Article

Heterogeneity Management Strategies as Tool for Sustainable Employee Engagement of Multinational Companies in South-South Nigeria

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Abstract: The research examined the correlation between heterogeneity management strategies and employee engagement within multinational corporations in South-South Nigeria. The research employed a cross-sectional survey design and stratified purposive and random sampling techniques. The research encompassed a target group of 464 managing personnel from six statistically chosen multinational corporations in the South-South study region. Consequently, we statistically determined a sample size of 215 staff members. We gathered qualitative and quantitative data via a 5-point Likert scale questionnaire, confirming the data-gathering tools' validity and reliability. After data cleansing, we identified 208 analyzable copies of the questionnaire and formulated and tested seven hypotheses. We used a statistical package for social science software to conduct a descriptive and inferential analysis of the research data utilizing Spearman's Rank Order Correlation Coefficient Statistical Technique with a significance threshold 0.05. The studies indicated statistically significant positive correlations between the predictor and criteria variables. For instance, inclusion affected absorption (0.442) and dedication (0.405), but communication influenced absorption (0.562), dedication (0.557), absorption (0.669), and dedication (0.645). The research identified a partial correlation of 0.729 between the moderating variable, organizational technology, and the associated connections. The research established that implementing inclusion, communication, and leadership as elements of heterogeneity management strategies by multinational corporations in South-South Nigeria improves employee engagement through absorption and dedication. These strategies offer robust foundations for the overall performance of the examined organizations.

Keywords: Communication, Employee Engagement, Inclusion, Heterogeneity management strategies, Leadership, Technology

1. Introduction

Employee engagement is attracting considerable attention from many professionals, practitioners, and consultants in the business field. This concept has emerged as a significant aspect of organizational behavior and management, functioning as an essential component of employee survey tools for gathering social or management-related data (Bailey et al., 2017). Diverse scholars and intellectual traditions have differed in

conceptualizing and interpreting the employee engagement construct. The internationalisation of the world has led to a rise in factors contributing to increased heterogeneity in the labor market within organizations. The necessity of managing heterogeneity arises from social and economic trends among managers, mainly when (ethnic) heterogeneity is effectively administered. Socio-cultural and economic changes have markedly enhanced labor diversity with economic liberalization, globalization, and shifting consumer preferences. Heterogeneity necessitates organisations to improve their workforce's variety, innovation, and competitiveness (Cook & Glass, 2009). Heightened globalisation demands greater connection among individuals from many cultures and origins than previously. Individuals no longer reside and function within an isolated marketplace; they are now linked to a global economy marked by competition from nearly every continent. Consequently, organisations require variation to enhance creativity and adaptability to change. Consequently, optimising and leveraging workplace diversity is essential. Heterogeneity has emerged as a significant concern for contemporary management. Ewanlen et al. (2022) assert that practices in one culture may not necessarily align with those in another. Consequently, what is advantageous in one culture may be harmful in another. Heterogeneity is a significant factor in organisational outcomes. Heterogeneity represents a process of exploration at the individual, group, and organisational tiers. Heterogeneity variables exhibit both beneficial and detrimental effects on employee engagement. Heterogeneity fosters a sense of belonging among individuals and cultivates productivity, innovation, and a competitive atmosphere. Numerous fields have undertaken comprehensive studies over the years to examine the influence of age, gender, personality, education, and tenure on group performance. Heterogeneity enhances employee engagement and provides advantages within an organisation. Heterogeneity is essential in an organisation as it enhances performance and fosters innovative ideas. Ewanlen et al. (2022). Ewanlen et al. (2022) say that cultural differences influence managerial conduct and techniques, encompassing planning, organising, staffing, and controlling. Dasanyaka and Mahakalanda (2021) emphasised the necessity of adapting to external and internal organizational culture changes, as it has become essential in the context of a transitioning knowledge-based economy. In emerging nations, multinationals typically propel economic expansion, employment generation, and poverty alleviation (Aremu & Adeyemi, 2022). They have been essential in facilitating expedited economic growth and swift industrialisation. Harris and Gibson (2021) contended that endorsing such enterprises as a means of foreign investment in developing economies, such as Nigeria, is crucial due to its potential to facilitate significant income and wealth distribution, economic development, employment opportunities, and other beneficial economic enhancements. Employee engagement is the primary dependent variable of interest for studies focused on various management domains. Employee engagement metrics allow organisations to focus on areas for enhancement by assessing work quality. Sauser (2005). Every company seeks to maintain its viability and satisfy the demands of competitive markets through ongoing performance enhancement (Arinaitwe, 2021; Aremu, 2020), Farrer (2021).

