

**THE ROLE OF DIVERSITY IN INFLUENCING EMPLOYEE
ENGAGEMENT IN MULTINATIONAL CORPORATIONS IN NIGERIA**



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BY:

CHIGOZIRIM ANGEL IDAM

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MA Human Resource Management

SUPERVISOR:

Brendan Flanagan

STUDENT ID:

X19124228

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Name: CHIGOZIRIM ANGEL IDAM

Student Number: 19124228

**Degree for which thesis is submitted: MASTERS OF ARTS IN HUMAN RESOURCE
MANAGEMENT**

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ABSTRACT

Diversity is an unending term that traces back to the emergence of man into the world. Humans, since inception, are known to be classified or fit into a certain group based on physical and nonphysical characteristics that they possess. These characteristics could be based on age, sex, gender, sexual orientation, culture, and more. These factors contribute and help to determine the way an individual acts, functions, and perceives things. Each individual possesses some attributes that are channelled towards engaging in work activities, from their relationship with others, to the environment, and their self-satisfaction. This study aims to understand the concept of diversity by exploring four aspects of diversity. It investigates attributes of employee engagement expected to be displayed, thereby, weighing the positive and negative influence of diversity on behavioural outcomes of employees in the workplace and offering recommendations on how to promote the positives. Diversity is a prominent phrase that is being welcomed in the workplace, therefore, discovering its impact on employee engagement would determine how it would better serve the organisation.

Analysis was carried out on employees in multinational organisations specialising in different industries in Nigeria. A total of 80 anonymous participants were selected from different organisational industries using sampling methods to determine the influence of diversity on employee engagement. Data was collated from secondary sources such as peer-reviewed journals and texts whilst primary data was accessed from questionnaires and interviews with participants. The findings reflect that diversity significantly influences employee engagement positively more than it does negatively although with high impact in some aspects more than others, and the constant involvement of talent management would increase employee engagement in MNCs in Nigeria. Further recommendations on how diversity can be used as a means of promoting employee engagement in multinational corporations are provided.

KEYWORDS; Diversity, Employees, Employee Engagement, Multinational Corporations (MNC), Management, Nigeria.

STATEMENT OF AUTHENTICITY

I have read the National College of Ireland's Regulations relating to plagiarism and certify that this Dissertation is all my own work and does not contain any unacknowledged work from any other sources.

WORD COUNT: 19,876

Signed: Chigozirim Angel Idam

Date: 19th August, 2020.

Dissertation submitted to National College of Ireland's School of Business in partial fulfilment of the requirements for the Masters of Art degree in Human Resource Management.

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DEDICATION

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ABBREVIATIONS

CIPD- Chartered Institute of Personnel and Development

CLC- Corporate Leadership Council

MNC- Multinational Corporations

PESTEL- Political, Economic, Social, Technological, Environmental, Legal

SET- Social Exchange Theory

CHAPTER ONE

1.1. Introduction

Organisations today, especially multinational corporations (MNC) are beginning to embrace diversity in the workplace as it is becoming an inevitable factor in our evolving global world. It is a prominent topic that cannot be termed obsolete as every individual is apprehensive of the world around them (Cox et al., 1991). One would be eager to realise how it influences behavioural workplace culture. Podsiadlowski et al. (2013) states that the organisational structure and management seek to determine the impact of diversity on employees to acquire how they can be managed and how all employees can benefit from a diverse-based workforce. This expanding concept of diversity has prodded numerous inquiries inside organisations. Specifically, organisations question the impact of diversity on their competitors and every employee's mental prosperity. Knowing the potential impacts of diversity on employee engagement is significant to establish administrative strategies that curb negative results of a diverse workforce and advance positive attributes (Hauret et Williams, 2020).

Due to fast-rising globalisation, the growth of diversity has become more evident and it has made management begin to question if to keep promoting diversity towards fostering employee engagement or avoid risking it due to the negative impacts perceived from a sample of workers who are primarily used to initial non-diverse systems (Byrne, 1971). Shore et al. (2011) infer that positively adopting diversity to employee engagement would satisfy employees striving for a balance between their need to belong and unique characteristics in the organisation. Although some employees question diversity to be disingenuous and presume it to be a plough used by management to boost the brand (McKay et Avery, 2005). This research shares a construct on both sides of diversity and how its aspect aims to influence the engagement of employees. Mahoney and Kor (2015) state that employees are regarded as the talent of the organisation and management constantly tries to create means of improving the sense of engagement within the organisational culture to demonstrate productivity.

Latterly, the role of diversity has become a very evident interest to MNCs in various countries especially because the workplace is bursting with diverse employees in terms of gender, sexual orientation, religion, values, and personalities (Cox, 1994). Farrer (2004) expresses that diversity

has altered from just being government compulsion to a strategic compulsion for MNCs. The need to maintain its edge and uniqueness and sustain its employer brand has sourced organisations to adopt diversity management into their system although adopting diversity does not instinctively guarantee the engagement of employees, therefore, management has to create a means to manage it by adopting the positive factors that drive employee engagement (Farrer, 2004). The principles that guide the management of workplace diversity rely on trends that keep evolving which would determine the engagement of employees. Carter et Phillips (2017) asserts that diversity can be compared to a double-edged blade that grows the possibility of promoting employee engagement just as the potential outcomes that employees would be disappointed. This research intends to investigate four aspects of diversity which are age, gender, culture and religion, its effect on employee engagement in the working environment and afterward offer recommendations that would neutralize the negative outcomes into a more positive workplace where all employees would feel acknowledged and used to their fullest potential regardless of their disparities (Ashikali et Groeneveld, 2015).

The leadership style, personality attributes, and communication contribute to the engagement of employees. Understanding the general idea of employee engagement which involves certain characteristics employees show within themselves, how they relate with each other, their duties, and the administration is important to understand the influence of diversity on the organisation (Saad et al., 2018). Nonetheless, regardless of the objectives viably managing that workforce diversity is accomplished when relied on a great extent upon the employees' perceptions towards their management in the organisation, for example, the degree to which they consider the organisational system, values, culture and management's support through reasonable employment practices would result in their engagement (Madera et al., 2013). Significantly, the perceptions and engagement of employees towards diversity issues have become a principal segment in making progress. However, previous studies have centred around employees' opinions towards diversity reflecting on their working behaviour, engagement, and the potential impacts of these observations (Knippenberg et Schippers, 2007). This study depicts how the age, gender, culture, and religious diversity positively and negatively reflects on the perception of employees towards their engagement in the workplace, drawing from employees' reception of diversity management to the outcome of their behaviour.

Nigeria is a developing country in Africa that is fortunate with exceptional natural resources such as oil, coal, lead, zinc and more but still exploited by poverty. The oil sector especially is the largest and most valuable aspect in Nigeria (Khan, 1994). Subsequently, the European and Asian countries require a business opportunity for their production and a place to get to affordable crude materials and labour force, Africa particularly Nigeria turned into a conspicuous location. MNCs such as Shell, Coca-Cola, Toyota motors have received profit in their finances, reputation and organisational growth due to the benefit of investing in Nigeria. This has led to the growth in the country's economic sector, foreign alliances, job opportunities and varieties in production and services (Bernadine, 2003). Nigeria's thriving agriculture was the main source of income before the input of its oil sector. Nonetheless, some MNCs may have certain qualities because of differences in the line of business.

1.2. Statement of Problem

Although diversity has become more a cognizant term in the global world, its impact on the labour force fluctuates as employees sometimes seem receptive to its nature in some aspects but yet are questioning other areas. In comparison to other western countries, diversity in Nigeria is still on the verge of being fully initiated into the organisational culture (Tran et al., 2010). Initiatives have been created to decrease the challenges that arise from the impact of diversity on employee engagement, for instance, gender discrimination forums but matters are still prevalent which turns out for the need to fully understand what diversity positively aids and its deteriorative trait in other to push diversity management towards enhancing employee engagement (Sethi, 2002). In Nigeria, Ekanade (2012) infers that gender, ethnicity, religion, age, and subsequently, political recognition are majorly acknowledged, although one may have a higher intensity than the other. Understanding cross-cultural management in Nigeria with the political, economic, social, technological, environmental, and legal (PESTEL) factors would facilitate discovering which aspect would positively enforce employee engagement in Nigerian MNCs (Kaja et al., 2012). It has become evident that some employees are treated relating to who they are acquainted with or the connections they have and this has resulted in a low level of commitment and engagement in the workplace. Being a patriarchal system, some preferences in the workplace, for example, women with better qualifications are hindered from occupying a leadership position rather men with lower qualifications are selected. This has opposed engagement as good performance could come from

any gender (Obuma et Worlu, 2017). In another light, D'Netto and Sohal (1999) study opine that employees could perceive diversity as a hindrance for homogeneity and indigeneity as employees believe that intrusion could affect communication, culture, and work efficiency. Therefore, it is necessary to assemble the aspects that foster employee engagement and also provide recommendations towards the angle where diversity gives positive drive towards employee engagement to create an edge in the growth of the organisation and its employees.

1.3. Scope of Study

This research paper projects various departments and sectors of MNCs in Nigeria concerning age, gender, cultural, and religious diversity. This inductive study based on the collection of qualitative data would analyse different aspects of diversity in diverse-based organisations. This research would be limited to the perspectives of 80 anonymous participants who would be used to determine the results of this study which would in turn generate solutions.

1.4. Organisation of Research Report

This study comprises of 5 sections. The introduction, statement of the problem, its objectives, and scope of study constitutes the first chapter. The subsequent chapter comprises of the literature which explores the concept of diversity different sub-headings which includes definitions, aspects, advantages, and disadvantages, lastly, exploring employee engagement and the country, Nigeria. In this chapter, the secondary data which incorporate scholarly journals, Chattered Institute of Personnel and Development (CIPD) resource materials, and scope of course readings, were utilised in compounding all the data introduced in this part. The third chapter gives an in-depth of the methodology, research questions, expressing the aims and objectives of carrying out this research. In this chapter, the procedure wherein the research is done and what was utilised in completing the study with the reasons, additionally offering justifications to why different strategies are not utilised. The fourth chapter contains data analysis gathered from the primary source as indicated by the interviews and questionnaires shared and reactions received from employees. The last and fifth chapter which is the conclusion, findings, and recommendations provided to Nigerian MNCs for things to change and establish a system that can be utilised to improve employee engagement through diversity. The limitations of the research would also be stated.

1.5. Significance of Study

This research is relevant as it would assist MNCs in Nigeria to incorporate different aspects of diversity into the organisational structure, system, staff, strategy, values, and skills as a means to champion employee engagement. Furthermore, the research would provide information to the reader and management of MNCs on how and what sources help to foster employee engagement and how the positive angle of diversity could be used as an edge to promote an innovative and leading working environment. It would serve as a support for future scholars and researchers who aim to carry out studies related to the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1. The Concept of Diversity

The working environment has developed increasingly in diversity over recent decades, with the increase of job opportunities of underrepresented employees in numerous areas of the economy. For instance, in the United States, the female proportion of employees expanded from 46.3% in 2006 to 46.8% in 2016 (Hauret et Williams, 2020). The growth of diversity has given rise to various questions in MNCs. The management seeks the effects of diversity as regarding their competitive edge and on individual employee emotional well-being and engagement in the organisation. Discovering the influence of diversity on employee engagement is important to endorse managerial systems and policies that would override the negative effect of diversity and boost the positive outcomes. Horwitz et Horwitz (2007) explain that diversity increases employee engagement while previous studies also subscribe to the fact that diversity could decrease employee engagement or not have any effect (Webber et Donahue, 2001; Kochan et al., 2003). The significance of diversity in influencing employee engagement depends on the organisational culture, the nature of the job, and endeavour of the MNC to manage a diverse workforce (Jackson et al., 2003).

This chapter will focus on diversity, aspects of diversity, theories that help explain diversity, and the positive and negative effects of diversity. Finally, the influence of diversity on employee engagement will be discussed relating to MNCs in Nigeria.

2.2. What is Diversity?

Diversity refers to a large number of individual contrasts and similarities that exist among individuals. Diversity can include a wide range of human qualities, for example, race, ideology, nationality, religion, sexual orientation, ethnicity, age (Wellner, 2000). Diversity is reflected from a set of cognizant practices that include understanding and acknowledging the alliance of mankind, societies, and the common environment; encouraging shared regard for characteristics and encounters that are not quite the same as our own; understanding that diversity incorporates methods of being as well as methods of knowing; perceiving that individual, social, and regulated segregation makes and continues benefits for a few while making and supporting hindrances for

other people; and building collaboration across contrasts with the goal that cooperation can destroy all types of segregation which is an issue resulting from diversity (Patrick et Kumar, 2012). Diversity is intricate and grasps numerous definitions with various implications and contexts. Jayne et Dipboye (2004) opine that “diversity has evolved from a focus on legally protected attributes such as race, gender, and age to a much broader definition that includes the entire spectrum of human differences” (p.410). Canas et Sondak (2010) expressed the content of diversity as essential and optional. The essential aspect includes age, sexual orientation, race, ethnicity, and physical capacities, and the optional aspect was made out of the socio-economic background, geological area, conjugal status, religious practice, and educational background. Its most normal significance in a work setting is related to numerical composition, for example, work-place demographics.

Leading to the emergence of diversity in the workplace, recognising if working in a diverse work environment influences the perspectives of employees, particularly their job engagement and satisfaction, is progressively vital for management in MNCs. It is consistently questioned if directors should encourage national homogeneity inside working gatherings to expand employees' job fulfilment and along these lines limit turnover?; if firms should limit national diversity to a specific edge so as not to disappoint their employees?; if directors set up explicit activities, for example, advancing communications between employees to counter the effect of diversity for the dominant and minority employees?. Past investigations, regardless of whether hypothetical or observational, don't respond to these inquiries but only the similarity-attraction tactic (Byrne, 1971). It explains that working in a diverse demographic situation negatively influences employee engagement. From another angle, the social contract theory (Blau, 1977; Kanter, 1977) infer that working in a more diverse atmosphere positively influences employee engagement and satisfaction. Childs (2005) further keeps up that any business that wants achievement whilst maintaining a competitive edge must fuse diversity into their everyday strategic approaches. Multinational organisations have seen the need for market development, competitiveness, and maintenance for overall survival.

Diversity among the workforce brings about positive influences like inventiveness, critical thinking, advancement however on other hand, diversity may bring about some negative viewpoints like expanding clashes, diminishing team engagement, and diminishing team

cohesiveness (Kreitz, 2008). Overseeing a diverse workforce is a great test for the human resource division in organisations. Furthermore, researchers infer that diversity can influence an organisation's working in ways such as having compelling outcomes, similar to weaken employee engagement or lower fulfilment since individuals prefer communications with comparative others. It is claimed that presenting psychological results that allude to an expansion in inventiveness and development because through diversity, individuals get a chance to connect with different individuals; portraying a diverse hierarchical workforce depicts an image of balance and equality; diversity additionally has clear ramifications on the means of communication within a gathering or an organisation, for example, communication effects which imply that workforce diversity has both positive and negative outcomes (Joplin et Daus, 1997). Saxena (2014) states that it is through the consolidated and purposeful endeavours of employees that fiscal or material assets are put together to accomplish organisational objectives. In any case, employees perspectives, endeavours, and aptitudes must be honed now and again to enhance the adequacy of HR and to empower them to address more prominent difficulties.

2.3. Aspects of Diversity

Work environment nowadays has become progressively general, there has been expanding attention to how diversity could be a necessity and this has stretched out past the segment qualities of race, sex, and age, and religion (Terrie et al., 2013). The reason for this research is to give a premise on diversity and concentrate on the positive and negative impact of some aspects of Diversity which are; Age, Gender, Cultural and Religious Diversity, to decide the degree to which an integrative system is significant and suitable. Moving towards identifying the comparable reason for Employee Engagement for every aspect of diversity is incorporated. Review of theoretical models and the degree to which these models reflect on the positive and negative perspectives of these aspects of diversity. Since theories guide research streams, it is considered imperative to assess the degree to which present-day theories sufficiently reflect the possible cluster of results from negative to positive that may exist for employees, teams, and organisations (Shore et al., 2009). Recommendations that incorporates managing diversity towards promoting Employee engagement in MNCs in Nigeria is presented.

