Impact of Workforce Diversity Management on Job Performance of Employees in Saudi Arabia: Testing the Mediating Effect of Employee Engagement and Job Match

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ABSTRACT

Diversity in the workplace improves an organization's morale and creates efficiency and effectiveness. Effective management of workforce diversity results into resolving employee job issues associated with justice and equality based on differences such as; gender, ethnicity, and cognitive/ physical ability, and finally leads to increase in satisfaction and job performance. The purpose of this study was to investigate the influence of workforce diversity management on employee job performance in the Saudi Arabian context, considering the mediating effect of person-job match and employee engagement. The hypotheses were tested on a sample of 327 employees of different service industries in Saudi Arab using the structural equation modelling technique to measure and test the proposed structural relationships. The results confirmed that diversity management was directly related with improvement in job performance. The results also demonstrated the significant mediating effect of job fit and employee engagement between diversity management and job performance relationship. This article contributes to the existing literature by examining both the direct and indirect effect of diversity management on job performance. The findings of this study provide useful information for policymakers and managers to effectively design and implement their workforce diversity so it will improve employees' job fit, engagement and their performance.

Keywords: Workforce, Job Performance, Employee Engagement, Saudi Arabia

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INTRODUCTION

With the growing globalization of today's economy, achieving diversity in the workplace is a smart move to make because organizations aim to create a positive awareness and working environments for the hired professional workforce and develop fundamental skills to address job-related problems (Brouwers et al., 2017; Chu et al., 2023; Els et al., 2016; Mor Barak, 2015), and many management levels consider that they have a moral duty to promote equality and likeness in the organization (Mor Barak, 2015). Differences among employees can be grouped as primary differences such as; age, gender, ethnicity, cognitive/physical ability, race, sexual orientation and as secondary differences such as; communication style, education, marital status, military experience, organizational role and position, religion, mother tongue, geographic location, income, work experience and work style (Hubbard et al., 2004; Zhuwao et al., 2019). Diversity management is the ability to take quality decisions in between differences and similarities mentioned earlier (Soharwardi & Ahmad, 2020)

Effective diversity management provides many contributions to the performance of organizations by encouraging employees to work together and allowing the use of employees' skills. The discovery of creativity, more qualified personnel selection, reduction of costs, increase in management efficiency, the ability of organization to adapt and provide flexibility to continue this activity are some of those contributions. Abaker et al. (2019) highlighted that organizational policies and practices adopted in Saudi private sector organizations related to diversity management significantly affected the recruitment, progress, commitment and performance of diverse employees.

Today, Saudi Arabia is undergoing unprecedented social changes, with more women seeking jobs and a demographic youth bulge entering the workforce and big employers have a powerful new incentive to attract previously ignored sections of the working-age population (Buchan, 2008). Therefore, how workforce diversity management is dealing with job mismatch issues and engagement of workforce for improving organizational performance is a major concern (Khumalo & Zondo, 2021; Pink-Harper, 2018). Clear diversity management practices and policies play a significant role in boosting employees' engagement (Downey et al., 2015). In this way,

the relationship between workforce diversity management, engagement and job match seems logical, which can have a great impact on various organizational outcomes.

The influence of diversity management on job performance of employees along with intermediatory factors between diversity and performance have gained less attention, in the Saudi Arabian organizational context. In the contemporary context, maintaining the association of an employee with peer employees is a major organizational challenge. Due to diminishing occupation certainty, employees must switch to different positions to expand, grow, and diversify at multiple fronts. Therefore, creating an ideal work environment is not the only challenge faced at an organizational level (Madera, 2013).

Despite the increasing importance of diversity management in the workplace, particularly in the Saudi Arabian service industry, there is limited research that has explored the impact of effective diversity management on job match, engagement, and job performance of employees. In addition, there is a lack of research that has investigated the intermediary factors between diversity and performance, particularly in the context of Saudi Arabian organizations. Therefore, there is a research gap in understanding the relationship between diversity management and positive workforce-related outcomes, which can have significant implications for organizational success. Further research is needed to establish the importance of diversity management as a concrete antecedent of positive employee-related and organizational outcomes.

Hence, the purpose of this research was to analyze the impact of effective diversity management on job match, engagement and job performance employees' attitudes in the Saudi Arabian service industry. This study sought to investigate the relationship between diversity management and positive workforce related outcomes. This investigation is crucial in the service industry literature to establish the importance of diversity management as a concrete antecedent of positive employee-related and organizational outcomes.

