

Effect of Diversity Management on Organizational Citizenship Behaviour: The Moderating Role of Perceived Organisational Justice

¹Danladi Bala, ²Nocha Danlami Gajere, ³Emmanuel Adamu Ali &
⁴Muhammad Musa Abubakar

^{1,2}Department of Business Administration, Federal University Wukari Taraba State

³Department of Business Administration, Ahmadu Bello University, Zaria

⁴Department of Business Administration, Yobe State University Damaturu.

Corresponding Email: baladanladi95@gmail.com Tel: +2348032237746.

Abstract

Record has established that there is issue of organisational citizenship behaviour in public health service sector in Taraba State which has affected the functionality of the sector. It is on this note that this study examined the moderating role of perceived organisational justice on the relationship between diversity management and organisational citizenship behavior in public hospital. The study used cross sectional research design and the instrument for collecting data is via questionnaires with the help of research assistants, the population of the study is 1900 and the actual sample for data analysis is 315. The result of the analysis has proven that, individual diversity management has no significant effect on employee organisational citizenship behavior both on direct and on an interacting relationship. However, organisation diversity management has a positive and significant effect on citizenship behaviour both on direct and indirect relationship respectively. Base on the findings of the study it was recommended that management and stakeholders of public health care sector should take both individual and organisation diversity into due consideration at all levels of health sector, so as to motivate employee of this sector to engage on positive behavior such as organisational citizenship behavior which will in turn improve the performance of this sector as a whole.

Keywords: Organizational citizenship Behaviour, individual diversity, organization diversity, organisational justice

1. Introduction

Organizational citizenship behaviour is an essential component of workplace achievement. Among many variables that may influence an employee's organizational citizenship behaviour, diversity management work place and the types of treatment employees are receiving from the management on the bases of their differences, has a significant effect on the kinds of behaviour employee will likely exhibit for the achievement of the organizations' vision and missions statement. Organizational citizenship behaviour is a vital factor in the functioning of the company as a whole. Management of diversity in the workplace plays a significant role as noted by Alwi, Wiyono, Bafadal and Imron (2021); Andrew

(2021); Nurjanah, Pebianti and Handaru (2020). The human health sector which is part of the service sector contributed over 3.61% percent to Nigeria's real GDP in 2019 as recorded in National Bureau of Statistics (2021). This establishes how important the health sector contributes to the Nigeria's economy.

Subsequently, as noted in the study of Zhuwao, Ngirande, Ndlovu and Setati (2019) the realization of this objectives of the health sector is declining and threatening. In the study of Tamunomiebi and John-Eke (2020), one of the significant factors responsible for this decline in the organisational citizenship behaviour of health services of employees may be attributed to the treatment and recruitment policy employee receives from the management in times of diversity management strategy put in place by the managers of this health services provider. This is also evident by the recent remark made by the honourable minister for health, who expressed his shock over this decline in citizenship behaviour as it affects the overall performance of the sector. In addition, the contribution of these health sectors went down to 3.05% in the year 2020. This, of course has shown a decline in the organisational citizenship behaviour of Human Health employee and Social Services sector respectively.

However, diversity management is one of the prerequisites for organizational citizenship behaviour, according to Jehanzeb and Mohanty (2020); Brieger, Francoeur, Welzel and Ben-Amar (2019); Tamunomiebi and John-Eke (2020). The total diversity management in an organization is conceptualized for the sake of this study as "having two dimensions" in according to the studies of Mohamed, Hiba and Rami (2020); Zaman, Nawaz, Anjam, Anwar and Siddique (2021). The first is the personal dimension or an individual's diversity, which has to do with biases and xenophobia toward coworkers in the organization, as well as employees who are different from others in terms of age, religion, ethnicity/race, income level, etc, and which can influence how one feels and acts toward others in the organization, the second crucial component of diversity management is organizational or management diversity.

Organisational diversity according to Tamunomiebi *et al.* (2020) has to do with management's policies, strategies, and recruitment practices that specifically affect women and underrepresented groups, such as discrimination or preferential treatment in hiring and promotion procedures. According to them, these regulations could have an impact on how fairly certain groups are treated inside organizations, how resources are distributed, and who has access to power. These two

organizational dimensions resemble what Cox (1994) referred to as the individual-level among organizational-level elements, which are crucial building blocks in determining the organizational diversity climate, according to Mousa, Massoud and Ayoubi (2020). In this study, the influence of these two perceptions of diversity on organizational citizenship conduct and perceived organizational justice were studied as a moderator.

