

**HUMAN RESOURCE DIVERSITY MANAGEMENT PRACTICES AND  
CITIZENSHIP BEHAVIOUR OF MINORITIES IN NIGERIAN HOSPITALITY  
INDUSTRY**

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**ABSTRACT:** *This research empirically investigated if human resource diversity management practices relates with citizenship behaviour of minorities in Nigerian hospitality industry. The cross sectional survey was adopted and the population covered 358 minority employees drawn from 30 designated firms. 186 employees were drawn as the sample size and the systematic sampling techniques was utilized. Questionnaire was utilized in data collection and only 167 questionnaires were retrieved and used. Data was analysed using spearman rank order correlation coefficient. The outcome revealed that performance appraisal diversity management practices, compensation diversity management practices and career advancement diversity management practices do positively correlate with altruism and civic virtue. It was concluded that a well vested interest in ensuring that human resource diversity management practices are void of prejudice and discrimination will positively boost the civic virtue and altruistic behaviour of minority workers in the hospitality industry. The study recommended that multicultural employees should be included in the appraisal panels as such will help mitigate the discrimination against minority workers and hence enhance altruism and civic virtue of the workers.*

**Key Words:** altruistic behaviour, citizenship behaviour, civic virtue, performance appraisal diversity management practices, compensation diversity management practices, career advancement diversity management practices.

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## **INTRODUCTION**

The dire need of how firms can enhance positive work behaviour among employees is becoming a critical issue in the workplace. This unending quest to boost positive work behaviour is owing to the fact that no organization can operate effectively and optimise the full potentials of its workforce without the manifestation of positive behaviour by the employees. Citizenship behaviour has been identified as one of the positive behaviour required by organization because it enhances the performance and effective functioning of the firm (Organ, 1990; Danish, Humayon, Shalid & Nawaz, 2015, Thiruvankadam & Durairaj, 2017; Mohapatra, Satpathy & Patnaik, 2019). Citizenship behaviour are voluntary and extra role behaviour which are displayed in the workplace with the aim of ensuring the enhancement of the effectiveness, performance and wellbeing of the firm. organ (1988) argued that citizenship behaviour is a discretionary behaviour of individuals in the workplace. the author remarked that citizenship behaviour are discretionary, not explicitly or directly recognised by the firm but which aggregately boost the effective functioning of the firm.

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The ability of employees to perform their various roles effectively accumulates into the total functioning of the entire firm. However, inability of an employee to perform his/her role effectively could truncate the total effectiveness of the firm. It is thus imperative that employees render citizenship behaviour to ensure that other employees are effective in performing their role so as to ensure optimal performance of the firm. Drawing from the numerous research on organisational citizenship behaviour, the two distinct attributes of citizenship behaviour is that it is discretionary and it is also not recognised by the formal reward system (Mahdiun, Ghahramani & Sharif, 2010). From the above assertion, it suffices to know why employees actually involve in citizenship behaviour even when they are aware that it is not part of their job description neither is it recognised by the formal reward system. As such, many scholars have examined why employees involve in citizenship behaviour, how it can be enhanced and its effect on the organization (Velickovska, 2017; Basirudin, Basiruddin, Mokhber, Rasid & Zamil, 2016; Romaiha, Maulud, Ismail, Jahya, Fahana & Harun, 2019).

Considering the characteristics of citizenship behaviour, employees may not be willing to perform citizenship behaviour when they perceive unfairness, inequity and discrimination in the workplace. The workplace is characterised by diverse workforce and the ability of the human resource to ensure diversity management may thus be relevant in boosting the employee willingness to carry out citizenship behaviour. In alignment with the above argument, Noor et al (2013) contended that human resource diversity management practices (HRDMP) could change employees attitude, behaviour and also boost their citizenship behaviour in the workplace. Noor et al (2013) defined HRDMP as the organisational practices or effort which help to manage human resources equally and fairly. From the definition, the idea concept of HRDMP is founded on the ideal of equity and fairness which thus help create a conducive work climate necessary in enhancing employee morale and positive work behaviour. HRDMP is necessary in eliminating discrimination among minority employees in the workplace. It is observed that most minority in the organization are treated in an unfair and unjust manner as a result of their gender, ethnicity, religious belief or cultural background. This could induce dissatisfaction which could thus reduce citizenship behaviour among the employees (Unal, 2013). Noor et al (2013) argued that the perception of justice in the way employees are treated in a fair manner, can inform the employees to reciprocate by embarking on citizenship behaviour. The authors propounded a model where they identified five dimensions of HRDMP which include "recruitment and selection diversity management, training and development diversity management, performance appraisal diversity management, compensation diversity management and career advancement diversity management". In the management of diversity in the workplace, the human resource management play an indisputable role because it helps not just to ensure equality and fairness, but ensure effective use of diversity in enhancing the fortune of the firm.

There is a consistent desire by scholars to boost citizenship behaviour over the years. This unending desire has led to previous scholars to examine how various constructs can help enhance citizenship behaviour. Sinnappan and Amulraj (2014) investigated how recognition, rewards and empowerment impact citizenship behaviour in India. They noted that the variables impact citizenship behaviour. Gary and Suri (2013) addressed the issue of citizenship behaviour from the stand point of psychological empowerment. The study observed a linear

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correlation amongst the variable. Others studies also observed that reward and compensation impact organisational citizenship behaviour (Rahman & Chowdhuri, 2018; Tufail, Muneer & Manzoor, 2017). Work environment, leadership and job satisfaction has also be found to predict citizenship behaviour (Ngugi, 2017; Avci, 2015; Agus & Alamsyah, 2018; Iqbal, Farid, Ma, Khattak & Nurunnabi, 2018; Bellini, Ramaci, Bonaiuto, Cubico, Favrotto & Johnson, 2019). Despite the several scholarly work, only the study of Noor et al (2013) has attempted to examine the relationship between HRDMP and organisational citizenship behaviour in Malaysia. Scholars within the Nigeria work context have not examined how HRDMP relates with citizenship behaviour. This observed lacuna has created a huge gap in the field of management science. This study thus seeks to address the issue of citizenship behaviour of minorities in Nigerian hospitality industry from the standpoint of human resource diversity management practices.

