

Gender Diversity and Employee Work Value of Selected Consumer Goods Manufacturing Firms in Lagos State, Nigeria

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Abstract

Critical to any organisation is her ability to achieve high level of profitability driven by committed workforce devoid of gender disparity. However, some organisations, disregard productivity level of individual employee but imbibe gender discrimination leading to little or no profitability. This study examined the effect of gender diversity on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. The study adopted survey research design. The population of the study was 10,659 employees of the selected consumer goods manufacturing firms and 371 sample size determined from Raosoft sample size calculator with 30% attrition rate giving a total sample size of 482, with a response rate of 79% (379) which was finally used for the study. Primary source of data collection was adopted via a validated and reliable research instrument. Cronbach's Alpha Coefficient ranged between 0.059 to 0.856. Data was analyzed using descriptive and inferential statistics and tested with simple linear regression with the aid of statistical package for science solutions (SPSS) version 24.0. The result revealed that gender diversity has a positive significant effect on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria ($\beta = 0.289$, $t = 6.322$, $p < 0.05$). The study recommends that management of selected consumer goods companies should ensure equal opportunities at work to improve employee work value. Emphasis in the work place should not be on gender disparity rather on productivity level and work value as well as associated motivation to deserving employees. The study also recommends appropriate regulatory monitoring to ensure industry best practices in the consumer goods manufacturing firms.

Keywords: *Consumer goods, Employee work value, Gender diversity, Manufacturing firms, Organisation.*

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Background to the Study

The workforce in all developed countries has become increasingly heterogeneous as globalization and competition have increased. As the world becomes more globalized, more interaction between people from different backgrounds is needed than ever before. Due to the increasing differences in the population of many countries, organizations are focusing on workforce diversity management to become totally inclusive and increase innovativeness.

In the UK, performance of fast moving consumer goods (FMCG) companies slipped in most subsegments as a result of poor innovative performance (Kelly, Kopka, Küpper, and Moulton, 2018). The United States consumer spending slowed further in January 2020, with sales at clothing stores declining by the most since 2009, a trend that could raise concerns about the economy's ability to continue expanding at a moderate pace (Mutikani, 2020). According to Mutikani (2020), industrial production fell 0.3% in January 2020 after decreasing 0.4% in December 2019, hence, industrial output was pulled down by a 4.0% drop in utilities production. Kenya has been experiencing a rise in its inflation rate and in effect an increase in consumer prices. According to Central Bank of Kenya (2017) indices, inflation rate in Kenya surged to 11.5% in April, 2017 compared to 10.3% in March, 2017 making it the highest since May 2012.

In Nigeria, the fast moving consumer goods sector has experienced a fall in patronage, production, turnover and profit margins as a result of obsolescence of goods and consistent shift in customer demands (Proshare, 2019). Honeywell Flour Mills (23%) and Cadbury Nigeria Plc. (18%). Year-to-date (YTD), the sub-index lost 9.78% (Proshare, 2019).

Gender equality is societally engrained, manifested in country policy and laws as well as visible in practices such as access to education (Mande and Awiti, 2019). Gender diversity facilitates innovation due to a more diversified knowledge pool (Issa, Hanaysha, Elfeky, and Ullah, 2019). Increasing levels of gender equality, firms can benefit more from the advantages of gender diversity for innovation as a result of increased employee work values (Subhash and Archana, 2017). Gender diversity improves work values as this form of diversity expands the knowledge, which is available to a firm both internally as well as externally (van Zyl, van Oort, Rispen, and Olckers, 2019). Given their different experiences and career trajectories, the human and social capital of men and women, including their cognitive schemes and as well as systems of meaning, differ (Gong and Girma, 2020). In Nigeria, there has been less participation of the female gender in positions of authority across various sectors (Jekelle, 2021). It has been a relatively male dominated influence in various positions which has led to underrepresentation of the female gender and unharvested quality gender diversity brings to an organisation (Jekelle, 2021).