Heterogeneity includes individuals with markedly diverse cultural affinities inside a single social system (Ang, Van, Koh, Templer, Tay & Chandrasekar, 2020). Developing and executing organisational methods and strategies to manage diversity entails optimising its potential benefits while mitigating its disadvantages (Stahl, Maznevski, Voigt & Jonsen, 2010). Jehn and Bezrukova (2004) assert that the objective of managing heterogeneity is to optimise the capacity of all personnel to contribute to organisational objectives. This empirical study examines the impact of heterogeneity management practices on employee engagement within multinational corporations, specifically those functioning in south-south Nigeria.

Statement of the Problem

Governments and employers significantly overlook strategies for managing heterogeneity and fostering employee engagement in comparison to other management facets, such as leadership or management style (Truss, 2012).

Employees encounter a deficiency in fulfillment or a sense of purpose for numerous reasons; Maslach et al. (2021) propose that one potential factor may be their diminished sense of identity or significance within the organizational structure. These challenges diminished morale, lowered job satisfaction, and adversely affected our financial performance. It is essential to restructure roles and enhance employee engagement to boost our workforce's productivity, retention, and overall well-being. The internal dynamics pertain to the occurrences within multinational corporations, including cognitive processes, interpersonal relationships, and organisational interfaces. Cultural elements, particularly cultural heterogeneity, provide a solid conceptual foundation for this research. Multinational corporations (MNCs) operating in developing areas like Nigeria encounter numerous intricate and diverse issues. The challenges encompass company-specific, country-specific, and global-specific issues (Lindahl, 2021). Heterogeneity can exert beneficial and detrimental effects on organisations; however, the nature of these effects is contingent upon the specific kinds of heterogeneity present, rather than the mere existence of heterogeneity itself (Ang et al., 2021). The majority of literature regarding the impact of heterogeneity on employee engagement and behaviour is of substandard quality, comprising recommendations rooted in Western experiences and perceptions. This study departs from previous research by examining the correlation between heterogeneity management strategies and employee engagement in multinational corporations in South-South Nigeria.

Aim and Objectives of the Study

The primary objective of this study is to examine the correlation between heterogeneity management strategies and employee engagement in multinational corporations in South-South Nigeria. The study will precisely aim to:

1.   Determine the relationship between inclusion and employee engagement of multinational companies in South-South Nigeria.

2.   Investigate the extent of the relationship between communication and employee engagement of multinational companies in South-South Nigeria.

3.   Evaluate the magnitude of the relationship between leadership and employee engagement of multinational companies in South-South Nigeria.

4.   Ascertain the moderating effect of organizational technology on the relationship between Heterogeneity management strategies and employee engagement of multinational companies in South-South Nigeria.

Research Questions

The following research questions guided this research work.

1.   What is the relationship between inclusion and employee engagement of multinational companies in South-South Nigeria?

2.   What is the magnitude of the relationship between communication and employee engagement of multinational companies in South-South Nigeria?

3.   What is the extent of the relationship between leadership and employee engagement of multinational companies in South-South Nigeria?

4.   How does organizational technology moderate the relationship between Heterogeneity management strategies and employee engagement of multinational companies in South-South Nigeria?

Research Hypotheses

The subsequent hypotheses were articulated in a null format:

H_{01}: There is no significant relationship between inclusion and absorption of multinational companies in South-South Nigeria.

H_{02}: There is no significant relationship between inclusion and dedication of multinational companies in South-South Nigeria.

H_{03}: There is no significant relationship between communication and absorption of multinational companies in South-South Nigeria.