### **Statement of Problem**

The hospitality industry has been a booming industry in most developed part of the world. Considering the impact this industry has made in most developed part of the world, many countries are continuous on the lookout on ways to enhance this industry so as to boost the fortune of their economy. However, the Nigeria hospital industry has experienced several problems which include poor vested financial commitment, hash environment, negative behaviour and high proliferation of environmental turbulence. Hemaloshinee and Nomahaza (2017) noted that citizenship behaviour is essential in the hospital industry because it influences the innovativeness of the organisation. As such, where there is low citizenship behaviour of employees, such could truncate the level of innovativeness of the industry and as such reduce the success story of the industry. Low organisational citizenship behaviour affects the hospitality industry competitive advantage (Burmman, et al, 2009). It is an undeniable fact that increasing OCB enhances firm's effectiveness and performance. It can be thus argued that low citizenship behaviour negatively affects the performance and effectiveness of organizations. When employees of an organization do not exhibit OCB, they tend to exhibit behaviours that are only former or detrimental to the firm which possess threat to the health and wellbeing of the organization. Sulistyadi, Sulistyadi and Eddyono (2016) stated that for hospital industry to gain competitiveness, such depend on the human resource of the firm. low citizenship behaviour can trigger negative behaviour in the workplace and this may be unhealthy to the firms wellbeing. The hospitality industry is such that accommodates employees from different sphere of life. Thus managing the employees and especially the minority employee to ensure fairness and equality is necessary to thus boost their citizenship behaviour (Noor et al. 2013). Although several work has examined how OCB can be enhanced, studies are yet to take a detailed look at OCB of the minority employees in hospitality industry. Again, the effect of HRDMP on the OCB of employees is yet unknown. When there is unfairness and inequality, such could affect the minority behaviour in the organisation. Increasing OCB is a challenge that hospitality industry grapples with on daily basis (Biekro, 2014). This study thus intends to shed light on how HRDMP relates with citizenship behaviour of minorities in Nigerian hospitality industry.

### **Research Objectives**

The objectives of the study are to examine the relationship between;

- I. Performance appraisal diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry.
- II. Compensation diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry.
- III. Career advancement diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry.

### **Research Questions**

The following research questions served as a guild in this study;

- I. What is the relationship between performance appraisal diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry?
- II. What is the relationship between compensation diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry?
- III. What is the relationship between career advancement diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry?

### **REVIEW OF RELATED LITERATURE**

This study is founded on the equity theory by Adam (1963). Equity theory is based on individual perception of fairness of managerial practices. Al-Zawahreh and Al-Madi (2012) remarked that equity theory focus on the input (effort) and the output (reward). This is based on the fact that individual compare their effort (input) in the organization with the reward received (output). As such, equity theory is more of individual perception. This is owing to the undeniable fact that what one may consider to be equity may be seen by others as inequity. On the other hand, equity theory also covers the individual comparison of what he/she received with that of other employees in the organization or with that of employees carrying out similar responsibility in the same industry. Equity theory impact on the employee psychological state. When the employee perceives their output to be fair and just, such enhances their positive psychological state and such make them display positive behaviour like citizenship behaviour. Furthermore, when employee evaluates how he/she is being treated in the workplace with how others are been treated, when he/she perceived injustice or inequity such may truncate their vested effort in the work place. Organizations that are able to handle human resource diversity management with utmost equity irrespective of the cultural or ethnic background will subsequently have employees with positive psychological state who are willing to display citizenship behaviour in the organization and such enhance the fortune of the firm.

### **Concept of Human Resource Diversity Management Practices (HRDMP)**

Human resource of an organization is one of the most vital resources of organisation. As such, continuous effort to manage the diversity of this resource is essential to ensure fairness and equity. D'Netto, Shen, Chelliah and Monga (2014) observed that the idea of managing diversity originated in the United State of America (USA) with the aim of ensuring employment equity, and to avoid prejudice during recruitment. Dagher, D'Netto and Sohal (1998) who were the pioneer in the definition of human resource diversity management linked the construct to the core dimensions of human resource management (HRM). Shen et al. (2009) argued that human resource diversity management (HRDM) can be conceptualised to attain equity by ensuring that laws related to equal opportunity is complied with and to also ensure increase representativeness of under-represented individuals and empowering them in the workplace. In line with the above assertion, D'Netto, et al. (2014) maintained that effective HRDM does not just reduce the negative effect of diversity but further help firm to capitalise on the concept of diversity.

