

A Systematic Review of the Relationship Between Human Resource Management, Ethnic Diversity, Job Satisfaction, and Organizational Performance.

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Abstract

The employee is an integral part of any organization, the job performance of the employee is linked to his/her job satisfaction, and this influences the employee's level of motivation on the job which directly reflects on the organizational productivity. The human resource management (HRM) has the key role of ensuring that the rights of each employee are respected as well as ensuring the protection of interests and job satisfaction of the employees. This study seeks to examine the relationship between the human resource management, ethnic diversity, job satisfaction, and organizational productivity, highlighting the role of the human resource management on the management of ethnic diversity, job satisfaction as well as organizational performance. This paper is based on previous research studies data from google scholar from the year 2010 to 2020. 19 articles were found related to the search keywords. This paper would be relevant for further study on the relevant areas to tackle to improve the organizational performance as well as its productivity.

Keywords: Human resource management, Organizational performance, Ethnic diversity, and job satisfaction.

1.0 Introduction

With the increased rate of globalization, advancement and migration, the workforce of most organizations tends to be ethnically diverse, and the Human resource management of these organizations within the context of a profoundly ethnically diverse team; plays a very important role in the job satisfaction of the employees as well as the organizational

performance. An Ethnically diverse team could be seen as a team with diverse languages, religions, races, and cultures (Katsiaticas et al, 2013), It could also refer to a socio-cultural team which is specified by a number of people who have diverse ethnic groups in a company or an organization. Human resource management (HRM) is a strategic practice of recruiting, hiring, deploying, and effectively managing the employees of any organization which helps the organization gain a competitive advantage over other organizations. Its primary concern is the management of people within the organization, focusing on policies and systems and ensuring a good organizational performance while achieving its overall purpose which is to ensure that the organization can achieve success through the employees. (Klerck, 2009).

The employees' job satisfaction on the other hand plays a key role in the employee's performance and productivity, it is believed that high job satisfaction leads to greater productivity. (Kanwar et al, 2012), therefore, it is important to ensure that the employee is satisfied as satisfaction brings motivation to achieve targets and organizational goals which yields profits for the organization. The organizational performance which is the actual output of an organization measured by its goals and objectives; is largely dependent on the employee's performance, which makes the employee an integral part of the organization. The way in which the organization through the human resource management manages its employees, has a major influence on organizational performance. (Moreno et al, 2018; Nataraja & Alamri, 2016) as it could determine the success of any organization, and its failure if not handled properly (Issa, 2011).

Based on some of previous research, this paper seeks to examine the relationship between human resource management, ethnic diversity, job satisfaction, and organizational performance which would give more insight on the importance of human resource management and its relationship to ethnic diversity, job satisfaction, and organizational performance by reviewing the roles it plays.

This paper comprises of six sections, following this introduction and problem statement presented in this section; is a breakdown of the methodology employed in this study, the next is a breakdown of the article sorting process, presenting how the articles were sorted, then an analysis of the main articles used for the study, presenting the authors, their articles, dates of publishing and results, and further presenting the research designs used in each article, grouping them accordingly based on their related keywords, the next section discusses the systematic analysis of the main articles used for study based of their integrations, and the last section analyses the relationship between the variables of the study, pointing out themes (issues) in the study, and finally giving a general summary of the study.

1.1 Problem Statement

With the constant rise in globalization, development and migration, organizations are faced with employees of diverse language, culture, backgrounds, and orientation, working as a team to achieve the goals of the organization; and the job satisfaction of the employee to a large extent influences the job performance of the employees which reflects in the overall organizational productivity, but some of the human resource managers who are expected to ensure the general positive performance of the organization; lack the adequate skill (Orga & Ogbo, 2012; Fajana et al., 2011); thereby ignoring the vital role they play in the organization, which affects the employees' job satisfaction and the general organizational performance. There has been previous research relating to human resource management, ethnic diversity, job satisfaction as well as organizational performance in different integrations (Jiang et al, 2012; Atteya, 2012; Mudor, 2011; Nyambegera, 2011; Cherif, 2020; Sabiu et al, 2019; Mira et al, 2019; Zoogah, 2016; Ogunyomi & Bruning, 2016; De Brito & de Oliveira, 2016; Parboteeah et al, 2014; Andreassi et al, 2014); this study seeks to examine whether there has been enough research on the relationship between Human resource management, ethnic diversity, job satisfaction and organizational performance.

