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Article

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WORKPLACE DIVERSITY TRAINING AND EMPLOYEE ENGAGEMENT IN THE OIL AND GAS INDUSTRY IN NIGERIA

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Abstract

The study examined the relationship between workplace diversity training and employee engagement. The objectives of the study were to determine the relationship between diversity training, targeted internship and inclusive mentorship programmes and employee engagement. This study adopted a survey research instrument through the administration of questionnaires to 318 staff of Shell Petroleum Development Company (SPDC), now known as Renaissance Africa Energy Company, in their Swamp locations in Delta and Bayelsa States of South-South Nigeria. The data for the study were analyzed using descriptive statistics, Pearson correlation analysis and multiple regression technique. The outcome of the study showed that diversity training has a significant negative relationship with employee engagement at p-value < 0.05 level of significance, targeted internship programme has a significant positive relationship with employee engagement at p-value < 0.05 level of significance, and inclusive mentorship programme has no significant positive relationship with employee engagement at p-value > 0.05. The study recommended that management of Renaissance Africa Energy Company should adopt diversity training as element of employee development because of the influence it has on employee engagement and also targeted internship programme as a vital workplace diversity training parameter that would strongly improve on employee engagement.

Keywords: Diversity Training, Employee Engagement, Inclusive Mentorship Programme, Targeted Internship Programme, Workplace Diversity.

Introduction

Globalization has made it morally and legally necessary for managers of organizations to imbibe and incorporate a culture of diversity and inclusion in their various work settings. This is only achievable through deliberate effort in training workforce to understand the value of collaboration in achieving organizational goals and objectives (Seliverstova & Pierog,

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2021). Unless employees are trained in achieving workplace synergy despite diversity, organisations may be unnecessarily exposed to crisis prone work environment and become incapable of competing favorably in its local and foreign market. Similarly, multinational organizations who fail to demonstrate effective diversity management may head for a very challenging business adventures (Deari, et al, 2008). Across the world, there is increasing number of racial and minority migrants. The Office Immigration, Refugees and Citizenship Canada (IRCC) alone recorded over 1,270,000 immigrants between 2022 and 2024 (IRCC, 2024). This trend cuts across many other Western nations. With growing consciousness of human rights, and as these migrants occupy major and sensitive positions among the workforce across many nations; managing diversity through training becomes a critical aspect of corporate management philosophy globally. However, getting people from different background to work in harmony with common purpose is a herculean task, but can also present opportunities for competitive advantage through rich availability of different skills, methods and strategies of doing things (Cletus, et al., 2018).

Training provides opportunity for learning, and this becomes a very important organisational requirement, particularly due to demographic changes in the global workforce and different interests of expanding stakeholders of a growing organisation. The advancement of any economy is directly related to increase in collective corporate performance and effectiveness through efficient and effective workforce which can be achieved by workplace diversity training. Training and awareness campaign, proper understanding of diversity can be achieved to create a work environment where diversity does not constitute any hindrance to work process (Nyakuma et al, 2016). When an organisation effectively manages the issues that could impact negatively on employee productivity and create a positive and ebullient work environment, it increases its chances of competitive advantage, growth and stability (Emma, 2018). The key to this is effective workplace diversity and employee engagement because the significant growth and development of nearly all the developed countries of the world have showed that people are the driving force and the most important factor in both corporate and national growth and development. Besides, where diversity issues are not properly managed, it could generate frictions within an organisation and produce a work situation that lacks synergy (Alnuami, 2022). Goel (2018) studied different issues relating to workplace diversity and employee engagement and drew a general conclusion across organisations concerning the benefits and challenges but this study seeks to narrow the scope to a particular industry – oil and gas, in the sense that the peculiarity of work environment could differently influence the impact of workplace diversity. Training is therefore vital to bridging the gap between workplace diversity and employee engagement. Having noted that oil and gas business characteristically attract a complex network of employees, some studies (Yakoob, et al, 2018; Azila-Gbettor, et al, 2022 and Ali & Swart, 2023) did not clearly establish the strategic impact of internship in managing workplace diversity, hence this study attempts to close the gap by the introduction of targeted internship and inclusive mentorship programme. However, the overall rationale behind this study is to investigate the relationship between workplace diversity training and employee engagement.