H_{04}: There is no significant relationship between communication and dedication of multinational companies in South-South Nigeria.

H_{05}: There is no significant relationship between leadership and absorption of multinational companies in South-South Nigeria.

H_{06}: There is no significant relationship between leadership and dedication of multinational companies in South-South Nigeria.

H_{07}: Organizational technology does not significantly moderate the relationship between Heterogeneity management strategies and employee engagement of multinational companies in South-South Nigeria.

LITERATURE REVIEW
Theoretical Framework

Equity theory: In 1965, Adams articulated the equity hypothesis. Equity theory asserts that individuals provide specific inputs, such as talents or job performance, while employed by an organisation. Individuals expect to receive a return commensurate with their contributions; for example, when individuals exhibit outstanding performance, they anticipate being rewarded with higher compensation (Cropanzano, 1993). Adams (1965) articulated this as a ratio of results to inputs. The challenge for employees is to ascertain when a specific ratio is equitable. Adams proposed that individuals evaluate fairness by comparing their ratio to a reference ratio, allowing them to determine if they have attained an equitable quantity. Equity theory posits that insufficient rewards lead to discontent, which subsequently motivates individuals to act to diminish the disparity between their ratio and that of the comparative other. For instance, one may diminish inputs (resulting in reduced performance) or, if feasible, enhance results. Adams (1965) posits that an individual who perceives himself as overrewarded may experience guilt, humiliation, or remorse rather than wrath or resentment. These feelings are detrimental and should compel individuals to strive to rectify the imbalance. Individuals generally react to favourable results by augmenting their contributions. They are anticipated to apply more significant effort. This paper's significance to equity theory is that organisations' effective practices of fairness, equity, and justice promote optimism, authenticity, and employee engagement, enhancing their ability to connect with the organisation.

The Resource dependency theory: Pfeffer and Salancik (1978) formulated the resource dependency hypothesis, which analyses the influence of external resources on organisational behaviour. Procuring external resources is essential to a company's strategic and tactical management. The publication of "External Control of Organisations: A Resource Dependency Perspective" in the 1970s formalised a significant idea. Resource dependence theory impacts the ideal divisional structure of organisations; the selection of board members and employees, production methodologies, contractual arrangements, external organisational relationships, and numerous other elements of organisational strategy influence the organization's performance. Resource dependency theory asserts that improving employee engagement and performance depends on human capital resources and the cultivation of requisite skills within the company. This study focuses on heterogeneity management strategies and employee engagement in multinational corporations (Dein, 2021).

The Social Exchange Theory: Social exchange theory, introduced by sociologist George Homans in the 1950s and later revised by Peter Blau ( ) emphasises the reciprocal exchange of resources such as time, energy, support, and rewards in interpersonal interactions. The social exchange theory further explains the findings of the studies Linking Heterogeneity management to employee engagement. It states that employers and employees are in an

independent relationship; if the employees perceive being treated fine by the employers, they respond by putting more engagement via absorption and dedication toward work.