2.3.1. Age Diversity

The worldwide pattern of expanding workplace age diversity has prompted researching its impact on the organisational outcomes on employee engagement (Li et al., 2020). Previous research has fundamentally centred around the factual connection between age diversity and engagement of employees without empirically testing the potential components of this relationship. An age diversified atmosphere is one where employees of any age are employed and esteemed in the working environment. Organisations that encourage age diversity have a comprehensive age diversified environment (Van Dijk et al., 2012) that can be communicated by an age differing workforce and solid age diversity that management influences. Age diversity mirrors the conveyance of contrasts among employees of the organisation regarding age and can be conceptualised in their division of duties, experience of the job, or unique services they offer (Harrison and Klein, 2007). The presence of numerous generational categories in the contemporary work environment has delivered further exposure to how such a blend can be utilised to improve employee engagement.

Literature provides four generations that portray different attitudes and values in the workplace. The silent or veteran generation is the first which were those born between the 1920s and mid-1940s. Employees in this category were known for discipline, respect for authority, conforming to duties before pleasure and the origin of their values was from the post-world war 1 regime (Howe et Strauss, 2007). The second category of employees is referred to as the Baby Boomers born between the end of the second world war and the mid-1960s. The rise of economic progression within this period created a belief of lifetime employment and brand loyalty (Elsdon et Lyer, 1999). The next group was referred to as Generation X who were born between the mid-1960s to early 1980s. The employees in this group were more interested in participation and esteem development which led to the domination of collectivism by individualism (Sirias, Karp et Brotherton, 2007). The fourth generation is labelled as the Generation Y or Millennials who were born within the early 1980s and 2005. These employees were opportune to grow in a globalised world where the internet and digital technology has made an impact. Employees here are open to diversity, centred on building self-esteem, and prefer employers that are environmentally conscious (Szamosi, 2006; Twenge et Campbell, 2008). McMullin et al. (2007) infer that generational contrasts in employees' mentalities and convictions are the aftereffect of critical financial, political and social constructs that they experience during the early stages of youth and youthful adulthood. The second and third

generation comprise an undeniably huge portion of the workforce. They regularly contribute emphatically to organisational results through qualities, for example, profound knowledge about the business and long-standing loyalty to the brand.

The similarity-attraction paradigm (Byrne, 1971) which can be likened to social identity theory helps shed a construct on age diversity. This theory explains that individual similarities as reflected in some attributes, for example; perspectives, qualities, and convictions will encourage relationships, interactions, and interests within themselves. This study has upheld that evident similarities will in general hasten connection and affiliation. Dyadic connections have been created through the similarity attraction paradigm (Mannix and Neale, 2005). When employees from a particular age group act on this paradigm, it could result in the dominance of a group over another. However, individuals who are identified with a particular group can have interests and preferences for individuals in another group even when they have had no earlier social association with individuals from that gathering. This could be an alternate effect on age diversity as employees from a certain age group may constantly feel the need to identify with their age group believing to have similar interests, goals, and beliefs even when the other group should be acknowledged. However, it may be the other way round as some individuals may see it as a means to build engagement leading to creativity and motivation in the organisation (Jackson et al., 1991). Previous studies explore what has been gained from the most recent 50 years which is inferred that glaring social classification contrasts, for example; race/ethnicity, sexual orientation, or age, will in general be bound to affect some employees who work in teams in negative way. For example, the rise of ethnocentrism which is one thinking their own methods, style, beliefs is better than others. This places continuous emphasis on these observable traits (Milliken et Martins, 1996). On the other hand, hidden contrasts, for example; contrasts in background, behaviour, personality, or education, are all the more likely to positively influence employee engagement in the workplace. For instance, by encouraging innovation or team critical thinking tasks but are deliberately controlled by the management of the organisation. Mannix et Neale (2005) state that the demonstration of social categorization initiates differential desires for groups that operate within and out-group employees. This could lead to discrimination and stereotyping, where out-group employees are made to face more stereotypes than in-group employees of a different age group. For example, young people are seen to be less loyal to a brand than old people. This could influence employee engagement. Byrne et Clore (1970) further address that when individuals agree and

approve with another groups beliefs, it can promote a positive perception and create an understanding for future events. When fulfilment from engagement is derived, employees from a different age group would attach a positive awareness to the source.

The positive and negative effects of age diversity in the workplace occur based on the employees and the work system of the organisation. When employees from different age generations work together, it stirs motivation, transfer of knowledge and skills, the opportunity for succession planning, creativity, and better decision making (Amaram, 2007). Meanwhile, if age diversity is not properly managed, it would result in miscommunication, emotional disputes, power struggle, office politics, the dominance of group(s) over another which would eventually cause a high turnover of employees (Jackson et al, 1991; Jehn, 1995). Organisations do not effectively put the talent of older workers into use due to notions and stereotypes that they require more budget for training, exposure to more health problems, uneasy to adapt to changes and new technology, and display poor engagement in organisational activities than younger employees (Davey et Cornwell, 2003; McGregor et Gray, 2002). Previous studies state that older employees are more at risk than younger employees but researchers as well do not verify this outcome. Older employees may face difficulty in multitasking depending on the job description which could delay organisational output. Younger employees face negative impressions also as others tend to describe them to be less trustworthy, show less loyalty to the brand, and are described as job hoppers (Gee et al., 2007). The disparity in the process of socialisation, cultural, and normative attitudes between different age groups could cause conflict which would reflect on employee engagement (Somech et al., 2009). Tempest et al (2002) opine that older employees are as engaged in their duties as much younger employees due to their experience, dependability, and wisdom. An organisation that promotes the involvement of employees of different ages can uphold its customer brand base of satisfying different age groups which is a benefit of age diversity (Williams, 1998). Having homogeneous age groups can thwart the dominance of one age group, encourage career options and promotion opportunities, and boost employee engagement (Pelled et al, 1999). Having a multi-generational workforce offers mentoring advantages through passed down knowledge and skills, organisational history, culture, and creativity acquired from the introduction of technology. Although generational gaps may lead to a constant conflict of interest. Research carried out on different organisational fields explains that old and young employees possess various abilities and they vary based on the field they practice which means depending on the job type, employee

engagement may decline with age. Generally, differences in age and other attributes are unrelated if the employees are willing to collaborate with themselves (Jehn et al., 1999). High turnover is one path for employees to experience due to expanded clashes because of low social incorporation or consistent communication issues. Such expanded turnover, in a common business setting, causes low employee engagement through absenteeism and modification costs. These expenses are especially high when joint endeavours and full-on engagement is required (Richard et Shelor 2002).

Implications on communication cost may arise in the bid of increasing age diversity as research states that communication and establishment of social relationships between unrelated employees automatically attract higher costs than within similar employees (Harrison et al., 2002). Previous studies show that age discrimination affects all age groups irrespective of the category. Older employees tend to feel disregarded, marginalised and believe they are denied promotion opportunities whilst younger employees believe they are of less importance due to their lack of experience (Ellemers et al., 1988). Therefore, all employees should grasp the positive impact of age diversity and adhere to the management style of practicing age diversity.

2.3.2. Gender Diversity

Herring (2009) explains that Gender diversity is defined as the thought of the distinctive abilities and possibilities of male and female employees as equal beings. Concerning the working environment, gender diversity alludes to the extent of male and female employees in the work environment that may impact how employees communicate and team up with one another which influences employee engagement within the organisation (Blalock, 1967). Research carried out in the past two decades has demonstrated that the feminine gender comprises of a critical undiscovered wellspring of human capital. With the establishment of information technology and upgrading of educational infrastructural facilities, progressively qualified ladies are wandering into occupations recently viewed as appropriate for men (Yerkes, 2009). Pfeffer (1994) states that gender diversity initiates the idea that employees that make up the organisation have different perspectives and expectations that every individual has their own belief, hence, leading to the exchange of ideas and behaviour among the team. In recent businesses, which is very distinct from how it was about 50 years back has created room for change. Advancement in job roles and family functions of women has added a significant edge in business growth in the 21st century. It is

opinionated that because of gender diversity in organisations, efficiency and engagement have become top-notch (Pfeffer, 1994).

The female gender specifically face gender discrimination in their career prospects more than men as women acquire around 30% of the overall gender pay gap in low-paying industries and the proportion of male employees is over 80% in better paid industries which is unarguably high. Women also spend less hours on paid jobs but spend longer on unpaid jobs. This shows that women have more work hours per week than men and it could affect their career choices which is why the European Union promotes more equal sharing of parental leaves and other flexible arrangements (Rubery, 2015). Some of the issues are the fact that they have fewer opportunities in occupying positions and promotion opportunities, maternity leaves limiting their promotion, paid less salary in their shifts, sexual harassment, stereotypes that place them to be weaker than men, less equality employment opportunities laws. 70% of the females consider their work engagement equivalent to their male partners, while male employees believe that 70% of their engagement is higher than that of their female employees (McKinsey, 2012). It is additionally a typical observation that they will turn out to be less productive after giving birth to children and they would give less consideration to their job description (Arai et al., 2008). A broad conviction proposes that women were not as able as men, either physically or intellectually or emotionally. Women's maternity leaves are viewed as shortcomings towards their career development and occupying a managerial position; a large portion of the ladies feel that obligations of the family are an obstruction in their promotional path. Nieva et Gutek (1980) showed that there is a bias feeling between the assessment of people "men are commonly assessed better than ladies". For instance, male job candidates are chosen more as often as possible than similarly qualified female candidates for administrative, logical, and semi-skilled roles. Furthermore, with the progression of time, things have changed. Presently males and females are offered equal opportunities in organisations. Yet, there is an extremely less number of female employees in organisations (Bibi, 2016).

The Social Cognitive theory gives a backdrop of gender diversity. Social Cognitive theory is a mental viewpoint based on individual activities that accentuate the functions provided by society with individual motivation, knowledge acquisition, and self-guideline (Schunk et Usher, 2019). It expresses socialisation within a wide scope including that individuals gather norms, actions, and perspectives from the society they dwell in (Green et Peil, 2009). The societies individuals cohabit

a divide of female and male children into the two genders which are commonly known as masculine and feminine. There are some significant attributes in human lives such as the knowledge and skills they have, how they conceptualize to themselves and others, socio-structural advantages and imperatives they face, their professions, cultural practice, and public activities which are recommended by societies gender-typing. Upon these essential premises, individuals are separated by their daily activities. Indeed, even a portion of the sexual orientation contrasts is established naturally, some stereotypic attributes and jobs which are indicated for women but not originally prescribed yet it is structured by society (Epstein, 1997).

Regarding the positive and negative impact of gender diversity. Gender diversity has positively influenced the workplace by fostering inclusivity and headed innovative initiatives in organisations like Google and IBM. Organisations achieve competitive advantage as employee engagement is of a better source than mere resources that make up the organisation (Colovic et Williams, 2020). Having female employees as well as male employees on the work team can achieve a responsive environment as females are known for their unique attributes of being compassionate, kind, sensitive, and sympathetic (Eagly et al., 2003). Gilligan (1977) claimed that having female and male employees is an advantage because of their difference in moral reasoning. Female employees are socially inclined and eager to respond to the needs of others while male employees are focused on adhering to justice. Combining these functions would achieve organisational goals and cultivate employee engagement. A gender-diverse workforce would enable a balanced equal distribution of decision making in aspects that would favour all parties, although, this can as well increase conflict, lessen motivation and employee engagement as some employees may not stand with some selected decisions. A negative contribution of gender diversity could be in the aspect of the self-categorization theory which opines that individuals classify themselves in different social and psychological groups based on some attributes such as competency, gender, race, profession (Turner et al., 1987). A gender-diverse workforce could result in having psychological groups based on only male employees or female employees. This could lead to a group dominating another and social comparison of groups as one may be deemed better than another. The comparison between these groups could prompt tension, reduce communication, and weaken cohesion amongst employees (Kravitz, 2003, Triandis et al., 1994). Gender diversity also takes an adverse effect on employees and the organisations as the increase of female employees could be implied as a power tussle for the male employees which would result in advanced economic competition and

intergroup conflict (Blalock, 1967). Gender diverse workforce could aid in attaining the needs and preferences of male and female customers which sums up to a competitive advantage as each individual's ability could be considered as rare (Grant, 1991). Hambrick et Mason (1984) infer that a gender diverse organisation can manifest its vision with a broad range of experiences, ideas, and opinions compared to a homogenous group.

2.3.3. Cultural Diversity

Cultural diversity is any contrast in individuals determined by their background, tribe, nationality. The cultural condition in the workplace depicts the current socioeconomics, social and cultural contrasts on a cultural level. For an organisation to deal with a culturally different workforce, it would require deep understanding and management of systems to build a productive outcome (Mateescu, 2018). Every individual is not quite the same as one another relying upon their religion, background, gender, age, training, qualifications, and so on. This proves that every individual has a unique difference (Saxena 2014). Cultural diversity makes the workforce heterogeneous when different multicultural people meet up to work in an organisation. Mazur (2010) expresses that cultural diversity in the workplace reflects the changing world and the deep root of globalisation in the workplace. Cox (1993) expresses that cultural diversity as the depiction of different individuals from distinct social groups based on their cultural inheritance and significance in a particular social system. Globalisation, with its multicultural ramifications has become a basic factor in vital intensity. Coca Cola, Exxon, IBM, and Dow Chemical, for instance, have half of their incomes from different nations (Lacy et Hayward, 2011). Ever since World War I, employees make up the biggest portion of the population and the labour market. Specialists anticipate that business organisations who disregard these segment patterns will end up at a serious impediment (Copeland, 1988; Nkomo, 1992). About Workforce 2000: Work and Workers for the 21st Century (Johnston, 1987), contrasts in the social structure of the working environment lead to strains and clashes over social issues, especially from minority employees who are bound to feel persecuted by the distinctions. For business organisations, these progressions offer chances and difficulties.

Cultural diversity which has been a topic of major concentration for some time lies between the complexity of individualism and collectivism and its effect on the conduct of individuals from countries wherein different ethnic groups are present. For instance, the United States have different roots (Triandis, McCusker, and Hui, 1990), Asians, Hispanics and Blacks have different roots in

countries with collectivist societies, while Caucasians have different foundations in the European custom of individualism (Hofstede, 1980). This approach has been utilised to understand and formulate systems of management to reinforce employee collaboration and engagement in the workplace. Earley (1993) inspected 163 directors from China, Israel, and the United States to survey the impacts of individualistic/collectivist social convictions on execution and found that the presentation of individualists (directors from the U.S.) was reduced when working in groups than when working alone, while the exhibition of collectivists (directors from China and Israel) was reduced when working alone than when working in a team. Discrimination, prejudice, and stereotyping are negative derivatives that strongly affect culturally diverse employees. Past studies have shown that stereotyping, prejudice and discrimination could have negative consequences on employee engagement and the organisational outcomes. They have been found to influence recruitment, career advancement, and performance assessment choices of age, cultural, gender diverse employees, and more differentiating attributes (Everett, 1990).

Understanding cultural diversity and its differences by acknowledging national culture could aid employee engagement and applying Hofstede's cross-cultural dimensions would assist the process (Molnar, 2007). These dimensions are; Power distance which refers to the gravity which minorities within an organisation or society expect and accept the power to be dispersed unequally (Hofstede, 1994). The presence of the power index tool helps to analyse the significant issues and portrays the unequal delegation of authority tolerated. High power distance is found present in societies where inequalities in power, authority, and financial status is approved by the less powerful individuals of the society whilst those with low power distance are reflected by societies where less emphasis is placed on an individual's power or riches. In organisations where high power distance is expressed, decisions mostly come from top management without disputations and those with low power distance consider equal status between all employees in the organisation (Yoon, 2012). Individualism refers to societies where individual ties and relations are closely knitted with family or everyone looks after their interest. Nationalities with high individualism are of the thought that an individual alone is an important unit and he/she is responsible for their actions and strives for their accomplishments. Those with low individualism which is more common in eastern countries are more collectively inclined. Relationships are prioritised and individuals are independent and concerned about the whole group (Hofstede et al., 2010). The masculinity dimension expresses the efficiency of cultures to the dispersion of duties between genders. It refers

to the value for competition, achievements, power, rewards which are of high value rather than the feminine values of building relationships and the importance of life quality. Nationals with high masculinity indicate those with high regard for competition, power, rewards whilst those with low masculinity show less regard for gender differentiation between roles (Hofstede et al., 1994). Uncertainty avoidance faces a rate of tolerance and vagueness within a society. Countries with high uncertainty avoidance have low lenience for uncertainty. Some rules and regulations control the affairs of the society. Low uncertainty avoidance signifies those with less worry for uncertainty and is welcoming to other options that may suffice. Individuals from this society are risk-takers, less rule inclined, and adapt to change easily (Hofstede et al., 1994). Long-term orientation reflects the extent to which individuals accept or decline long-term devotion to traditional values. High long-term orientation is represented by nationals who value long-term commitment and lasting rewards are due to present diligence. Those with low long-term orientation do not impose commitment on tradition and employees expect immediate rewards for their duties (Hofstede et al., 2010).