Literature Review and Hypotheses Development

Concept and Importance of Employee Engagement: Managers have a responsibility to build productive workforce and productivity and effectiveness of any organisation largely depend on workplace synergy and collaboration. In the same vein, engaged employees are more

effective in team work and team bonding. Awan and Aslam (2019) defined employee engagement as a consistent positive, fulfilling connection a worker has with his job that is demonstrated by commitment, organizational citizenship, and unrelenting resolve to deliver at his best. Wesley and Krishnan (2013) connected employee engagement with retention of competent workers and elimination of labour turnover in that engaged employees hardly leave their job because they see it as part of their source of happiness. When organisation has high capacity to retain competent employees with work enthusiasm, organisational sustainability is enhanced, efficiency is improved and sustained to position the organisation for market leadership in the industry it operates even at odd times (Ojo, et al., 2021). It is in consideration of the importance of employee engagement that modern management philosophy places emphasis on human resource factors in achieving targets and maintaining market share. But it is doubtful if employee engagement is achievable in a diverse workforce that is not properly managed, considering the enormity of diversity and its implication in the Nigerian oil and gas sector and by extension, other business settings in the Nigerian economy. It is this line of thought that makes (Kumar, 2021) to state that employee engagement is a performance construct and behaviour in the sense that behaviour in relation to other is an integral aspect of achieving work synergy amidst diversity at workplace.

Many organisations recognise the fact that employees are tangible assets and determine both the growth and survival of business; and emerging global business sustainability strategies include strengthening and enhancing employee engagement to establish competitive advantage besides other benefits (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). Employee engagement has been identified to affect retention, commitment and productivity of employees, including corporate image and overall value of organisation's stakeholders and modern managers take this into consideration and make frantic effort to create enabling environment for achieving effective organisational performance through employee engagement (Gouda & Tiwari, 2022). It is important for organisations to prioritise employee engagement because it is a sure path to increased productivity, sustained customer satisfaction, high employee retention rate, promotion of better brand building and development, boosting of bottom line, attraction of good talent to the organisation, decreasing absenteeism and improving overall profitability and growth of business (Aboramadan et al, 2020). Leading a team of workers who are committed and connected to their work is the dream of every manager. That is, managers want a team of engaged employees and when this is achieved, teams grow from being good to being great, challenges are converted to opportunities and remarkable achievements are made because people give it their all in driving organisational goals and objectives (Abdulrahman & Taqi 2020; Olatunji & Ibrahim, 2019). Employee engagement has a comprehensive influence on the future growth, stability and sustainability of any organisation, considering the following importance of this vital factor in the running of an organisation:

- i. Effective team performance is not only individual employees that benefit from employee engagement, it also benefits the team because engaged employees rate higher in performance and when they work together as a team, the results are outstanding. Besides, morale at workplace is contagious which makes a team member surrounded by engaged peers to push for better performance. In essence, individual engagement can propel team engagement and individual performance also can generate improved team performance (Gouda & Tiwari 2022).