This study investigated the impact of diversity management on job performance in the context of Saudi Arabian organizations. The study found

that diversity management leads to job performance, and this relationship was mediated by employee engagement and job match. The study also found that effective diversity management contributed to creating positive work environments, discovering creativity, reducing costs, and increasing management efficiency. However, there is a research gap in understanding the relationship between diversity management and positive workforce-related outcomes, particularly in the context of Saudi Arabian organizations. Therefore, further research is needed to establish the importance of diversity management as a concrete antecedent of positive employee-related and organizational outcomes.

Theoretical Framework

The Theory of Work Adjustment (TWA) is a relevant theory to consider here for workforce diversity management. The TWA work views as a direction of fulfilling an individual's needs such as financial, social, and psychological needs for effective outcomes in the working environment (Eggerth, 2008). Deep-level diversity also refers to the diversity among staff members' psychological characteristics, such as personalities, attitudes, and values (Mathis et al., 2015;Fazio et al., 1995). Workforce diversity management fulfills the psychological needs by managing job-related diversity which has an influencing role on employees' job performance.

This study used the contemporary aspect of the Resource-based Theory to explain employee-based resources which can provide a competitive advantage to an organization when the person-job match is relevant to organizational competencies that provide enabling environment for both employees and organizations for effective allocation of available resources (Collins, 2021; Wernerfelt, 1984).

For establishing the relationship between diversity management and employee engagement the study adapted the Social Exchange Theory (Gouldner, 1960; Mazibuko & Govender, 2017)especially in South Africa. Thus, it is important for international companies with major operations in South Africa (SA on the importance of the mutual exchange that grants social stability. Therefore, a safe environment could be created when effective diversity management is implemented within an organization where people are willing to engage and commit.

Conceptual background

1. **Workforce diversity management:**
   Workforce diversity management is viewed as perceiving, understanding, enduring, regarding, and praising dissimilarities among people concerning an entire scope of dissimilarities related to age, class, nationality, sex, physical and scholarly limit, race, money-related status, sexual orientation, or religion (Langer et al., 2019).

2. **Person Job match**: Person–job fit is defined as the degree of alignment between the individual and the job (Wong & Tetrick, 2017). Karikari et al. (2015) state that the person job fit takes into account the types of individuals needed with qualifications: suitability of knowledge, skills, abilities, social skills, personal needs (individual needs), values, interests and personality traits (individual attitudes).

3. **Employee engagement**: Employee engagement is the degree of his/ her attachment to the organization and how they identify themselves towards it. It has also been reported that employee engagement can occur when people are engaged in their work, and they are concerned and enthusiastic about their job and position and willing to put a lot of effort into (Hong et al., 2023; Horváthová et al., 2019; Mazibuko & Govender, 2017).

4. **Job performance**: Job performance is the activity toward the specific task which gives a positive or negative outcome (den Hertog et al., 1969). Job performance estimates whether a person performs a job well. As studied academically it is a part of industrial and organizational psychology, and forms a part of human resource management (Ismail et al., 2019). Performance is an important criterion for organizational outcomes and success. Campbell (2012) describes job performance as an individual-level variable, or something a single person does. Moreover, others believe that job performance is the overall expected value from employee's behaviors carried over the course of a set period of time (Bergman et al., 2008; Maleka et al., 2020).

Literature Review and Hypothesis Development

Workforce Diversity Management and Job Performance

A positive diversity climate leads to a low turnover intention, high organizational commitment, and high job performance (Guillaumet et al., 2021). One of the recent studies related to job-related diversity states that the climate of workforce diversity management strengthens the relationship between workforce diversity management and job outcomes (Moon & Christensen, 2020).

Li et al. (2020) stated that the workforce diversity effectively manages employees who have distinct knowledge, skills, interests, preferences and results into increased organization or job performance. Diversity management creates an environment where discrimination will not take place on the basis of age, gender, ethnicity, functions, skills, and knowledge. Previous research has confirmed that workforce diversity management results in low turnover expectations, high hierarchical responsibility, and high firm performance (Ogbonnaya & Messersmith, 2019; Z. Li et al., 2021)considering the mediating effect of person-job match and employee commitment and the moderating effect of structural empowerment. Data were collected from 400 telecommunication sector employees in China. All hypotheses were tested through structural equation modeling (SEM. Based on this discussion the study proposed:

H1: *Workforce diversity management positively influences employee job performance.*

Workforce Diversity Management, Person-Job Match, and Job Performance

Oyewunmi (2018) asserted that qualities, authoritative jobs, and proficient and social styles might affect the job match of a person. In addition, the Theory of Congruence elaborated that when knowledge, skills, ability, and opportunities meet, it will lead to positive results of motivation, ultimately resulting in a positive job performance (Turan et al., 2022). Job with person fit and person with job fit work interchangeably which satisfies and improves employees' and organizational performance. Regarding the relationship between person–job fit and employee innovation behavior, Amabile & Pratt (2016) asserted that an individual's knowledge and skills in a certain field are key to their creative performance and action in that field.