Regarding the positive and negative impacts of cultural diversity, having a multicultural workforce in an organisation would attract top-notch talent with different backgrounds and experiences (Mazur, 2010). It could also invite critical chaos which would lead to misunderstandings especially when a task or system of operation is complex and uncertain. The combination of different cultural styles in the workplace could result in disagreements which would in turn cause conflicts and lack of cohesion (Mazur, 2010). Running a multinational organisation would benefit having multicultural employees, this would enable the management to have an insight into the global market in terms of the political, legal, social, cultural, and economic structure of external countries (Saxena, 2018). Gaining the perspectives of different cultures towards achieving results for a diverse environment would foster employee engagement as all employees would be involved in problem-solving. Although Saxena (2018) infers that when culturally diverse employees with different mind-sets and perspectives have difficulty in agreeing, it could cause a strain on interpersonal relationships amongst employees, thereby causing conflict and loss of morale to engage in activities. A culturally diverse environment could cause various problems like miscommunication and lack of cohesion within the organisation (D'Netto et al., 2013). Having a culturally diverse workforce could aid the employees to adapt to flexibility and change, in turn giving a competitive edge and full engagement of employees. This would aid employee

engagement as each employee brings their skills, talent, background experience to acquire customer's tastes based on the global standard (Sharma, 2014). Cultural diversity in an organisation means the management is responsible for diverse employees and equality must be provided without discrimination although employees still feel threatened with working with other diverse employees as there may be lack of acceptance, use of offensive terms, prejudice emotions which could cause lack of engagement. For example, ethnocentrism and stereotypic judgment in the workplace. This leads to employees from minority groups to feel less valued than those from the majority cultural group (Agolla et Ongori, 2007). Watson et al (1993) further concur that working with a culturally diverse team builds employee longevity and effectiveness in getting the job done which shows engagement. Hindering employees' capabilities and creating unfavourable working conditions shows mismanagement of diverse staff and this could lead to withdrawal from engagement (Agolla et Ongori, 2007). Cultural diversity could also cause a drawback on training and implementation expenses for the organisation leading to a lack of synergy as different methods and approaches of performing activities could result in conflict. Reduced morale for engagement may result in absenteeism and labour turnover. For example, the turnover for blacks is recorded to be 40% higher than whites (Bergmann et Krause, 1968). Management has to understand the objectives of diversity and incorporate it into organisational systems to have diverse approaches to fostering employee engagement in the workplace (Gottfredson, 1992).

2.3.4. Religious Diversity

The presence of religion has been generally observed as a private issue with practically no thought given to religious diversity in the working environment. Today, given the reappearance or restoration of religious characters and suppositions in the Middle East, Europe, North America, South Asia, and various regions of the world, it is pivotal for policymakers and managers to grow better understanding and the incorporation of religious diversity. This is especially significant due to the rise of globalisation and the involvement of different organisations who progressively associate with various religions, societies, and partners (Syed et Ozbilgin, 2015). Management is keen on appropriating or settling religious clashes and strains while attempting to tackle diversity for improved individual and group engagement, profitability, and other hierarchical advantages. The attention has been on accepting different views of faith and comprehending religious convictions in the working environment, yet the clashes that arise from religious diversity has not been sufficiently tended to (Miller, 2007).

Employees from different ethnic or racial groups have different belief systems and practices (Gebert et al., 2014), some of which might be valuable for summoning elective ways to deal with techniques of management and development. Workers that are presented to various cultures are bound to adjust to different circumstances and individuals would have an impact on engagement (Gebert et al., 2014). Having a better understanding of religious and ideology-consistent inclinations and sensitivities of individuals of various foundations would shed a construct of how diversity can be managed to increase employee engagement (Hamblin, 2015). Organizations have started to welcome the need for religious and social diversity while consolidating the balance of diversity into their basic beliefs. For instance, nearby and worldwide companies in Brunei are required to consider the thought of Melayu Islam Beraja (Malay Muslim Monarchy), a national belief system which grasps the Brunei Malay culture, Islamic qualities, and the past and duty of government. The thought of Melayu Islam Beraja advances that individuals, both inside and outside organisations, ought to be dealt with like relatives, as is steady with Islamic religion (Low et Mohd Zain, 2008). A comparative example of Religious diversity is obvious in Ireland, where Community National Schools with differing religions, denominational, and social belief systems are supported.

The positive and negative influence of religious diversity on employee engagement infers that religious diversity enhances the growth of multiculturalism, the inclusion of foreign expertise, and the satisfaction of clients from different domains. It broadens the mindset of employees aiding decision making although there could be friction between occupational decisions and religious preferences (Morrison et Borgen, 2010). Enforcing religious diversity could play an intrinsic and extrinsic function in motivating employees towards engaging in work activities, thereby increasing organisational outcomes (Meijman et Mulder, 1998). Ghuman et al (2013) opine that conflict could likely arise between work to be done and varieties of religious identities. Religious discrimination in the workplace causes high tensions and weakens employee engagement in the organisation. Employees practicing different religions within an organisation are prone to having interpersonal issues and anxieties which consistently increases prejudice amongst fellow workers (Day, 2005). Shellenbarger (1993) found that minorities who saw segregation at work are bound to change employments; along these lines, they are less dedicated to their work and contrasted from their religious diverse employees. It would be contended that when people feel abused or oppressed on account of their religious enrolment, for example, having a place with specific

religious gatherings (churches, mosques), they can create adverse business-related practices. For example; diminished employee engagement. Another negative impact of religious diversity is the fact that some employees are not willing to engage in some organisational activities because it could be deemed as sin there in their religion. Some employees may express a feeling of shame and guilt, they drift from fear of punishment from an overruling power based on some religious norms they practice which restrains them from engaging in some organisational activities (Ellison et Levin, 1998). The research carried out by Sikorska-Simmons (2005, p. 65) on 307 paraprofessional and expert staff in assistive care offices in the US likewise found that more noteworthy religious practice 'was related to higher occupation fulfilment and more significant hierarchical responsibility among paraprofessional staff'. Researchers have contended that seeing how religions identify with work esteems and work environment practices is significant for organisations with differing workforces, for lawful consistency, and also for increasingly compelling employee management (Lynn, Naughton, and VanderVeen, 2011; Parboteeah et al., 2009). Bourma et al. (2003) explain that to avoid a rift between diverse religions, human resource management practices should be managed efficiently by being welcoming to religious diversity and also establishing a common ground that would foster employee engagement.

2.4. Concept of Employee Engagement

Employee Engagement can be described as inhabiting personal involvement by gathering of organisational employees to achieve their job functions which enable them to express their capabilities, physically, emotionally, and cognitively whilst performing these roles (Kahn, 1990). The cognitive role refers to the employee's concerns towards how he/she perceives the organisation, the management, and the working environment and conditions. The physical facet refers to natural effort put in by employees towards accomplishing their job function. The emotional aspect refers to the employee's perspective and thoughts towards the organisation which could be characterised as positive or negative towards their duties and the organisation (Kahn, 1990). Robinson et al (2004) describe engagement as a step from commitment. Employee engagement can be defined as the intellectual and emotional commitment by employees of an organisation in performing their tasks (Baumruk, 2004; Shaw, 2005). Yankelovich et Immerwahr (1984) refer to Employee engagement as the deliberate effort individuals put in to achieve what is expected in their job role. May et al (2004) claim that employee engagement is closely knitted with

job involvement. It implies how an individual is deeply rooted into performing his/her work which encompasses behaviour and emotions. Previous studies have recognised that individuals are naturally reluctant to be involved in groups and systems. Due to this, they seek to guide themselves by detaching or surrounding themselves by successively avoiding or moving towards their gathering (Kahn, 1990). Due to the consistent impact of globalisation, organisations are sourcing means in improving the job satisfaction and fulfilment of employees for engagement to be accomplished.

A survey carried out by the Corporate Leadership Council (CLC) in December 2004 explores the employee engagement surveys conducted on 50,000 participants in more than 59 countries worldwide. It was discovered that 57% of increased commitment was depicted by employees who applied discretionary efforts in doing their duties, 20% increased based on individual performance, and 87% decrease in the bid to resign from the organisation (Buchanan, 2004). Based on the studies of employees attitudes carried out by Mischkind et Meltzer (2005), it was revealed that the 920,000 employees over four years from 28 multinational organisations prove that the share produce of organisations with extremely engaged employees increased on the average of 16% in 2004 compared to its 6% industry average. Organisations with high morale resulted from employee engagement in depicting superior performance. Maslach et al (2001) infer that six areas of work-life results in employee engagement or burnout, burnout meaning the loss of engagement. These areas are control, rewards and recognition, social support, perceived equality and fairness, balanced workload, and valued duty. Engagement is meant to satisfy these areas before it can be deemed fulfilled.

Saks (2006) stated that a theoretical means of explaining engagement could be expressed by the Social Exchange Theory (SET) which expresses that those commitments are created through a progression of connections between parties who are in a condition of equal interdependence. A fundamental principle of SET is that connections advance after some time building trust, loyalty, and job commitment as long as the groups involved maintain certain 'rules' of trade (Cropanzano and Mitchell 2005). Such principles will in general include correspondence or reimbursement rules, with the goal that the activities of one group would lead to a reaction or activities by the other party. For instance, when people get financial and material assets from their organisation, they feel obliged to react in kind and reimburse the organisation. This is reliable with Robinson et

al's (2004) portrayal of commitment as a two-route connection between the management and employees. Saks (2006) contends that a single direction for people to reimburse the organisation is through their degree of commitment. Eventually, workers will decide to connect with themselves to differing degrees and because of the assets they gain from the organisation. Therefore, SET gives a hypothetical establishment to disclose why workers decide to turn out to be pretty much occupied with their work and organisation.

The employee outcomes of engagement vary depending on the direction they decide to channel their energy towards. Some of the outcomes that employees may push or pull towards are; less/more conflict and stress, motivation, career development, innovation and creativity, job retention or turnover, communication, team cohesion, and organisation identity, business growth, passion and commitment to organisation (Storey et al., 2008). The next stage briefly explores some of these outcomes.

2.4.1. Job Satisfaction and Career Development

Due to the competitive business world, it is evident that employees are dedicated not just to gain profit for the organisation but also to develop themselves. Most MNCs aim to provide intrinsic and extrinsic rewards by providing opportunities for their employees to grow, this would result in commitment and loyalty to the brand (Lee et Bruvold, 2003). Career development is connected to the feeling of job satisfaction derived from employees such that they feel an incentive from their managers as their objectives are being engaged and accomplished, they desire acknowledgment of their individual advancement as organisational objectives and goals are likewise being fulfilled (Jayasingam et Yong, 2013). This is done through training, mentoring programs, promotions, and transfers (Umer et Akram, 2011). This gives employees a source of happiness in doing their job and dedication to the organisation, thereby, creating a means for the organisation to retain its skilled workers to accomplish its mission and long haul corporate objectives. That is why organisations ought to put resources into progressing employees' careers to make both employees and the organisation effective (Lee et Bruvold, 2003). Some organisations do not feel the need to comply with this thought and this unavoidably leads to disengagement of employees in their job (Cartwright, 2005). Job satisfaction can be derived from pay, communication, promotion, benefits and it can be expressed by employees in negative or positive behaviour (Lumley et al., 2011). When employees are satisfied with their working conditions, it makes them satisfied and pleased

in doing their job and they become eager to train towards developing a career that would stand as a competitive advantage for themselves and the organisation leading higher retention but if not achieved high turnover.

2.4.2. Motivation

Motivation is described as an individual's drive towards a certain behaviour or the reason for one to depict a certain behaviour (Elliot et al., 2001). A motive is what gives a signal for an individual to act a particular way or develop a preference for a behaviour. For example, a person who exercises for the aim of losing weight. Derived from Maehr and Meyer (1997), "Motivation is a word that is part of the popular culture as few other psychological concepts". Previous research has battled with inquiries on what motivates individuals/employees and has perceived two significant kinds of motivation which are: intrinsic and extrinsic. The craving to do or accomplish a goal since he/she genuinely needs to and takes delight or sees an incentive in doing the function can be described as intrinsic motivation. It is vital for the intellectual, social, and physical advancement of an individual as it is deemed as a natural inclination of motivation (Ryan et Deci, 2000). Extrinsic motivation is the longing to do or accomplish something, not for the delight in the thing itself, but since doing so prompts a specific outcome (Pintrich, 2003). Most times extrinsic motivation is used to acquire outcomes one would not derive from intrinsic results. The difference between these types could be seen as the contrast between genuine motivation and engagement, or just holding one's consideration. Although some people do not acknowledge the gap but rather feel any activity could be spurred by a blend of intrinsic and extrinsic outcomes (Rigby et al., 1992; Murray, 2011). These forms of motivation serve as a factor and help filter an individual's decision to engage in an action or not. Push and Pull motivation are factors that help one strive towards or away from a particular situation. Push motivators mostly factors that provide dissatisfaction or regret of the current situation. Examples could be related to health, environment, reputation (Chang et al., 2014). Pull motivators are the direct opposite of push. It explains that an individual is motivated to act because of its attraction. The outcomes from this motivation could be enticing and serve mostly as tangible outcomes. For example; a better standard of living, recreational facilities, preferred pay, and benefit (Chang et al., 2014). These factors determine one's ability to engage.

Maslow's hierarchy of needs theory explains that people are motivated in the bid to satisfy their needs and it runs from the lowest need to the highest (Suyono et Mudjanarko, 2017). The first is the physiological need which involves clothing, shelter, food. The second is the safety and security needs which refers to an individual's crave to feel safe within his/her environment. Belongingness and love needs are derived from the strive to relate and connect with others, build relationships. Esteem needs is the aim to accomplished, gain recognition and honour from achieving a goal. Lastly, the self-actualisation need is gotten from when an individual is eager to achieve their full potential and gain advancement (Suyono et Mudjanarko, 2017). When satisfaction is achieved or deprived of these needs, it affects one's behaviour towards engagement.

2.4.3. Creativity and Innovation

Creativity is defined as the ability for one employ his/her mental capacity to produce and bring up useful ideas, doing so individually or as a group. It is necessary for effectiveness and gaining a competitive edge over opponents (Nair et Gopal, 2010). The major aim of creativity is to depict, resolve, offer solutions, and improve the skills already in progress. Unsworth (2003) states that innovation is the process of involving behaviours and attitudes that establishes and implements new-found ideas, processes, systems, products, and services. This suggests that creativity and innovation go hand in hand. Employees are described as the main talent of the organisation and creativity and innovation are dependent on them, therefore, lack of engagement would drawback on creativity and innovation. Hon (2012) likewise concurred that creativity and innovation among employees depend on their zeal to aspire for better which is also dependent on their willingness to engage. Based on research conducted on the hospitality industry, Hon demonstrated that a feeling of self-rule impacts on the creativity and innovation of employees. Few factors that have been exactly settled to decide employee commitment and engagement additionally stood apart as key factors in advancing creativity through self-governing inspiration. Some of these factors are an empowering administration and the working environment. Other factors, for example, individual clash, a controlling or coercive administration style, and external measures were seen to be adversely identified with the independent engagement of employees and subsequently reflects on their creativity and innovation in the organisation (Hon, 2012).

The next phase would be exploring Nigeria and Multinationals in Nigeria.