Furthermore, Noor, Khalid and Rashid (2013) sees HRDMP as the effort of the organization aim to ensure effective management of human resources in a fair and equal manner. From the above definition, one can easily argue that HRDMP has two cardinal objectives which is to ensure fairness and equality in the organisation. Organisations are dynamic in nature and as a social system, diverse workforce irrespective of the ethnicity, age or difference are recruited in the organisation. From the above, assertion, one may ask how fair and equitable is the recruitment process? how equitable or fair is the training and development process of the organisation? is there prejudice in performance appraisal of the employees? Is the compensation void of bias? And how equitable and fair is the career advancement opportunity in the organisation? An attempt to provide answers to the above questions gave birth to what is known as human resource diversity management practices. HRDMP is essential because it could help enhance workplace harmony and boost employee morale. Moor et al. (2013) posited that individual expectations and perception of their employer's support and commitment which is manifested via HRDM could influence the workers' feelings about their organisation. The authors contented that human resource management as a distinct function in the organisation, play a paramount role in handling diversity by enacting proactive policies that are geared in eliminating or reducing inequity which will thus help attract and retain diverse workforce. earlier study by Pfau and Kay (2002) remarked that individuals support their firm's diversity initiative when its procedures and policies are perceived to be fair. Shen et al (2010) remarked that HRDMP are structured in a way to take optimal advantage of diversity and to further appreciate the essential contributions of minorities in the organisation. They posited that HRDMP help enhance cohesiveness among diverse workforce, Noor et al (2013) propounded five dimensions of HRDMP which include recruitment and selection diversity management practices. Training and development diversity management practices, performance appraisal diversity management practices, compensation diversity management practices and career advancement diversity management practices.

Noor et al (2014) argued that HRDMP as an organisational characteristic is essential for effective management of diversity. They noted that HRDMP is based on equality and fairness. Jabbour et al (2011) remarked that the policies and practice of HRDM is geared towards

applying activities, initiatives and practices that recognises, encourages and promote peoples' differences. They thus concluded that the implementation of HRDMP maybe essential in supporting the development initiatives of organisations. Within the context of this study, three dimensions of HRDMP (performance appraisal diversity management practices, compensation diversity management practices and career advancement diversity management practices) were covered.

### **Performance Appraisal Diversity Management Practices (PADMP)**

Performance appraisal in organization is becoming a more welcome construct in organizations as it helps ensure adequate employee reward based on their input in the organisation. Performance appraisal is the deliberate and systematic taking of stock of the success which the employee or the organization has achieved while performing a given task or achieving a certain goal at a certain period of time (Obisi, 2011). Performance appraisal denotes the processes and methods employed by firm to assess the performance level of the employee (Dijk & Schodl, 2015). Schuler, Dowling and Cieri (1993) noted that performance appraisal in relation to the practice of diversity management should be objective, fair, job related and void of prejudice. Noor et al (2013) opined that the participation of minority in the performance appraisal process will help reduce the perception of bias among the employees. D'Netto et al. (2008) asserted that a well-planned HRDMP in appraisal process will help boost the employees' performance. According to Fulkerson and Schuler (1992), performance appraisal diversity management practices should concentrate on an employee's performance and not on his/her demographic characteristic or personality and such should be void of cultural or ethnic consideration. Kramar (2008) as cited in D'Netto (2014) argued that actions that encourage the hiring and promotion of women and minority should be included in the appraisal criterion so as to promote diversity.

### **Compensation Diversity Management Practices (CDMP)**

Compensation is essential to the employee and the employer because it serves as a cord that binds both together in a social relationship. Milkovich and Newman (2008) sees compensation as a term that is employed in motivating employees. Noor et al (2013) posited that compensation as a part of HRDMP deals with the principles of pay equity and performance-based pay system. Compensation diversity management practices emphasize that differentiation among employees in terms of knowledge, skill and ability must be considered in designing a compensation structure and benefit schemes. Furthermore, D'Netto et al (2014) contended that diversity compensation management is geared towards ensuring pay equity. It further ensures that employees irrespective of their personality, ethnicity or cultural background are rewarded in a manner that is equitable and fair.

CDMP help ensure that minority are not discriminated when assigning job or responsibilities that attract higher wages or pay. Peterson, Saporta and Seidel (2000) stated that employees at times do discount the employee performance rating either consciously or unconsciously owing to race, gender or nationality discrimination. The ability of a firm to properly manage compensation among diverse workforce will enhance cohesiveness and work morale among employees.

Bana (2019) stated that a well-planned employee compensation, help to ensure a direct link between effort of workers and reward received. A compensation system that is administered in a way that is void of bias, enhances employee's satisfaction in the organisation. Bona (2019) suggested that performance base pay help reduce disparities in wages among diverse employees because it has a direct link with performance and as such avoid perception of prejudice in compensation among diverse workforce.

### **Career Advancement Diversity Management Practices (CADMP)**

Career advancement is one of the utmost desires of every employee in the organisation. With the increasing rate of the world becoming a "global village", employees from different spheres with diverse demographic characteristics are made to work in the same organisation. As such, career advancement diversity management should be given utmost priority so as to ensure fairness and equity in individual career advancement irrespective of culture, age, gender and ethnicity. Noor (2013) sees career advancement as the mechanism employed by firms to help ensure that the employees actualise their desired career goals. Previous work by Burke, Divinagracia and Mamo (1998) asserted that career advancement management has to do with the designing and implementation of firms processes that ensures proper planning and managing of career in a manner that optimises the capability and preferences of individual and the needs of the firm. The inclusion of fairness in promotion opportunity in a way to manage diverse workforce is essential in enhancing the career success of the minority in the organisation. Roggless (2003) stated that firms should identify talented minority employees and career advancement opportunity should be made available for them in order to eliminate the assumption of negative stereotypes among minority in the organisation. Furthermore, Richard and Kirby (1999) contended that human resource actions relating to career advancement should reflect or cover diverse issues in order to overcome or eliminate negative perception by diverse employees. In alignment with the above assertion, Rogins and Scandura (1994) as cited in Noor et al (2013) argued that failure to provide a career advancement plan for various or diverse workforce would result in low morale, poor motivation and negative effect on innovation, performance and creativity. Dialoke and Nkechi (2017) stated that career advancement entails a detailed marked out plan of progression through the organisational ladder. The authors argued that such should be based on merit irrespective of gender, ethnicity, race or age. Ability of firm to effectively carry out career advancement management diversity will help encourage individual to put in their best in the workplace with the intention of achieving career advancement in the organisation.