Workforce diversity management is a strategy to add value to the functions of employees via a person's job match for effective organizational performance (Cooke & Saini, 2010). The persons from different backgrounds come with a variety of knowledge and skills, which leads to a competitive and creative working environment, ultimately contributing to the organizational decision-making process (Cox & Blake, 1991; Williams & O'Reilly III, 1998). Person-job match is essential (Bunderson & Sutcliffe, 2002) for understanding the aptitudes, information, and capacities of individuals. A better match encourages a more prominent work disposition and behavior. It also increases employment fulfillment and employee job performance. Based on the above discussion, the following hypotheses were proposed:

H2a: Workforce diversity management is positively related to person-job match.

H2b: Person-job match is positively related to employee job performance.

Workforce Diversity Management, Employee Engagement, and Employee Job Performance

Research has shown that diversity and inclusion in the workplace causes more employee engagement, better performance, and higher profits. According to the Deloitte's Global Human Capital Trends report the importance of diversity and inclusion has increased by 74% in the last three years. Diversity and engagement can positively impact on employee performance. Diverse and inclusive teams are more innovative, engaged and creative in their work. In order to fully contribute and perform at their best, employees need to feel included and free to speak up about issues. Only when employees feel free to communicate will they share their views on what they feel. This sense of connection will motivate them to give their best to their work (Deloitte, 2019)

Additionally, Mistry et al. (2021) conducted their study on the hospitality industry and concluded that there is a positive association between human resources management practices and employee engagement. Diversity management is an important practice of humans, which has a positive impact on employee engagement.

Employee engagement aims to enhance the performance, autonomy, diversity respect, integrity, and personal development (Horváthová et al., 2019). As employees get attached to their work, the results will appear in their commitment and their work performance (Ismail et al., 2019).

H3a: Workforce diversity management is positively related to employee engagement.

H3b: Employee engagement positively influences employee job performance.

Mediating Effect of a Job Match and Employee Engagement

Previous studies have suggested that employee engagement is one of the attitudinal factors that boosts positive employee behavior (Choi et al., 2018). Engaged workers are more creative and more productive (Bhatnagar, 2012). Furthermore, engagement has also been related to positive outcomes, including better job performance (Halbesleben & Wheeler, 2008; Bakker & Bal, 2010). Employee engagement has also been analyzed as a mediating variable between organizational characteristics and organizational outcomes numerous times in the general management literature (Chandel, 2019; Bhatnagar, 2012; Mistry et al., 2021). Consequently, this study proposed that employee engagement mediates the relationship between diversity management and job performance.

According to Drucker (2017), every employee has a crystallised and complex set of needs, values, ways of perceiving the world and his personality which he brings with him to his work place. The fact that his psychological characteristics influences his behaviour suggests that his job behaviour and ultimately his job performance will also be influenced by these characteristics. That is, in hiring a worker, one always hires the whole man, and this explains why human effectiveness in work is essential for improvement in performance and output of an organization. Organisations utilize their resources to establish a good fit between persons and the jobs because they think that some jobs better suits some persons than others. Studies have found that person-job fit can have influence job performance (Hauff et al., 2014).

Previous studies have highlighted that job match plays a mediating role in the relationship between workforce diversity and job (Choi & Rainey, 2010; W. Li et al., 2020). Li et al., (2020) indicated that HR practices that aim to eliminate discrimination at the workplace and manage diversity can improve a person's job fit in the organization, which in turns affects their overall job performance. Based on above discussion the following hypotheses were framed:

H4a: Increase in workforce diversity management leads to an increase in job performance via its influence on employee engagement.