2.0 Methodology

In this section, the method used to retrieve articles related to ethnic diversity (ED), job satisfaction (JS), organizational performance (OP), and human resource management (HRM) based on previous research is discussed. PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) method was used, which includes resources from google scholar to run the general systematic review process.

The systematic review process which consisted of articles from 2010 to 2020 involved three stages; the first stage was identifying the keywords related to the variables: ED, JS, OP, and HRM and in the search process, 100 articles were found. The second stage involved a careful screening of the identified articles, selecting the most eligible articles that seemed relevant to the variables; at the end of this stage, 40 articles were selected, while 60 articles were excluded. At the third, which was the last stage, the articles were further screened carefully and thoroughly, and there was a final exclusion of 21 articles which did not directly focus on the research topic, and a total of 19 main articles were remaining which were used for the systematic review. The 19 main articles were analysed and discussed by the reviewer, showing the nature of relationship between the four variables of the research: HRM, ED, OP, and JS, while the rest of the articles were further re-assessed and analysed by the reviewer, concentrating on the studies which addressed the major keywords of the research. The data were extracted by first scanning through the abstracts of the study, before having an in-depth study to identify the appropriate themes (issues) as well as discuss them.

2.1 Results

The review resulted in five main themes (issues) which were discussed. These themes are ethnic diversity, management skills, performance appraisal, job satisfaction, and job performance. The main articles of the research are organized in a tabular form, showing the different collected data and their results showing the different relationships between human resource management, and the following variables: job satisfaction, organizational performance, and ethnic diversity.

2.2 The Inclusion and Exclusion Criteria

Table 2.1 shows the inclusion and exclusion of how the study was carried out, the publication timeline and the sources of the main articles used, it also shows the type of resource materials used as well as the excluded materials, the language and the regions covered in the research articles under review. Basically, it shows the exclusion and inclusion of the research resources.

Table 2.1: The Inclusion and Exclusion Table

Criteria	Inclusion	Exclusion
Timeline	Between 2010 to 2020 (for the main articles used).	< 2010
Literature type	Journals (Research articles).	Journal (systematic review), book, book series, chapter in the book, conference proceeding, reports.
Language	English	Non-English
Country	Across the globe	Selected country
Literature source	Google scholar (for the main articles used).	Non-Google Scholar

3.0 The Search Keyword strings used on google scholar database for the systematic review process.

3.1 Introduction

The search keyword strings were obtained during the resource search on google scholar, the reviewer narrowed the search on google scholar by using the “advanced search” on the google scholar menu, then narrowed the search recent articles which were published between the timeline of 2010 to 2020, the keywords of the search were used as a guide innarrowingthe search to relevant articles which were used for the systematic review. the keywords were typed in using a double quotation mark and separated with “OR” or “AND” depending on reviewer’s inclusion and exclusion criteria in the search result; the advanced search enabled the reviewer to narrow the search to articles that contained the keywords in either its title or anywhere in the article or articles that contained an exact phrase relevant in the search.