Several studies have examined the effect of gender diversity of firms both in Nigeria and abroad. Studies such as Miller and Triana (2009), Subhash and Archana (2017), Sanyang and Othman (2019), Gong and Girma (2020) but they all have divergent views on the effect of gender diversity in manufacturing sector. Marinova, Plantenna, and Remery (2010), showed that there is no effect of board gender diversity on firm performance. However, none of these

previous studies has been able to investigate gender diversity as a determinant of employee work value in the Consumer goods manufacturing firms as most of the studies have been concentrated on SMEs hence the objective of the study.

Objective of the Study

The objective of the study was to examine the effect of gender diversity on employee work value of selected consumer goods manufacturing firms in Lagos state, Nigeria. In order to achieve the objective, a hypothesis was formulated;

Hypothesis

H₀: Gender diversity has no significant effect on employee work value of selected consumer goods manufacturing firms in Lagos state, Nigeria.

Literature Review

Conceptual, Empirical as well as Theoretical underpinnings guiding the study variables were all dealt with in this section.

Gender Diversity

Mazibuko and Govender (2017), defined gender as the physiological inference of a someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviours, values, knowledge, skills, and interests areas are more suitable for or typical of one sex than the other. The study of gender diversity focuses on how individuals believe that males and females differ. These gender variations influence the manner in which individuals react to the behaviours of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination (Zhuwao, 2017). According to Madhuku (2017), gender refers to a description of masculinity or femininity. Genders are defined as a range of differences between man and women, extending from a biological to the social. Ncube (2016) suggest that there are three dimension of gender discrimination; gender discrimination in hiring, gender discrimination in promotion and gender discrimination in provision of goods and facilities. Kakabadse, Figueira, Nicolopoulou, Hong Yang, Kakabadse, and Özbilgin (2015), describe gender as a description of masculinity or femininity. Many research studies support the argument that gender diversity has a positive influence on the organisation and employee`s performance.

Gender diversity in senior management teams has increased, probably due three important reasons which according to the Bryer (2020) are: the changing proportion of women board-level positions, increase in government intervention and change in debates on the issue of gender as an issue of equality and fairness to one of superior performance. Corritore, Goldberg, and Srivastava (2020) are in consensus contending that gender diversity improves the quality of organizational leadership and management by stating that gender diversity enhances managerial information processing and decision making of the managerial team resulting in effective strategy formulation and decision making key processes.

Employee Work Value

Work values are the values that individuals believe should be satisfied as a result of their participation in the work role (Muntaha and Marike, 2014). Rice, Fieger, Rice, Martin, and Knox (2017), define work values as the values that individuals believe should be satisfied as a result of their participation in the work role. Financial prosperity, achievement and responsibility are examples of work values. Definition by Strom, Sears, and Kelly (2014) state that a value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence (Dajani, 2015). In a value system, individuals rank-order their instrumental and terminal values along a continuum of importance. Work values on the other hand are more specific than general life values as they apply to a specific life domain. As such, work values influence the importance of work in the life of the individual (Dajani, 2015). García-Carbonell, Martín-Alcázar, and Sanchez-Gardey (2018), defined work values as goals that people strive to attain through working. Other definitions that stress the concept of goals have asserted that values signify desired goals scaled according to importance which guides a person's life, behavior that is directed towards goals, and criteria for choosing those goals (Albrecht, Bakker, Gruman, Macey, and Saks, 2015). In all the definitions given above it is evident that the concept of goals can be substituted for the concept of values.

Mitreka and Dian (2021), state that a person's values act as a criteria for choosing goals or guiding actions. Work values are important components that drive individuals to seek certain kinds of jobs or working environments. Work values reflect people's attitude towards work in general. It is a reflection of people's attitude towards the various aspects of work such as preferences for activity and involvement, attitude towards monetary and non-monetary rewards and the desire for upward career mobility. Work values are of importance because they influence a variety of organisational behaviours and outcomes such as performance, satisfaction and job behaviours (Rice *et al.*, 2017).