### **Concept of Citizenship Behaviour**

Employees in organization as a freewill being act in a certain way to the benefit of others without the expectation of personal reward. Organ (1988) was the first to coin the concept of organisational citizenship behaviour, where he defined organisational citizenship behaviour (OCB) as behaviours that individual willingly engages in which promote firms' effectiveness but not explicitly rewarded by the firm. drawing from the above definition, it is clear that citizenship behaviour is voluntary in nature and employees only carryout such behaviour when they feel like. Thiruvén Kadam and Durairaj (2017) sees OCB as anything which employee does spontaneously and willingly and which is outside their given contractual obligation. This

is to say that OCB is a discretionary act by an employee. It is worthy to note that things may not work effectively well when employee's carryout contractual obligations without involving in extra role behaviour. The unwillingness of the employee to perform a certain act which is actually outside his/her contractual obligation may be detrimental to the success of the organisation. However, supervisors may not hold the employee accountable for refusal to perform the extra role behaviour. As such, creating an atmosphere that support positive work behaviour like OCB is essential in order to enhance the fortune of the firm. In alignment with the above assertion, Thiruvankadam and Durairaj (2017) argued that supervisors cannot force or demand their subordinates to carry out or exhibit citizenship behaviour. Mahdiun, Ghahramani and Sharif (2010) remarked that the changing work condition in the organization has made the firm to be highly dependent on employees that are willing to make a successful change irrespective of their formal obligation or job requirement. The authors posited that OCB covers behaviours that goes beyond delineated role expectations but crucial to the firm's survival. Shim and Rohrbaugh (2014) opined that a citizenship behaviour involves a collective engagement of individuals and contribute immensely to the betterment of the organisation. Basirudin et al (2016) argued that OCB enhances firm's productivity, enhance service delivery and improve organisational atmosphere. Citizenship behaviour are only displayed where the employees have the capability to carryout functions beyond their routine roles, obligations and job description without expectation of receiving reward but with the intent of enhancing the fortune of the firm (Romainha et al, 2019).

### **Altruism**

Every day in organisation, employees are faced with divers challenges and/or work overload which they may not be able to tackle due to divers reasons. As such, other employees with higher capabilities need to assist such employees in solving such work related problems. The act of an employee helping his/her colleagues in tackling work related issues is known as altruism. Romainha et al (2019) argued that altruism is an employee behaviour which is directly geared at helping individuals in accomplishing their task or when having work related problems. This implies that altruistic behaviour is displayed and directed to co-workers and such co-workers is actually encountering issues that are work related. Mete (2019) opined that altruism is the motivational state that ultimately increases the overall wellbeing of other colleagues. The author further argued that altruism is discretionary in nature, intrinsically motivated and done without expectation of any form of reward. Organ (1988) who identified altruistic behaviour as a measure of citizenship behaviour highlighted that altruistic behaviour helps in enhancing the effectiveness of organisations. The author contended that altruism involve an enthusiasm behaviour geared towards individual in the workplace that is faced with excessive workload. Accra and Odinioha (2014) concluded that altruism is an enduring tendency geared toward the right and welfare of others, it encompasses feeling of empathy and concern for them and it is an act towards benefiting other co-workers.

### **Civic Virtue**

Organisations are social entities whose sustainability and survival is dependent on the extent to which its employees are concern about its wellbeing. Dinka (2018) stated that civic virtue portrays an individual feeling of being a part of the whole organization just the same way that



a citizen of a country is happy of being a part of the country. Borman et al (2001) defined civic virtue as the act of involving oneself responsibly and showing high concern about the wellness of the organisation. Employees are said to exhibit civic virtue when they are responsible individual in the organization and are constructively engaged in the governance of the firm (Nyarioko et al, 2017). An employee with civic virtue partake in meetings, obey the policies of the firm, cope with the alteration in the framework of the organization and exhibit positive behaviour that are aligned with the success of the firm. Unal (2013) argued that employees that display civic virtue are concerned about the best interest of the firm. It is worthy to state that organisations are only able to sustain their performance and competitiveness in the industry as a result of the display of civic virtue by its members who work tirelessly for the wellbeing of the firm. Pivi and Hassan (2015) maintained that civic virtue are voluntary actions that encompasses the supporting of the organisational functions through the involvement in social activities with the intent of enhancing the best interest of the firm. Rahan and Islam (2013) observed that civic virtue enhances individual level of commitment in the workplace. Devi and Hassan (2015) opined that employees with civic virtue get attached to the firm and consistently provide ways to boost the image of the firm which could finally lead to the upsurge in the effectiveness of the establishment. Civic virtue is seen as an employee sustained interest in the workplace which often involve voluntary and assiduous involvement in relevant activities and encompasses the defence of the property, interest and image of the establishment (Paille, Raineri & Valeau, 2015).