3.2 The search Keyword strings.

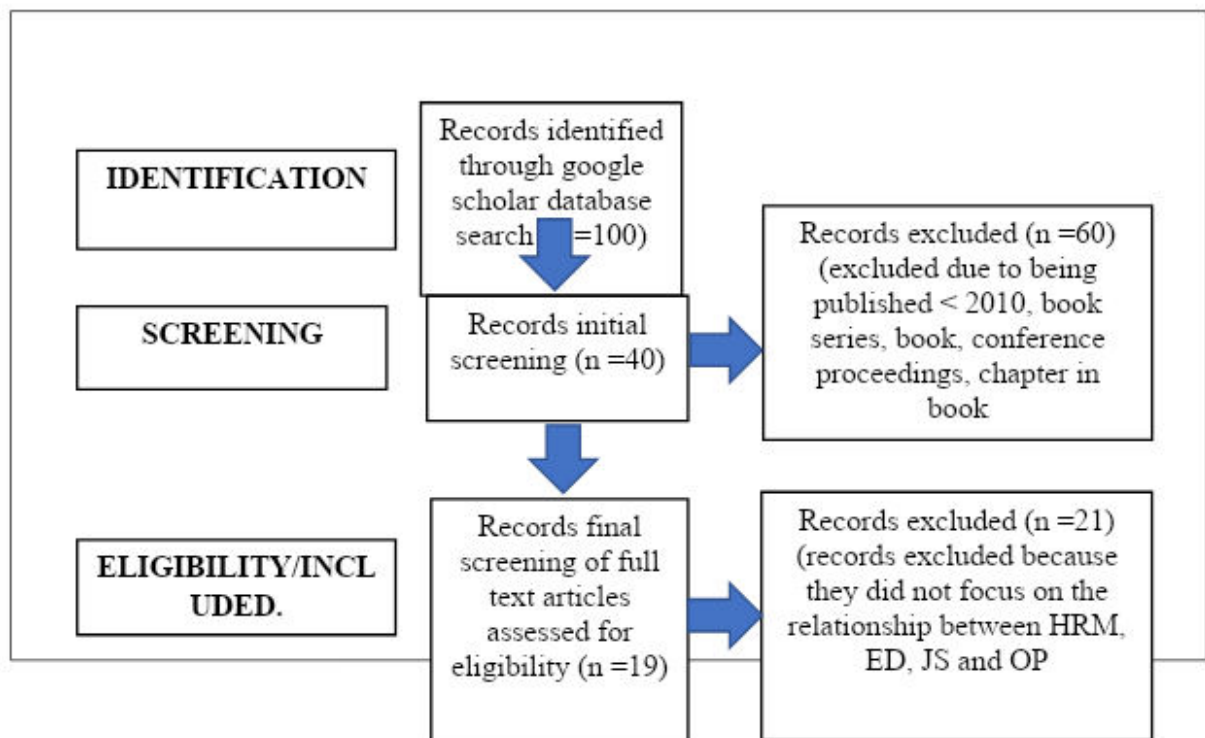
("human resource management" OR "human resource manag" AND "job satisfaction" AND "organizational performance" OR "firm performance" AND "ethnic diversity" OR "ethnic*" OR "ethnicity" "human resource management" OR "human resource manag" AND "job satisfaction" AND "organizational performance" OR "firm performance" AND "ethnic diversity" OR "ethnic*" OR "ethnicity" OR "tribal diversity" OR trib*" "human resource management" OR "human resource manag" AND "job satisfaction" AND "organizational performance" OR "firm performance" AND "ethnic diversity" OR "ethnic*" OR "ethnicity" OR "tribal diversity" OR trib*" "human resource management" OR AND OR "et "human resource management" AND " ethnic diversity" AND "job satisfaction" AND " organizational performance" "human resource management" OR AND OR " ethnic diversity" OR AND OR "job satisfaction" OR AND OR " organizational performance" "human resource mana*" "human resource management" AND " job performance" "human resource management" OR AND OR " job performance" "human resource management" AND " job performance" "Human resource management" “organizational performance” Human OR resource OR management OR systems OR human OR resource OR management OR practices OR organizational OR performance OR firm OR performance” "Human resource management" AND "organizational performance" "Human resource management systems" OR OR OR "human resource management practices" OR AND OR "organizational performance" OR OR OR "firm performance" "human resource management" AND "job satisfaction" "human resource management" OR AND OR "job satisfaction" "human resource management" AND "ethnic diversity" "human resource management" OR AND OR "ethnic diversity" OR OR OR "ethnicity" OR OR OR "tribal diversity" OR OR OR alternative OR diversity" ”human resource management ethnic diversity ethnicity tribal

