ii) Determine the influence policy of diversity and inclusiveness on employee engagement in the Oil Gas industry in Nigeria.
- (iii) Evaluate the impact of cross-cultural diversity training on employee engagement in the Oil Gas industry in Nigeria.

Research Hypotheses

The hypotheses of this study were stated in the null form:

- H₀₁: There is no significant relationship between recruiting diverse employees and employee engagement in the Oil Gas industry in Nigeria.
- H₀₂: There is no significant relationship between policy on diversity and inclusiveness on employee engagement in the Oil Gas industry in Nigeria.
- H₀₃: There is no significant relationship between cross-cultural training on diversity and employee engagement in the Oil Gas industry in Nigeria.

2.0 LITERATURE REVIEW Brief Description of an Oil and Gas Production Facility (Flow Station)

A Flow Station is an oil and gas production and gathering facility. Oil or liquid from different oil wells are channelled into the Station through piping network. Every oil reservoir is naturally or artificially pressurised by gas which enables oil to flow by force of pressure through designed and installed oil well heads. Different oil wells flow through flow lines according to pressure rating and controls into vessel(s) in the Flow Station for a two-way separation (oil from gas). The oil is pumped from the vessel(s) to central reservoir through pipeline for subsequent export or sales for other uses. The gas component is also channelled through

piping to a processing plant. Most Flow Stations are integrated with a gas processing plant. Total volume of oil and gas production per day is the daily accumulation of production figures from different Flow Stations and gas plants (Jorge, et al., 2018).

Employee Engagement

Any business environment where there is work apathy, the factors responsible should give concern to managers because organisational objectives are difficult to achieve if the driving force in people is lacking (Ohiorenaya & Uwadiae, 2016; Salawudeen and Suleiman, 2018). Awan and Aslam (2019) defined employee engagement as a consistent positive and fulfilling connection a worker has with his job that is marked by commitment, enthusiasm, dedication, and unrelenting enthusiasm. It is important to give a brief attention to this definition because it points to attitudinal untiring energy of personnel towards the achievement of organisational goals and objectives. It is important to mention also that this zeal, in the context of employee engagement also goes with fulfilling work-related condition of mind. Achieving this depends largely on the effective management of workplace diversity because work commitment that is off target does not generate added value to any organisation, especially for the fact that corporate success requires input from all stake holders both at individual and group level (Jovanovic & Lugonjic, 2022). Wesley and Krishnan (2013) connect employee engagement with retention of competent workers and elimination of labour turnover in that engaged employees hardly leave their job because they see it as part of their source of happiness. When organisation has high capacity to retain competent employees with work enthusiasm, organisational sustainability is enhanced, efficiency is improved and sustained to position the organisation for market leadership in the industry it operates even at odd times (Ojo, et al., 2021). It is in consideration of the importance of employee engagement that modern management philosophy places emphasis on human resource factors in achieving targets and maintaining market share. But it is doubtful if employee engagement is achievable in a diverse workforce that is not properly managed,

considering the enormity of diversity and its implication in the Nigerian oil and gas sector and by extension, other business settings in the Nigerian economy. It is in this line of thought that makes (Kumar, 2021) to state that employee engagement is a performance construct and behaviour in the sense that behaviour in relation to other is an integral aspect of achieving work synergy amidst diversity at workplace.

Workplace Diversity Management Managing diversity becomes a critical aspect of corporate management philosophy, because getting people from different background to work in harmony with common purpose is a herculean task, but can also present opportunities for competitive advantage through rich availability of different skills, methods and strategies of doing things. Effective management of workplace diversity is a critical concern for the survival of the 21st century business. Information and technology has brought the world closer than ever before, and it is increasingly difficult for any nation to survive without connecting to the resource available in other climes (Speroni, et al., 2016). O'Donohue (2016) stated that diversity is the process of taking cognisance of, appreciating and accepting individual differences no matter the status, gender, age, ethnicity, sex, physical capacity, race, sexual exposure, cultural values and religious orientation. The concept of diversity brings to limelight the need to respect and accept the different attributes, values and world view. Therefore, in order to ensure public acceptance, good market share, profitability, growth and development, the following workplace diversity management variable of strategic recruitment of diverse workforce, policy on diversity and inclusiveness and cross-cultural training on diversity were adopted in this study.