2.5. Nigeria as a Nation

Nigeria gained its independence in 1960 after the British government colonised it (Anyanwu, 1982). It is known to be the most populated country in Africa although population figures may vary from time to time and it runs under the federal, state, and local government structures. The country has consistently faced the challenge of unifying the various categories of individuals who make up society, be it age, culture, gender, or religion (Udogu, 2005). The presence of different individuals from different groups within the country has made it a challenge in building a stance for multinational organisations. Analysing from an economic perspective, the basic resources that describe the economy are agriculture, oil and gas, mining, manufacturing, and production although oil production is the most significant (Thisdaylive, 2014). Recently, the GDP (54%) determines the output produced which is not as high as it usually was linking it to weak managerial structure, ethnic disputes, religious preferences, and corruption (Agundu et al., 2007). However, Frynas (1998) expresses that these occurrences in Nigeria have not hindered the growth of MNCs in Nigeria rather it has fostered development. The evidence of these perspectives overlapping provides a reason why this study is being carried out. The patriarchal nature of Nigeria has given rise to gender-related problems which are reflected in national, state, and local levels resulting to women being left out of health and job opportunities (Ajala et Alonge, 2013). Nigeria has consequently suffered from socio-cultural factors like culture, religion, gender, and age based on the standards set by the colonial government pre-independence (Sahara Reporters, 2014). Instead of devising a new direction, they are inclined to following the standards and routine already set insinuating on what and what not should be.

2.6. Multinational Corporations in Nigeria

Multinationals are private investors from foreign nationals who establish their businesses in Nigeria by boosting the country's capital and they act as developmental organisations in Nigeria (Otunsanya, 2011). It has been claimed that most MNCs in Nigeria find a way to underemphasise the profits made and still avoid payment of tax on the bid to gain an increase in profit from the country (Otunsanya, 2011). This process has become a norm as most national and international shareholders participate in this process for their gain. Hence, this affects the socio-economic development of the host country, Nigeria. MNCs strongly benefit from the national development

of Nigeria which has made it a reason for them to keep promoting their businesses and making long-term decisions to operate despite the thriving political and social instability that exists within the country (Singh, 2011). Understanding the process of operation in MNCs in Nigeria has made it possible to pinpoint its advantages and disadvantages. MNCs serve as a guideline for national corporations to adapt to, this would help them to develop and ally with other partners which pushes global collaborations and expansion. Although, some indigenous companies who are not in the bid to expand may see MNCs as opportunists who take advantage of the nation's resources, which makes it impossible to match up those MNCs. MNCs also stand in the position of governmental institutions as some locals refer to them as 'government of the day' (Otusanya, 2011). These organisations automatically take over the position of the government which could cause setbacks in managing the nation because these MNCs take on proactive approaches that could either result in being an advantage or disadvantage (Renouard et Lado, 2012). For example, the oil and gas industry in Nigeria has caused cultural conflicts between host societies, governments and states regarding its ownership, and the distribution of its benefits (Rhuks, 2012). MNCs in Nigeria assist in carrying out duties and activities that meet the needs of the nation in general which is an added advantage. Some of these satisfactions are the provision of educational facilities (local exercises, schools, scholarships) and infrastructure for nationals (Rhuks, 2012). These organisations are perceived to heighten gender, pay, background, and sector-based inequalities in Nigeria (Renouard et Ldo, 2012).

CHAPTER THREE: RESEARCH METHODOLOGY, QUESTIONS, AIMS AND OBJECTIVES

3.1. Research Questions, Aims, and Objectives

This study aims to promote the present knowledge of diversity's influence on employee engagement by providing awareness relevant from the Nigerian society. Focusing on MNCs in Nigeria would shed more light on the role of diversity due to the fact there would certainly be a mix of different social identities and this would help determine how significant the impact is on employees (Atta-Asamoah, 2012). There has been a strong wave towards the impact of diversity on organisational settings and its imperative to find out how this concept has enriched employee engagement or if it curbs it. Diversity in Nigeria strongly focuses on social identity, therefore, seeking means of how it impacts on employee engagement would facilitate its positive outcomes within MNCs (Atta-Asamoah, 2012).

This research was conducted from December 2019 to August 2020 and its objectives were;

- To determine the influence of diversity on the innovation and creativity of employees towards achieving job satisfaction and gaining their career development in MNCs in Nigeria
- To ascertain the impact of age, gender, cultural and religious diversity on the motivation and commitment of employees in MNCs in Nigeria
- To understand how diversity improves or reduces communication gap causing conflict between employees in MNCs in Nigeria
- To determine how diversity can be used as a means of fostering inclusion and job retention or turnover of employees in MNCs in Nigeria

The research questions for this study are as follows;

- Does diversity have an impact on employee innovation and creativity in MNCs in Nigeria?
- Do employees feel working in a more diverse environment boosts or reduces job satisfaction and career development?

- Do employees think that working in a diverse environment impedes or facilitates their motivation in performing their duties?
- Does a diverse working environment build or hinder the communication gap between employees' ability to work in MNCs in Nigeria?
- Does diversity increase or decrease the chances of conflict amongst the employees in MNCs in Nigeria?
- Do employees feel working in a diverse-based organisation reflects on their willingness to commit or retire from the organisation?

3.2. Methodology

This chapter will introduce key methodological concepts that will be effective to conduct the research on the role of diversity to influence employee engagement in multinational firms in Nigeria. The aspect of the research will be based on the social aspect of how diversity and employee engagement in MNCs work as the key variables to illustrate the content of the research with better understanding. This section will be analysed with Interpretivism and Positivism philosophy, as the use of only numerical analysis is to be done, other than using any statistical tools due to the permissible budget. However, both surveys and interviews will be done using an online medium, so that they offer effective results.

3.3. Research Philosophy

In social research, research philosophy is of two types according to Saunders's research onion, i.e. Interpretivism and Positivism. Interpretivism has been used in the interviews, so that data on employee engagement of 3 senior employees of MNCs in Nigeria can be conducted. This is because the nature of research will be done based on prediction, and it is deviant on participative relations. However, the interpretivist approach is based on the naturalistic aspect of data collection, such as using semi-structured interviews. Thus, interpretivism usually focuses on meanings that employ multiple methods to reflect diverse aspects of the diversity issue in this research (Park, 2018). Unlike interpretivism, positivism is applied for online surveys, as it explains the research nature using numerical data. In this case, there was limitation to data collection, since the findings

here has to be quantifiable and observable. Positivism also offers a stage where a large sample size can be selected, and this can be operationalized to measure with the help of research questions (Francis, 2017).

3.4. Research Approach

Research Approach whereas comprises of Inductive and Deductive phenomena. Here, both the aspect will be applied, as the deductive approach begins with the research question while the inductive one uses the research question to constrict the scope of the study. As the deductive approach is related to positivism, it offers a quantitative aspect to analyse the key findings using numerical analysis (Coetzee et Monti, 2018). Other than deductive, inductive associates with the interpretivism approach, so that non-numerical analysis can be conducted using qualitative data (Sik, 2015). The author here has used both since inductive will aim in developing a theory while the deductive aims in testing the existing one, so that employee engagement in MNCs can be illustrated with effective data findings.

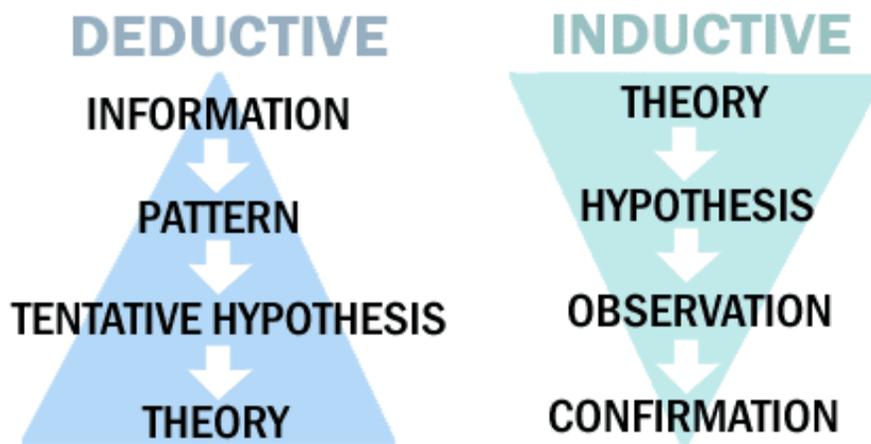


Figure 1: Inductive vs. Deductive Approach

(Source: Sik, 2015).

3.5. Research Design

The use of exploratory research design has been used to investigate the problem that is not defined well. Like, the aspect of good performance indicator that is used by MNCs of Nigeria through

effective employee engagement programs is not analysed. For that case, there is need to investigate major problems to devise conclusive results (Kim et Kim, 2019). This is where a future direction has to be laid so that new insight or data can be attained. Like the use of online surveys is a good indicator to collect information from predefined respondents or groups. Similarly, online interviews will also be effective, as it will be done via online but will have telephonic interaction via phone calls with the respondents involved (Inoue, 2009). Thus, the notion of the research has to serve theoretical data towards the research problem, so that concrete solution can be attained, and data can look authentic from participant's responses.

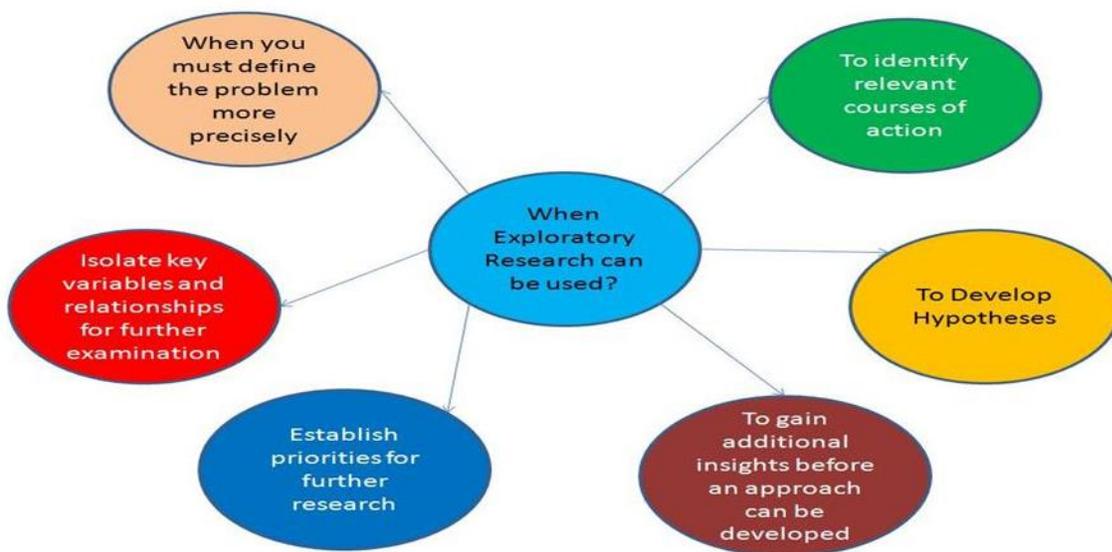


Figure 2: Exploratory Research Design

(Source: Kim and Kim, 2019).

3.6. Research Method

Research Method for this research is quantitative and qualitative in nature. The author here has used quantitative research in the form of graphs and numbers by testing the theories and assumptions of diversity in African culture that is drawing employee engagement in MNCs. The use of online survey, as a primary tool for administering responses is applied so that it can offer conclusive results using close-ended questionnaires (Taylor et Doehler, 2014). Self-directed questions from previous sources related to the topic is used so that at least a good link can be devised to find effective results, rather than arbitrary ones. Besides, the establishment of a

deductive approach, interpretivism philosophy is also related, so that in-depth understanding is gained eventually. Furthermore, the analysis of quantitative data will be carried numerically, after participants provide the ultimate results. In the case of qualitative data, it is ideally expressed in the opinions of respondents, after transcribing their thoughts, concepts, and deliberations (Carfora, Cutillo and Orlando, 2017). Semi-structured online interviews are used with the help of open-ended suitable questionnaire forms that can be explored easily from the research objectives or the literature devised (Abualsaud, 2019). Practically, the interviews are non-numerical, and it focuses on exploring the key ideas on formulating a theory from the ongoing research.

3.7. Data Collection Methods

Data collection methods are of two types: Primary and Secondary. Here, the application of both is focused, to bring better synthesis to the research. The actual evidence is brought because of Covid-19, where most researches are done using secondary data while online medium to conduct primary data can also offer genuine results but would take time. In that case, the author has decided to work on primary data analysis using an online survey and interviews to find effective results (Jentoft et Olsen, 2017). However, primary data is collected by researchers directly from authentic sources, such as interviews and survey, which is tailored further to meet the demands of needs of certain research (Jablonski, 2017). Thus, the procedure of a survey has been done by the author using social media to gather contacts of the respondents, mainly employees of MNCs of Nigeria.

Facebook was used as a key platform to gather participants from MNCs such as Guinness FMCG, Mobil Oil & Gas, Nestle Nigeria, KPMG, Shell, Dangote, and MTN Nigeria to invite participants to take part in survey and interview. As the author needs to conduct online interviews, he invited seven senior participants from Nestle Nigeria and Shell while three from Nestle Nigeria confirmed to take part in the interview over telephone. Towards the survey process, the author approached about 120 employees working in the mentioned MNCs, while 80 of them agreed to take part in the process. The proper ethical consent has been taken from them so that the research done for the National College of Ireland is done with proper guidelines. In case, email IDs were collected and addressed stating that it would only be used for research purposes and not for another purpose (Taylor et Doehler, 2014). The email IDs were asked mainly to send them the consent letter to sign and to move forward to work on the research with no barriers.

The use of secondary data is also presented, in case of doing the theoretical part of the chapters in this dissertation (Cui et Blackadar, 2017). The literature review is a key part where the use of secondary data sources has been reflected. These are collected from several online sources, peer-reviewed journal articles, books, Annual reports, industry reports, PDF sources, Conference papers, and Google Scholar primarily. One key element of using secondary data is that the nature of the results will be conclusive, and that they portray on the past data so that future projections can be easily predicted (Cui et Blackadar, 2017).

3.8. Sampling and Questionnaire Design

Sampling is the process that is used in the numerical analysis where the predetermined figure of observations is chosen from a target population. Here, non-probability sampling is used to address the online survey and interviews. For online surveys, convenience sampling is used, which comprises of a sample that is drawn from a phase of the target population close to passing (Sedgwick, 2013). Hence, this sampling is effective in case of pilot testing while a simple online survey using software technology will be effective, as this will lower the cost, and offer predictive results too. However, 80 respondents were selected in case of a survey, mainly employees of MNCs of Nigeria from a target population of 120. Towards the semi-structured interviews, the use of purposeful sampling is drawn among 3 senior personnel (employees) of Nestle Nigeria, to produce a sample that could be assumed logically, and can represent the population too. Hence, purposeful sampling was used to access a particular subset of the employees who are being selected and who fit the particular profile of diverse employees (Naderifar, Goli et Ghaljaie, 2017).

In case, the design of the questionnaire is based on two sets, one will be close-ended questionnaires prepared for the survey. This will have 20 questions, having demographics ones and mainly the aspect of diversity and employee engagement persuading MNCs of Nigeria. The culture of Africa playing a pivotal role among employees, and what leadership instincts hinder it would be addressed. Besides, the key attributes of religious diversity and the age factor of employees fostering a competitive edge on employee engagement will be analysed further. Other than this, a set of close-ended questions of 5 questions will be asked to senior personnel in the online interviews, so that effective responses on Nigerian diversified employee base can be attained.

3.9. Data Analysis Technique

Data analysis holds a key application where data after the key responses would be analysed using technical tools or normally. In the case of surveys, the use of frequency analysis has been used by the author to induce the results through graphs, pie charts, and tabular forms (Shuman, Ricaud, and Vandergheynst, 2016). To analyse the data before, the author convinced 80 employees of the major MNCs of Nigeria to take part in the Survey. Their respective email IDs were taken and self-directed questions were prepared using Google form, as in the figure below. Around 20 survey questions were prepared so that effective results could be attained after the analysis is done. However, these were distributed to 80 respondents using their email IDs and given 30 days to receive responses.