diversity firm performance job satisfaction organizational performance "job satisfaction" OR "human resource management" OR "human resource management systems" OR "ethnic diversity" OR "organizati").

3.3 A Breakdown of The Article Sorting Process.

Table 3.1 presents a breakdown of the article sorting process used based on their relevance to the study under review, the systematic review process involves the identification of articles relevant to the study, which were carefully screened to sort out the most relevant articles which were termed eligible for the study.

Table 3.1: The Article Sorting Process



(Moher, D., & Liberati, A. A., Tetzlaff, J., & Altman, DG (2009). Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement. *BMJ*, 339, b2535)

4.0 Analysis of The Nineteen (19) Articles used for the Research.

Table 4.1 presents the 19 main articles used for the systematic review, showing the names of the authors, their years of publications and the title of the 19 previously published articles which shows the results of the studies that have been carried out on different people, at different regions and times, proving the relationship between these variables: HRM, ethnic diversity, job satisfaction, and organizational productivity.

Table 4.1: The Analysis of the Articles

AUTHORS AND YEAR OF PUBLICATION	TITLES OF ARTICLES	RESEARCH OUTCOMES
Cherif(2020).	The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector.	Human resource management correlated positively with employee job satisfaction and organizational commitment.
Sabiet al (2019).	Relationship between human resource management practices, ethical climates, and organizational performance.	There is a significant relationship between HRM practice and organizational performance.
Mira, et al (2019).	The effect of HRM practices and employees' job satisfaction on employee performance.	There is a positive significant relationship between HRM practices and employee performance.
Zoogah (2016).	Tribal diversity, human resources management practices, and firm performance.	The results proved the influence in which the human resource management has on tribal diversity and firm performance.
Ogunyomi& Bruning(2016).	HRM and organizational performance of small and medium enterprises (SMEs) in Nigeria.	The study partially supports a model of positive relationships between certain HRM practices and organizational performance.
De Brito& de Oliveira (2016).	The relationship between HRM and organizational performance.	The results showed that a dominance of isolated HR practices does not consider HRM as a system, and of operational performance

		measures, relative to financial and efficiency variables.
Parboteeah, et al. (2014)	Ethnic diversity, corruption, and ethical climates in sub-Saharan Africa: Recognizing the significance of human resource management.	The result proved the role of HRM in managing both ethnic diversity and ethics.
Andreassi, et al. (2014).	Cultural impact of human resource practices on job satisfaction. Cross cultural management.	The result showed the impact of HRM on job satisfaction.
Janssens & Zaroni(2014).	Alternative diversity management: Organizational practices fostering ethnic equality at work.	The study showed the significant role of HRM in ensuring ethnic equality in the organization.
Kwenin, et al. (2013).	The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited.	The result proved the significant influence HR policies and practices have on job satisfaction and employee's retention.
Tabiu& Nura(2013).	Assessing the effects of HRM practices on employee job performance: A study of usmanu danfodiyo university sokoto.	The study showed that the majority of the HRM practices correlates significantly with the employees' job performance.
Jianget al. (2012).	Clarifying the construct of human resource systems: Relating human resource management to employee performance.	This resource-based study clarified the influence which the human resource management systems have on employee performance.