H4b: Increase in workforce diversity management leads to an increase in job performance via its influence on person-job match.
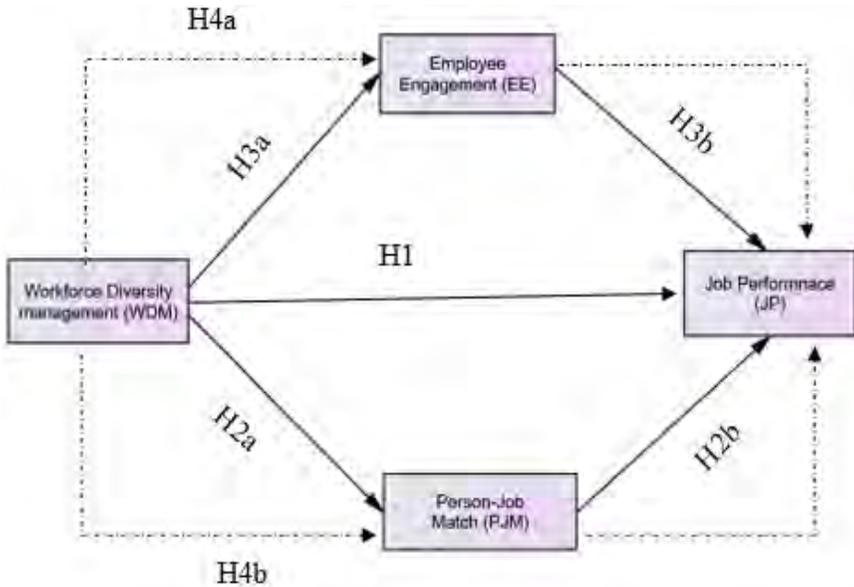

Figure 1: Conceptual Model

MATERIALS AND METHODS

Sample and Procedures

The targeted population of this study was the employees of different private companies in the Saudi Arabia service sector. Before conducting the final survey, a pilot study was performed with 50 respondents selected throughs simple random sampling. Cronbach's alpha was used for reliability and other validity measures were also tested for the survey instrument. Based on the feedback, the final questionnaire was designed.

A self-administered questionnaire was prepared in an online form and sent by online platforms (Facebook, LinkedIn, and e-mails). Snowball sampling method was used in collecting responses. First, the researchers sent the questionnaire to their friends who worked for private service companies in the following fields (marketing services, consulting management services, IT services, and logistics services), and then these employees forwarded the questionnaire to their colleagues and friends, who later shared it with their friends. The number of received responses was 327 that was considered for final analysis. Table 1 presents the personal characteristics of the sample.

Table 1: Personal characteristics of the sample (N=327)

Measures	Items	Frequency	Percentage
Gender	Male	152	46.5
	Female	175	53.5
Age	Below 24 years	72	22
	25-34 years	199	61
	35-44 years	47	14.5
	45-54 years	8	2.5
Education qualification	High school	36	11
	Bachelor's degree	108	33
	Master's degree	134	41
	Professional degree	8	2.5
	PhD degree	41	12.5
Years of experience	0-2	53	16.2
	3-5	127	38.7
	4-7	103	31.6
	≥10	45	13.7

(Source: Primary survey)

Measures

We adapted scales, such as workforce diversity management, person-job match, employee commitment, structural empowerment, and employee job performance. These measurement constructs were previously used and verified by many scholars (Langer et al., 2019; Z. Li et al., 2021). All the questionnaire items were measured with a five-point Likert scale ranging from 1, strongly disagree, to 7, strongly agree. The items for diversity management and employee engagement was taken from Alshaabani et al. (2022). For, person-job match items were selected from Li et al. (2020) and (Li et al. (2021) and job performance from Li et al. (2020).

Measurement Model

As suggested by Finkelstein (2005) before reaching conclusion about the model of the study and hypothesis testing the important step is to assess the model fit of the proposed measurement instrument. The study used Confirmatory factor analysis (CFA), by considering each construct as exogenous variable (Refer figure 2). The results of model fit are presented in Table 2, after using the criteria of Hair et al. (2010) the study confirmed model goodness fit since, the fit indices values were under the cut off values.

Table 2: Goodness of Fit Indices in the CFA Model

| Indices	Abbreviation	Observed values	Recommended criteria	References
Normed chi square	**χ2/DF**	1.742	1<χ2/df<3	Hair et al., (2010)
Goodness-of-fit index	GFI	0.943	>0.90	
Adjusted GFI	AGFI	0.919	>0.80	
Normed fit index	NFI	0.968	>0.90	
Comparative fit index	CFI	0.986	>0.95	
Root mean square error of approximation	RMESA	0.048	<0.05 good fit <0.08 acceptable fit	
Tucker-Lewis index	TLI	0.983	0<TLI<1	