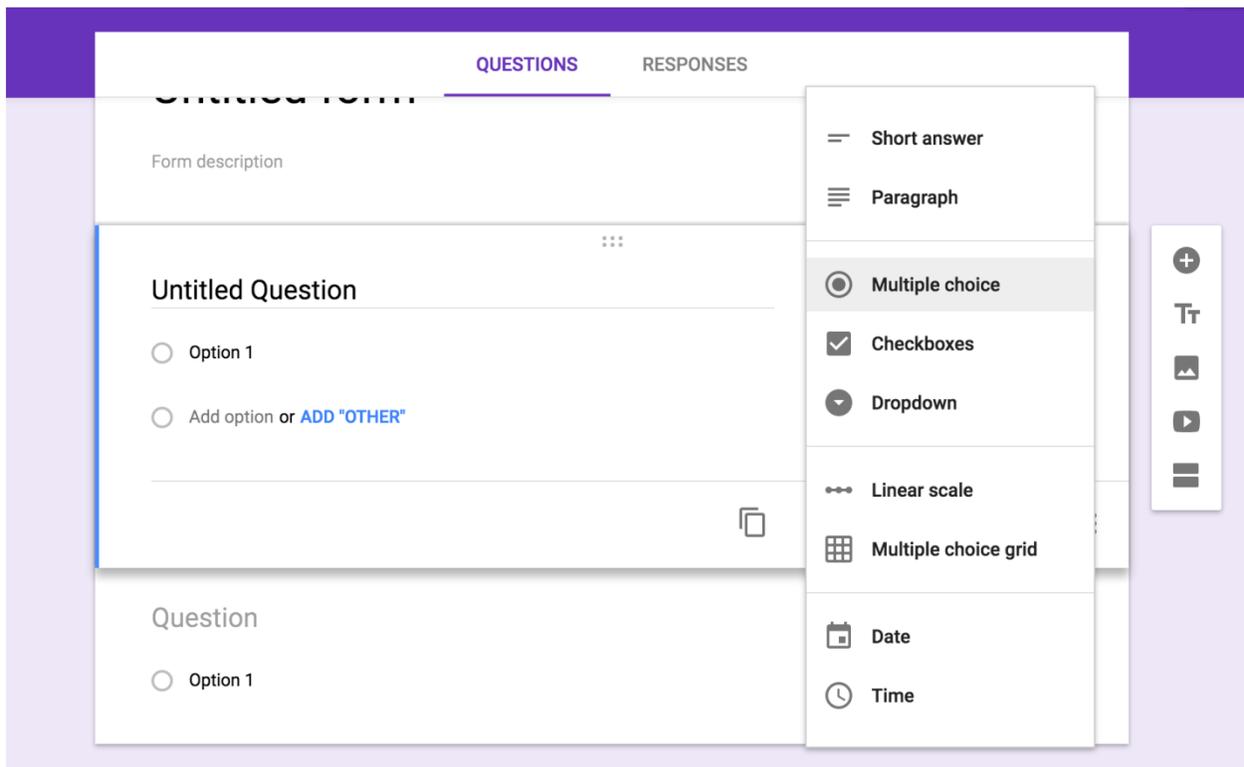


Figure 3: Google Form

(Source: Kim and Yoon, 2012).

In the case of the online interviews, the author before analysing the telephonic recorded calls convinced 3 senior participants from social media to come overcall, and provide a short 10-15 mins interview session, regarding the topic. The calls of the participants were recorded, and

these were transcribed to analyse the answers of the 5 open-ended questions, using the content analysis. However, the use of content analysis is done to utilize the presence of certain themes and words, within some type of qualitative data (Dincer, 2018).

3.10. Ethical Considerations

The author while conducting the research insisted that the involvement of participants would be subject to interest and no force will be levied. The author did sign an informed consent letter from every participant for the procession of further data collection. In case, the author also offered a choice to participants that they could leave the research at any point in time they deem fit (Barber, 2017). Finally, the author also follows the *Data Protection Act, 2018*, which insists that no data loss can be done, or data could be shared with third parties.

3.11. Proposed Timeline

Task	Start Date	Duration
Conducting Proposal	02-Dec-19	56
Submitting the Proposal	27-Jan-20	36
Waiting for Proposal feedback	04-Mar-20	42
Starting Dissertation	15-Apr-20	5
Planning on the key chapters	20-Apr-20	10
Starting with Background, Aims and objectives	30-Apr-20	6
Devising the Literature review	05-May-20	32

Developing the research methods	06-Jun-20	4
Conducting online surveys and interviews	10-Jun-20	32
Analysing data from survey and interview data	12-Jul-20	34
Concluding the results	15-Aug-20	4
Final submission	19-Aug-20	1

Table 1: Timetable

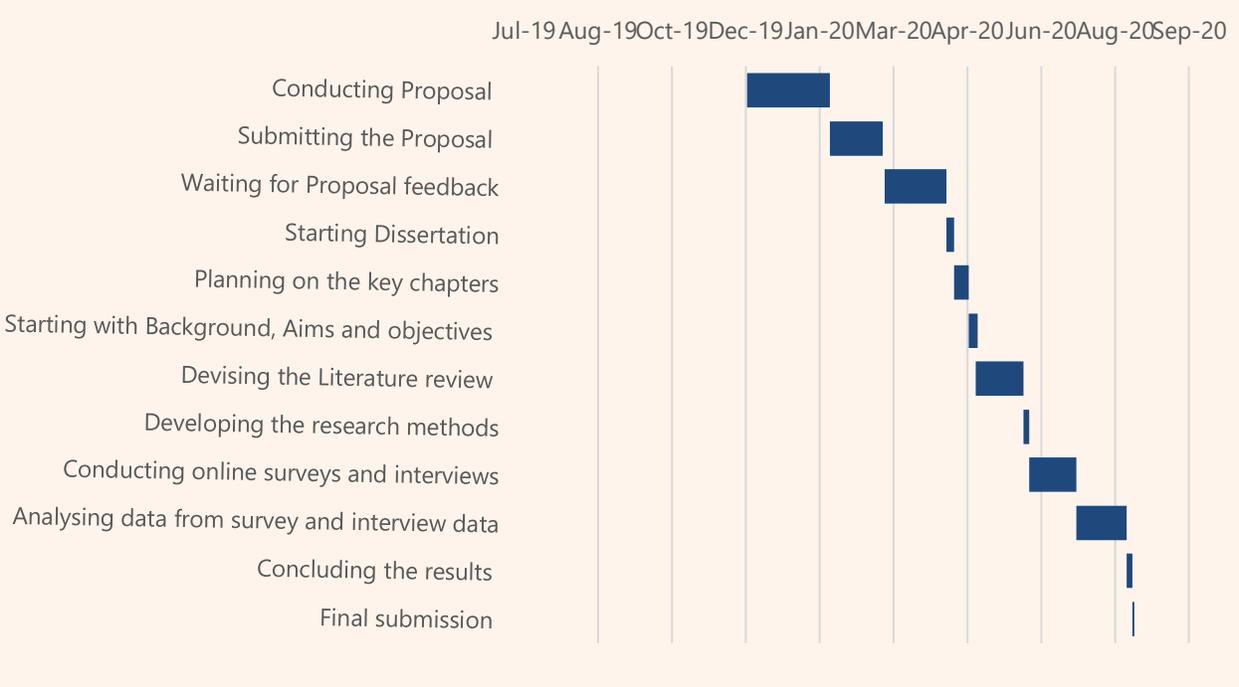


Figure 4: Gantt Chart

(Source: MS Excel).

CHAPTER FOUR: FINDINGS, ANALYSIS AND DISCUSSION

4.1. Introduction

In this chapter, results that are collected by performing the survey and interview among the employees working within the MNCs in Nigeria are processed. The survey results are analysed by using the frequency analysis, while the responses from the interview are analysed by transcribing it using content analysis.

4.2. Analysis

4.2.1. Survey Findings

1.

Options	Number of responses	Frequency (in %)
22-30	22	27.8%
31-38	27	34.2%
39-47	22	27.8%
More than 47	8	10.1%

Table 2: Age Group

1. Which age group do you belong?

79 responses

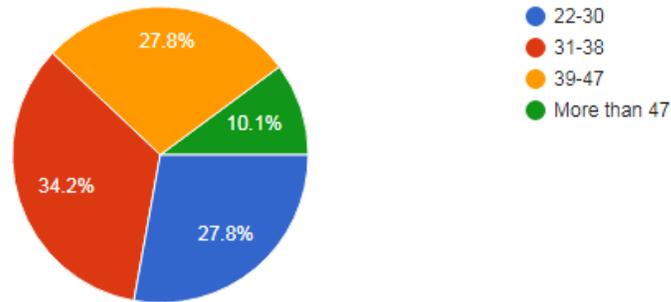


Figure 5: Age Group

From the figure above, it can be interpreted that, 34.2% of the respondents belong to the age group of 31-38 years, which is the maximum frequency of the question. Each of 27.8% of the respondents belongs to the group of 22-30 years and 39-47 years, and only 10.1% are from the age group of more than 47 years old.

2.

Options	Number of responses	Frequency (in %)
Male	32	40
Female	48	60

Table 3: Gender Group

2. What is your gender?

80 responses

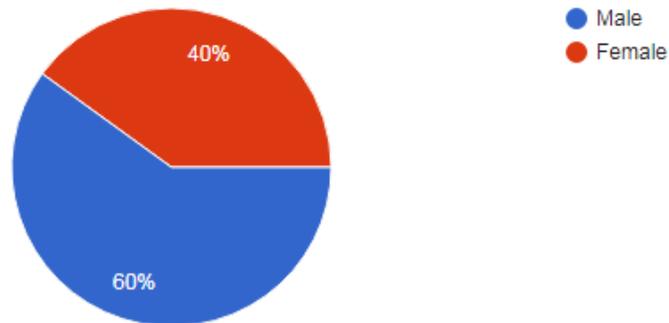


Figure 6: Gender Group

From question 2, it can be interpreted that the majority of the respondents are from the male gender (60%), while the rest 40% is from females.

3.

Options	Number of responses	Frequency (in %)
Doctoral degree	11	13.8
Master's degree	26	32.5
Bachelor's degree	29	36.2
High school	5	6.3
Diploma	9	11.3

Table 4: Education Level

3. What is your education level?

80 responses

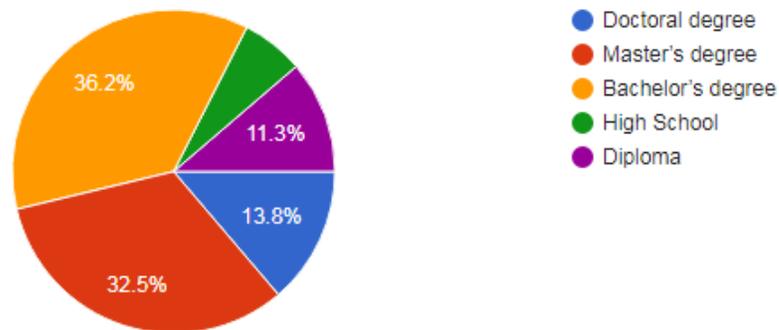


Figure 7: Education Level

From question 3, it can be shown that the maximum number of respondents have a Bachelor's degree as their educational qualification (36.2%). Next 32.5% have a Master's degree, and 13.8% have Doctoral degrees. Only 11.3% and 6.3% of the respondents have Diploma and High school degree as their educational qualification.

4.

Options	Number of responses	Frequency (in %)
Yes	63	78.8
No	17	21.3

Table 5: Nationality

4. Are you Nigerian? If not, Please specify.

80 responses

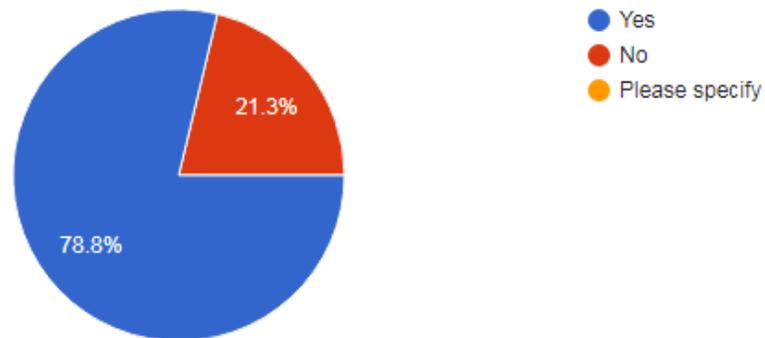


Figure 8: Nationality

From question 4, which is given above, it can be interpreted that the maximum number of respondents of the survey are from the group of the Nigerian population. In case, 78.8% are from Nigeria, while only 21.3% of the respondents are non-Nigerian.

5.

Options	Number of responses	Frequency (in %)
Less than 1 year	14	17.5
1-2 year	23	28.7
3.-4 year	28	35
More than 4 year	15	18.8

Table 6: Experience Level

5. How far are you working in your company?

80 responses

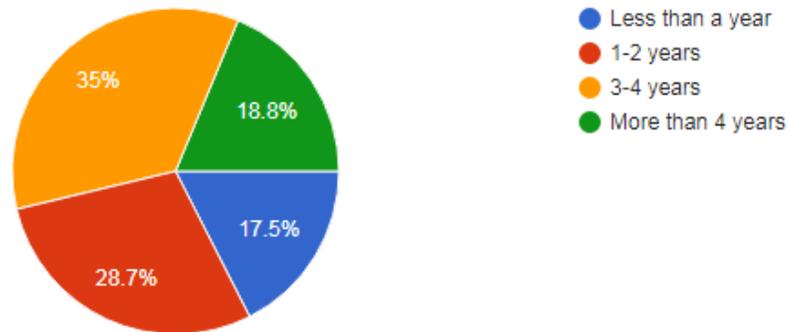


Figure 9: Experience Level

The above chart shows that the maximum numbers of the respondents belong from the group of employees, who are working for 3-4 years within an MNC (35%). Next 28.7% are constituted by the employees working for 1-2 years and 18.8% from those working for more than 4 years. Only 17.5% of the selected employees are working for less than 1 year.

6.

Options	Number of responses	Frequency (in %)
Agree	68	85
Disagree	11	13.7
No option	1	1.2

Table 7: High Reputation from Employee Engagement

6. Do you agree that your company has a higher reputation of engaging employees?

80 responses

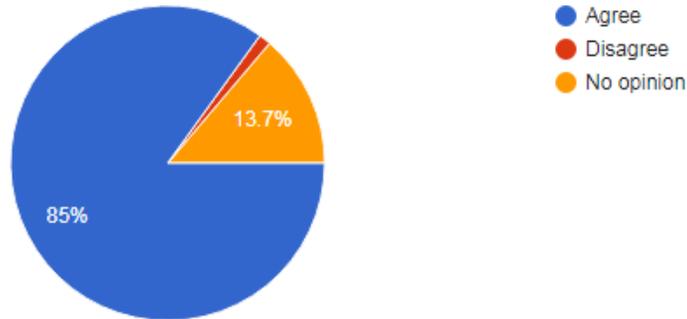


Figure 10: High Reputation from Employee Engagement

Among the total number of respondents, the maximum of them stated that their company has a higher reputation of engaging the employees. Further, 85% of them supported the responses, while only 13.7% disagreed with the fact. Rest 1.2% of the respondents give no opinion of the question.

7.

Options	Number of responses	Frequency (in %)
1	0	0
2	8	10.1
3	24	30.4
4	28	35.4
5	19	24.1

Table 8: Age Diversity

7. On a scale of 1-5, how will you rate that age diversity has been influencing the engagement of new candidates in your organisation?

79 responses

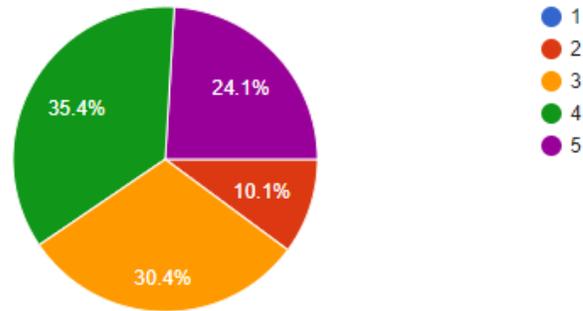


Figure 11: Age Diversity

The figure above represents 35.4% of the respondent who have rated 4 for being influenced by age diversity and engagement of new employees within the organisation. However, among the rest individuals, 29.1% rate 3, and 24.1% rate 5 in this regard. Only 10.1% rate 2 for having the influence of age diversity in employee management, and none rate 1 in this case.

8.