### **Performance Appraisal Diversity Management Practices and Altruism**

Enhancing performance appraisal diversity management practices is essential because it help ensure fairness and equity in performance appraisal. Noor et al (2013) remarked that HRDM has the potentials in enhancing citizenship behaviour of which altruism is a measure of citizenship behaviour. The perception of fairness in terms of performance by minority employees may positively influence their psychological being which may thus make them to exhibit altruistic behaviour in the workplace. altruistic behaviour is a voluntary act and failure to demonstrate such a voluntary behaviour may not attract any punishment., as such, it is assured that employees carry out such act when they satisfied with the organisation. Organ (1988) argued that the perception of justice help promotes citizenship behaviour. It could be thus deduced that justice in performance appraisal irrespective of the cultural or ethnic difference could thus affect altruism. Shen et al (2010) maintained that there is positive significant link between performance appraisal diversity management with employee attitude and citizenship behaviour. However, these observations were carried out in a work certain that differ from that in Nigeria. This thus informed the first hypothesis;

*Ho<sub>1</sub>: There is no significant relationship between performance appraisal diversity management practices and altruism.*

### **Performance Appraisal Diversity Management Practices and Civic Virtue**

Organization are like a country while its employees can be seen as its citizens within this context, employees are seen as good citizens when they display civic virtue. D'Netto and Sahal (1999) noted that unbiased and fairness in the process of performance appraisal enhances the

performance of employees. Employees may not get involved in organisational wellbeing when they are discriminated during performance appraisal. It is worthy to note that when minority employees are treated in a way void of prejudice, they are more likely to display more civic behaviour than when they are discriminated. D'Netto et al (2014) remarked that effective diversity management in performance appraisal practices would help eliminate discrimination. Tsui and Ewtek (1999) revealed that when there is proper management of performance appraisal, such increase organisational citizenship. Organ (1990) stated that employee is likely to exhibit civic virtue in a way to reciprocate the fair treatment which is been offered to them by the organisation. This implies that fairness in performance appraisal diversity management could influence civic virtue. Noor et al (2014) predicted that when firm support fairness and equity in managing performance appraisal, such will help enhance the commitment level of the employees. Additionally, Colquitt et al. (2001) noted that perceived fairness result in citizenship behaviour. Shen further remarked that performance appraisal diversity management practices does affect citizenship behaviour. Noor et al (2014) observed in their study that performance appraisal diversity management relates significantly with citizenship behaviour. Irrespective of scholarly work, there is seem to be no clear evidence on how performance appraisal relates with civic virtue. Thus the second hypothesis;

*Ho<sub>2</sub>: There is no significant relationship between performance appraisal diversity management practices and civic virtue.*

### **Compensation Diversity Management Practices and Altruism**

Considering the fact that altruism is intrinsically motivated without intention of receiving any form of reward make it critical to examine if it can be influenced by fairness in compensation diversity management practices. Do employees get motivated to display altruistic behaviour when they perceive fairness in the way CDMP is been administered? Bana (2019) stated that good employee compensation is that where there is a direct link between effort and reward. D'Netto et al (2008) remarked that ensuring compensation equity result in effective diversity management and higher organisational performance. Sturman (2001) noted that effective compensation practices help in retention of employee. Good diversity management with the help of good human resource practices lead to positive outcome (Shen, et al, 2009). Shen et al (2010) found that compensation diversity management practices relate significantly with organisational citizenship behaviour. Noor et al (2014) observed compensation diversity management relates significantly and positively with citizenship behaviour. But it is yet to be proven by scholars if similar case could be achieved within the Nigeria work content and specifically to determine if altruism can be affected by compensation diversity management practices. Hence the third hypothesis;

*Ho<sub>3</sub>: There is no significant relationship between compensation diversity management practices and altruism.*

### **Compensation Diversity Management Practices and Civic Virtue**

The manifestation of civic virtue by employees in the organization may be influence by various factor in the workplace. Noor et al (2013) remarked that when HRDMP is implemented by

organisation, it will enhance the level of OCB which thus implies that compensation diversity management practices relate with citizenship behaviour. Compensation diversity management practices is geared towards ensuring equity and fairness in administering compensation. When such compensation is seen to be fair and equitable, such could possibly influence the civic virtue. Rahman and Chowdhuri (2018) observed that employee compensation has a direct relationship with citizenship behaviour. Noor et al (2014) further observed that compensation diversity management has a significant positive relationship with citizenship behaviour of organisation. The various studies thus far have not really identified in clear terms if compensation diversity management practices relate with civic virtue in the Nigeria work environment. This thus informed the fourth hypothesis;

*Ho4: There is no significant relationship between compensation diversity management practice and civic virtue.*

### **Career Advancement Diversity Management Practices and Altruism**

Climbing the career ladder is one of the desire of employees who wishes to remain with an organisation. As such, individuals in the workplace that intend to build their career in the organization may display negative attitude when there is bias that could possibly thwart their career advancement. However, when organisations are able to ensure career management diversity, employees are most likely to display positive behaviour in the form of altruism. In line with the above assertion, Loveman and Gabarro (1991) stated that failure of firms to provide necessary career advancement plan for various employees will eventually negatively affect the employee's morale, motivation, creativity and performance. Noor et al (2014) found that career advancement diversity management relates significantly with OCB. Notwithstanding, there are no sufficient scholarly work to back up the claim that career advancement opportunity relates significantly with altruism. Hence the fifth hypothesis;

*Ho5: There is no significant relationship between career advancement diversity management practices and altruism.*

### **Career Advancement Diversity Management Practices and Civic Virtue**

Displaying a civic virtue in the workplace is essential for firm. however, when career advancement diversity management is bias, such may affect the behaviour of the employees to withhold their civic virtue. It has been observed that minority in the workplace are often discriminated either because of their ethnicity, gender or belief. However, the perception of fairness and equity in dealing with career advancement management could possibly make them display civic virtue. Noor et al (2013) stated that HRDMP has a positive bearing with citizenship behaviour. Richard and Kirby (1999) further noted that human resource practices in relation to career advancement should reflect diversity issues so as to mitigate negative perception from divers employees. Noor (2014) noted that career advancement diversity management has a positive link with OCB and diversity reception. In an attempt to examine the link between career advancement diversity management and civic virtue now result to the sixth hypothesis;

Ho<sub>6</sub>: There is no significant relationship between career advancement diversity management practices and civic virtue.