The study is established on the claim that, despite the possibility that employees are content with their jobs due to perceptions of diversity management, it is unlikely that their contentment will translate into organizational citizenship behaviour toward their employer, barring the application of equity theory. As a result, the fundamental contribution of this study is to examine how perceived organizational justice influences the link between diversity management techniques on organizational citizenship behaviour. This variable was chosen as the moderator because, as stated by e.g Gan and Yusof (2018); Mousa and Puhakka (2019), the link between diversity management and organizational citizenship behaviour was weak and inconsistent findings were found on the finding of past studies. To the best of the researcher knowledge this study is the first to address perceived organisational justice as a moderator in the relationship between diversity management and citizenship behaviour. Thus, the study contributes to the literature in human resource management practice in the context of developing countries like Nigeria.

Based on the stated objectives, the following research hypotheses formulated in null form is established

H₀₁: Individual diversity management has no significant effect on organisational citizenship behaviour.

H₀₂: Organisational diversity management has no significant effect on organisational citizenship behaviour

H₀₃: Perceived organisational justice does not significantly moderate the relationship between individual diversity management and organisational citizenship Behaviour.

H₀₄: Perceived organisational justice does not significantly moderate the relationship between organisational diversity management and citizenship Behaviour.

This study adds to the body of literature and knowledge by proposing a regulated method to deepen awareness of the connection by taking perceived organizational justice as a moderator on the relationship between diversity and organisational citizenship behaviour in this study.

2. Literature Review

Conceptual Review

1. Organisational Citizenship Behaviour

The origins of organizational citizenship behaviour (OCB) is connected to the research work by Tamunomiebi and Onah (2019); Zohra, Naas, Karima and Saba and Eshag (2023), these authors further argued that organizations need workers who will go above and beyond the call of duties as noted by them. These OCBs are typically understood to be workers' discretionary actions as stated in the work of Anderson and Williams (1991). According to Wijayanti and Ismi Rajiani (2023) is an individual conduct that is free (discretionary), behaviour that does not directly and overtly result in a reward from the formal incentive system of the organisation, and this behaviour taken together, promotes the efficacy of organizational activities. Similar to this, citizenship is a behaviour that falls outside the purview of job duties and any contracts that employees have signed outlining their responsibilities and obligations in the organisation. In the view of Organ (1988) defined organisational citizenship behaviour as discretionary behaviour which is not officially documented in the organisation's reward system, but overall enhances the effectiveness of the organisation. According to Nurjanah, Pebianti and Handaru (2020) citizenship behaviour improves organizational efficiency. Again, in the work of Nasurdin *et al.* (2013), organizational citizenship behaviour refers to extra work-related behaviour that go above and beyond those that are included in job descriptions or evaluated formally.

2. Diversity Management

In order to replace the stereotyped character with affirmative action and equal employment opportunity policies for all employee, diversity management, which has its roots in North America, has been adopted. Early scholars, including Vanderschuere and Birdsall (2019), conceptualized diversity management as a strategy for enacting regulations that will improve organizations' performance. For instance, Abiew, Okyere-Kwakye and Ellis 2022 defines diversity management as an inclusiveness, or a diversity strategy that aims to accept and capitalize on all employee differences in order to benefit the organization as stated by the scholars.

Valentine and Godkin (2017) pointed out that diversity management can be viewed as management procedures that guarantee equality, respect, appreciation, and involvement among majority-minority affiliated members in a way that contributes to the accomplishment of their organization's set of strategic and tactical goals, as noted by the author. Diversity management fosters a majority-minority balance by ensuring workplace fairness and trust, as shown by Ali and French (2019); Knoppers *et al.* (2015). According to Alas and Mousa (2016), a variety of beneficial organizational outcomes including work satisfaction, organizational citizenship behaviour, loyalty, trust, and performance are continually viewed as being driven by treating people fairly and embracing them as they are.