- ii. Greater employee productivity suggests that engaged employees are more efficient and committed to quality work because they have a sense of personal investment in their job. It also matters to them how the outcome would be. They align with business goals and objectives and feel accountable for their individual contribution and this leads to better productivity and returns to business (Putra, Sapta & Suardhika, 2021)
- iii. Actualisation of team objectives is achieved when it comes to meeting or achieving tasks and targets. Employee engagement plays a vital role in a team's success and effectiveness. A manager who focuses on the goal of his team without paying attention to employee engagement side of it may not achieve its aim. Engaged employees are more motivated to work towards the actualisation of common objectives and team members that are aligned with goals and objectives feel more engaged (Jnaneswar & Ranjit, 2023).
- iv. Reduces stress at workplace – both engaged and disengaged staff are prone to workplace stress but the difference lies on how this is perceived by the individual employee. For an engaged employee, workplace stress is easier to manage and can be converted to source of motivation. Managing stress at work is not a challenge for an engaged employee because they can easily access support and have better self awareness to detect when their stress level passes healthy threshold (Knotts & Houghton, 2021).
- v. Prevention of risk of burnout – often times, many employees face the risk of physical, mental and emotional exhaustion because of the absence or little of work systems that engender employee engagement but this negative work condition can be prevented when managers consciously create work environment that promotes employee engagement. When employees are collectively engaged, work nearly almost becomes pleasure and opportunity for exciting experience. Burnout is an unpleasant experience for any employee and the role of engagement in preventing it needs emphasis (Sepahvand & Khodashahri, 2021).
- vi. Lower employee absenteeism – absenteeism is a common unethical feature in Nigeria public service because of job dissatisfaction, economic stress and other factors that make the work environment psychologically straining and when workloads are becoming overwhelming, it impacts negatively on work-life balance. However, managers can improve on employee engagement by fostering a motivating environment that prioritises employee well-being and in the process generate employees who have enthusiasm and excitement to show for work. It is very unlikely and practically not workable to match engagement with absenteeism (Madu & Abbo, 2023).
- vii. Higher employee retention and lower turnover rates – for some employees, interest is more important than financial rewards. Engaged worker is one who is interested in his job. Building a high performing team requires getting employees to have a sense of organisational citizenship through engagement; and long standing employees are assets to an organisation that can increase efficiency and productivity through knowledge, experience and training. For an organisation to sustain retention of such employees, engagement is a critical factor (Riyanto & Novita, 2021).

Diversity Training and Employee Engagement

Managing diversity is a critical aspect of corporate management philosophy. This is because getting people from different background to work in harmony with common purpose is a herculean task. It can also present opportunities for competitive advantage through rich

availability of different skills, methods and strategies of doing things. Training does not only provide relevant information, but also creates the basis for readjustment of views and development of better ideas (Fredette & Bernstein, 2019). Effective workplace diversity training programme is a critical concern for the survival of the 21st century business. The concept of diversity brings to limelight the need to respect and accept the different attributes, values and world view. Competency training is the ability of employees as well as their employers to participate actively, effectively and ethically in professional and personal intercultural environment (Bans-Akutey, et al., 2022). A trained employee in cross-culture understands employee values and also the implication of showing regard and respect for the cultural values of others. Thus, there is a link between training and employee engagement because a trained employee is better equipped for effective workplace interpersonal relationship, good communication style which enhances productive collaboration and achievement of organisational goals and objectives (Dale-Olsen & Finseraas, 2020). Manukaji, et al. (2019) used ex post-facto research design to assess the effect of human-resources development on performance in Nigeria measured by return on asset (ROA) covering the period of 2014 to 2018. The descriptive-statistics, correlation test and ordinary least-square estimation technique was used to analyse the data. The training and development cost exhibit a significant effect on performance. Based on the review of literature, the study hypothesis is proposed as: There is a significant relationship between diversity training and employee engagement in the Oil Gas industry in Nigeria

Targeted Internship Programme and Employee Engagement

Many organisations are aware of the internship programmes and it is important that managers key into this timely in the process of building a team that would provide the desired results of the organisation in which they are hired. Internship provides valuable employees and skillful job applicants to prospective organisations. In managing workplace diversity, it is important for managers to target internship programmes that equip employees with training during their course programmes and therefore save their companies training and development costs by providing already trained targeted employees. This is why it is important to give appropriate attention to internship programme to meet the needs of ever increasing competitive job market in a globalised world (Mor-Barak, Luria & Brimhall, 2021). In coping with the challenges of work environment, interns have been adjudged to do better and grow faster in job performance (Cao, Lee & Waung, 2023). Internship provides the platform for potential employees to acquire skills that are not obtainable in the classroom environment and gives employers the opportunity to recruit at low cost and possibly pay less for labour (Ali & Swart, 2023). Interns acquire interpersonal skills, professionalism, team-working experience and other on the job training (OJT) experiences that speed up productivity and efficiency. Interns are better prepared to cope with the challenges of workplace diversity when they are targeted for such training as a part of the total package of their job demand.