## **METHODOLOGY**

The cross sectional survey which is a form of quasi experimental design was utilized in ensuring effective data collection at a specific time. This design is preferred because the researcher has no control over the studied variable and the researcher intend to generate reliable fact without manipulating the variables intentionally. The population covered employees from minority ethnic group in Nigeria. Thus employees who are of Hausa, Yoruba and Igbo ethnic group were excluded because the research focuses on minority employees in the Nigerian hospitality industry. 30 firms in the hospitality industry was covered, this consist of 15 travel agencies and 15 hotels. A total of 358 minority employees were drawn from the 30 designated firms. Krejcie and Morgan (1970) table was used to arrive at a sample size of 186 respondents. The systematic sampling techniques was employed and copies of questionnaire was distributed to respondents for data collection through mail. The dependent variable (human resource diversity management practices) was operationalized in performance appraisal diversity management, compensation diversity management and career advancement diversity management as given in Noor et al (2013). Performance appraisal diversity management was measured with 5 items (e.g. My organization has a clear objective and fair appraisal practices for everyone), Compensation diversity management was measured with 5 items (e.g.my organization has internal equity in remuneration) and 4 items was used in measuring career advancement diversity management (e.g. In my organization, there is advancement opportunities for all employees irrespective of ethnicity). Furthermore, citizenship behaviour was operationalized in altruism and civic virtue. Altruism was measured with 5 items (e.g. In my organization, I give my time to help employees with work related problems) and civic virtue was measured with 5 items (e.g. I really feel as if this organizational problem is my own problems). The face and content validity was utilized to ensure the validity of the instrument. The Cronbach alpha was used to determine the reliability of the instrument which gave an alpha value of .842, .736, .916, .855 and .722 for performance appraisal diversity management, compensation diversity management, career advancement diversity management, altruism and civic virtue respectively. Items were rated on 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. Data was analysed using Spearman rank order correlation.

## **RESULTS**

Although 186 copies of questionnaire were sent through mail, only 167 copies which represented 89.8% was well retrieved and utilized. 73 respondents which represented 43.7% of retrieved copies were male while 94 respondents which represented 56.3% were female. This shows that female minority employees are more in the hospitality industry in Nigeria. 98 (58.7%) were single while 61 (36.5%) were married and 8(4.8%) were separated/divorce. The studied hypotheses were tested at 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.

**Test of Hypotheses**

*H<sub>01</sub>: There is no significant relationship between performance appraisal diversity management practices and altruism.*

**Table 1:** Performance appraisal diversity management practices and altruism.

**Correlations**

		Performance Appraisal Diversity Management Practices	Altruism
Performance Appraisal Diversity Management Practices	Pearson Correlation	1	<b>.532</b>
	Sig. (2-tailed)		<b>.000</b>
	N	167	167
Altruism	Pearson Correlation	<b>.532</b>	1
	Sig. (2-tailed)	<b>.000</b>	
	N	167	167

Table 1 presented the outcome of the first hypothesis which revealed a substantial correlation between performance appraisal diversity management practices and altruism. This is so, given that the P-value of .000 was less than .05 level of significance. The rho value of .532 depict a strong link amongst the variables. Thus, the hypothesis given in null form was rejected while

*H<sub>02</sub>: There is no significant relationship between performance appraisal diversity management practices and civic virtue.*

**Table 2:** Performance appraisal diversity management practices and civic virtue.

**Correlations**

		Performance Appraisal Diversity Management Practices	Civic Virtue
Performance Appraisal Diversity Management Practices	Pearson Correlation	1	<b>.341</b>
	Sig. (2-tailed)		<b>.001</b>
	N	167	167
Civic Virtue	Pearson Correlation	<b>.341</b>	1
	Sig. (2-tailed)	<b>.001</b>	
	N	167	167

the alternate accepted.

Drawing from table 2, the p-value of .001 was less than .05 level of significance. This depicts that a noteworthy relationship exists between performance appraisal diversity management practices and civic virtue. The rho value of .341 implies a moderate linear relationship exists amongst the variables. This informed the rejection of null and acceptance of the alternate hypothesis.

*Ho3: There is no significant relationship between compensation diversity management practices and altruism.*

**Table 3:** Compensation diversity management practices and altruism

**Correlations**

		<i>Compensation Diversity Management Practices</i>	<i>Altruism</i>
<i>Compensation Diversity Management Practices</i>	Pearson Correlation	1	<b>.433</b>
	Sig. (2-tailed)		<b>.000</b>
	N	167	167
<i>Altruism</i>	Pearson Correlation	<b>.433</b>	1
	Sig. (2-tailed)	<b>.000</b>	
	N	167	167

The analysis in table 3 revealed the outcome of the relationship between compensation diversity management practices and altruism. With P-value of .000, it implies that a significant direct relationship exists between the variables. Given the rho value of .433, it shows that a moderate linear relationship does exist amongst the variables.