3. Individual Diversity

Individual diversity is one of the dimensions of diversity management in an organisation according to Chordiya, (2022). Individual diversity is condition among the employee in an organisation whereby one employee may treats another employee harshly/cruelly because of his/her age, sex, religious believe, ethnicity and educational background (Garg & Sangwan, 2021). the researchers noted that women/men and other members of various racial/ethnic and tribal groups have shared experiences with racism and sexism, ageism, religion, and financial status which has a great effect on organisational citizenship behaviour (e.g., Erdur, 2020; Fischer, Tian, Lee & Hughes, 2021), the study concludes that when this diversity is properly managed, it may help employee that come from different backgrounds to understand one another and contribute greatly for the advancement of the organisation.

Ali and French (2019) were of the opinion that, an employee's capacity to adapt and feel at ease with others employee from backgrounds different from her or his may benefit the organisations. According to Aleksandra, Jana and Stefan (2015) study examining intergroup interactions, more interaction between different groups will either increase the organizational citizenship behaviour and employee performance or it will decline employee performance. Although it is commonly associated with competition among marginalized groups, Baldwin (2017) found that it frequently involves beneficial ties between groups that have differing statuses. Women and members of minority groups are more likely to interact with individuals who are different from them because of their smaller numerical representation in the workforce, which increases their exposure to them. As a result, they are more likely to feel at ease and competent in these interactions as stated by

Garg and Sangwan (2021). Thus, individual diversity management is when employee feels satisfied/happy with his fellow employee irrespective their status.

4. Organization Diversity

Organizational diversity management is another independent variable in this study. According to Thomas (1990), organisation diversity management can be defined as a situation where by an organisation employs an employee into an organisation without an element of biases. The study has noted that, this is possible when organizations has a formal rules for hiring and firing employees, and has a less discrimination than those organisation that make a personal decisions on an informal basis when it comes to treatment of employees differently based on their backgrounds, age, religion, gender, or other characteristics as noted by Hsiao, Ma; Lloyd & Reid (2019). In a similar vein, Jolly and Self (2020) discovered that African American employees felt they do not receive as much crucial professional information as their White counterparts who wish to look for employment opportunities in their region.

According to Zhuwao, Ngirande, Ndlovu and Setati (2019), women often have less access to a range of resources in the organization than males, including money, positions, and information. Minorities also perceive ambiguous behaviours in organizations as showing discrimination. These challenges for women in organizations still remain, and there is considerable proof of this, in part because leadership and managerial skills are typically described in terms of masculinity (Erdur, 2020). Diversity management is necessary to make sure that every employee has an equal opportunity to utilize the resources available to their company (Buttner *et al.* 2010 and Mousa, 2017). Additionally, because every organization has its own culture, beliefs, and employee demographic profile, writers like Mor Barak and Levin (2002) and Jin *et al.* (2017) stressed how challenging it is to establish and implement a widely approved diversity-related program for all organizations.

Reviewed of Empirical Studies

Shahzad *et al.* (2014) conducted a research on a sample of 360 university professors discovered a strong positive link between organizational diversity management and OCB, this study was critiqued because the study did not take into account the role of perceived organisational justice in the model of this study. In another research conducted by Jehanzeb and Mohanty (2020) also discovered no evidence of a connection between organizational diversity management and OCB in the findings

of their study. Organizational fairness is a strong predictor of OCB in the work of Hassan *et al.* (2017). However, despite being a significant predictor of OCB, the diversity roles on OCB were not taken into account in this study. Again, some of the aforementioned studies (e.g., Just, Risberg and Villesèche, 2020; Lee, Kim and Kim, 2021; Marcinko, 2020) reported a weak relationship, while others studies' finding reported an inconsistencies in the findings of their studies. Based on the aforementioned argument, this current study aims at examining the moderating effect of perceived organizational justice on the relationship between diversity management and organizational citizenship behaviour. The equity theory put forward by Adams (1965) is the foundations of the model used in this study. This theory's fundamental concept is that individuals try to give back to the organization whatever treatment they received from the management of that organisation.