The social network theory (SNT): In 1980, Jacob Moreno introduced social network theory (SNT), emphasising the relationships among individuals within a network. A network consists of a collection of nodes interconnected by links (Kilduff & Tsai, 2003), which affect various critical outcomes, such as interpersonal interactions, information dissemination, performance, and transactional elements (Burt, 2005). Grabner-Krauter (2009) utilised social network theory to investigate an individual's decision-making process regarding sharing personal information inside an online social network, revealing that trust is a crucial factor in this process. The theory corresponds with the study, emphasizing the relationships among individuals within a network. In contrast, the study concentrates on the management tactics and employee involvement of multinational corporations in Nigeria.
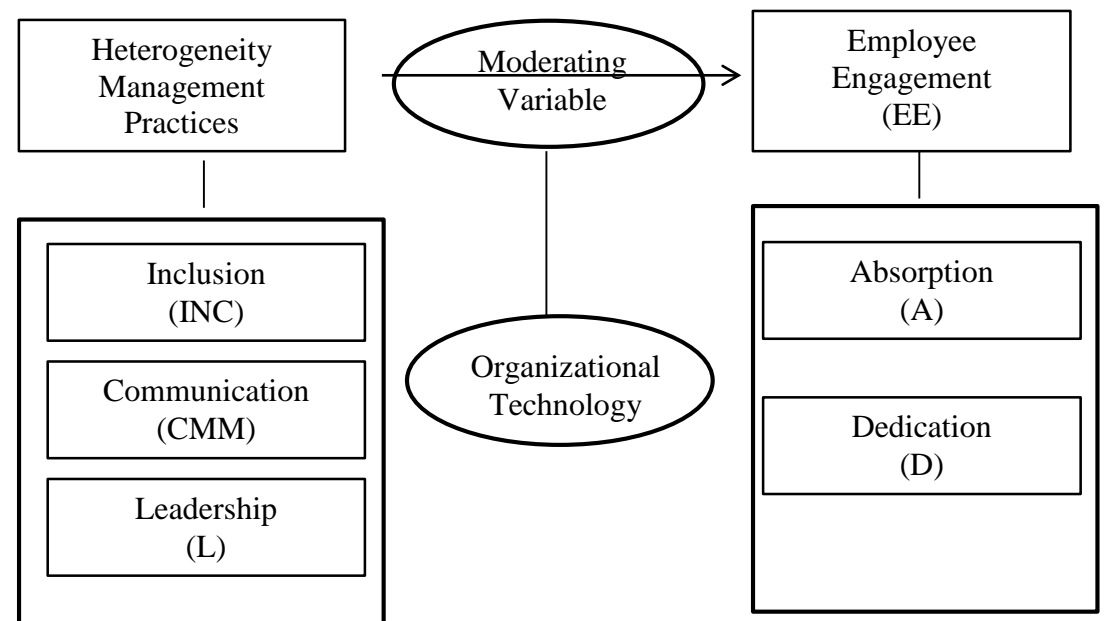
Conceptual Framework

Figure 1.1: Conceptual Framework for Heterogeneity Management Strategies and Employee Engagement

Source: Dimensions of Heterogeneity Management was extracted from the works of Cox (1976 while the measure of employee engagement was extracted from the works of Colquitt (2018)

Conceptual Review

We examine the fundamental concepts underpinning this study, including the dependent and independent variables of heterogeneity management strategies and employee engagement.

Concept of Heterogeneity Management

The US origins of managing heterogeneity focused straightforwardly on the human resource development aspect of the potential of a diverse workforce. In the work of Barak and Mao (2000), in which they discussed labor market projections, it is accepted that issues around gender, race, ethnicity, natural origin, and age reshaped the American workforce. It is accepted that managing heterogeneity is a key priority not because companies are becoming kinder or gentler but because they want to survive. Morris (2008) espoused that a lack of mentors and role models is a barrier for many white women and people of color.

Dimensions of Heterogeneity Management

This study focuses on three dimensions of heterogeneity management strategies: inclusion, communication, and leadership.

Inclusion has remained an issue advocated on all sides; for many, the concept of inclusion remains vague. Inclusion is a term that expresses commitment to inclusion, promotes diversity and acceptance, and allows opportunity for all (Adebisi & Iroham, 2011; Miles, 2000). Inclusion refers to integrating and accommodating individuals who frequently encounter prejudice and exclusion based on race, gender, ability, sexuality, or identity. Inclusion is a crucial factor influencing health, especially for individuals with intellectual disabilities. Over the years, individuals have comprehended the concept of inclusion in expansive terms, likening it to notions such as societal integration (McConkey et al., 2009). Inclusion is about synergizing those differences to bring more collaboration. It is concerned with creating a culture, practices, and policies where all employees and diverse employees can be included in organizations.

Communication

Daniel (2013) contends that feedback occurs when the recipient reacts to the signal by generating a subsequent response. The sender has commenced a cycle of meaning exchange. Effective communication is a crucial function of any large organisation and vital in a competitive corporate landscape. Business and organisational communications are interrelated since they serve as essential realms of communication. Communication occurs when it achieves its intended objective.