Learning by doing which internship entails helps to build self-confidence, capacity and resourceful experience (Chong & Yazdani, 2020). Trained contributors (interns) are best to recognize opportunities in the organisation and industry, thereby willingly picking area of interest where they can function effectively and be engaged (Teekens, et al., 2021). When an organisation is deliberate in this approach to target internship for a well-defined purpose, employee engagement can be achieved. Yaakob, et al. (2018) carried a survey on the effect of internship on job performance by assessing students' perception, using primary data of

526 samples of students that have completed the internship course at Politeknik Ungku Omar (PUO). The result of the analysis indicated that knowledge and experience obtained during internship has positive effects on graduates on their job performance. Ali and Swart (2023) studied the dynamics of individual's commitment in internship context. Data was collected through structured interviews from 20 interns in the UK in three professional service firms. Findings revealed that the decision of an individual intern to maintain commitment is influenced by long term employment goals. Based on the review of literature, the study hypothesis is proposed as: There is a significant relationship between targeted internship programme and employee engagement in the Oil Gas industry in Nigeria.

Inclusive Mentorship Programme and Employee Engagement

In character formation, most human beings are essentially a product of nurturing through various forms of education, both formal and informal. Mentorship creates room for character formation for a particular purpose and this can become a very useful tool in achieving diversity and inclusiveness in the workplace. One key way to sustain efficiency and effectiveness in an organisation is mentorship. People in organisation must be groomed to be good ambassadors of the firm, and when it comes to workplace diversity and employee engagement, mentorship provides learning, unlearning and relearning process to bring out the best in people (Khelifa & Mahdjoub, 2022). Initiating a mentoring plan within an organisation gives mentees a clear direction of career through internal recruitment, and prevents attrition of talented employees in an organisation. Inclusive mentoring gives employees a sense of organisational citizenship, career direction and prospects which can lead to employee engagement (Mor-Barak, et al., 2021). Inclusive mentorship programme builds confidence, professional, technical and management skills. It provides a platform for aligning employee's career prospects with organisational goals, when this is achieved, employee engagement becomes a natural outcome (Delgado-Piña, et al., 2020). Thus, inclusive mentorship must continue to be in the planning, thinking and discussion of modern managers in order to achieve employee engagement in workplace diversity (Roberson, 2020). Graham, et al. (2023) conducted a study on inclusive talent management philosophy, talent management practices and employees' outcomes. The study used structural equation modelling to analyse data collected through questionnaire-based survey from 373 employees and 65 managers. Their findings established that inclusive philosophy and practices have positive relationship with employee's job satisfaction and performance which can lead to reduced employee turnover.

Molla and Shawlin (2023) examined the role of leaders in integrating diversity and inclusion within an organisation. Applying qualitative research design, data were collected from leaders in various organisations in Sweden using thematic analysis to explore the perceptions, experiences and practices of leaders in integrating diversity and inclusion in their organisations. Findings suggest that leaders, through mentorship and other practices play critical role in shaping organisational culture and practices that are connected to diversity and inclusion. Onyia, et al. (2019) studied the nexus between mentoring dimensions and organisational commitment of academic staff in selected private universities in South-West Nigeria. Using the data collected from 315 respondents including interviews of senior academic staff, the data analysis with multiple correlations and regression revealed that mentoring has a significant positive effect on employee's organisational commitment and engagement. Based on the review of literature, the study hypothesis is proposed as:

There is a significant relationship between inclusive mentorship programme and employee engagement in the Oil Gas industry in Nigeria.