*Ho4: There is no significant relationship between compensation diversity management practice and civic virtue.*

**Table 4:** Compensation diversity management practices and civic virtue**Correlations**

		<i>Compensation Diversity Management Practices</i>	<i>Civic Virtue</i>
<i>Compensation Diversity Management Practices</i>	Pearson Correlation	1	<b>.518</b>
	Sig. (2-tailed)		<b>.000</b>
	N	167	167
<i>Civic Virtue</i>	Pearson Correlation	<b>.518</b>	1
	Sig. (2-tailed)	<b>.000</b>	
	N	167	167

From table 4, the outcome of the analysis depicts that compensation diversity management practice positively correlates with civic virtue with p-value of  $.000 < .05$ . The correlational value of .518 shows a strong linear relationship between the variables. Thus, in rejecting the null hypothesis, the alternate hypothesis was accepted.

*Hos:* There is no significant relationship between career advancement diversity management practices and altruism.

**Table 5:** Career advancement diversity management practices and altruism.**Correlations**

		<i>Career Advancement Diversity Management Practices</i>	<i>Altruism</i>
<i>Career Advancement Diversity Management Practices</i>	Pearson Correlation	1	<b>.293</b>
	Sig. (2-tailed)		<b>.004</b>
	N	167	167
<i>Altruism</i>	Pearson Correlation	<b>.293</b>	1
	Sig. (2-tailed)	<b>.004</b>	
	N	167	167

The analysis in table 5 presented the outcome of how career advancement diversity management practices relates with altruism. Drawing from the fact that .004 which is the P-value is less than .05 level of significance, it thus implies that a significant relationship does exist among the variables. The rho value of .293 depict a weak relationship between the variable. The null hypothesis was rejected while the alternate was accepted.

Ho<sub>6</sub>: There is no significant relationship between career advancement diversity management practices and civic virtue.

**Table 6:** Career advancement diversity management practices and civic virtue.

#### Correlations

		Career Advancement Diversity Management Practices	Civic Virtue
Career Advancement Diversity Management Practices	Pearson Correlation	1	<b>.623</b>
	Sig. (2-tailed)		<b>.000</b>
	N	167	167
Civic Virtue	Pearson Correlation	<b>.623</b>	1
	Sig. (2-tailed)	<b>.000</b>	
	N	167	167

From table 6, the result revealed that P-value of .000 was less than .005 level of significance. This denotes that a noteworthy relationship does exist between career advancement diversity management practices and civic virtue. The rho value of .623 revealed a strong correlation amongst the variable. Thus, the null hypothesis was rejected and null hypothesis was accepted.

## DISCUSSION OF FINDINGS

In alignment with the analysis and findings, it is observed that a substantial linear relationship between human resource diversity management practices and citizenship behaviour of minorities in Nigerian hospitality industry. This implies that enhancing proper human resource diversity management practices can help boost positive work behaviour as well as address the problem of citizenship behaviour. Detailed discussion is given thus;

### Performance Appraisal Diversity Management Practices and Altruism

In alignment with the outcome of the bivariate analysis between performance appraisal diversity management practices and altruism. With the P-value of .000 been less than .05 level of significance (.000<.05). From decision rule, the hypothesis in null format was rejected and



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alternate hypothesis accepted. This denotes that enhancing performance appraisal diversity management practices will lead to employee behaviour which is directly geared at helping individuals in resolving work related problems or in accomplishing their given task. The rho value ( $r$ ) of .532 indicates a high positive linear link between the variables. This is to say that performance appraisal diversity management practices impact altruism to a large extent. Furthermore, the coefficient of termination ( $r^2$ ) of .28 denotes that 28% total variation in altruistic behaviour in the hospitality industry can be accounted for by a unit change in performance appraisal diversity management practices. This finding align with the work of Shen et al (2010) which maintained that there is positive significant link between performance appraisal diversity management with employee attitude and citizenship behaviour. Organ (1988) argued that the perception of justice help promotes citizenship behaviour. Enhancing fairness in performance appraisal diversity management practices will help boost altruism.

### **Performance Appraisal Diversity Management Practices and Civic Virtue**

Owing to the outcome from the analysis, it is observed that civic virtue of employees in the firm can be enhanced when organizations ensures performance appraisal diversity management practices. This is so owing to the positive relationship between the variables with P-value of .001 less than .05 significant level. Civic virtue as the act of involving oneself responsibly and showing high concern about the wellness of the organization can be increase from the standpoint of effective performance appraisal diversity management practices. Again, the rho value ( $r$ ) of .341 denotes a moderate linear link amongst the variable. The coefficient of determination ( $r^2$ ) of .12 shows that a unit change in performance appraisal diversity management practices will lead to 12% increase in civic virtue. This finding concurred with that of Colquitt et al. (2001) which noted that perceived fairness result in citizenship behaviour. Noor et al (2014) observed in their study that performance appraisal diversity management relates significantly with citizenship behaviour. Thus increase in performance appraisal diversity management practices does boost civic virtue.

### **Compensation Diversity Management Practices and Altruism**

From the analysis in table 3, the outcome revealed that compensation diversity management practices do significantly correlates with altruism, given P-value of .000 less than .05 significant level. Thus, the hypothesis in the null form was rejected while alternate hypothesis was accepted. This suggest that enhancing compensation diversity management practices result in increase in altruism in the hospitality industry. Given the rho value ( $r$ ) of .433, it shows that a moderate linear link does exist amongst the variable. Compensation diversity management practices impact moderately on the helping behaviour of workers in organizations. The coefficient of determination was .19 which denotes that 18% variation in altruistic behaviour among employees in the hospitality industry can be accounted for by a unit change in compensation diversity management practices. This outcome agrees with the work of Noor et al (2014) which contended that compensation diversity management practices relates significantly and positively with citizenship behaviour. Good diversity management with the help of good human resource practices lead to positive outcome (Shen, et al, 2009).