(Source: The author)
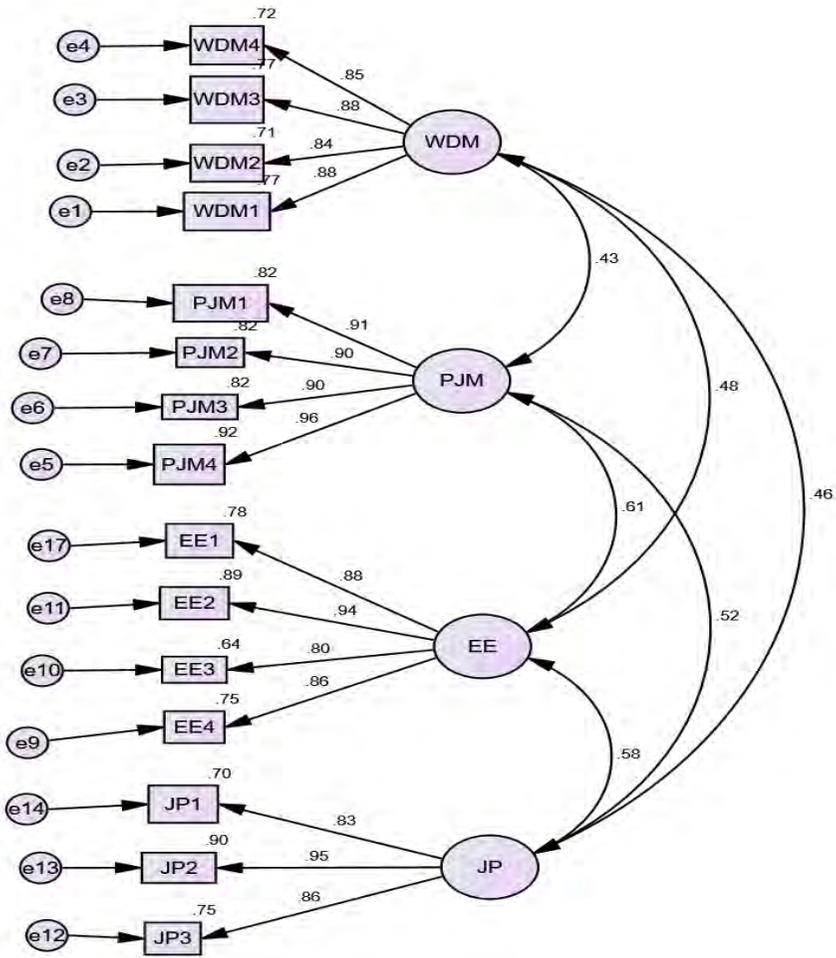
Figure 2: CFA Model for the Proposed Scale
Note: WDM- Workforce diversity management, PJM- Person Job match, EE-Employee engagement and JP- Job performance

Common Method Bias

The data for the study related to the independent and dependent variables were collected using one instrument, therefore it can raise concerns about potential common method bias. This bias-variance could be a threat for reliability and validity in the present study. The current study used Common Latent factor (CLF) method for testing the common bias in data. As suggested by Siemsen et al. (2009) if the delta values i.e., the standardized

regression weights load before and after adding the CLF falls under 0.200, the goal of avoiding common method bias is achieved. The results as in Figure 3 (CLF) confirmed that no common bias existed in the present study.
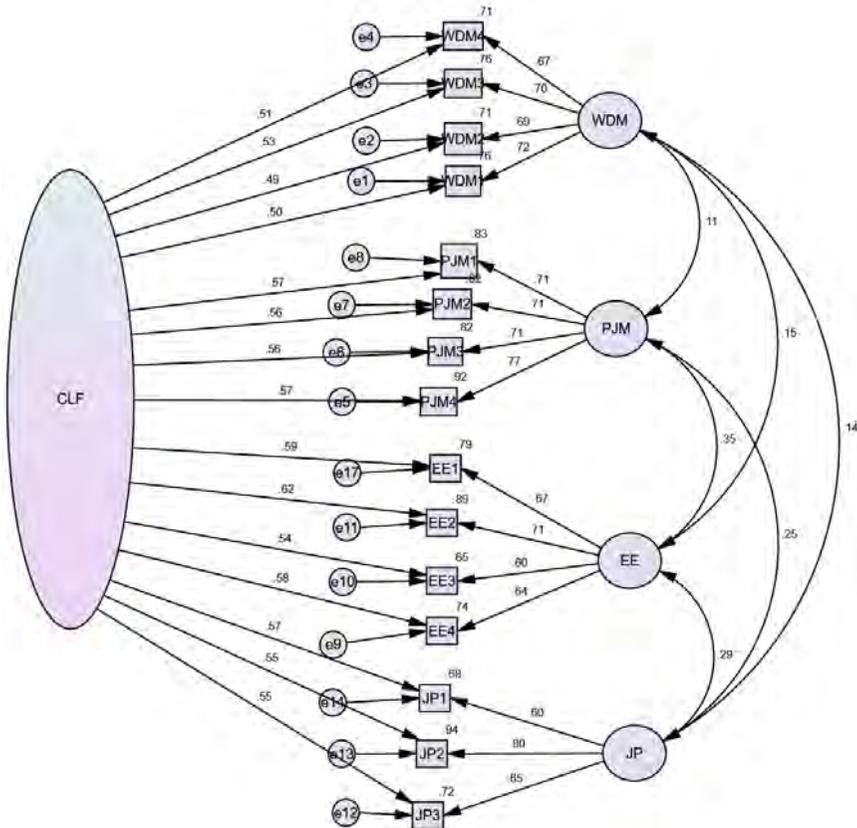