Recruitment of Diverse Workforce

Diverse workforce management in a changing world and business environment has a vital influence on employee performance through engagement (Oyewunmi, 2018). Mousa, et al. (2020) state that when workplace diversity is properly managed, it could yield positive rewards for the overall corporate image and add also that improperly managed workplace diversity could result to huge losses and damage to corporate image. An organisation needs people to function effectively. Recruitment involves

the activities in the process of engaging the rightful people organisation needs (Usman, 2020). This means also that recruitment contains selection process that decides which applicant should be appointed to the available position. Recruitment can be costly, especially when it involves recruitment of a diverse workforce. This is so because getting to connect to different mindset to work in synergy in a high risk work environment like the oil and gas would require that all necessary efforts must be put in place to prevent releasing of preventable hazards (Mahhub, 2020). A positive employee on-boarding experience has a significant impact on employee retention and organisational performance and the inputs in the recruitment process have high impacts on collective employee engagement in an organisation (Hardini, et al., 2019).

Policy on Diversity and Inclusiveness

Organisations are increasingly complex in diversity because of the increase in migration around the world. It becomes very important for organisations to adopt a policy of diversity, equity and inclusion because it promotes a harmonious and discrimination-free workplace and helps organisations to establish a culture of organisational citizenship among its workforce, and this in turn improves on overall performance of the organisation by employee engagement and retention (Delgado-Piña, et al., 2020). A robust diversity and inclusiveness policy is critical to employee engagement because it provides procedure for making complaints against discrimination at workplace and systemic monitoring of policy effectiveness and compliance (Kerga & Asefa, 2018). Policy on diversity and inclusion enforces the culture of transparency, unbiased recruitment and selection process and flexibility in considering the personal needs of employees with peculiar constraints. However, a policy of code of conduct spells out how an organisation expects its personnel to conduct themselves at workplace and well defined consequence management in case of violation and this becomes the means of aligning employees' conduct with organisational expectations, especially when whistle blowing is made part and parcel of the overall package of diversity and inclusion policy (Joshua, 2019). Thus, when an organisation promotes work environment where all stakeholders are treated fairly with respect and dignity as a policy, and when an organisation

imbibes a sense of employee's entitlement to freedom from harassment and discrimination, engagement becomes a given (Esitikot & Obadimu, 2024).

Cross-cultural Diversity Training

Cross-cultural competency training provides the ability of employees as well as their employers to participate actively, effectively and ethically in professional and personal intercultural environment (Bans-Akutey, et al., 2022). A trained employee in cross-culture understands employee values and also the implication of showing regard and respect for the cultural values of others. Primarily, cross-cultural training empowers employees to understand people of other cultures and engage them without discrimination. Thus, there is a link between cross-cultural training and employee engagement because a trained employee is better equipped for effective workplace interpersonal relationship, good communication style which enhances productive collaboration and achievement of organisational goals and objectives (Dale-Olsen & Finseraas, 2020). Training provides opportunity for learning, and this becomes very important organisational requirement, particularly due to demographic changes in the global workforce and different interests of expanding stakeholders of a growing organisation. It is local culture that presents much of diversity and differences.

Empirical Review

Oyadiran, et al. (2023) conducted a study on the effects of recruitment and selection process on performance in organisations in Nigeria, using secondary data and the Resource-Based Theory (RBT) as theoretical framework. Their findings revealed that there is a positively significant effect of recruitment and selection process on performance in organisations. Otike, et al. (2023) studied effects of workplace diversity management on organizational effectiveness in commercial banks by choosing a population which consisted of all the branches of Kenyan Commercial Bank (KCB) in East Africa with a sample of 100 respondents. The results show that workplace diversity and inclusion policy would significantly improve on how to manage the differences among workforce in order to achieve synergy and effective team collaboration. Similarly, Onkoba (2022) investigated the effect of recruitment and selection