Options	Number of responses	Frequency (in %)
Vigorous	18	22.8
Dedication	18	22.8
Absorption	15	19
All of the above	28	35.4

Table 9: Measurement of Employee Engagement

8. What measures of employee engagement do you think are the key elements to increase diversity among them?

79 responses

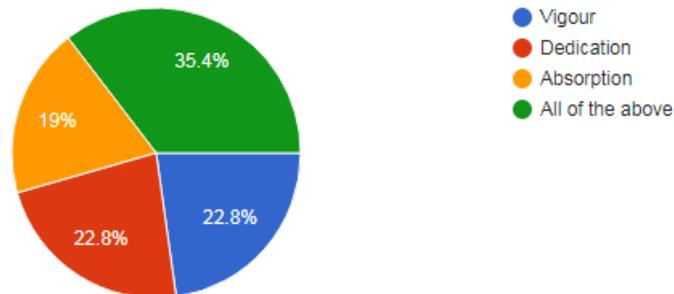


Figure 12: Measurement of Employee Engagement

From the above chart, it shows that 22.8% of each group of respondents supports for dedication and vigorous measurement to be taken for ensuring their engagement and increasing the diversity among them. 19% responds for absorption method, while maximum respondents commented for all of these above-mentioned measures for ensuring diversity.

9.

Options	Number of responses	Frequency (in %)
Agree	66	83.5
Disagree	7	8.9
No option	6	7.6

Table 10: Women's Duties

9. Do you agree that women put equal effort in their duties as men put in your workplace?

79 responses

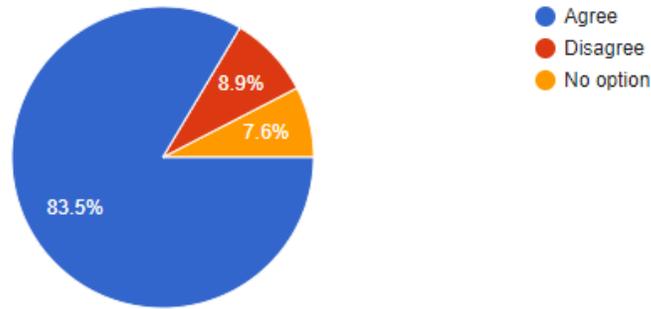


Figure 13: Women’s Duties

From the above chart, it can be interpreted that the maximum number of employees commented that female employees put equal effort in the workplace. Among the rest respondents, 8.9% disagreed with the statement and only 7.6% did not give any comment to answer this question.

10.

Options	Number of responses	Frequency (in %)
Yes	21	26.3
No	48	60
No option	11	13.7

Table 11: Gender Discrimination

10. When it comes to the training of employees by engaging them, do you think discrimination among gender takes place?

80 responses

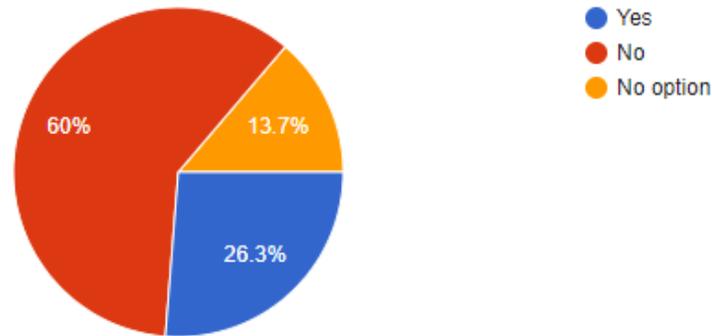


Figure 14: Gender Discrimination

From the above chart, it can be interpreted that majority of the respondents believe that when it comes to training the employees to make them engaged, no discrimination takes place within the organisation. Besides, 60% stated in favour of that, while 26.3% disagreed with the statement. Only 13.7% participants stated no option to answer this question.

11.

Options	Number of responses	Frequency (in %)
Agree	65	82.3
Disagree	9	11.4
No option	5	6.3

Table 12: The Role of HR

11. Do you agree that HR in your company plays a definite role to make operations diversified, in order to decrease barriers among one other?

79 responses

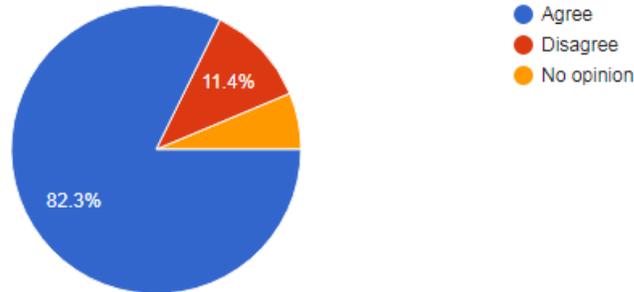


Figure 15: The Role of HR

From the figure above, it can be observed that majority of the participants (82.3%) commented that the HR of the company plays a definite role in ensuring the operation diversified, and decreasing the barriers in between one another. Only 11.4% disagreed with the statement and 6.3% stated no option.

12.

Options	Number of responses	Frequency (in %)
Yes	60	75.9
No	15	19
No option	5	5.1

Table 13: Diverse Cultural Mix

12. Do you think employees working in your company have a diverse cultural mix in terms of diversity?

79 responses

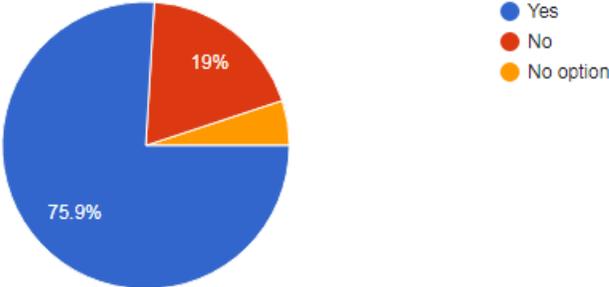


Figure 16: Diverse Cultural Mix

The above chart represents that maximum number of employees (75.9%) are in favour of the statement that the employees working in the company have a diverse cultural mix in terms of diversity. In case, 19% of them disagreed with the fact, and 5.1% gave no answer.

13.

Options	Number of responses	Frequency (in %)
Yes	35	44.3
No	32	40.5
No option	12	15.2

Table 14: Religious Diversity

13. As you are working in a Nigerian MNC, does religious diversity make a huge impact in the case of employee engagement?

79 responses

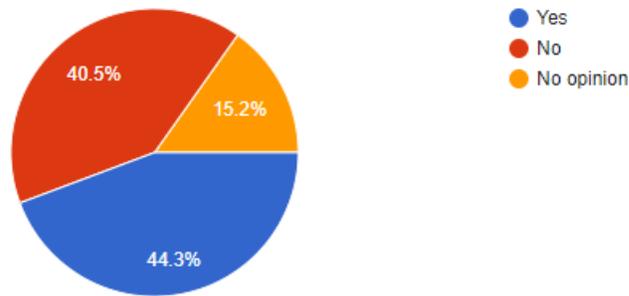


Figure 17: Religious Diversity

From question 13, it can be identified that 45.6% of the respondents, working in the Nigerian firms believes that religious diversity is making a huge impact in case of employee engagement. Thus, 40.5% of them did not support the statement and 15.2% gave no opinion.

14.

Options	Number of responses	Frequency (in %)
Recruiting skilled candidates	12	15
No cross-cultural difference	15	18.8
Develop retention policy	27	33.8
Offer bonuses and increment	14	17.5
Offers promotions	12	15

Table 15: Factors for Better Engagement

14. What factor in your opinion can increase better engagement of employees in your workplace?

80 responses

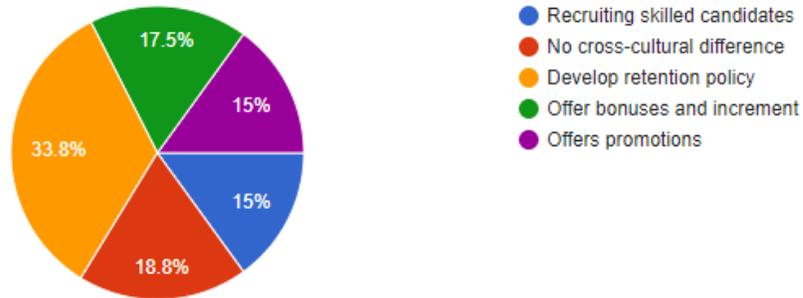


Figure 18: Factors for Better Engagement

From question 14, it can be interpreted that maximum numbers of employees of the Nigerian MNC (33.8%) believe that developing a retention policy is beneficial for ensuring better engagement of the employees within the workplace. Besides, 18.8% of the respondents commented for no cross-cultural differences and 17.5% stated for offering bonuses and increments. Further, 15% of each group of rest participants commented on recruiting skilled candidates and offer promotions to the employees.

15.

Options	Number of responses	Frequency (in %)
Yes	56	70
No	16	20
May be	8	10

Table 16: Inclusion and Diversity

15. Do you agree that both inclusion and diversity will make a wide emphasis on your MNCs global working environment?

80 responses

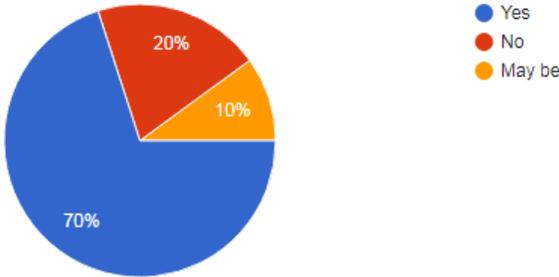


Figure 19: Inclusion and Diversity

From the chart given above, it can be interpreted that about 70% of the respondents believe that both inclusion and diversity can make emphasise on the MNC’s global working environment. In case, 20% did not agree with the statement and 10% remained neutral for answering the question.

16.

Options	Number of responses	Frequency (in %)
Yes	65	81.3
No	2	2.5
May be	13	16.2

Table 17: Communication Skills

16. Does workplace diversity enable employees to enhance their communication skills?

80 responses

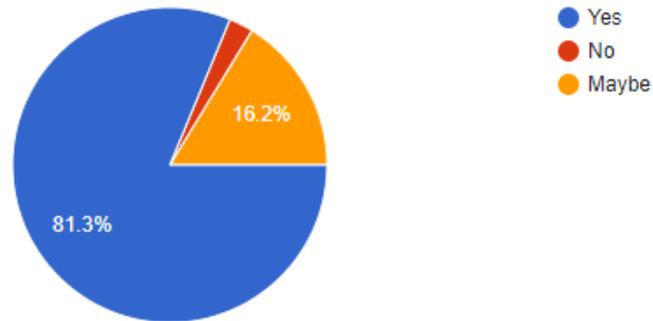


Figure 20: Communication Skills

From the above figure, it can be stated that maximum number of employees believe that workplace diversity makes employees enabled to enhance their communication skills (81.3%). Only 2.5% of them disagreed with the statement and 16.2% remained neutral.

17.

Options	Number of responses	Frequency (in %)
Yes	61	79.2
No	7	9.1
May be	9	11.7

Table 18: Productivity Level

17. Is workplace diversity helpful in increasing the productivity status?

77 responses

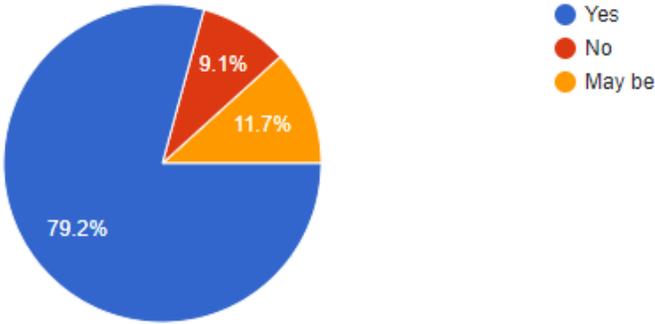


Figure 21: Productivity Level

From question 17, it can be stated that 79.2% of the employees believe that workplace diversity is helpful for in increasing their productivity status. Only 9.1% disbelieve the statement and 11.7% remained neutral in answering the question.

18.

Options	Number of responses	Frequency (in %)
Disagree	50	63.3
No option	23	29.1
Agree	6	7.6

Table 19: Employee Engagement

18. How far do you agree that due to diversity, employee engagement reduces drastically in Nigerian MNCs?

79 responses

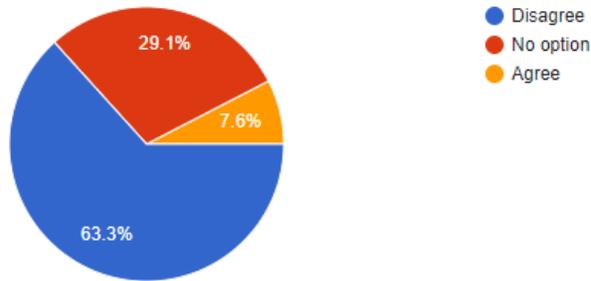


Figure 22: Employee Engagement

The figure above states that maximum number of the respondents disagreed with the statement that diversity is reducing employee engagement within the organisation, and it continues to decline drastically in Nigerian MNCs. However, 29.1% remain neutral in answering the question and only 7.6% agreed with the fact.

19.

Options	Number of responses	Frequency (in %)
Yes	14	17.5
No	55	68.8
May be	11	13.7

Table 20: Performance Level

19. Do you think that the performance level of workers is lagging due to diversity in the workplace?

80 responses

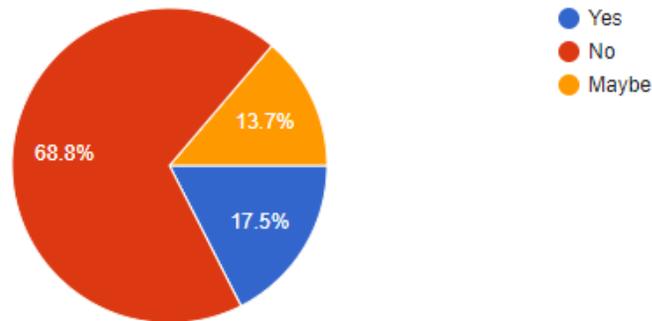


Figure 23: Performance Level

From question 19, it has been identified that maximum number of the participants of the survey do not agree with the fact that the performance level of the employees are lagging due to diversity within the workplace. Only 17.5% agreed with the statement and rest 13.7% remain neutral.

20.

Options	Number of responses	Frequency (in %)
Yes	59	73.8
No	9	11.3
May be	12	15

Table 21: Strong Connection

20. Do you believe that there is a strong interrelation between diversity and employee engagement in Nigerian MNCs?

80 responses

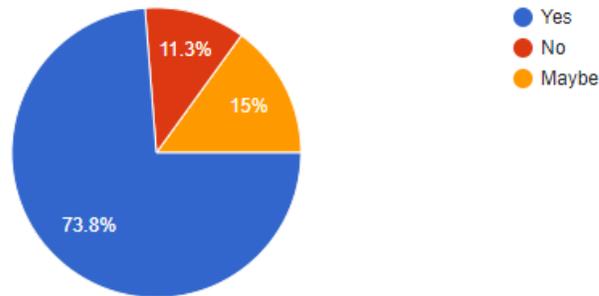


Figure 24: Strong Connection

From question 20, it can be interpreted that 73.8% of the employees believe that there is a strong interrelationship between diversity and employee engagement in Nigerian MNCs. However, 11.3% disbelieve the statement and rest 15% remain neutral.

4.2.2. Interview transcripts

Interview 1

Me: Hello Sir. Good morning. Thank you so much for providing time for this interview. I am now going to ask you a few questions about the employee engagement within your MNC.

Senior personal: Oh, yes. I am glad to help you.

Me: Is talent management an effective solution to increase employee engagement in MNCs in Nigeria?

Senior personal: Oh sure. Talent management helps in making the employees engaged in the workplace and helps in retaining them within the organisation.

Me: Can you please explain how it helps in employee engagement?

Senior personal: Talent management helps in selecting the employees according to their ability and helps in delegating them in their respective tasks. This helps their performance and satisfaction level, and making them engaged within the workplace.

Me: How does high-performance work practices add value to employee engagement as a means of gender diversity in your workplace?

Senior personal: Within the workplace, we do not discriminate our employees according to their gender, and therefore gender diversity is adding values in the work practice.

Me: Do you think that participative decision-making and leadership virtues will be effective to engage new local employees in Nigerian MNCs?

Senior personal: Yes, I do agree with that statement, because, proper leadership helps in engaging the employees from the local communities. I believe that the local employees constitute the base of the company, and thus, I use the participative decision-making and effective leadership to make them engaged within the MNC.

Me: What according to you is the key factor that plays a consequential role in religious diversity in Nigerian MNCs?

Senior personal: In managing religious diversity, I believe in ensuring an environment under which employees can overcome the cross-cultural barriers among them. I ensure equal opportunity for each of them to work within the company.

Me: Is cultural diversity a big factor today in Nigerian MNCs? If yes, how did it engage key employees to have better work culture and employee relations?