Figure 3: The Common Latent Factor (CLF) Based Model

Note: WDM- Workforce diversity management, PJM- Person Job match, EE-Employee engagement and JP- Job performance

Reliability and Validity Tests

The Cronbach's alpha values were used for measuring internal consistency of the constructs. The current data showed sufficient reliability as the alpha value for all the constructs was above the 0.7 cut off criteria of Sekaran and Bougie (2016). Further, validity was tested using variables convergent validity (CV) and discriminant validity (DV). The convergent

validity was checked by calculating the factor loading of each item variable on their respective latent construct variable (Anderson & Gerbing, 1988).

A factor analysis (EFA) was conducted using the principal component analysis method, with varimax rotation and eigenvalue greater than one. The KMO "Kaiser–Myer–Olkin" test was 0.810 with an significant "Bartlett's test" value indicating the adequacy of the sample. Based on Eigen value criteria the 16 items were extracted into for factor analysis, and showed a total variance of 84.15%. The items having loadings above 0.7 were considered for further analysis. Afterwards the study selected Average Variance Extracted (AVE) for convergent validity and discriminant validity was tested through, maximum shared variance (MSV) from the CFA model.

The findings as in Table 3, confirmed the data was reliable and valid as the CR values were above 0.7, the AVE value was above 0.5 and the MSV values were less than the AVE values for the given data set (Hair et al., 2010).

Table 3: Reliability and Validity of the Constructs

Variables	Items	Items loadings	Cronbach's alpha	CR	AVE	MSV
Workforce diversity management	WDM 1	.858	0.919	0.912	0.740	0.234
	WDM 2	.857				
	WDM 3	.860				
	WDM 4	.843				
Person-job match	PJM 1	.874	0.855	0.935	0.843	0.370
	PJM 2	.875				
	PJM 3	.855				
	PJM 4	.886				
Employee engagement	EE1	.832	0.926	0.928	0.763	0.370
	EE2	.828				
	EE3	.837				
	EE4	.814				
Job performance	JP1	.824	0.911	0.914	0.781	0.334
	JP2	.871				
	JP3	.840				

(Source: Primary survey)

RESULTS

Structural Model

Before testing the results of the hypotheses, the researchers examined the adaptability of the structural model using AMOS version 24.0, and Figure 4 shows the results. For the prediction of the goodness-of-fit index of the model, the results were expressed as follows: Chi-squares = 226.625, DF = 85, CMIN/DF = 2.666, CFI = 0.969, GFI = 0.919, AGFI = 0.886, NFI = 0.951, TLI = 0.961, and RMSEA = 0.068. To assess the variance of the measures, the structural model explained 9% of the variance in the person-job match, 4% of the variance explained employee commitment, and 28% of the variance in employee job performance.

Hypothesis Testing

The results of the regression analysis are detailed in Table 4. To test the hypotheses, the study used critical ratio or T values above 1.96 and the path having p values <0.05 were considered as significant. As shown in Table 4 and Figure 4, the results confirmed that workforce diversity management positively influenced employee job performance (β = 0.202, p =0.002) as the p value was <0.05; thus, H1 was supported.

The results also revealed that workforce diversity management had a significant positive impact on the person-job match (β= 0.457, p = 0.000); hence, H2a was supported. Further, the influence of workforce diversity management was highest on employee engagement with β= 0.503 (p = 0.000), and confirmed the acceptance of H3a.