Theoretical Review

Social Exchange Theory: Homans (1961), Emerson (1962, '72) and Blau (1964) were the earliest writers about the social exchange theory. The philosophical inspiration for their writings was drawn from the orientations they derived from utilitarianism which approves of any action that is in favour of majority regardless of the implications to the minority. For Homans (1961), his emphasis was the dominant behaviour of actors within group interaction, and to understand the processes of social behaviour from bottom to top. Homans described social exchange as the exchange of activity, whether tangible or intangible which is rewarding more or less between two or more persons. Cost is therefore the main element of social actors, in which case, behaviour is a function of the expected reward, whether the reward is coming from human or nonhuman environment or other people. Emerson (1972) ultimately developed a psychological basis for exchange which was on the principle of reinforcement. Homans established a relationship between social organization and the nature of social interaction showing how X's behaviour reinforced Y's behaviour and vice versa. Values are therefore determined by an actor's history of reinforcement. Homans focus was the social behaviour that results from social processes of reinforcement. Therefore, where there is no reinforcement, social relations can terminate. The work of Homans was mainly about dyadic exchange in social relation which was based on rewards and punishment.

Managers are therefore obliged to create a social system of reinforcement of rewardable behaviour in managing workplace diversity. In training to manage workplace diversity it is expedient also to package the curriculum to emphasize the importance of good interpersonal relationship which creates mutual benefit both in skill development, competence and capacity. In managing workplace diversity with application of this theory, it is expected of managers to propose behaviour patterns that attract reward in order to prevent the possible negative vices that emanate from workplace diversity and this can be achieved through training for appropriate workplace behaviour by mentorship or otherwise. This approach matches what Homans described as the stimulus proposition – the proposition that a behaviour that was rewarded will be repeated in similar situation. The second proposition is that the more valuable the reward of a behaviour to an actor, the more chances that the action will be repeatedly performed and placed in high premium. The third proposition which is the deprivation-satiation proposition implies that the more often a person has recently received a certain compensation for a behaviour or action, the less valuable an additional unit of that compensation. And also that an individual or individuals will respond emotionally to different reward situations. These propositions were aimed at predetermining the behaviour of individuals in different situations and circumstances. In managing workplace diversity, managers and organizations are able to create social and rewards designs to be able to predict individual behaviour and applicable management system.

Methodology

Research Design: The Survey Research Design was used for this study, whereby information were collected from Shell Petroleum Development Company (Renaissance Africa Energy

Company), West Asset, through the conduct of interview and administration of questionnaire to staff and collection of some classified information. SPDC (Renaissance) operations cut across Nigeria’s Niger-Delta area and some parts of East and West. However, the entire intermediate and junior staff of the organization, Northern and Southern Swamps/offshore locations which are about 1540 workers (Personnel on board (POB) data records, 2023) formed the population of this study. This workforce consists of direct and contractor staff of the company, both local and expatriates, and they are made up of highly qualified and trained individuals with vast array of experiences that cut across the various functional lines of oil and gas production, which include operations (flow station and well head), instrumentation, mechanical, electrical and logistics. These employees, particularly the population of study, are grouped into two categories of intermediate staff (60%), junior staff (40%) in each location, and spread into production/operations, maintenance, logistics and security for the purpose of this study. However, the descriptive statistics, Pearson correlation matrix and multiple regressions were used in the analysis of the data collated for this study.

Table 3.1: Population and Sample Size distribution of SPDC employees of each location

S/N	Name of Location	Population Size	Administered	State of Location
1	Otumara Flow Station and Gas Plant	217	45	Delta
2	Forcados Terminal and Crude Loading Platform	350	72	Delta
3	Escravos Flow Station and Natural Gas Plant	95	20	Delta
4	North and South Bank Flow Station	135	28	Delta
5	Opukushi Flow Station	150	31	Bayelsa
6	Benesede Flow Station	103	21	Bayelsa
7	Ogbotobo Flow Staton	95	21	Bayelsa
8	Tunu Flow Station and Gas Plant	315	65	Bayelsa
9	Yokri Flow Station	80	17	Bayelsa
Total population and sample size		1540	320	

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

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

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

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

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

$$n = \underline{318}$$

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

$$R = n/N \times n2 \dots\dots\dots (3.1)$$

Where:

R = number of respondents from each location

n = sample size

N = total population

n_2 = population of each location

Model Specification

The study employed a Multiple Regression Model (MRM) to test the formulated hypotheses. A MRM is one that seeks to elucidate change in the value of one variable called the dependent variable on the basis of changes in other variables known as the independent or explanatory variables. The model is broken down in equation 3.2 to 3.3 as represented below:

The functional model is re-written as:

$$EEG = f(DTR, TIP, IMP) \dots\dots\dots (3.2)$$

The econometric model with an error term was represented in equation 3.3 below;

$$EEG = \beta_0 + \beta_1 DTR + \beta_2 TIP + \beta_3 IMP + e_t \dots\dots\dots (3.3)$$

Where;

EEG = Employee engagement

DTR= Diversity training

TIP = Targeted internship programme

IMP = Inclusive mentorship programme

β_0 = Constant

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

e_t = The error term

The hypothetical signs of the variables as specified are:

$$\beta_1, \beta_2, \beta_3 > 0.$$

Research Instrument

This work sampled staff of Renaissance, West, Swamp I and II locations, who are well trained professionals and considered appropriate to elicit reliable information from them through the questionnaire. The questionnaire consisted of items made up of multiple choice responses using likert-type questions which are very suitable for measuring attitude towards objects or for obtaining respondents evaluation of a phenomenon. The sample size was 318 staff working in Renaissance Africa Energy Company. The questionnaire was adapted from the work of Ohiorenoya and Uwadiae (2016). It contains 9 questions for measuring the independent variable and its disaggregated elements and 4 measuring the dependent variable. The five point likert-scale questions (5= strongly agree to 1= strongly disagree) were used and are believed to be very suitable for measuring attitude and evaluation of a phenomenon. Reliability is explained as the quality of the evaluation process in establishing the consistency of the construct items. The reliability of the research instrument in this study was established for every objective in order to know if each of them will produce consistent results. The Cronbach Alpha coefficient value exceeding 0.70 was achieved and thus considered to be reliable and measures the desired values between the construct items.

Data Presentation and Analyses of Results

The presentation and analysis of the data in this study was guided by the research objectives. Out of 320 copies of the questionnaire administered, 288 were retrieved. The 288 copies of the questionnaire were found usable and accounted for 90.6% of the questionnaire administered. Firstly, the demographic characteristics of the respondents which include gender, age, marital status, qualification, and years of experience, department, position and flow station were presented and discussed. This is followed by the description of dependent

variable (employee engagement) and the independent variables (diversity training, targeted internship and inclusive mentorship programme).

Descriptive Statistics

The descriptive statistics result was presented in Table 1 below.

Table 1: Descriptive Statistics Result

PARAMETER	N	Minimum	Maximum	Mean	Std. Deviation
EEG	288	1.00	5.00	3.8299	.85539
DTR	283	1.00	5.00	3.5059	.75635
TIP	288	1.33	5.00	4.0382	.79420
IMP	288	1.00	5.00	4.0833	.81697
Valid N (listwise)	283				

Source: SPSS 21.0 Output (2025).

The result in Table 1 above showed that employee engagement (EEG) has a mean value of 3.8299 with a corresponding standard deviation value of 0.8554. Diversity training (DTR) has a mean value of 3.5059 with a corresponding standard deviation value of 0.7563. Targeted internship programme (TIP) has a mean value of 4.0382 with a corresponding standard deviation value of 0.7942 and inclusive mentorship programme (IMP) has a mean value of 4.0833 with a corresponding standard deviation value of 0.8169.

Correlation Analysis

The correlation result is shown in Table 2 below.

Table 2: Correlation Matrix Result

	EEG	DTR	TIP	IMP
EEG	1.000			
DTR	-0.180**	1.000		
TIP	0.284**	-0.063	1.000	
IMP	0.237**	-0.025	0.645**	1.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 21.0 Output (2025).

Table 2 above indicates that diversity training (DTR) has a value of -0.180. This indicates that cross-cultural diversity training is negatively and moderately correlated with employee engagement (EEG) whereas Targeted internship programme (TIP) has a value of 0.284. This implies that targeted internship programme is positively but moderately correlated with employee engagement (EEG). Inclusive mentorship programme (IMP) has a value of 0.237. This implies that inclusive mentorship programme is positively and moderately correlated with employee engagement (EEG). A careful examination of the correlation coefficients, none of independent variable was perfectly correlated. This implies that there is absence of multicollinearity in the variables.