Senior personal: Yes, it is playing an important factor for the MNC, because working with a diversified workforce helps in expanding the working ability. This is improving their performance level, which is a chief factor for success.

Me: Thank you very much, Sir. Have a good day.

Senior personal: Thank you. All the best in your research.

Interview 2

Me: Good morning Sir! Thanks a lot for showing your interest in this interview. Can I ask you a few questions about the employee engagement within your MNC?

Senior personal: Oh sure. Please go ahead.

Me: Is talent management an effective solution to increase employee engagement in MNCs in Nigeria? If yes, How?

Senior personal: Yes, it is playing a key role in increasing the efficiency level of the employees, because, we can assign them in their appropriate sector so that they can show their efficiency properly.

Me: How does high-performance work practices add value to employee engagement as a means of gender diversity in your workplace?

Senior personal: High-performance work practice helps in meeting the objective of the company properly, and we do not allow any discrimination towards them according to their gender.

Me: Do you think that participative decision-making and leadership virtues will be effective to engage new local employees in Nigerian MNCs?

Senior personal: Engaging local employees through participative decision-making and leadership helps in ensuring the retention of local employees, which uplifts the performance level.

Me: What according to you is the key factor that plays a consequential role in religious diversity in Nigerian MNCs?

Senior personal: The religious diversity is ensured with an environment, with minimum cross-cultural barriers.

Me: Is cultural diversity a big factor today in Nigerian MNCs? If yes, how did it engage key employees to have better work culture and employee relations?

Senior personal: Obviously, it is acting as an important factor in Nigerian MNCs, as I think engaging employees from a large cultural spectrum helps in getting more proficiency in output.

Me: Thank you so much sir. Thanks for participating in the interview.

Senior personal: You are most welcome.

Interview 3

Me: Good morning sir. Thank you so much for giving time for the interview. Today I will ask you some questions regarding employee engagement within your MNC.

Senior personal: Good morning. I am happy to help you.

Me: Is talent management an effective solution to increase employee engagement in MNCs in Nigeria? If yes, How?

Senior manager: Talent management acquires and supports the employees to introduce their higher level of skills and with this increased value application, they can perform even at a better level.

Me: How does high-performance work practices add value to employee engagement as a means of gender diversity in your workplace?

Senior manager: Diversity and inclusion drive in employee engagement, and I found that with gender diversity, it results in about 16% better effectiveness. I ensure equal opportunity for each of the members of both genders, which adds more values in the operating environment.

Me: Do you think that participative decision-making and leadership virtues will be effective to engage new local employees in Nigerian MNCs?

Senior manager: I think the inclusion of employees from local places is highly beneficial for the company, and therefore, I use the leadership strategy to ensure their engagement within the organisation.

Me: What according to you is the key factor that plays a consequential role in religious diversity in Nigerian MNCs?

Senior manager: The main role played to ensure religious diversity within the MNC, is the non-discriminating environment for our employees. We ensure equal opportunities for all, irrespective of their cultural background, and it ensures better performance level of them.

Me: Is cultural diversity a big factor today in Nigerian MNCs? If yes, how did it engage key employees to have better work culture and employee relations?

Senior manager: Yes, it is a big factor for us, and we provide low cross-cultural barriers for them to ensure a better working culture.

Me: Thank you so much sir for your help. Have a nice day.

Senior manager: No issue. Have a nice day.

4.3. Findings

4.3.1. Findings from Survey

From the survey, which was performed among 80 employees working in Nigerian MNCs, it was found that the almost equal number of participants from two genders came forward in the survey, which means the companies are favourable for all genders, and there is least gender discrimination within these sectors. Most of them are from the age group of 31-38 years (34.2%). However, the employees from the age group of 22-30 years and 39-41 years are also found in equal frequencies (27.8% each), which means that the MNCs in Nigeria make equal opportunities for the employees, irrespective of their experience. The MNCs are welcoming the freshers and they put more emphasis on their enthusiasm over experience. This can be observed in the tenure of employees within the Nigerian MNCs, which shows that most of the employees are working in these companies for 3-4 years (35%), and only 18.8% are working for more than 4 years. The employees working for 1-2 years are making 28.7% and those working less than 1 year makes 17.5% of the respondent. However, the employees are mostly coming from the Nigerian population (78.8%), which means, though the companies are accepting employees from both genders, they are least permeable for other nations and their employees within the organisation.

From the survey, maximum are having a Bachelor's degree as their educational qualification (36.2%). This suggests that the working sector in MNC is suitable for the employees having this degree, though, 32.5% of them have Master's degree as a qualification. The employees having a Doctoral degree and Diploma are very few (13.6% and 11.3% respectively), and it suggests that the employees having these degrees have low opportunity in the MNCs. The respondents showed that the organisations have higher reputation in engaging the employees within the company. 85% of them agreed with the view, which means that the employees are highly engaged within the company, and this is done by the effort made by the respective personals of the companies. Only

1.2% show no response to answer the question. For rating the age diversity of the organisation, the maximum number of them rate 4, which means that the organisations are satisfactory diversified age, and it highly influences the employees. This rate shows that the age diversity of the MNCs in Nigeria is helping the employees with diversified age groups and ensures better engagement. In the case of ensuring the engagement, the employees mostly believe in 3 collective measures, like vigorous, dedication and absorption, in terms of increased diversity among them.

From the survey, it was found that majority of the respondents believe that the women at the workplace put equal effort in completing their duties. It was estimated that about 83.5% of the employees believe in these statements, and it means the workplace has less discrimination towards the genders. The women are delivering equal effort, which also states that the working condition is favourable for all the Nigerian population irrespective of their genders. The employees also believe that discrimination is not acting as a determining factor during the training. About 60% of the respondents answered that they do not face any discrimination according to gender during their training, which ensures a sign of positive working conditions within the MNCs. The HR of the company also plays an important role in ensuring the diversity of the company. About 82.3% of the respondents answered that the HR of the company plays an important role in ensuring a definite role for diversified operations. The companies are the least discriminating, which is entertained by strong HR intervention, which is reflected by this statement. This is also reflected by the next question, in which the employees answered in favour of the diverse cultural mix within their organisation. 75.9% of the employees stated of having a culturally diversified working sector, which is obtained by the help of organisational culture of Nigerian MNCs.

The majority of the employees (45.6%) responded that they face a huge impact on the engagement, which is derived from religious diversity. As the majority of the companies are having diverse workforce, which is coming from the cultural as well as the organisational perspective, it means that they will definitely make an impact on the performance level of the company. Though the discrimination policy and positive feature of the workplace diversity are helping the employees to work under this condition, it makes an impact on the performance level. The employees mainly believe in having a better retention policy, which will help them in becoming more engaged within the organisation. About 32.5% of them responded in favour of this engagement plan, as this plan will emphasise on making the employees committed to the company. This is again reflected in the

next question, in which the employees mainly answered in favour of inclusion and diversity to create a global working environment. 70% of the employees stated that it would help in developing the global level working condition because the inclusion of employees from diverse sectors will include talent pool within the operating sector. Thus, this condition is enhancing their capability of communicating and 81.3% of them answered in favour of that.

However, 79.2% of the employees commented that workplace diversity is ensuring better productivity to the organisations. This is because the diverse workforce ensures having better ideations. In the case of employee engagement, it is acting as the positive factor, as it was observed before, and therefore, 63.3% disagreed with the fact of facing difficulty in engagement, and the performance level, which is drastically falling. As diversity is acting as a positive factor, it can be concluded that the performance level of the employees is not lagging with diversity. About 68.8% of the respondents answered of having no negative impact on the performance level of the workplace. Even, 73.2% of them also believe in having a strong interrelationship between employee engagement and workplace diversity.

4.3.2. Findings from Interview

For question 1, the 1st interview responded that talent management is acting as an important factor for employee engagement, as it helps the respective authority in delegating the employees according to their abilities. The 2nd respondent also mentioned that the assistance of talent management in assigning at their proper position within the organisation by the help of this process. The 3rd respondent answered that the talent management helps in bringing out the best possible outcome from the employees and introducing them to their higher level of skills.

For the second question, the 1st interviewee stated that the performance of the employees ensures better value in the operating sector of the company, and as the organisations are not allowing any discrimination, it is favourable for both genders to work there. The 2nd interviewee answered that the high performance of the employees and gender diversity of the organisation is beneficial for meeting the objectives of the company, while the 3rd one responded that it ensures about 16% better effectiveness within the company with equal opportunities for them.

The 1st interviewee also mentioned that participative decision-making is effective for them in including the local employees from the Nigerian population. The leadership also helps them in this

purpose. He considers that the local population is beneficial for the company and incorporates them since the leadership and participative decision-making play the most important role. The 2nd manager answered that this is helping in ensuring a better retention program of the company, while the 3rd one stated that the inclusion and engagement of the local population could be done with a better leadership strategy. The key factor for ensuring religious diversity within the workplace is done by the better plan for omitting cross-cultural barriers, which is commented by the 1st interviewee. The 2nd interviewee mentioned the better organisational working environment, under which all members of diverse religious can work peacefully. The 3rd interviewee also responded in favour of the organisational culture under which they can work with minimum cross-cultural barriers.

However, the 1st interviewee commented that Nigerian workforce is very much diverse and it is helping the employee in uplifting the ability and performance level. The 2nd interviewee also stated that working under a diverse cultural environment would help the employees to improve their performance level. The 3rd respondent commented that this is acting as a big determining factor, which is supported by low cross-cultural barriers within the company.

4.4. Discussion

4.4.1. Discussion for Survey

From the survey analysis, it has been observed that the main population consists of 31-38 years old made, who are Nigerian in nationality. Besides, they have both graduate and post-graduate degree and have a working experience of 3-4 years. It means that the main employee segment of Nigerian MNCs is a part of the younger generation, and they were more accustomed to diversity at the workplace. It is easier for the MNCs to integrate the diverse culture in their company. Among the total number of respondents, a maximum of them (85%) stated that their company has a higher reputation for engaging the employees. The management of MNCs always maintain a healthy connection with the employees and based on this, it ensures a long way for the working sector to remain successful. Further, it promotes proper working culture for employees to remain motivated and promote their performance. As innovation is fostered by the cultural discipline, it is decisive for becoming successful. The culture also helps in solving the conflicts and focuses on the values.

As discussed in the literature section, age diversity has acted as a key factor to involve the new candidates in the company. The same thing has been found from the survey, and maximum respondents have rated 4, as they were influenced by the age diversity. Employee engagement is the key element to involve the employees effectively. However, several elements are responsible to involve the employees in any task. The survey indicates that employees have shown their dedication to the task, and it supports them to attain targets in their personal and professional life. Regarding gender discrimination, 60% of employees opined that the companies have not considered the gender discrimination when it comes to training the employees, and engaging them in an effective manner. If any employees faced gender discrimination at the workplace, the HR management has taken the necessary steps to mitigate this problem. Discrimination is considered a form of harassment, and it has enlarged the conflict situation in the workplace. In such case, the focus of the team has shifted from job duties to the drama. Thus, the role of HR managers is vital, as they played a definite role in mitigating such issues.

The purpose of HRM is to maximize the production of a company by optimising the effectiveness of its workers. The basic task of HRM is to retain and develop the skilful employees and align the workforce with business strategies. It is all about increasing the employee's performance. In Nigerian MNCs, the HR managers have to be hiring, firing and reviewing their salary structures. They have played a vital role to develop a positive business culture in the workplace. It has seemed that many companies are overlooking this important aspect, and end up gripping the management issues. The value of HR in business is not always immediately apparent. Thus, the survey has indicated that majority of the participants (82.3%) commented that the HR of the company plays a definite role in ensuring the operation diversified, and decreasing the barriers in between one another. This is significant, as it indicates that in Nigeria, the organisational culture of MNCs was diverse. 75.9% stated that the employees working in the company have a diverse cultural mix in terms of diversity. The diversity in working conditions comes under proper interrelationship between the components of the operating environment. This refers to a working unit, which ensures safety at work and the variable condition in which the employees are feeling satisfied and empowered to work.

From the literature review, it is noted that the diverse culture is not only coming with all comfortable physical entities but also in a condition, in which the employees get enough scope for

their improvement. Further, several companies faced diversity issues, but they have implemented this to embrace the change and differences in the workplace. Their management believed that employees acquire tangible and intangible benefits from the workplace due to religious diversity. It has also been found that diversity always fosters mutual respect between the employees, and they gain respect for their committed performance. 45.6% of the respondents working in Nigerian firms cited that religious diversity is making a huge impact in case of employee engagement. This can improve the productivity of an employee in a bi-directional way. The first is by making an employee feel better to show their endurance to perform jobs among the diverse team and secondly, contributing for their well-being and happiness. As linking with the literature section, it can be found that under religious diversity, the employee becomes creative and they can contribute to the productivity of the MNCs. Religious diversity is a condition in which the employee can get physical, mental, and social well-being. Due to this, the economic empowerment of the workers has been observed at the workplace.

Regarding employee engagement, several factors could increase better engagement of employees in Nigerian MNCs. Most of the survey respondents (33.8%) noted that by making a better retention policy, the MNCs might ensure better engagement of workers in the workplace. To engage the workers, it is evident that HR management has offered increment and bonuses, which may carry out better expansion, in terms of development and engagement. The literature includes that the significance of diversity is quite high in the Nigerian MNCs, as the employees have benefitted heavily. The diversity perspective of an organisation is helping to bring together different units of the sector, which have enhanced their communication skills and productivity. Thus, 81.3% have pointed that workplace diversity makes the employees enabled to enhance their communication skills. As linking with the literature review, it is reflected that at Nigerian MNCs, the diversity in culture comes as the strength, because this helps in dealing with challenges and ensures the quality. This segment denotes the uniqueness of a company, and therefore, it is playing as a chief part of the success factor, and 79.2% of survey respondents noted that workplace diversity helps increase their productivity status. It also establishes a system that includes the values, goals and beliefs to maintain its wellbeing and reduce the chances of facing risks. Therefore, it is measured that there is a strong interrelationship between diversity and employee engagement in Nigerian MNCs, and 73.8% agreed to it.

4.4.2. Discussion for Interview

From the interview transcripts, findings show that there is a mixed opinion of the three senior personals about the employee's engagement in MNCs. Considering the positive view of the personals, it may be observed that all of them pointed out the benefits of workplace diversity and its influence in terms of employee engagement. As per the view of first personal, it has found that talent management helps in making the employees engaged in the workplace, and it helps in retaining them within the organisation. The first personal also included that while training employees, they are not considered gender discriminated. As a result, gender diversity is adding extra values in the work practice. In the case of employee engagement, proper leadership style is considered as an effective approach, and the first personal agreed to this. Moreover, the first personal agreed that the participative approach could be used by the HR managers to evaluate the performance of the employees and the development process. By employing this style, managers can also point out the motivating factors to engage them towards the task.

In case of 2nd personal, similar opinion has been found while considering talent management is an effective solution to increase employee engagement. However, he included that high-performance of workers is included value towards the employee engagement. This works in improving the performance level by engaging employees at their respective tasks. In MNCs, religious diversity brings a positive and collaborative working environment, under which an employee can show his ability by performing his respective role properly within the organisation. The 2nd personal has agreed to this statement and cited that employees at MNCs are accustomed due to the religious diversity. Along with this, he believed that through the participative leadership, the companies could engage the local workers, and accomplish the retention policy of workers. As a result, the MNCs could engage the new and existed workers in every task.

While discussing the effectiveness of talent management in employee engagement, 3rd personal has mentioned that talent management has supported the workers to generate new ideas and skills. Hence, talent management offers innovative ideas to the leaders and makes them comfortable in employment, and is estimated as the motivator in case of the company's growth and development. He also added that due to diversity, respect among the employees is increased. They desire to perform in a team and deal with the language barriers easily. By taking the participative style, 3rd personal cited that the employees are motivated and enabled to participate in decision-making, and

the company will be beneficial by taking their decision in upcoming times. Through this style, the leaders have influenced the performing abilities of employees adding to their versatility and flexibility in regard to performance.

4.5. Summary

In this chapter, information highlighted has been collected by performing the survey and interview among the employees working under the Nigerian MNCs. The responses of these personals are analysed to interpret the impact of workplace diversity in ensuring employee engagement within the MNCs in Nigeria. Diversity has shown an immense impact on the performance level of the employees, by ensuring their better engagement within their respective operating industries.