Moreover, the study predicted that employee engagement was positively related to employee job performance, and it had a significant effect (β = 0.350, p = 0.000), thereby supporting H3b. Additionally, a person-job match was positively related to employee job performance, and had a significant effect on job performance (β = 0.242, p = 0.000), so H2b was confirmed.
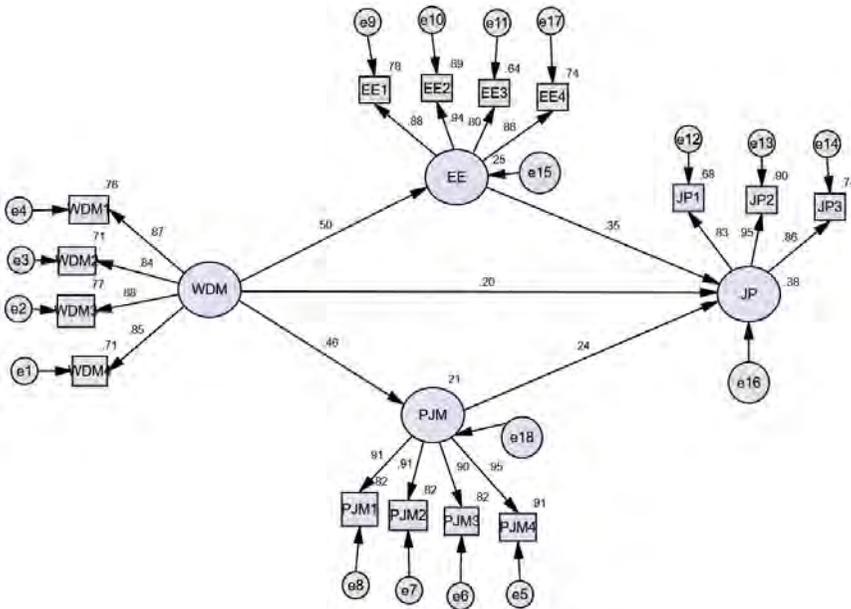
Figure 4: Structure Model

Note: WDM- Workforce diversity management, PJM- Person Job match, EE-Employee engagement and JP- Job performance

Table 4: Path Coefficients of the Structural Model

Hypo-theses	Outcome variables		Causal Variables	SE.	CR.	P	Path coefficient	Support
H1	JP	←	WDM	0.055	3.127	0.002	0.202	Accepted
H2a	PJM	←	WDM	0.055	8.192	***	0.457	Accepted
H3a	EE	←	WDM	0.050	8.834	***	0.503	Accepted
H3b	JP	←	EE	0.058	5.908	***	0.350	Accepted
H2b	JP	←	PJM	0.047	4.375	***	0.242	Accepted

*Note: P refers to the differential probability. ***= p<0.000*

Mediation Analysis

For the mediation analysis, the study hypothesized that employee engagement and person-job match mediated the relationship between workforce diversity management and job performance. Mediation analysis was performed using the bias corrected confidence intervals (BC) method at

the 95% confidence interval with 2,000 bootstrapping methods to identify the lower and upper bounds proposed by Preacher and Hayes (2008). The results are provided in Table 5. We estimated the standardized direct effect, standardized indirect effect, and standardized total effect in the bootstrapping method. A significant indirect effect specifies the presence of mediation if $p < 0.05$, and if the direct effect is also significant ($p < 0.05$), it shows partial mediation, whereas if the direct effect is non-significant ($p > 0.05$), it indicates full mediation.

The findings form as I Table 6 revealed that person job match had an indirectly standardized path coefficient ($\beta = 0.172$, $p < 0.000$) in mediating the relationship between workforce diversity management and job performance.

Moreover, the findings showed that employee engagement had an indirect standardized path coefficient ($\beta = 0.224$, $p < 0.000$) in mediating the relationship between workforce diversity management and employee job performance. Thus, it was confirmed that the person-job match and employee engagement partially mediated the relationship between workforce diversity and job performance of employees. These findings supported the acceptance of hypotheses H4a and H4b. The partial mediator proved that the path of WDM to JP was significant but during the indirect relation the path coefficient is decreasing compared to direct path, and confirmed the importance of mediators.