Atteya(2012).	Testing the impact of the human resource management practices on job performance: An empirical study in the Egyptian joint venture petroleum companies.	The result of the study proved that the human resource management practices influence job performance both positively and negatively.
Mudor (2011).	Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover.	The results indicated that HRM practice had a more positive and significant correlation with job satisfaction.
Nyambegera (2011).	Ethnicity and human resource management practice in sub-Saharan Africa: the relevance of managing diversity discourse.	This study showed the vital role the Human resource management plays in managing ethnic differences in the organization.
Hunjra, et al. (2010).	Factors affecting job satisfaction of employees in Pakistani banking sector.	The result of the study showed a positive significant link between HRM practice and the employees' job satisfaction.
Kayaet al. (2010).	An exploratory analysis of the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks.	The study proved the positive impact of HRM activities on job satisfaction.
Çalışkan (2010).	The impact of strategic human resource management on organizational performance.	The study proved the impact strategic management of human resources has on organizational performance.
Ferguson& Reio (2010).	Human resource management systems and firm performance. Journal of Management Development.	The study suggested that human resource managers have a positive influence on organizational performance.

4.1 Findings

The findings of the 19 main articles used in the systematic review are presented in table 4.2, showing the authors of the articles, year of publication, and regions where the research took place, the table also shows the research design used in carrying out the study as well as the number of articles which prove the relationship between the variables discussed in the study.

Table 4.2: The Article findings

Articles	Main study design	Human resource management and ethnic diversity	Human resource management and job satisfaction	Human resource management and organizational performance
Article 1	QN		✓	✓
Article 2	QN			✓
Article 3	QN		✓	✓
Article 4	MM	✓		✓
Article 5	QN			✓
Article 6	MM			✓
Article 7	QL	✓		
Article 8	QN		✓	
Article 9	QL	✓		
Article 10	QN		✓	
Article 11	QN			✓
Article 12	MM			✓
Article 13	MM			✓
Article 14	MM		✓	✓
Article 15	MM	✓		
Article 16	QN		✓	
Article 17	QL		✓	

Article 18	MM			✓
Article 19	QN			✓

QN = Quantitative, QL = Qualitative, MM = Mixed method

The table 4.2 presents a distribution of the 19 main articles showing these relationship combinations: HRM and ethnic diversity, HRM and job satisfaction, HRM and organizational productivity. The table also indicates the research design employed in carrying out the research with “QL” implying Qualitative method, “QN” implying Quantitative method, while “MM” implies Mixed method.

5.0 Breakdown of the Systematic Analysis

This section shows different integrations of the variables, the number of the articles under review which focused on them, their aims, the research methodology used, as well as their findings.

5.1 Human Resource Management and Ethnic Diversity

Total of 4 out of the 19 articles focused on the relationship between human resource management and ethnic diversity. Zoogah (2016), Parboteeah et al (2014), Janssens & Zanoni (2014) and Nyambegera (2011) focused on the relationship between human resource management and ethnic diversity in different organizations. Zoogah (2016) and Nyambegera, (2011) used the mixed method approach, while KP Parboteeah et al (2014), Janssens & Zanoni (2014) used the qualitative method approach. These studies showed how to manage ethnic diversity and the effect of the human resource management practices in the management of ethnic diversity in organizations. Zoogah (2016) in his results showed that Human resource management diversity policy (HRM-DP) mediates the relationship between tribal diversity and firm performance, while Janssens & Zanoni (2014) further argued that for any organization to foster ethnic equality, diversity management should not only address unequal power relations between ethnic majority and minority groups but should also address the culturally defined relationship between the employer and employees.

Generally, workforce diversity is strategic and can determine the success or failure of any organization if not handled properly. That is to say that a well-managed workforce diversity system will positively influence organizational productivity as well as the employees' performance; both on individual and group levels.