on performance of South-Nyanza Sugar Company, Awendo, Kenya. Using descriptive research design with a sample of 91 out of 992 employees of the organisation, data collected were analysed. The findings revealed that recruitment and selection have positive and significant influence on organisational productivity and effectiveness. Bans-Akutey, et al. (2022) studied the effects of recruitment and selection practices on organisational strategic goals with the principal aim of investigating how recruitment and selection practices influence organisational strategic goals. Employing descriptive case study design with data collected from 311 employees of Nestle Water Company, Accra, Ghana, the study revealed that screening affects profitability and market share positively and established a significant relationship between recruitment and organisational profitability, market share and competitive advantage. Eze, et al. (2020) carried out a study on managing diversity for organizational effectiveness to determine the extent workplace diversity management impacts on organizational efficiency. From a sample of 178 respondents, the analysis of data with structured equation modelling, their findings suggest that comprehensive and precise policy on workforce diversity can prevent conflicts, create room for effective management of diversity and enhance organizational productivity. Ahmad and Rahman (2019) studied effects of workplace diversity on employees' performance in Allama Iqbal Open University in Parkistan. The sample of study was made up of 105 heads of department and 545 regular, contractual and daily paid workers in the university. Stratified random sampling was used to select participants through questionnaire and the Pearson correlation and regression was used for the analysis. The study revealed that there is a negative relationship between workplace diversity and employee performance. Pabitte, et al. (2019) investigated the impact of cross-cultural competence on employee performance in overseas construction projects, which involved 100 employees, using the Partial Least Square (PLS) Structural Equation Modeling (SEM). Their findings showed that cross-cultural competence has positive impact on global mindset and employee performance. Aloma and Babu (2017) conducted a

study on cross-cultural issues in employee performance in the Middle East to ascertain the links between culture and employee performance by interviewing senior business executives in the countries in the Middle East. The results revealed that employee performance is positively influenced by cultural factors and cultural diversity among employees can yield some valuable inputs in an organization. (Muhammad, et al. 2016; Salawudeen and Suleiman, 2018) investigated the effect of workforce diversity on employee performance in the banking industry of Pakistan. The result showed that diversity amongst employees had positive and significant influence on the employee performance.

Theoretical Review

The contingency theory was adopted to buttress the study. This theory of leadership was propounded by an Austria psychologist, Fred Edward Fieldler in 1964 through his spectacular article titled, "A Contingency Model of Leadership Effectiveness." The philosophy behind the theory is that central to the goal of leadership in management is to harness the efforts of the followers towards a common goal and it becomes necessary to analyze the relationship between the method and the circumstance of the leader as the important point in a certain situation (Shala, et al., 2021). The contingency theory of Management is a management-adaptation theory, which means that managers try to adapt or adjust to different situations as managerial circumstances may warrant. The reason it is called contingent because it implies that a manager's effectiveness significantly depends on how well his approach fits the circumstance. This style shows that a leader, or the way a leader leads in one situation, is different in another (Shala et al, 2021). The essence of Fiedler's theory is that the capacity of a manager depends on a combination of two main factors: the manager's managerial style and the favoured situation (Miles, 2022). One of the main strategic decisions in management when it comes to the success of an organisation is the proper position of the manager in the context where it fits the most. For example, in the case when the organisation is focused on improving production where the work is technical, a leader who is focused on achieving the

goal will design any plan that can lead there without necessarily taking into consideration of the interpersonal dealings of workers or their wishes as they relate to the prevailing context of their work. On the other hand, if a company is working to improve synergy for a project where he definitely needs collaboration then a manager who is more focused on getting the consent of the workers to achieve work synergy, would fit better. It is therefore crucial that such a leader should be such a personality that has the ability to achieve workers' synergy (Fieldler & Chemers, 1974).

3.0 METHODOLOGY Research Design

The research design which was used for this study is the Survey Research Design whereby information were collected from Shell Petroleum Development Company, West, through the conduct of interview and administration of copies of questionnaire to staff

and collection of some classified information. SPDC operations cut across Nigeria's Niger-Delta area and some parts of East and West. However, the entire intermediate and junior staff of SPDC, West, Northern and Southern Swamps/offshore locations which are about 1540 workers (Personnel on board (POB) data records, 2023) formed the population of this study. This workforce consists of direct and contractor staff of Shell, both local and expatriates, and they are made up of highly qualified and trained individuals with vast array of experiences that cut across the various functional lines of oil and gas production, which include operations (flow station and well head), instrumentation, mechanical, electrical and logistics. These employees of SPDC, particularly the population of study are grouped into two categories of intermediate staff (60%), junior staff (40%) in each location, and spread into production/operations, maintenance, logistics and

Table 1: Population and Sample Size distribution of SPDC employees of each location

S/N	Name of Location	Population Size	Administered	State of Location
1	Otumara Flow Station and Gas Plant	217	44	Delta
2	Forcados Terminal and Crude Loading Platform	350	72	Delta
3	Escravos Flow Station and Natural Gas Plant	95	20	Delta
4	North and South Bank Flow Station	135	28	Delta
5	Opukushi Flow Station	150	31	Bayelsa
6	Benesede Flow Station	103	21	Bayelsa
7	Ogbotobo Flow Staton	95	21	Bayelsa
8	Tunu Flow Station and Gas Plant	315	64	Bayelsa
9	Yokri Flow Station	80	17	Bayelsa
Total population and sample size		1540	318	

Source: Locations personnel on board (POB) data records (2025).