Nevertheless, barriers function as impediments when the intended outcome is not realized. We are examining the factors contributing to communication obstacles. Communication is the process of conveying information from one location, individual, or group to another. In a separate development, Tyongvy (2021) observed that "communication" varies across different situations for everyone.

Leadership

Leadership is an essential element in the development and health of employees within an organisation. Supportive leadership cultivates employee development and enhances their work experiences. Nevertheless, leadership often adversely impacts employees, fostering distrust and exacerbating tensions between leaders and followers in the workplace. Leaders must implement new methods prioritising empowerment, ethics, authenticity, and service. This leadership approach motivates subordinates to transcend their self-interest in pursuing organizational objectives. Bass and Riggio (2006) characterized leadership as the capacity of individuals to motivate and inspire their followers toward achieving outstanding results. Eagly et al. (2012) observed that leadership entails a non-interference approach that grants total autonomy to all employees and lacks a specific method for achieving objectives. The notion of leadership has transformed and progressed. Numerous studies have examined the impact of leadership on organizational performance, assessing how various leadership styles influence organizational factors like culture, employee effectiveness, satisfaction, retention, and motivation. Leadership is regarded as motivating a group to achieve its goals. Jung (2013) posits that leadership involves the coordination of subordinate actions and their motivating engagement to achieve objectives.

Concept of Employee Engagement

Employee engagement signifies a favorable disposition towards the organization and its worth (Omotunde & Alegbeye, 2021). Engaged personnel comprehend the business context and cooperate with colleagues to enhance performance for the organization's advantage (Erickson, 2005). Adkins (2016) asserts that employee engagement encompasses the extent of involvement, enthusiasm for the role, and contribution to the organization. Leadership has emphasized employee engagement, persistently exploring innovative strategies to maintain labor involvement. Engaged employees are those who diligently pursue the organization's objectives with enthusiasm. An employer can attain employee engagement solely by providing an implicit contract. Global research indicates that more engaged employees can assist firms in attaining outcomes.

Measures of Employee Engagement

This study employs absorption and dedication as indicators in the sector under investigation.

Absorption

This conveys the sensation of satisfaction when engaging in work. Absorption denotes a state of entire concentration and happy immersion in one's task, characterized by a swift passage of time and difficulty in disengagement. This category of employee engagement emphasizes the work component. Schaufeli, Shimazu, Hakanen, Salanova, and De Witte (2017) assert that engaged employees maintain a vigorous and productive connection with their job activities and view themselves proficient in managing their work needs.

Dedication

This pertains to a profound engagement in one's profession, accompanied by feelings of importance, zeal, motivation, pride, and challenge. Motivated behaviors, such as diligent effort and optimal performance at work, exemplify a commitment to one's profession. Moreover, studies note that employee dedication is a more comprehensive term that includes more than mere job involvement. Dedication encompasses feelings of pride, optimism, inspiration, and challenge, while job engagement primarily relates to the psychological significance of the job in an employee's life (Mauno et al., 2007).

Empirical Review

Heterogeneity Management and Employee Engagement:

The cultural diversity management strategies and organizational performance in the food and beverage industries in Lagos State, Nigeria, were the subjects of a study by Ukachukwu and Iheriohanma (2022). Their stated goal was to measure productivity in businesses located in Lagos State. Four hundred (400) people from three major companies in Lagos's food and drink industry made up the study's population. The research included multiple regression, correlation analysis, and a descriptive survey using a structured questionnaire. With a statistical output of p-value (0.846) compared to (p<0.05), the study's results show a strong relationship between cultural diversity management and organizational success. According to Vorhauser-Smith (2022), this result shows that effective cultural diversity management strategies can boost organizational performance. According to the survey, cultural diversity presents firms and businesses with benefits and problems.

Moreover, many progressive businesses acknowledge the need to embrace diversity to utilise human resources to attain their objectives strategically. The study recommended that managers enhance employee interactions to foster a secure environment for workers to disclose their concerns. When their diversity management strategies prove ineffective, managers should be prepared to adjust some aspects of their organization's practices. They must first effectively communicate the vision of the change to the personnel. Moreover, managers should implement change management concepts to inform their decision-making during the change process.