5.2 Human Resource Management and Job Satisfaction

A total of 7 of the 19 articles focused on the relationship between human resource management and job satisfaction. Cherif (2020), and Kwenin et al (2013) who in their

research studies investigated the role of human resource management policies, the employee job satisfaction and rewards, in predicting the employees' retention and commitment proved that the variables are positively correlated, while Andreassi, et al (2014), in their study carried out on four multinational organizations across cultural regions -Asia, Europe, North America, and Latin America; which was aimed at determining the effect of high performance human resource practices on job satisfaction, furthermore, Hunjra et al (2010) carried out their research on 295 bank employees in Pakistan; and Kaya et al (2010) also carried out an exploratory analytic study on 346 employees from 19 Turkish banks, aimed at explore the influence of HRM activities (behaviour and attitudes in recruitment and selection, teamwork, extensive training, written policies, training in multiple functions, incentives, performance appraisal and feedback on performance) and organizational climate on job satisfaction; Mudor (2011) further attempted to propose a conceptual framework showing the relationship between HRM practices (supervision, job training, and pay practices), job satisfaction and turnover; and all their different results showed a significant relationships between human resource management practices and job satisfaction at different regions in the world, which implies that the role of the human resource management influences job satisfaction. On the other hand, Mira et al (2019) in their recent study explored to know whether HRM practices has direct impact on the employee performance or through employees' job satisfaction on employee performance, analysis was carried out on 367 Saudi port authority employees' data and their results also proved a positive significant relationship between HRM practices and employee performance: as well as a positive relationship between employee job satisfaction and employees' performance.

It is understood that job satisfaction is a vital element in an organization as it is linked directly to job performance and indirectly to organizational productivity; and the human resource management which oversees planning, recruitment, training, the employees' promotion, rewards, incentives, compensations, appraisals, salaries, training, making policies etc.; influences the level of satisfaction an employee gets in the organization either directly or indirectly thereby affecting job performance and organizational productivity.

5.3 Human Resource Management and Organizational Performance.

Majority of the studies focused on the relationship between human resource management and organizational performance. Out of all the articles in review, 12 articles out of the total 19 articles also focused on the relationship that exists between human resource management and organizational performance. Based on the cross-sectional study carried out by Ferguson & Reio(2010); which consisted of 350 business professionals from a midwestern US professional organization; it suggested that human resource managers have a positive influence on the organizational performance through implementing and supporting organizational policies and procedures which serve as part of the motivating

factor positively influencing the workers especially in the aspects of reasonable incentive, compensation and rewards, performance management, learning and development activities which stimulate optimal task and contextual job performance, furthermore, Tabiu& Nura (2013) in their cross-sectional survey on 198 teaching staff, examining the effects of HRM practices on employees' job performance aimed to prove the positive effects of HRM practices on the employees' job performance, and the results showed that the majority of the HRM practices correlates significantly with the employees' job performance.

These studies (Mudor,2011; Çalışkan,2010; Ogunyomi & Bruning, 2016; Cherif, 2020; Zoogah,2016; Mira et al, 2019& Atteya, 2012) which were carried out to investigate the relationship between human resource and organizational performance, proved significant relationship between human resource management and organizational performance. Furthermore, the study by De Brito& de Oliveira, (2016) presented a theoretical and empirical analysis of the relationship between the HRM and organizational performance, according to the empirical study, the results showed lack of studies conducted at that intersection. From the universe of 2,469 articles, only 16 (0.6%) sought to relate HRM and organizational performance. It was also observed that a dominance of isolated HR practices does not consider HRM as a system, and of operational performance measures, relative to financial and efficiency variables; Inasmuch as most studies show a positive relationship between HRM practices and performance, in line with the literature, the study also pointed out some methodological issues, such as the difficulty of isolating the HR practices from its context as well as the failure to consider the temporality of this relationship. Sabiu et al (2019) aimed to investigate the influence of HRM practices, (recruitment and selection) and organizational performance through mediation role of ethical climates in Nigerian educational agencies, and their research which was carried out on 181 educational agencies and represented by director of administration, revealed the significant relationship between the HRM practices and organisational performance; while Jiang et al. (2012), in their study clarified the influence which the human resource management systems have on employee performance.