Moderating Role of perceived organisational justice

The findings of almost all studies illustrated the importance of justice in organizational settings in terms of its impact on employee attitudes and behaviours. For instance, Colquitt, Zipay, Lynch, and Outlaw (2018) stressed the importance of justice for the efficient operation of organizational procedures. Similarly, Unterhitzenberger and Bryde (2019) opined that in order to foster productive working relationships, it is important to promote fairness for all employees. According to Rupp *et al.* (2017), fair treatment serves as a binding agent that encourages an organization's staff/employee to cooperate in order to achieve its objectives. As a result, treating all employees fairly at all levels boosts both organizational integrity and employee enthusiasm to perform hard for the organization. Employee commitment, contentment, motivation, and turnover intentions are all impacted by the exchange relationships between employees and their managers, as well as employees' views of diversity and organizational justice (Georgiadou & others, 2019). An employee's attitude toward his or her organization alters when they see their supervisor's respect and acknowledgment (Yunus, Loon & Krishnan 2018).

Theoretical Framework

Adams Equity (1965) provided support for this study. The American psychologist John Stacey Adams developed this theory in 1963. According to equity theory, employees will calculate the ratio of their inputs (i.e., contributions) to that of their outputs (i.e., results) that have been obtained from the organisation, Adams (1965). Inputs here are the employee's training, performance, work experience, years in service, whereas outputs are the incentives that workers receive in return for their

contributions to the organization (e.g., pay, promotions, and career development chances bonuses etc.). Employees are likely to compare the ratio of their contributions and reward for the contributions with that of their co-worker to see if they are rewarded fairly in relation to other employee. In the context of this study, employee of this hospitals compare the organisation policies and method adopted for employing employee in the areas of the ages, sex, ethnic/race difference, qualifications and also religion, to examine whether there is biases from the treatment they received from the management as well as their fellow employee. If the employee perceived that they are treated well by the management and fellow employee they will put more effort. On the other hand, if the employees experience the contrary they may withdraw their loyalty from the organisation.

3. Methodology

This study employed survey research design in which data were collected once for the study and later analyzed and interpreted statistically to generate the findings and conclusion or make inferences concerning the study population. The choice of this design was because the population is large and they cannot be studied at the same time, therefore the result on sample that was drawn will be generalized on the entire population. The respondents were stratified based on the two hospitals and from each stratum the respondents were drawn. Simple random sampling was employed to ensure equal represented in this study. The population of this study comprises of employees of general hospitals Takum and Wukari Local Government Areas of Taraba State, the rationale behind the choice of these two hospitals is that, these organisations are experiencing poor employee citizenship behaviour; secondly they are the biggest hospital with large number of employees in the two local government areas. The Population of the study is 1900, which comprises of the employee of the two-general hospitals. Krejcie and Morgan (1970) sample size determination table was used to determine the sample size of the study, thus, the sample size was 322, given the population of 1900.

All the variables were measured on five-point Likert Scale ranging from (1= strongly disagree to 5= strongly agree). The two diversity management scale was developed by Mor Barak, Cherin and Berkman, (1998) using 12 items. Whereas organisational citizenship behavior measurement was developed by Williams and Anderson (1991) 14-items were used. Finally, perceived organisational justice was measured using scale developed by Niehoff and Moorman (1993) and the total item is 20. This method is in line with the past researches such as Konovsky and Organ (1996). Data analysis method was partial least squares structural equation

modelling (PLS-SEM4) route model to support the direct correlations. To investigate the confirmatory factor analyses test (reliability and validity), we first put the measurement model (outer model) then, the structural model (inner model) was utilized to examine how the constructs may be related.

In order to establish the variance inflation factors suggested by Kock (2015), a full collinearity test was conducted. According to the present data and our study, VIF values were found to range between 1.982 and 3.307. Neter *et. al* (1996) recommended that VIF values should be less than 10 is a valid VIF value.

4. Results Presentation

Table 1: *Questionnaire Distribution and Response Rate*

| Questionnaire Details | Frequency | Percent |
|---------------------------------|------------------|----------------|
| Questionnaire Distributed | 322 | 100 |
| Unreturned Questionnaire | 3 | 9 |
| Returned Questionnaire | 319 | 99 |
| Copies of questionnaire deleted | 4 | 10 |
| Questionnaire Usable | 315 | 97 |

Source: Field Work (2023)

Structured questionnaires of 322 were given out to the respondents, three copies were not returned (9%), 319 questionnaire were returned (99%) of the total questions, 4 questionnaires were deleted from the data set (10%). Therefore, 315 questions were used for data analysis.