Miebi (2022) investigated how manufacturing companies in Nigeria managed workforce diversity and how it affected their corporate performance. This research aimed to identify any correlation between effective workforce diversity management and financial performance. A total of 65 employees were included in the sample, with the population size of 200 employees determined using Taro-Yamen formulae. We employed a cross-sectional survey research design and utilized PPMC and SPSS as statistical instruments for data analysis. The SPSS output reveals a moderate and negligible correlation between assimilation and organizational creativity, with a p-value of 0.611, in contrast to a p-value of 0.005. This outcome indicates that assimilation serves as a method for managing diversity; however, further effort is necessary to enhance innovativeness inside the organization. The study indicates that assimilation, as a component that enriches cultural diversity, necessitates the development of an efficient assimilation plan. The research indicates that organizational managers should improve assimilation levels via communication to promote innovation among employees in the workplace. This study looks at cultural diversity

management techniques and their link with organizational performance in multinational firms. In contrast, Miebi's (2022) research examines the correlation between workforce diversity management and corporate performance. The study aligns with resource dependency theory, which examines the impact of external resources on an organization's performance.

Methodology

The research employed a cross-sectional survey design and stratified purposive and random sampling techniques. The research encompassed a target population of 464 managerial personnel from six statistically selected pertinent oil and gas firms in the South-South region. We statistically selected a sample size of 215 staff members. We gathered qualitative and quantitative data with a standardised questionnaire based on a 5-point Likert scale, verifying the validity and reliability of the data gathering methods. After data cleansing, we identified 208 valid copies of the questionnaire and formulated and tested hypotheses accordingly. Using a social science statistical software package, we used the Spearman Rank Order correlation coefficient at the 0.05 significant level to conduct descriptive and inferential research data analyses.

Table 1: Correlation between Inclusion and Dimensions of Employee Engagement

			Inclusion	Absorption	Dedication
Spearman's rho	Inclusion	Correlation Coefficient	1.000	.442**	.405'*
		Sig. (2-tailed)		.000	.000
		N	208	208	208
	Absorption	Correlation Coefficient	.442**	1.000	.536**
		Sig. (2-tailed)	.000		.000
		N	208	208	208
	Dedication	Correlation Coefficient	.405**	.536**	1.000
		Sig. (2-tailed)	.000	.000	
		N	208	208	208

** Correlation is significant at 0.05 level (2-tailed)

Source: SPSS output, 2024.

Inclusion and Employee Engagement: The examination of the correlation between inclusion and employee engagement indicates a substantial association between inclusion and absorption (rho = .442, P = 0.000), as well as a notable relationship between inclusion and dedication (rho = .405, P = 0.000). If the significance level is below 0.05, the research indicates a substantial correlation between inclusion and employee engagement metrics. The assumption here is that the null hypotheses can be accepted (P > 0.05) or rejected (P < 0.05) according to the decision criterion.

Table 2: Correlation between Communication and Dimensions of Employee Engagement

			Communication	Absorption	Dedication
Spearman's rho	**Communication**	Correlation Coefficient	1.000	.58*	.55*
		Sig. (2 tailed)		.000	.000
		N	206	206	206
	Absorption	Correlation Coefficient	.552*	1.000	.536*
		Sig. (2 tailed)	.000		.000
		N	206	206	206
	Dedication	Correlation Coefficient	.557*	.536*	1.000
		Sig. (2 tailed)	.000	.000	.
		N	206	206	206

** Correlation is significant at the 0.05 level (2-tailed)
Source: SPSS output, 2024

Communication and Absorption: The findings indicate a substantial correlation between communication and absorption (rho = -.562, P = 0.000), as well as between communication and dedication (rho = .557, P = 0.000). If the significance level is below 0.05, the research indicates a substantial correlation between communication and employee engagement metrics. This meets the requirement for accepting (P > 0.05) or rejecting (P < 0.05) the null hypotheses, which is used in conclusion-making.