Several studies such as Getnet (2017), Gong and Girma (2020), Kirton and Greene (2016), Mbilima (2016), on the interaction between gender diversity management and employee work value used survey research design. These studies employed either cross-sectional or descriptive survey research design. The survey obtains stronger data representation and better approximation with the reality experienced. As descriptive, the possibility of analyzing how the data relates with other elements gains great relevance. It encompasses measurement procedures used to measure different relationships and hypothesis with clearly defined information. The major limitation of survey research design is usually associated to controversial questions and responses that may not be properly answer by the participants because of the probably difficulty of recalling the information related to them. Furthermore, all the studies used questionnaire as research instrument for the collection of primary data. The major limitation of this type of data collection method is attributed to some respondents not giving timely responses as such, they may give false, socially acceptable and interesting answers and try to cover up the realities.

Galbreath (2018) revealed a positive and significant effect of gender diversity on team outcomes. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful w\ values. Similarly, Li, Wang, Haque, Shafique, and Nawaz (2020) also found that there was significant effect of gender diversity on employee values.

Social Identity Theory is the framework chosen for this study. This theory was initially formulated by Tajfel in 1978 to explain exclusion in the workplace. Tajfel (1978) said social identity theory is “that part of individual's self-concept which originates in his/ her membership in a social group(s), along with the importance and the emotional importance attached to that group membership”. This theory predicts that people tend to group themselves into specific groups based on certain areas which are of personal importance to them such as demographic characteristics like ethnicity, gender, age, education, culture, and so on. The result of this is that they tend to favour colleagues of their in-group at the expense of the out-groups.

A key assumption in social identity theory is that individuals are intrinsically motivated to achieve positive distinctiveness (Haslam, 2001). That is, individuals "strive for a positive self-concept" (Haslam, 2001). Social identity theory details a variety of strategies that may be invoked in order to achieve positive distinctiveness.

Methodology

This study adopted survey research design. The population was 10,659 employees as detailed below in Table 1;

Table 1: Selected FMCG companies in Lagos State, Nigeria

S/N	FMCG Companies	No. of Employees
1	Cadbury Nigeria Plc	550
2	PZ	3500
3	Nestle	2500
4	Dangote flour	2109
5	Unilever Nigeria Plc	2000
TOTAL		10659

Source: Companies' Human Resource Departments, 2020

Sample size of 371 was derived from Raosoft sample size calculator plus 30% non-response = 482

Primary source of data collection was adopted via validated and reliable instrument. Inferential statistics, specifically, simple linear regression was carried out with the aid of statistical package for science solutions (SPSS) version 24.0 for the test of research hypothesis. To evaluate the effects of the independent on the dependent variable.

Table 2: Descriptive Statistics on Gender Diversity

Statement	Level of Agreement (n = 379)								Mean	Std Deviation
	VH	H	MH	ML	L	VL	Missing			
	%	%	%	%	%	%	%			
Gender orientation	34.0	35.6	24	2.9	0.8	0	2.6	4.89	1.191	
Gender sensitivity	24.8	37.7	21.4	11.9	1.1	0	3.2	4.61	1.293	
Gender discrimination	19.8	20.6	18.2	10.6	17.9	10.3	2.6	3.72	1.761	
Advancement path ways for women	23.0	47.8	19.8	6.1	.5	.5	2.4	4.75	1.157	
Training opportunities for men	33.5	36.4	13.2	11.9	1.3	.5	3.2	4.75	1.370	
Average								4.54	1.3544	

Source: Researchers' Field Survey, 2022

Interpretation

Table 2 presents the results of the descriptive analysis of Gender Diversity. The results of the descriptive analysis reveal that 34.0% of the respondents feel that the gender orientation in their firm is very high, 35.6% of the respondents feel it is high while 24% moderately high, 2.9% of the respondents moderately low, 0.8% low while no respondent felt it is very low. On the average, most of the respondents opined that gender orientation in their firm was high with a mean of 4.89 and a standard deviation of 1.191. Also, the results of the descriptive analysis reveal that 24.8% of the respondents opined that gender sensitivity in their firm is very high, 37.7% of the respondents selected high, while 21.4% moderately high, 11.9% of the respondents moderately low, 1.1% low while no respondent selected very low. On the average, most of the respondents opined that gender sensitivity in their firm is high with a mean of 4.61 and a standard deviation of 1.293.