CHAPTER FIVE: CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

5.1. Conclusions from the findings

The findings indicate that most of the employees belonged to the age group of 31-38, and it means that the Nigerian MNCs are mainly controlled by the millennials. Along with this, the maximum number of respondents belonged to the Nigerian Population. In the case of employee engagement, the companies have played an active role to involve the workers effectively. Here, diversity is considered as the influencing factor to engage the new candidates in the company. Due to this, a diverse workforce may develop in the workplace, which boosts creativity. Since diversity means that the workers will have different backgrounds and characters, they are also more likely to have a variety of different skills and experiences. As considering the interview process, it was found that talent management supports the employees to introduce their higher level of skills and with this, it increases value application. They troubleshoot the recent issues and develop solutions. It has allowed the companies to set the goals and objectives that are beneficial for the employees, as they perform effectively towards those goals. Several measures of employee engagement are the key elements to enhance diversity among employees. Here, women put equal effort into their duties, as men put in the workplace. In the case of Nigerian MNCs, it has been observed that their management does not consider gender discrimination when it comes to the training of employees by involving them. This cultural discipline identifies a nurturing state for implementing innovation within the workforce. The above findings are also pointed out that HR managers at Nigerian MNCs play a definite role to make the business operations diversified, and they have reduced the barriers among workers by taking innovative approaches. In Nigerian MNCs, religious diversity makes a huge impact in case of employee engagement, as the maximum number of employees believe that religious diversity aids employees to enhance their communication skills.

Thus, the entire research has discussed the impact of diversity on employee engagement in the case of Nigerian MNCs. Through this study, a proper view of workplace diversity is obtained effectively, where several employees come from different backgrounds.

5.2. Recommendations

Although employees' performance level is lagging due to diversity in the workplace, the better development of the working environment is vital to engage the employees effectively. It is suggested that the Nigerian MNCs offer several rewards and policies to the workers, as this would aid more motivation in performing their tasks. From the findings in the above chapter, the HR managers also act the key role in case of employee engagement and reduce the barriers among them. They also offer them how to deal with this difficult situation. The key benefit of diversity is the increase in creativity among the teams, and the ability to have a moiré diverse set of solutions towards particular issues. Thus, it is recommended that the company should recruit over a broader geographic region, as more potential candidates can get job opportunities to display their potentials. Sometimes, due to the high turnover rate, the organisational culture remains homogenous. To deal with this situation, the companies have to aim at the retention policy. As religious diversity occurs at the workplace, the HR managers have to constantly commend the employees for espousing different views and perspectives that further leads towards higher creativity.

It is also suggested that the Nigerian MNCs should offer more attention to the organisational culture. To involve the employees, HR managers could offer special training to pursue projects and introduce succession planning to encourage employees. By taking new roles, they can motivate them to create new structures and systems suitable for all at the workplace. To develop the employee's performance, it should be made sure that workers are clear about their work assignments. It is also suggested that the HR managers at Nigerian MNCs should review the performance level every week, and ensure employees where they stand at all times. By conducting the performance regularly, the company will motivate the workers in their tasks.

It is suggested that in Nigerian MNCs, the companies should utilise the pulse surveys to identify what workers are feeling, and why they are feeling that the way. The pulse surveys have a clear purpose to estimate and improve employee engagement. MNCs should also take action regarding all employee's feedback. The HR managers should communicate openly and regularly to all the workers rather than relying on the management cascades. The more trust the companies develop, the more likely employees would be honest and direct. It is also suggested that offering social recognition has a vital effect on the employees as the rewards do, and it directs to organisational

benefits across the board and develops the individual performances. This is why offering specific social recognition is an integral part of any employee engagement program.

5.3. Cost Implications

In this case, the entire research was discussed about the influence of diversity on employee engagement in the case of Nigerian MNCs. Through this study, a proper view of workplace diversity is obtained effectively, where several employees with different attributes and backgrounds were used. Considering the overall cost, about €350 was used in conducting this research with necessary resources such as purchasing paid journals, electric bills and phone bills with net connection to avail that the research is completed within time.

5.4. Linking Findings with Objectives

To ascertain the impact of age, gender, cultural and religious diversity on the motivation and commitment of employees in MNCs in Nigeria

This objective is related to the survey questions 7, 8, 10, and 13. It has been found that most of the employees in Nigerian firms believe that religious diversity is making a huge impact in the case of employee engagement. HR managers are not considering gender discrimination while training new candidates. However, the employees working in the company have a diverse cultural mix in terms of diversity.

To determine how diversity can be used as a means of fostering inclusion and job retention or turnover of employees in MNCs in Nigeria, and to understand how diversity improves or reduces communication gap causing conflict between employees in MNCs in Nigeria

This objective is related to the survey questions 18 and 19. Although diversity is acting as a positive factor, some of the employees pointed out that the performance level of the employees is lagging due to this diversity. Diversity is reducing employee engagement within the organisation, and it continues to decline drastically in Nigerian MNCs.

To determine the influence of diversity on the innovation and creativity of employees towards achieving job satisfaction and gaining their career development in MNCs in Nigeria

This objective is connected with the survey questions 16, 17, and 20. It has been found that workplace diversity helps increase their productivity status. As relating the objective with the interview process, it is seen that talent management helps in selecting the employees according to their ability and helps in delegating them in their respective tasks. This is helping their performance and satisfaction level and making them engaged within the company.

5.5. Future Scope

Future research is needed to estimate the negative effect of the religious diversity on the Nigerian MNCs. Further research must aim at talent management, and HR managers must focus to retain the best workers. The use of talent management will allow the companies to find the best one, who is suited for the task. As a result, it could direct to fewer grievances and issues in performance management, and also ensures that top talent will stay longer in the company. Future research estimates how MNCs make a consistent and systematic decision about the development of staff. Further studies regarding the changes in workplace diversity is also needed to know the views of employees. In the future, a thematic analysis will be conducted by taking the secondary sources, as it is also a vital tool to develop the theme based on the given objectives.

5.6. CIPD Reflection Statement

According to the author's views, diversity in the workplace plays a definite role to engage the employees in their tasks. As concerning the positive features of diversity, employees enhance communication skills and enhance the production level. Diversity opens a myriad of benefits for Nigerian MNCs, as their employees come from different backgrounds. Besides, proper training to the employees also makes sure that they reduce the barriers by taking innovative approaches. HR managers also act the key role to provide a working environment for the employees under which they can overcome the cross-cultural barriers among them. It also ensures that they get equal opportunity for completing the task within the organisation. As concerning my opinions, talent management helps to develop an employer brand, which could attract potential talents, and in turn, contributes towards the improvement of the business outcomes and performance. The author believes that having talent management supports the organisations to keep their workers motivated which increases retention.

As inferred from this research, the author has made a couple of suggestions that can help foster talent management and a diverse workforce. The periodic and constant appreciation of employees always supports the companies to involve the workforce effectively. As an outcome, workers fill the vital roles in case of business activities and support the companies to run their operations smoothly.

5.7. Personal Learning Statement

Acknowledging the importance of planning has helped with the step by step actualisation of this research. Deciding on the topic was an initial struggle but after much thinking and deliberations, selecting a topic that has always been of interest was an exciting and challenging decision. This research has been a journey and the results learned would serve as a source of reference for the author's personal development and for the country the research is conducted. Diversity has always been a topic of interest as every individual has their unique attributes to contribute and with the right amount of effort in engaging one another, the window for new developments, abilities, strengths, and skills would be opened. Constant communication with the project supervisor who served as a mentor over this period also assisted in aligning this research to the final destination. The supervisor outlined the author's strengths and weaknesses which strongly assisted in encouraging and making corrections towards the right direction of the research. Self-assessment and reflection were carried out by the author which helped in forwarding energy towards areas of concern in diversity and employee engagement. There were areas where more research should have been done and more time and resources should have been allocated but due to the challenging situation of Covid-19 and its limitations, this affected the process especially the interview and surveys. Also, communicating online with the project supervisor and research respondents was quite different and unusual for the author as face to face communication would have been preferred to get direct gestures and facial expressions. Having strong listening skills and fluent written and verbal communication made it convenient to carry out and analyse the data received. With the author's analytical skills being developed, working with empathy would be adopted, so to comprehend the diverse perspectives that offer insight in the working area. The recommendations offered acumens on how the author can contribute to future career prospects and it provides a strategy for organisations who are looking for the means to promote employee engagement through diversity.

5.8. Research Limitations

During the research, the author faced a major issue of sample selection from the target population, as it was time-consuming, and proper project planning was necessary (Possebom, 2019). As the research is done using online participant involvement, the author had to convince 80 respondents by addressing the research purpose and invited them to take part in the data collection process. The author also faced the issue of lack of previous research studies, as no genuine data were easily accessible because employee engagement in the Nigerian climate was hard to find, and in that case, the author had to purchase few paid journals to make the research effective. Another limitation is that the study is discussed about MNCs, which may not apply to other normal organisations. As the study is western, some thoughts may not apply to African culture. Due to COVID-19, a little number of participants were taken to perform the survey and interview process though using the online medium. Further, inability to access the project supervisor and research respondents directly to access physical and facial expressions posed as a constraint and curtailed research process.

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Appendix 1

Survey Questionnaire

Please answer the following questions by ticking the option that best suits your perspective.

1. Which age group do you belong?

- 22-30
- 31-38
- 39-47
- More than 47

2. What is your gender?

- Male
- Female

3. What is your education level?

- Doctoral degree
- Master's degree
- Bachelor's degree
- High School
- Diploma

4. Are you Nigerian? If not, Please specify.

- Yes
- No
- Please specify

5. How far have you been working in your company?

- Less than a year
- 1-2 years
- 3-4 years
- More than 4 years

6. Do you agree that your company has a higher reputation of engaging employees?

- Agree
- Disagree
- No opinion

7. On a scale of 1-5, how will you rate that age diversity has been influencing the engagement of new candidates in your organisation?

- 1
- 2
- 3
- 4
- 5

8. What measures of employee engagement do you think are the key elements to increase diversity among them?

- Vigour
- Dedication
- Absorption
- All of the above

9. Do you agree that women put equal effort in their duties as men put in your workplace?

- Agree

- Disagree
- No opinion

10. When it comes to the training of employees by engaging them, do you think discrimination among gender takes place?

- Yes
- No
- No opinion

11. Do you agree that HR in your company plays a definite role to make operations diversified, in order to decrease barriers among one other?

- Agree
- Disagree
- No opinion

12. Do you think employees working in your company have a diverse cultural mix in terms of diversity?

- Yes
- No
- No opinion

13. As you are working in a Nigerian MNC, does religious diversity make a huge impact in the case of employee engagement?

- Yes
- No
- No opinion

14. What factor in your opinion can increase better engagement of employees in your workplace?

- Recruiting skilled candidates
- No cross-cultural difference
- Develop retention policy
- Offer bonuses and increment
- Offers promotions

15. Do you agree that both inclusion and diversity will make a wide emphasis on your MNCs global working environment?

- Yes
- No
- Maybe

16. Does workplace diversity enable employees to enhance their communication skills?

- Yes
- No
- Maybe

17. Is workplace diversity helpful in increasing the productivity status?

- Yes
- No
- Maybe

18. How far do you agree that due to diversity, employee engagement reduces drastically in Nigerian MNCs?

- Agree
- Disagree

- No opinion

19. Do you think that the performance level of workers is lagging due to diversity in the workplace?

- Yes
- No
- Maybe

20. Do you believe that there is a strong interrelation between diversity and employee engagement in Nigerian MNCs?

- Yes
- No
- Maybe

Interview Questionnaire

1. Is talent management an effective solution to increase employee engagement in MNCs in Nigeria? If yes, How?

2. How does high-performance work practices add value to employee engagement as a means of gender diversity in your workplace?

3. Do you think that participative decision-making and leadership virtues will be effective to engage new local employees in Nigerian MNCs?

4. What according to you is the key factor that plays a consequential role in religious diversity in Nigerian MNCs?

5. Is cultural diversity a big factor today in Nigerian MNCs? If yes, how did it engage key employees to have better work culture and employee relations?

Appendix 2

Information Sheet for Participants

Research project title: The Role of Diversity in Influencing Employee Engagement in Multinational Corporations in Nigeria

Student Researcher: Chigozirim Angel Idam (chigozirimidam@gmail.com)

Research Supervisor: Brendan Flanagan

About the Project

(Do NOT use technical jargon – description should be suitable for a layperson)

Introduction: E.g. I am a masters student at National College of Ireland and I am carrying out my thesis project under the direct supervision of _____ on the subject of _____

Aims:

- To determine the influence of diversity on the innovation and creativity of employees towards achieving job satisfaction and gaining their career development in MNCs in Nigeria
- To ascertain the impact of age, gender, cultural and religious diversity on the motivation and commitment of employees in MNCs in Nigeria
- To understand how diversity improves or reduces communication gap causing conflict between employees in MNCs in Nigeria
- To determine how diversity can be used as a means of fostering inclusion and job retention or turnover of employees in MNCs in Nigeria

Request/Invitation: I would like to invite you to take part in the survey, and recorded interview.

What would be required? As a participant in the study, I would be required to analyse the survey and interview questions that would be sent to respondents, to get responses.

Data Protection

For questionnaires/experiments/tests: The data you provide as part of this questionnaire/experiment will be fully anonymous. I will not gather any direct personally identifying information about you or anyone close to you. You will be asked to provide optional demographic information of a broad nature about yourself. Your data will be collated into a larger dataset and analysed at the group rather than the individual level. Your data will only be used for academic purposes and will not be shared with anyone for commercial purposes.

For Interviews/Focus Groups: Interviews/Focus groups will be recorded for the sole purpose of facilitating later transcription of the data. Precise transcripts are important in research to ensure that data is recorded accurately, to allow the interviewer to be more present in the conversation and, importantly, to support greater accountability and scientific integrity. During the transcription phase, your data will undergo de-identification involving the removal of all personally identifying information thereby rendering them anonymous for retention. The original recordings will be digitized and kept under password protection. Upon graduation, all recordings will be permanently deleted. Your data will be used strictly for academic purposes and will not be shared with users or shared with anyone for commercial purposes. The researcher will adhere to strict ethical guidelines and principles and will not anecdotally share any personally identifying information about you with anyone. For the focus group only, the researcher will emphasise the importance of confidentiality and respect for privacy and encourage all participants in the focus group to adhere to the same principles.

What are the risks and benefits of taking part in this study?

In addition to providing much-appreciated assistance to the student researcher, the main benefit of taking part in this study will be your contribution to academic research, which aims to expand knowledge and generate new insights. There will be no risks posed to you as a participant in this study, either physical or psychological, beyond that which is normally expected of day-to-day activities.

Interest for Research

If you are interested in taking part please review the information provided in the consent form and if you are happy to proceed with the study then please indicate your willingness to take part by ticking the appropriate box / signing your name where appropriate.

You are under no obligation to take part in this study or to provide a reason if you decide not to take part. You may choose not to take part without fear of penalty. If you agree to take part you have the right to cease participation and withdraw your data at any time for any reason without fear of penalty. The data will not be used by any member of the project team for commercial purposes.

Appendix 3

Consent Form

I _____ voluntarily agree to take part in this research study.

I understand that I am not obliged to take part in this study and that my participation in the study is entirely voluntary.

I understand that I am free to withdraw from the study at any time or refuse to answer any question without the need to provide a reason and without fear of negative consequences.

Specific to Anonymous Questionnaire I understand that my responses will be anonymous

Specific to the Anonymous Questionnaire I understand that in the case of completing an anonymous questionnaire, it will not be possible to subsequently withdraw my data since there will be no personally identifying information attached to my responses.

Specific to Interview I understand that digital recordings will be stored under password protection for some time until the approval of their dissertation by the examination board, at which point recordings will be permanently deleted.

Specific to Interview I understand that my data will undergo de-identification during transcription and will be rendered anonymous for retention and the purpose of subsequent publications.

Specific to Interview I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

Specific to Focus Groups I understand that, although the interviewer will explain the importance of confidentiality and request it, it is impossible to ensure that all participants in a focus group adhere to ethical principles around confidentiality.

I understand that I will not benefit directly from participating in this research.

I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

I understand that signed consent forms will be retained for some time until the exam board confirms the results of their dissertation.

I confirm that I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study with satisfactory answers provided.

I confirm that I have read and fully understood the information provided and the statements above.