Model evaluation (outer model)

Using the PLS-SEM 4 approach via the Smart PLS Algorithm, this study examined the quality of the measurement model in accordance with the guidelines set out by Hair *et al.* (2017) to confirm the validity and reliability of the analysis. In the initial step, the convergent validity of the measurement model was evaluated using the PLS-SEM standard validity criteria. Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted were all taken into consideration in this study (Hair et al. 2019).

According to Table (Chin, Peterson & Brown, 2008) all item loadings were higher than the advised value of 0.60 stated by Hair *et al.* (2017) and Sekaran and Bougie (2016) all advise 0.70 as the cutoff requirement for both measures, which was

supported by the recorded values for Cronbach's alpha and composite reliability indicators that were judged to be higher than the suggested value of 0.7. According to Hair Jr, Hult, Ringle and Sarstedt (2014), total variation in indicators of average variance extracted constructs likewise surpassed its suggested threshold of 0.5. As recommended by Hair *et al.* (2019), HTMT was used to assess the discriminant validity in this study, Henseler, Ringle and Sarstedt (2015) using the Heterotriat and Monotriat Ratio (HTMT) as a criterion to determine the study's discriminant validity is much better. According to this study, the Fornell and Larcker approach for validating discriminant validity is not very accurate; thus, Henseler *et al.* (2015) proposed a threshold value of 0.85 for HTMT in order to develop a validating criterion for discriminant validity. Any number greater than this cutoff point denotes a lack of discriminant validity in the study.

Figure 1: Measurement model of the study

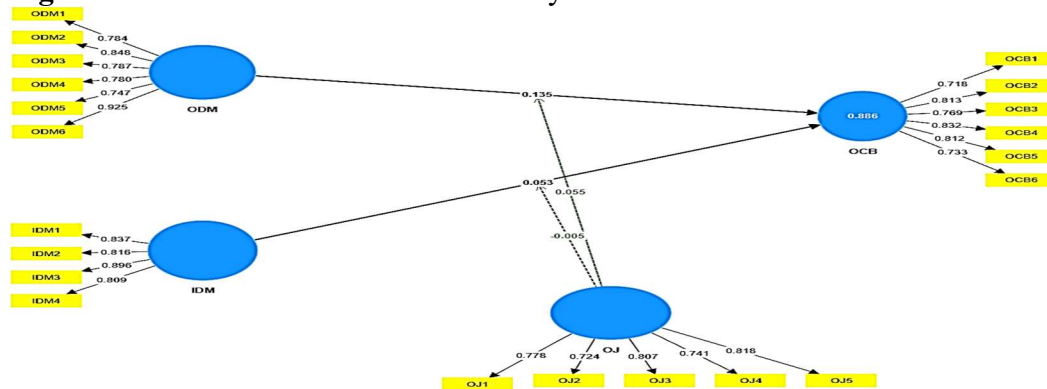


Table 2

Assessment of outer model and loadings

| Constructs | Items | Outer Loadings | VIF | CA | CR | AVE |
|------------|-------|----------------|-------|-------|-------|-------|
| IDM | IDM1 | 0.837 | 1.982 | 0.868 | 0.906 | 0.706 |
| | IDM2 | 0.816 | | | | |
| | IDM3 | 0.896 | | | | |
| | IDM4 | 0.809 | | | | |
| OCB | OCB1 | 0.718 | | 0.877 | 0.903 | 0.610 |
| | OCB2 | 0.813 | | | | |
| | OCB3 | 0.769 | | | | |
| | OCB4 | 0.832 | | | | |
| | OCB5 | 0.812 | | | | |
| | OCB6 | 0.733 | | | | |
| ODM | ODM1 | 0.784 | 2.476 | 0.902 | 0.921 | 0.663 |
| | ODM2 | 0.848 | | | | |
| | ODM3 | 0.787 | | | | |
| | ODM4 | 0.780 | | | | |
| | ODM5 | 0.747 | | | | |
| | ODM6 | 0.925 | | | | |
| POJ | POJ1 | 0.778 | 3.307 | 0.841 | 0.882 | 0.600 |
| | POJ2 | 0.724 | | | | |
| | POJ3 | 0.807 | | | | |
| | POJ4 | 0.741 | | | | |
| | POJ5 | 0.818 | | | | |