Table 3: Multiple Regression Results

Variable	Coefficient	t-test	P-value
C	3.168	8.681	.000
DTR	-0.187	-2.915	.004
TIP	0.228	2.879	.004
IMP	0.098	1.270	.205
R-squared	0.110		
Adjusted R-squared	0.101		
F-statistic	11.52		
Prob(F-statistic)	0.000		

Durbin-Watson	1.843
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Source: SPSS 21.0 Output (2025)

It is observed from Table 3 above that R^2 value of 0.110 implies that 11% of the variation in the dependent variable is explained by the independence variables. This is supported by the adjusted R^2 of 0.101. The F-statistic value of 11.52 with probability value (0.000) < 0.05 showed that the multiple regression fitted is valid, reliable, appropriate and acceptable for examining the relationship between the dependent and independent variables. In order to check for the presence of autocorrelation in the model, Durbin-Watson statistics is employed. Durbin-Watson statistics value of 1.843 in shows that the variables in the model are not auto-correlated. However, this is ignored in this study due to the nature of data employed. Specifically, diversity training (DTT) has a negative coefficient value of -0.187, t-value of -2.915 and p-value of 0.004 which is statistically significant at 1% level of significance. This implies that diversity training has a significant negative relationship with employee engagement (EEG). It therefore implies that diversity training has adversely influence employee engagement. Targeted internship programme (TIP) has a positive coefficient value of 0.228, t-value of 2.879 and p-value of 0.004 which is statistically significant at 1% level of significance. This indicates that targeted internship programme has a significant positive relationship with employee engagement (EEG). This means that targeted internship programme would strongly influence employee engagement. Inclusive mentorship programme (IMP) has a positive coefficient value of 0.098, t-value of 1.270 and p-value of 0.205 which is statistically not significant as p-value > 0.05 level of significance. This implies that inclusive mentorship programme has no significant effect on employee engagement (EEG) at p-value > 0.05. Inclusive mentorship programme would improve employee engagement.

Discussion of Findings

The results show that diversity training has a significant negative relationship with employee engagement. The result is in agreement with the finding of Manukaji, et al. (2019) that training and development cost exhibit a significant effect on performance. Targeted internship programme has a significant positive relationship with employee engagement. The result is in agreement with the finding of Yaakob, et al. (2018) that internship has positive effects on graduates on their job performance. Inclusive mentorship programme has no significant relationship with employee engagement. The result is in disagreement with the finding of Graham, et al. (2023) that inclusive philosophy and practices have positive relationship with employee's job satisfaction and performance. The finding of Onyia, et al. (2019) disagreed with the result that mentoring has significant positive effects on employee's organisational commitment and engagement.

Conclusion and Recommendations

The study investigated the relationship between workplace diversity training and employee engagement. Employee engagement suggests a positive, fulfilling connection a worker has with his job that is characterised by commitment, vigour, dedication, and unrelenting enthusiasm; and diversity as a key element in business success are so obvious because a complex and diverse workforce and business environment require a corresponding diverse technical skill and expertise in an attempt to fulfill business obligations and achieve goals and objectives. The outcome of the study showed that diversity training has a significant negative relationship with employee engagement at p-value < 0.05 level of significance,

targeted internship programme has a significant positive relationship with employee engagement at p-value < 0.05 level of significance, and inclusive mentorship programme has no significant relationship with employee engagement at p-value > 0.05.

Policy Recommendations and Implication

From the empirical findings, we therefore recommend that:

- i. Management of Shell Petroleum Development Company should consider diversity training as integral part of employee development because of the influence it has on employee engagement.
- ii. Strategic and policy makers of Shell Petroleum Development Company should strongly embrace targeted internship programme as a variable of workplace diversity training that positively influences employee engagement.
- iii. Since inclusive mentorship programme is positive, management of Shell Petroleum Development Company should consider the programme a laudable one for the purpose of enhancing employee engagement in the future.

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