Table 3: Correlation Between Leadership and Dimensions of Employee Engagement

			Leadership	Absorption	Dedication
Spearman's rho	**Communication**	Correlation Coefficient	1.000	.669*	.645*
		Sig. (2 tailed)		.000	.000
		N	208	208	208
	Absorption	Correlation Coefficient	.659*	1.000	.536*
		Sig. (2 tailed)	.000		.000
		N	206	206	206
	Dedication	Correlation Coefficient	.645*	.536*	1.000
		Sig. (2 tailed)	.000	.000	.
		N	206	206	206

** Correlation is significant at the 0.05level (2taialed)
Source: SPSS output, 2024

Leadership and Absorption: Statistical analysis reveals a strong correlation between leadership and absorption (rho= -.669 and P = 0.000) and dedication (rho=.645 and P = 0.000). The data indicates a substantial correlation between leadership and employee engagement metrics (P < 0.05). When P is more significant than 0.05 or less than 0.05, the null hypotheses are accepted or rejected according to the decision criteria.

Table 4: Correlation Between Organizational Technology as the Moderating Variables between Heterogeneity and Engagement

			Heterogeneity	Engagement	Tech.
None	**Heterogeneity**	Correlation Coefficient	1.000	.729	.656
		Sig. (2 tailed)		.000	.000
		Dif	0	201	201
	Engagement	Correlation Coefficient	.729	1.000	.924
		Sig. (2 tailed)	.000		.000
		Df	201	0	201
	Tech	Correlation Coefficient	668	.924	1.000
		Sig. (2 tailed)	0	.000	
		Df	201	201	0
Tech	**Heterogeneity**	Correlation Coefficient	1.00	.393	
		Sig. (2 tailed)		.000	
		Df	201	200	0
	Engagement	Correlation Coefficient	.393	1.000	
		Sig. (2 tailed)	.000		
		Df	200	0	0

**: Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output 2024.

Organizational Technology and Heterogeneity: There is strong evidence for moderation, as seen in Table 4.9. Evidence demonstrates a correlation between South-South Nigerian multinational corporations.729 (P < 0.05) indicates a strong connection between organisational technology and the relationship between cultural diversity management techniques and employee engagement. Because of this finding, the null hypotheses indicating no meaningful link are rejected.

Summary of Findings

An overview of the study's conclusions is as follows:

1.   Researchers found that MNCs in Southern Nigeria considerably improved employee engagement after implementing heterogeneity management measures.

2.   For MNCs in Southern Nigeria, inclusion is crucial to a highly engaged workforce.

3.   In southern Nigeria, communication is significant in how engaged employees are with their jobs in multinational corporations.

4.   Leaders have a significant impact on workers' investments in South-South Nigerian multinationals.

5.   Within multinational corporations in South-South Nigeria, organisational technology moderates the relationship between heterogeneity management strategies and employee engagement.

Conclusion

The following conclusions were drawn from the study:

1.   Multinational corporations in South-South Nigeria can benefit from inclusion practices in two ways: first, it strengthens their relationships with coworkers, and second, it gives them the vital support they need to raise their awareness and, ultimately, boost the company's performance.

2.   Communication influences the level of correspondence between groups within the company and the characteristics of workplace relationships, contributing to employee engagement in South-South Nigerian multinational enterprises.

3. In multinational companies in southern Nigeria, leadership is crucial for acknowledging and involving different groups inside the organization, affecting employee engagement.

4. Organizational technology enhances the features of heterogeneity management strategies and amplifies its impact on the employee engagement of multinational companies in South-South Nigeria.

Recommendations

Following are some suggestions made possible by the study's findings:

1. Organisations should establish rules and processes that promote workplace diversity and inclusion to foster shared understanding and commitment to core values.

2. The purpose of well-defined, adaptable, reflexive, and organised processes and methods for communication is to facilitate the alignment of individual objectives with organisational objectives.

3. Leadership should be a focus in policies and programs so that employees are encouraged to work together productively.

The organisation should prioritise technology to help employees with orientation and integration, regardless of their cultural or national background. Workplace ethics should emphasize the organization's principles, standards, and expectations.

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