Source: field work (2023)

Table 3

Discriminant validity: Heterotriat Monoteriat Ratio (HTMT)

| Constructs | 1(IDM) | 2 (OCB) | 3 (ODM) | 4 (POJ) |
|------------|--------|---------|---------|---------|
| IDM | 0.540 | | | |
| OCB | 0.589 | 0.313 | | |
| ODM | 0.702 | 0.781 | 0.534 | |
| POJ | 0.561 | 0.675 | 0.214 | 0.534 |

Source: field work (2023)

Structural model evaluation (inner model)

Each set of latent variables that are independently in the inner model assessed for coefficient of determination (R^2), slope coefficient (beta), and its significance using the bootstrapping procedure with a resample of 5,000 (Hair Jr *et al.*, 2014). Hair *et al.* (2019) recommended that researchers additionally include the predictive relevance (Q2) and effect size (F2).

Table 4: *Hypotheses testing for both direct and moderating relationship*

| Hypotheses | Path coefficient | Stand. dev | t-stat. | P values | Decision |
|---------------------------------------|------------------|------------|---------|----------|----------|
| <i>Direct Relationship</i> | | | | | |
| H01: IDM -> OCB | 0.048 | 0.030 | 1.601 | 0.109 | Accepted |
| H02: ODM -> OCB | 0.140 | 0.044 | 3.192 | 0.001 | Rejected |
| <i>Moderating Relationship</i> | | | | | |
| H03: POJ x IDM -> OCB | -0.005 | 0.028 | 0.167 | 0.867 | Accepted |
| H04: POJ x ODM -> OCB | 0.057 | 0.025 | 2.153 | 0.031 | Rejected |

Source: field work (2023)

The findings indicate that, the path coefficient values is 0.048, t values 1.601, p-values 0.109, meaning that individual diversity management (X1) has no impact on organizational citizenship behaviour (Y1). The first hypothesis, which stated that individual diversity management has no significant effect on OCB, was not rejected. The study's findings addressing the weak and negligible link between organizational citizenship behaviour and individual diversity management did not agree with those of other earlier researchers. Individual diversity management has a good and substantial association with organizational citizenship behaviour, according to research conducted by Chen and Liu (2018); Heisler and Bandow (2018).

According to the findings of the second test, organizational diversity management (X2) has a favourable and substantial impact on organizational citizenship behaviour (Y2). With a t value of 3.192 and a p-value of 0.001 were used to determine that the route coefficient value is 0.140. The study's findings suggest that if organizational diversity management is strengthened, organizational citizenship behaviour will also rise. The findings of the study regarding the favourable and

substantial association between organizational diversity management and organizational citizenship behaviour are also corroborated by a number of other studies. The management of organizational diversity, according to Garcia-Granero, Fernandez-Mesa, Jansen and Vega-Jurado (2018) has a favourable impact on the organizational citizenship behaviour of health employees. Furthermore, experience organization diversity management directly affects organizational citizenship behaviour, according to Bogataj, Battini, Calzavara and Persona (2019).

With a path coefficient of -0.005, t value of 0.167 and a p-value of 0.867, the results for the moderating relationship shown that the relationship between individual diversity management and organizational citizenship behaviour was not moderated by perceived organization justice. Support was given to hypothesis three, which claimed that a lack of perceived organizational fairness does not affect how individuals manage their diversity or behave in a way that benefits the company. A number of earlier researches did not corroborate the unfavourable and negligible findings regarding the moderating effect of perceived organizational justice on the link between individual diversity management and organizational citizenship as stated in this study. According to Qasim (2017) individual diversity management has a favourable and substantial impact on organizational citizenship behaviour.

According to the findings of the fourth hypothesis tested, there is a positive and substantial association between organizational diversity management and organizational citizenship behavior. This relationship is moderated by perceived organizational justice. With a path coefficient value of 0.057, t value of 2.153, and p-0.031 value were found. P value is less than 0.05. Based on the findings, it is possible to draw the conclusion that if organizational diversity management is enhanced, organizational citizenship behaviour will also rise, as moderated by perceived organisational justice in this study.