### **Compensation Diversity Management Practice and Civic Virtue**

Drawing from the bivariate analysis outcome, the result displayed in table 4 revealed a P-value of  $.000 < .05$  which implies a substantial correlation among compensation diversity management practice and civic virtue. Furthermore, the rho value (r) of .518 shows a substantial positive direct relationship between compensation diversity management practice and civic virtue. This linear relationship shows that when compensation diversity management practice increases, civic virtue increase alongside to a high extent. Employees are more likely to become a better citizen of the organizations whose interest is geared towards enhancing firms wellbeing when there is fair compensation diversity management practice. The coefficient of determination ( $r^2$ ) of .27 signifies that 27% variation in civic virtue among employees is accounted for by a unit change in compensation diversity management practice. The findings agree with that of Rahman and Chowdhuri (2018) which stated that employee compensation has a direct relationship with citizenship behaviour. Noor et al (2014) further observed that compensation diversity management has a significant positive relationship with citizenship behaviour of organisation. Thus, boosting compensation diversity management practices help enhance civic virtue and positive behaviours in the organization.

### **Career Advancement Diversity Management Practices and Altruism**

The outcome of the analysis displayed in table 5 presented the relationship between career advancement diversity management practices relates and altruism. Drawing from the fact that .004 which is the P-value is less than .05 level of significance, it thus implies that a substantial relationship does exist among the variables. This is to say that the availability of career advancement diversity management practices in the hospitality industry inform employees altruistic behaviour. The rho value (r) of .293 depict a weak relationship amongst the variable. Again, the coefficient of determination ( $r^2$ ) was .09. Thus 9% change in altruistic behaviour among minority workers is hospitality firms can be accounted for by a unit change in career advancement diversity management practices. Hence, ensuring career advancement diversity management practices will boost altruism in organizations. Thus result align with that of Noor et al (2014) which found that career advancement diversity management relates significantly with OCB. Loveman and Gabarro (1991) maintained that failure of firms to provide necessary career advancement plan for various employees will eventually negatively affect the employee's morale, motivation, creativity and performance.

### **Career Advancement Diversity Management Practices and Civic Virtue**

The bivariate analysis on how career advancement diversity management practices relates with civic virtue shows that there is a noteworthy relationship between the variables with the P-value of  $.000 < .05$ . This shows that increasing in career advancement diversity management practices has an effect on civic virtue. Employees that display civic virtue are concerned about the best interest of the firm, and such behaviour can be predicted through ensuring fairness in career advancement diversity management practices. The rho value (r) of .623 revealed a strong correlation amongst the variable. The coefficient of determination of .39 denotes that 39% variation in civic virtue can be as a result in the unit change in career advancement diversity management practices. This finding concurred with that of Noor et al (2013) which

observed that HRDMP has a positive bearing with citizenship behaviour. Richard and Kirby (1999) further noted that human resource practices in relation to career advancement should reflect diversity issues so as to mitigate negative perception from diverse employees. Noor (2014) noted that career advancement diversity management has a positive link with OCB.

## CONCLUSION AND RECOMMENDATION

The fortune of organizations is driven by the employees which serve as the indisputable force in piloting the firm towards achieving superior performance. Therefore, organizations are bound to achieve effectiveness in their various operations when the employees display positive work behaviour like citizenship behaviour in their firms. Displaying extra role behaviour by workers with the aim of ensuring the improvement of firms wellbeing is a calculative decision which is often been influenced by human resource diversity management practices in the organization. Human resource diversity management practices ensure fairness in terms of training, appraisal, compensation and career advancement prospect of all employees in the organization irrespective of their diversity. When such fairness exists and employee's diversity are well managed without prejudice, such impact employee's behaviour to act in the best interest of the firm. Performance appraisal diversity management practices and compensation diversity management practices in organization, increases worker's civic virtue and altruism. However, when employees perceive discrimination and bias in human resource diversity management, such will negatively affect the employees psychological being which will thus result in negative behaviour. Furthermore, employees wish to move upward in the organizational ladder and achieve their career goal, hence they display positive attitude in order to ensure that their contributions are felt in the organization while aspiring to attain managerial echelon in the organization. Notwithstanding, when such desire is thwarted through bias in human resource diversity management practices, such will affect the altruistic behaviour and civic virtue of the employees in the organization. In conclusion, a well vested interest in ensuring that human resource diversity management practices are void of prejudice and discrimination will positively boost the civic virtue and altruistic behaviour of minority workers in the hospitality industry. In alignment with the findings and conclusion, it is recommended that;

1. The management of the hospitality industry should ensure a well established performance rating system for all employees without discrimination as such will help boost the altruistic behaviour of the employees.
2. The management should train workers in diversity management practices as such will enhance their ability in handling diverse workforce which will thus enhance the worker's altruistic behaviour in the firm.
3. The hospitality industry should ensure employees compensations are based on their performance as such will create sense of equity and enhance worker's citizenship behaviour in the firm.

4. Career advancement opportunity should be made available to all minority employees in the hospitality industry in order to enhance their positive work attitude in the workplace.
5. Multicultural employees should be included in the appraisal panels as such will help mitigate the discrimination against minority workers and hence enhance altruism and civic virtue of the workers.
6. Career management programs for multicultural employees should be created by the management so as to boost the altruistic behaviour and civic virtue of the workers.

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