The sample size for this study is based on Yamane's formula (1967). The Yamane's formula is stated, thus:

$$n = \frac{N}{1 + N(e^2)} \dots \dots \dots (3.1)$$

Where: n = sample size; N = Population size; e = Level of significance desired

$$n = \frac{1540}{1 + 1540(0.05)^2}$$

16

In view of the above formula, the minimum sample size for this study is approximately 318 sampled respondents. Respondents were taken from different locations based on the population of each location using the formula as described below:

$$R = n/N \times n_2 \dots \dots \dots (3.2)$$

security for the purpose of this study. However, the descriptive statistics Pearson correlation matrix and Where:

R = number of respondents from each location
 n = sample size N = total
 population n_2 = population of
 each location

Research Instrument

This work focused on the staff of SPDC, West, Swamp I and II locations, who are believed to have attained more than elementary education. Therefore, the questionnaire was used. The questionnaire

$$EEG = f(RDE, PODI, CC DT) \dots\dots\dots (3.3)$$

The econometric model with an error term was represented in equation 3.4 below;

$$EEG = \beta_0 + \beta_1 RDE + \beta_2 PODI + \beta_3 CC DT + e_t \dots\dots\dots (3.4)$$

Where;

EEG = Employee engagement

RDE= Recruiting diverse employees

PODI = Policy of diversity and

inclusiveness CC DT = Cross-cultural

diversity training β_0 = Constant

$\beta_1 - \beta_3$ = are the regression coefficients to be determined e_t

= The error term

The hypothetical signs of the variables as specified are: β_1 ,

$\beta_2, \beta_3 > 0$.

consisted of items made up of multiple choice responses. That is, the likert-type questions which are very suitable for measuring attitude towards objects or for obtaining respondents evaluation of a phenomenon. The sample size is 318 staff working in Shell West, Swamp I and II locations. The questionnaire is adapted from the work of Ohioyenoye and Uwadiae (2016). It contains 22 questions with 18 measuring the independent variable and its disaggregated elements and 4 measuring the dependent variable. The five point

multiple regressions were used in the analysis of the data collated for this study.

likert-scale questions were used and are believed to be very suitable for measuring attitude and evaluation of a phenomenon. Reliability is explained as the quality of the evaluation process in establishing the consistency of the construct items. The reliability of the research instrument in this study was established for every objective in order to know if each of them will produce consistent results. Therefore, the Cronbach Alpha coefficient value exceeding 0.70 is said to be reliable and measures

the desired values between the construct items.

Model Specification

The functional model is re-written as:

The study employed a Multiple Regression Model (MRM) to test the formulated hypotheses. A MRM is one that seeks to elucidate change in the value of one variable called the dependent variable on the basis of changes in other variables known as the independent or explanatory variables. The model is broken down in equation 3.3 to 3.4 as represented below:

4.0 DATA PRESENTATION AND ANALYSES OF RESULTS

The presentation and analysis of the data in this session was guided by the research objectives. Out of 320 copies of the questionnaire administered, 288 were retrieved. However, 288 copies of the questionnaire were found usable and accounted for 90.6%. Firstly, the demographic characteristics of

Exploratory Factor Analysis Results

The result of the Exploratory Factor Analysis (EFA) of the instrument is shown in Table 4.1 below. **Table 4.1: The Factor and Reliability Analyses Results**

Concept factors	Items	Loadings	KMO	TVE	Bartlett's Test Significance	Communalities	Cronbach α
Employee engagement	Q1	0.833	0.651	72.869	0.000	0.697	0.705
	Q2	0.787				0.638	
	Q3	0.761				0.613	
	Q4	0.017				0.967	
Recruitment of diverse employee	Q5	0.855	0.676	67.577	0.000	0.732	0.736
	Q5	0.838				0.703	
	Q7	0.770				0.593	
Policy of diversity and inclusiveness	Q8	0.808	0.686	70.866	0.000	0.653	0.793
	Q9	0.881				0.777	
	Q10	0.835				0.697	
Cross-cultural diversity training	Q11	0.742	0.655	63.485	0.000	0.551	0.712
	Q12	0.841				0.708	
	Q13	0.804				0.646	

Source: Field Survey, 2025/SPSS

the respondents which include gender, age, marital status, qualification, and years of experience, department, position and flow station were presented and discussed. This is followed by the description of dependent variable (employee engagement) and the independent variables (recruitment of diverse employee, policy of diversity and inclusiveness, and cross-cultural diversity training).