Furthermore, descriptive analysis reveal that 19.8% of the respondents opined that gender discrimination in their workplace is very high, 20.6% of the respondents felt it is high while 18.2% moderately high, 10.6% of the respondents moderately low, 17.9% low while 10.3% respondents opined it is very low. On the average, the respondents opined that they that gender discrimination occurrence in the workplace is moderately high with a mean of 3.72 and a standard deviation of 1.761. Also, the results of the descriptive analysis reveal that 23% of the respondents opined that the possibility of advancement pathways for women in the workplace was very high, 47.8% of the respondents high, while 19.8% moderately high, 6.1% of the respondents moderately low, 0.5% low and 0.5% respondents very low. On the average, the respondents opined that the possibility of advancement pathways for women in the workplace is high with a mean of 4.75 and a standard deviation of 1.157.

Also, the descriptive analysis reveal that 33.5% of the respondents opined that the training opportunities for men in the workplace were very high, 36.4% of the respondents high while 13.2% moderately high, 11.9% of the respondents moderately low, 1.3% low while 0.5%

respondent very low. On the average, the respondents opined that training opportunities for men was high in the workplace with a mean of 4.75 and a standard deviation of 1.370.

The average score of the responses was 4.54 which means that on average the respondents indicated that the level of gender diversity in the workplace was high with a standard deviation of 1.3544 shows the respondents level of convergence around the mean.

Table 3: Descriptive Statistics of Employee Work Value

Statement	Level of Agreement (n = 379)								Mean	Std Deviation
	VH	H	MH	ML	L	VL	Missing			
	%	%	%	%	%	%	%			
Provides superior value to employees	24.0	43.0	22.2	4.2	1.3	0.3	5	4.63	1.384	
Continually solve customers or clients' specific problems.	48.5	31.9	13.2	3.2	0.5	0.5	2.1	5.15	1.177	
Effectively select, acquire and retain her employees	31.9	44.6	16.9	2.9	1.1	5	2.1	4.93	1.145	
Gives training to employees to enhance growth	39.3	37.2	17.7	2.6	0.5	0.3	2.4	5.02	1.163	
Grows relationships with the employees	36.7	29.0	24.8	2.9	1.6	0.5	4.5	4.77	1.425	
Average								4.9	1.2588	

Source: Researchers' Field Survey, 2022

Interpretation

Table 3 presents the results of the descriptive analysis of employee work value. The results of the descriptive analysis reveal that 24.0% of the respondents opined very high, regarding that their firm provides superior value to employees, 43% of the respondents high while 22.2% moderately high, 4.2% of the respondents moderately low, 1.3% low while 0.3% of respondents very low and 5% was missing. On the average, the respondents opined that very high regarding their firm providing superior value to employees with a mean of 4.63 and a standard deviation of 1.384. Furthermore, the results of the descriptive analysis reveal that 48.5% of the respondents selected very high regarding their firm continually solves customers or clients' specific problems, 31.9% of the respondents selected high while 13.2% moderately high, 3.2% of the respondents moderately low, 0.5% low while 0.5% respondent very low and 2.1% was missing. On the average, most of the respondents opined very high regarding their firm provides superior value to employees with a mean of 5.15 and a standard deviation of 1.177.