Table 5: Bootstrapped Results of Indirect Effects

Test of mediation (Bootstrap samples =2000, Confidence interval= 95% and BC method)						
Relationship			Standardized indirect effect	BC method LB & UB	Standardized direct effect	Standardized total effect	Results
WDM	PJM	JP	0.172***	0.116-0.246	0.290**	0.463**	Partial mediation
WDM	EE	JP	0.224**	0.153-0.308	0.242**	0.466**	Partial mediation

Source; The authors

Note: LB-Lower bound, UB-Upper bound, ***=p<0.000, **=p<0.01, *=p<0.05

DISCUSSION

This study aimed at investigating the influence of diversity management on employees' job performance and to determine the role of engagement and job match in that relationship. To do so, the study used quantitative methods to test the results, and the data was analyzed by using the SEM procedures. The results confirmed the initial hypothesis that was suggested by the current research. The result indicated that workforce diversity management leads to job performance, and the direct relationship between workforce diversity management, employee engagement and person job match. These findings are in line with study of (Alshaabani et al., 2022new technology development, and the increase in migration movements have generated an immensely diversified workforce. To face these challenges, managers started to seek the best strategies to effectively run this mixed environment and implement the leading diversity management policies for human resource management sustainability, which is also considered as very constructive in boosting employees' performance, motivation, satisfaction, as well as their work engagement. Consistently, this paper examines the impact of service companies' diversity management systems on employees' engagement and the moderating role of organizational trust and job insecurity in that relationship. As we opted for a quantitative study, we managed a survey based on a questionnaire dedicated to 580 employees working in Hungarian companies, specializing in Marketing, Management consulting, IT, and lo-gistics services, to effectively assess the hypothesis concluded from the literature review. With the use of structural equation modeling (SEM; Abaker et al. (2019; Li et al., 2021)considering the mediating effect of person-job match and employee commitment and the moderating effect of structural empowerment. Data were collected from 400 telecommunication sector employees in China. All hypotheses were tested through structural equation modeling (SEM. The impact of diversity on performance supported the Job Adjustment Theory, which suggested that the placement of employees according to their functional diversity, choices, and preferences leads to higher job performance.

There is an influencing role of workforce diversity management on employee job performance via its influence on a person's job match, which is inconsistent with the Equity Theory. The Theory suggests that if there is no discrimination between job demand and job supply, then positive job

outcomes can be achieved. One of the current studies demonstrated that an employee's job fit leads to positive job outcomes in the organization, such as higher job satisfaction, lower turnover intention, and higher job performance (Langer et al., 2019; Li et al., 2020). Most importantly, the direct and indirect link between workforce diversity management and job outcomes establishes the existence of the mediating role of a person's job match.

The direct effect of diversity management on employees' engagement in the current study confirmed that diversity management is prime factor in creating engaged employees that are full of motivation and enthusiasm toward their work. The results also proved the role of employee engagement as a mediator between diversity management and job performance. This finding highlighted that during the current situation of uncertainties, if organizations engaging with their employee will lead to increased performance or job efficiency.

Practical Implications

This study provides meaningful implications for human resources managers for hiring new employees. This research explains the rationale that if there are people of different backgrounds working in a particular environment, there is room for variety, opportunities to interact at diverse levels, and stepping out of the box. The current study provides empirical evidence for managers and researchers that there is a strong nexus between workforce diversity management, person-job match, employee engagement, and employee job performance.

The study suggests to all the managers of manufacturing and service companies increase their general awareness around workplace diversity by fostering diversity during the recruitment process by hiring people from different backgrounds, ages, gender, and cultures, etc., and boost their employment relationships thereafter.

A well -structured diversity management strategy is a significant tool to match a person's knowledge, skills and abilities with the job requirement, and it positively impacts employee's engagement which finally results in higher jo performance.

Person job match has a positive influence on performance, and managers skilled and qualified employees must be analyzed and should be in a strategic position. Diversity management supports of the person job match construct as it can help in employee growth, efficiency and performance.

Limitation and Future Research Direction

The sample size of this study would likely be insufficient to generalize the results from the existing examination. This investigation utilized cross-sectional information, so it does not purport causal understandings. Nonetheless, future exploration might be beneficial by breaking down longitudinal information to show relationship causality.

The study was conducted in the Saudi Arabian culture and organizational behavior context, so the results can vary significantly from place to place. A comparative study can be attempted from alternate viewpoints, for example, various nations and various ventures or distinctive work settings.

CONCLUSION

The efficiency of a person is fundamental to ensure organizational competence in a dynamic world. Therefore, workforce diversity management is an important topic of exploration, as it primarily aims to promote a healthy environment in the present organization by considering workforce diversity as an asset rather than a liability. Previously, many organizations have suffered due to a lack of workforce diversity management. The linkage between workforce diversity management also promotes employee engagement based on employee job performance, which is a helpful apparatus to lessen working environment negativism. The findings align with the theoretical foundations previously established by eminent scholars, and the empirical evidence also supports the economic rationale. Thus, this study provides new food of thought for deeper exploration and comparative analysis across sectors and regions.

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