It was observed from Table 4.1 above that the coefficient of the Cronbach's Alpha is from of 0.705 to 0.793. This implies that it falls within the accepted level of 0.70 (Nunnally, 1978), among the explanatory variables (employee engagement,

Correlation Analysis

The correlation result is shown in Table 4.3 below. **Table**

4.3 Correlation Matrix

Parameter	EEG	RDE	PODI	CCDT
EEG	1.000000	0.342417	-0.198753	-0.180190
RDE	0.342417	1.000000	-0.090574	-0.061404
PODI	-0.198753	-0.090574	1.000000	0.477096
CCDT	-0.180190	-0.061404	0.477096	1.000000

Descriptive Statistics

recruitment of diverse employee, policy of diversity and inclusiveness and cross-cultural diversity training). However, based on the significance of the KMO, a TVE value of 63.35 to 72.86 implies that half and above variance was extracted.

Source: E Views 9.0 Output (2025)

inclusiveness (PODI) has a mean value of 3.38 with

The descriptive statistics result was presented in Table 4.2 below.

Table 4.2: Descriptive Statistics Result

Parameter	EEG	RDE	PODI	CCDT
Mean	3.829860	3.950808	3.380616	3.505895
Median	4.000000	4.000000	3.666700	3.666700
Maximum	5.000000	5.000000	5.000000	5.000000
Minimum	1.000000	1.000000	1.000000	1.000000
Std. Dev.	0.855392	0.721062	0.861357	0.756353
Skewness	-0.922984	-1.303978	-0.950286	-1.161739
Kurtosis	3.555333	5.750344	3.453982	4.592441
Jarque-Bera	44.59196	172.3899	44.86473	93.56000
Probability	0.000000	0.000000	0.000000	0.000000
Sum	1103.000	1137.833	953.3337	992.1683
Sum Sq. Dev.	209.9967	149.2202	208.4837	161.3238
Observations	288	288	282	283

The result in Table 4.2 above showed that employee engagement (EEG) has a mean value of 3.83 with a corresponding standard deviation value of 0.86. Recruitment of diverse employee (RDE) has a mean value of 3.95 with a corresponding standard deviation value of 0.72. Policy of diversity and

Source: EViews 9.0 Output (2025). Table 4.3 above indicates that recruitment of diverse employee (RDE) has a value of 0.3424. This implies that recruitment of diverse employee is positively and moderately correlated with employee engagement (EEG). Policy of diversity and inclusiveness (PODI) has a value of -0.1988. This implies that policy of diversity and inclusiveness is negatively and

a corresponding standard deviation value of 0.86, and cross-cultural diversity training (CCDT) has a mean value of 3.51 with a corresponding standard deviation value of 0.76. The Jarque-Bera statistics coefficient results revealed the sign of normality.

moderately correlated with employee engagement (EEG). Cross-cultural diversity training (CCDT) has a value of -0.1802. This indicates that cross-cultural diversity training is negatively and moderately correlated with employee engagement (EEG). A careful examination of the correlation coefficients, none of independent variable was

perfectly correlated. This implies the absence of multicollinearity in the variables.

Multiple Regression Analysis

The multiple regression result is presented in the table 4.3 below.

Table 4.4: Multiple Regression Results

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.129623	0.370648	8.443654	0.0000
RDE	0.385113	0.065736	5.858463	0.0000
PODI	-0.119920	0.062887	-1.906934	0.0576
CCDT	-0.116642	0.071330	-1.635249	0.1031
R-squared	0.153787	Mean dependent var	3.836298	
Adjusted R-squared	0.144623	S.D. dependent var	0.860562	
S.E. of regression	0.795905	Akaike info criterion	2.395459	
Sum squared resid	175.4697	Schwarz criterion	2.447250	
Log likelihood	-332.5620	Hannan-Quinn criter.	2.416230	
F-statistic	16.78030	Durbin-Watson stat	1.941712	
Prob(F-statistic)	0.000000			