Furthermore, descriptive analysis reveal that 31.9% of the respondents opined very high with respect to their firm effectively select, acquire and retain her employees, 44.6% of the respondents selected high, 16.9% moderately high, 2.9% of the respondents moderately low, 1.1% low while 5% of respondents very low and 2.1% was missing. On the average, the

respondents opined high regarding their firm effectively select, acquire and retain her employees with a mean of 4.93 and a standard deviation of 1.145. Also, the results of the descriptive analysis reveal that 39.3% of the respondents selected very high regarding their firm gives training to employees to enhance growth, 37.2% of the respondents high while 17.7% moderately high, 2.6% of the respondents moderately low, 0.5% low and 0.3% respondents very low while 2.4% was missing. On the average, the respondents opined high that their firm gives training to employees to enhance growth with a mean of 5.02 and a standard deviation of 1.163.

In addition, the descriptive analysis reveal that 35.7% of the respondents opined very high that their firm grows relationships with the employees, 29.0% of the respondents high while 24.8% moderately high, 2.9% of the respondents moderately low, 1.6% low while 0.5% of respondents very low and 4.5% was missing. On the average, the respondents opined high that their firm grows relationships with the employees with a mean of 4.77 and a standard deviation of 1.425. The grand average score of the responses was 4.9 which means that on average the respondents indicated that the level of employee work value in the workplace is high with a standard deviation of 1.2588 shows the respondents level of convergence around the mean.

Comparing the grand average scores of the responses for gender diversity and employee work value revealed that the respondents rated the measures of the variables “high”. This implied that respondents do not differ in their opinions on gender diversity and employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. This indicates that the respondents agreed that gender diversity may affect employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. This provided answer to research question one and enables the researcher to achieve objective one of this study.

Simple linear regression analysis was performed to test the hypothesis with employee work value as the dependent variable, and gender diversity as tested independent variable. The data for gender diversity and employee work value was generated by adding scores of responses of all items for each of the variables. Data from three hundred and seventy nine (379) respondents were analyzed, the results of the regression analysis is shown in Tables 4

Table 4: Regression analysis of Gender diversity and employee work value of selected consumer goods manufacturing firms in Lagos state, Nigeria.

<i>Model One</i> $y_1 = \beta_0 + \beta_1 x_1 + e_i$		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	SD. Error	Beta		
N 379	(Constant)	3.587	.214		16.794	.000
	Gender diversity	.289	.046	.310	6.322	.000
Dependent Variable: Employee Work Value R = .310, R ² = .096, T(377) = 6.322, p = 0.000 < 0.05						

Source: SPSS Output, 2022

Interpretation

The result presented in Table 4. shows that gender diversity has a positive significant effect on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria ($\beta = 0.289, t = 6.322, p < 0.05$). The R value for the regression model is 0.310 which shows that gender diversity has a very weak but positive significant relationship with employee work value. Furthermore, the R square value for the regression model is 0.096 showed that about 9.6% variations in employee work value were caused by gender diversity, while the remaining 90.4% are caused by other factors not captured in the model. The result of the standard error of the estimate is 0.046 Standard error measures the adequacy of the model. This means that the variability in the prediction is 0.046. The model is adequate as the $S.E \leq 2.5$. The regression model used to explain the variation in employee work value due to the effect of gender diversity can be stated as follows:

$$EWV = 3.587 + 0.289GD \dots\dots\dots (i)$$

Where: EWV = Employee Work Value
GD = Gender Diversity

The regression equation above shows that the parameter estimate of gender diversity are complied with *a priori* expectation which stated that gender diversity will have a positive effect on employee work value. The constant was 3.587, which implies that if gender diversity is at zero; the value of employee work value would still be positive which implies that employees believe their workplace is not gender diverse can still have a level of employee work value. The coefficient of gender diversity was 0.289 indicates that one unit change in gender diversity results in 0.289 increase in employee work value of selected consumer goods manufacturing firms in Lagos, Nigeria. This implies that an increase in gender diversity will subsequently increase employee work value of selected consumer goods manufacturing firms in Lagos, Nigeria. Table 4.2.1 (iii) also shows the T (377) statistics value is 6.322 at $p < 0.05$ which suggests that gender diversity significantly explained variations in employee work value. Based on the results, the null hypothesis one (H_{01}) which states that gender diversity has no significant effect on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria was rejected.