It is paramount to note that the organizational performance and the employee's performance in an organization are intertwined but the human resources factors alone do not guarantee good performance and high productivity. Sikora et al. (2016) pointed out that the Human resource managers of the organizations should employ qualified employees to achieve competitive advantage by using their skills and ability to perform their tasks in a proper way. Human resource management practices aim to achieve a competitive edge over other competitors in the same field by recruiting the appropriate, efficient, and well dedicated employees for the organization, improving, and developing them in accordance with the values, goals, and objectives of the organization. The compensation and incentive measures ensured by the human resource management also

increases the employees' motivation to achieve more goals which improves the organizational performance. Therefore, "employee motivation is arguably a crucial intermediate variable between a performance-based compensation system and performance" (Fey et al., 2000).

6.0 Analysis of the Relationship between Human Resource Management, Ethnic Diversity, Job Satisfaction and Organizational Performance.

Table 6.1 presented a discussion of the themes (Issues) in the study of the relationship between these variables: human resource management, ethnic diversity, job satisfaction and organizational performance, based on the literature review.

Table 6.1: The analysis of the issues in the study

KEY ISSUES	DISCUSSION
Ethnic Diversity	Poor ethnic diversity management. (Agrawal,2012). Disunity amongst members of the team (Riordan & Shore, 1997).
Management skills	lack the adequate techniques or skills by the HRM to train the employees. (Orga & Ogbo, 2012; Fajana et al., 2011)
Job satisfaction	Some human resource policies leading to employees' job dissatisfaction.(Afshar& Doosti,2016).
Performance appraisal	Some organizations have a poor and bias performance appraisal system (Ahmed & Ahmed, 2010; Ngima, & Kyongo, 2013).
Job performance	Lack of motivation(Afful, 2012).

6.1 Summary

This study has attempted to systematically analyse the existing literature on the relationship between human resource management and ethnic diversity, job satisfaction and organizational performance. A systematic review which was sourced from google scholar database resulted in 19 selected articles related to the research topic. The results proved the influence which human resource management has on ethnic diversity, job satisfaction and organizational performance. During the review, some issues were identified and grouped into themes: ethnic diversity, management skills, performance appraisal, job satisfaction, and job performance, which were further discussed.

This paper contributes to the growing literature on the relationship between these variables; the human resource management, ethnic diversity, organizational performance, and job satisfaction; and how they affect the overall organizational productivity. (Kanwar, et al 2012). It shows the importance of human resource management in the different sectors of the organization. In the aspect of ethnic diversity, diversity management aims “to create and maintain a positive work environment that values the similarities and differences of individuals” (Patrick & Kumar, 2012, p. 5); it also enables organizations to look beyond the complexities of diversity and value the differences in people occasioned by diversity. (Tenas,2012). It is important for human resource management to effectively manage ethnic diversity to take advantage of its benefits. Marx et al (2016) pointed out that for organizations to benefit from ethnic diversity, the human resource managers need to have the knowledge and skills to manage diversity because it also comes with detrimental effects if not properly managed. In the aspect of organizational performance, Human resource management practices could lower absenteeism, reduce turnover, and increase employees’ performance and loyalty to the organization(Ijigu, 2015); and it can also influence the employees’ job performance both positively and negatively and the outcomes from these sectors determine the overall organizational productivity, which invariably means that the Human Resource Managers have an integral role to play in both the management of the employees and the overall organizational productivity.

6.2 Conclusion

The findings of this paper are strictly based on previous research related to the relationship between ethnic diversity, human resources, and job satisfaction. This study has shown that although there is some research on human resource management, ethnic diversity, job satisfaction, as well as organizational performance, but they did not integrate the all the different variables together, instead they treated them differently. In further research, there is a need for fieldwork research to further investigate the relationship between these variables together to see how these variables interact with one another.

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