Source: E Views 9.0 Output (2025). It was observed from the Table 4.4 above that R^2 value of 0.153787. This implies that 15% of the variation in employee engagement was jointly explained by recruitment of diverse employee, policy of diversity and inclusiveness and cross- cultural diversity training while the remaining 85 was measured by error term. The result revealed a significant relationship given the F-statistic value of 16.78 and p-value of 0.00 while the value of 1.941712 representing Durbin Watson statistic shows no possibility of serial correlation in the regression result. Specifically, the findings revealed that recruitment of diverse employee (RDE) has a positive coefficient value of 0.3851 and p-value of 0.0000 which was statistically significant at 1%. This means that there is 99% confidence level that recruitment of diverse employee has a significant relationship with employee engagement (EEG) at p- value < 0.05. Policy of diversity and inclusiveness (PODI) has a negative coefficient value of -0.1199 and p-value of 0.0576 which was statistically not significant at p-value > 0.05. This implies that changes in policy of diversity and inclusiveness had no significant relationship with employee engagement at p-value > 0.05. Also, cross-cultural diversity training (CCDT) has a negative coefficient value of -0.1166 and p-

value of 0.1031 and statistically not significant at p-value > 0.05. This implies that cross-cultural

diversity training has no significant relationship with employee engagement at p-value > 0.05.

Discussion of Findings

The results show that recruitment of diverse employee has a significant and positive relationship with employee engagement at 1% level of significance. The result is in agreement with the findings of Oyadiran, et al. (2023) that there is a positively significant effect of recruitment and selection process on performance in organisations. The finding of Onkoba (2022) that strategic recruitment which takes cognizance of diversity improves organizational productivity and effectiveness also supported the result. Muhammad, et al. (2016) research work on the effect of workforce diversity on employee performance in the banking industry of Pakistan also agreed that diversity amongst employees had positive and significant influence on the employee performance. Policy of diversity and inclusiveness has no significant and negative relationship with employee engagement. The result is in disagreement with the findings of Eze, et al. (2020) that comprehensive and precise policy on workforce diversity can prevent conflicts, create room for effective management of diversity and

enhance organizational productivity. The finding of Otike, et al. (2023) is also contrary with the result that a philosophy of management that specifically addresses likely challenges of workplace diversity would significantly improve on how to manage the differences among workforce in order to achieve synergy and effective team collaboration. This contrary finding with other results may not be unconnected with the strong view on resource control by the people of Niger Delta which tends to generate some intolerant perspective as regards embracing diversity and inclusiveness. Cross-cultural diversity training has a negative and no significant relationship with employee engagement. The result is in disagreement with the finding of Pabitte, et al. (2019) that cross-cultural competence has positive impact on global mindset and employee performance. The finding of Aloma and Babu (2017) also disagreed with the result that employee performance is positively influenced by cultural factors and cultural diversity among employees can yield some valuable inputs in an organization. This suggests that Nigeria being a nation of people with strong ethnic attachment is yet to evolve to embrace diversity with unbiased attitude of mind.

5.0 CONCLUSION AND RECOMMENDATIONS

The study determines the relationship between workplace diversity management and employee engagement. Employee engagement is a positive and fulfilling connection a worker has with his job that is characterized by commitment, vigour, dedication, and unrelenting enthusiasm; and diversity is a key element in business success that has also become so obvious because a complex and diverse workforce and business environment requires a corresponding diverse interpersonal managerial skill and expertise in an attempt to fulfill business obligations and achieve goals and objectives. The regression result showed that recruitment of diverse employee has a significant and positive relationship with employee engagement at 1% level of significance, policy of diversity and inclusiveness has no significant and negative relationship with employee engagement and cross-cultural diversity training has a negative

and no significant relationship with employee engagement.

Policy Recommendations and Implication

From the empirical finding, we therefore recommend that:

- (i) Management of Shell Petroleum Development Company should strategically consider recruitment of diverse employee as a vital workplace diversity management component that would strongly improve employee engagement.
- (ii) Since policy of diversity and inclusiveness is negative and not significantly related, management of Shell Petroleum Development Company should consider reworking the policy with practical evidence of implementation in order to have the semblance of what the policy paper speaks in the future.
- (iii) Management of Shell Petroleum Development Company might not give cross-cultural diversity training any significant concern because it does not serve any positive end on employee engagement. Perhaps, a different approach may be adopted to serve its purpose overtime.

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