Discussion of Findings

The objective was to assess the effect of gender diversity on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. The finding of the linear regression analysis revealed that gender diversity had a positive and significant effect on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria ($\beta = 0.289, t = 6.322, p < 0.05$). This implies that gender diversity is a significant predictor of employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. In alignment with the result, Galbreath (2018) revealed a positive and significant effect of gender diversity on team outcomes. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful w\ values. Similarly, Li, Wang, Haque, Shafique, and Nawaz (2020) also found

that there was significant effect of gender diversity on employee values. Gender diversity focuses on how individuals believe that males and females differ. These gender variations influence the manner in which individuals react to the behaviours of others in the work settings or any other group coalition.

Social Identity Theory as the framework chosen for this study is in alignment as it explain exclusion in the workplace. Tajfel (1978) said social identity theory is “that part of individual's self-concept which originates in his/ her membership in a social group(s), along with the importance and the emotional importance attached to that group membership”. This theory predicts that people tend to group themselves into specific groups based on certain areas which are of personal importance to them such as demographic characteristics like ethnicity, gender, age, education, culture, and so on. The result of this is that they tend to favour colleagues of their in-group at the expense of the out-groups. A key assumption in social identity theory is that individuals are intrinsically motivated to achieve positive distinctiveness (Haslam, 2001). That is, individuals "strive for a positive self-concept" (Haslam, 2001). Social identity theory details a variety of strategies that may be invoked in order to achieve positive distinctiveness.

In agreement with the finding of this study, Afolabi and Aina (2014), opined that gender diversity promotes a better understanding of the marketplace, thereby increasing its ability to penetrate markets; enhances creativity and innovation inside the corporation; leads to more effective problem-solving since a more diverse board provides a wider variety of perspectives; improve the quality of the directors and managers if they are selected from both genders without prejudice; and may issue positive signals to markets –labor, products and capital markets– by providing a greater degree of legitimacy to corporations and improving their reputations.

Empirically, studies such as Getnet (2017), Gong and Girma (2020), on the interaction between gender diversity management and employee work value used survey have reported that gender diversity has a positive and significant effect on employee work value. Galbreath (2018) revealed a positive and significant effect of gender diversity on team outcomes. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful work values. Similarly, Phillips (2012) study findings revealed balanced gender diversity brings more balance to teams, thus creating less volatility and improving work values.

In congruence with the finding of this study, Kakabadse, Figueira, Nicolopoulou, Hong Yang, Kakabadse, and Özbilgin (2015) discovered that gender diversity management at workplace has a direct and significant effect on pay, promotions, evaluation, values and supervision. Female managers were found to have more positive attitudes towards ethics and diversity than their male counterparts. Similarly, Li, Wang, Haque, Shafique, and Nawaz (2020) also found that there was significant effect of gender diversity on employee values. In consonance with the finding of this study, Safrankova and Sikyr (2019) found that gender diversity has a positive and significant effect on innovativeness of an organization.

Conclusion and Recommendations

Specifically, the study concluded that gender diversity had a positive and significant effect on employee work value of selected consumer goods manufacturing firms in Lagos State, Nigeria. Therefore, diversity amongst employees of consumer goods companies in Lagos State, Nigeria will result in positive outcomes of improved employee innovative work value performance.

The study recommends that management of selected consumer goods companies should ensure equal opportunities at work to improve employee work value.

1. Emphasis in the work place should not be on gender disparity rather on productivity level and work value as well as associated motivation to deserving employees.
2. The study also recommends appropriate regulatory monitoring to ensure industry best practices in the consumer goods manufacturing firms.

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