Numerous earlier researches also provided support for the study's findings about the significant and favourable relationship between organizational citizenship behaviour and perceived organizational fairness. Experiences with organizational diversity management are positively correlated with healthy employees' organizational citizenship behaviour as claimed by Mousa, Massoud and Ayoubi (2020). According to Okwurume and Onuoha (2020) organizational citizenship behaviour is directly influenced by one's experience with organizational diversity management. According to Chen *et al.* (2018) organizational diversity management has a direct impact on how employees behave in their working place. The results

presented in this study have proven that organisational diversity management is a significant variable that influence organisational citizenship behaviour in the context of this study.

Effect Size

Additionally, the model's total effect size or predictive accuracy (R^2) score of (0.882) suggests that diversity management dimensions jointly explain 88.2% of organizational citizenship behavior. In a similar vein on the moderation (R^2) value of (0.886) explains that diversity management contributes jointly to 88.6% of variation in organizational citizenship behaviour moderated by OJ. Additionally, R^2 is rated as substantial at a value of .75, moderate at a value of .50, and poor at .26, as stated by Hair Jr *et al.* (2014). Additionally, the study analyzed the particular impact of effect sizes (f^2) as value has strong, moderate, and weak effect size at .35, .15, and .02, respectively as stated by Cohen (1988). The results reported in this study indicated that the effect size for direct relationship were; 0.048 and 0.140 respectively. On the Moderation relationship the effect size were -0.005 and 0.055 respectively. The predictive relevance (Q^2) measures path model's endogenous latent constructs quality and is estimated by blindfolding technique (Okwurume & Onuoha 2020). When the value of predictive relevance is greater than zero ($Q^2 > 0$) is an indication of model predictive relevance in the study. When the predictive relevance value is less than zero ($Q^2 < 0$) indicates that the model is lacking predictive relevance. It is evident from Q^2 value that our endogenous (OCB) variables have acceptable values of predictive relevance of 0.528 for direct relationship and 0.527 for moderation relationship respectively.

Discussion of Findings

The results of this study demonstrated that organization diversity was a significant variable that affected organizational citizenship behaviour. Individual diversity management was shown to have a strong positive predictive (Q^2) value of organizational citizenship in the healthcare industry, but no discernible impact on behaviour citizenship behaviour. However, the study's findings demonstrating that individual diversity management had no appreciable impact on organizational citizenship behaviour, both in direct and moderating effects. This insignificant finding demonstrated that, despite employees' awareness of personal diversity, it was unable to influence their engagement on OCB, which was how organizational fairness was seen. As a result, the healthcare industry has to comprehend the initial aspects that might affect organizational citizenship behaviour. The results revealed

that management of organizational diversity is a crucial component that might promote better organizational citizenship behaviour.

5. Conclusion and Recommendation

It is critical for management and stakeholders in the healthcare industry to comprehend what employees need to grow their OCB inside a business. The main things to keep in mind while managing healthcare workers are attempting to minimize unfavourable practices when hiring, paying, and managing personnel of hospitals and to increase patients' happiness through OCB. According to the findings (Andrew, 2021; Alas & Mousa, 2016) health care organization management should concentrate on providing good treatment for the employee and cultivating strong bonds with employees to motivate them to engage in OCB. Employee perception of diversity management was found to be associated with increased intentions by employees to engage in citizenship behaviour. Additionally, effective management of employee relationships aid in enhancing OCB in the work of (Alas & Mousa, 2016).

According to the study's findings, there is a positive and substantial association between organizational diversity management and employee organizational citizenship behavior. Individual diversity management, on the other hand, was found to have an insignificant effect on organizational citizenship behaviour in a direct relationship. On the other hand, there was no moderated relationship between individual diversity management and organizational citizenship behaviour, so it was advised that management and stakeholders of hospitals should make sure that the right diversity management techniques/policies are put in place especially organizational diversity management, so that employees will contribute as much as possible to the success of the organization through free and discretionary role playing.

Suggestion for further study

This study make a number of contributions both practically and theoretically to the body of knowledge, however, it has some limitations thus, these suggestions were made on the bases of the limitations in this study. this research was only conducted at a small research location, namely health workers in Takum and Wukari Health care Centres, it is possible that the results cannot be generalized to health care centres in other areas. Secondly future research may include additional variables as mediators in their studies, such as work satisfaction and HRM practices, to provide a more nuanced view of the link between these variables.

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