Organizational diversity and competency-based performance: The mediating role of employee commitment and job satisfaction

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Abstract. *Diversity amongst the workforce within central Europe has experienced some form of evolution. This occurrence will incessantly manifest even further in the not-too-distant future. As a result, citizen-dominated societies are gradually tilting towards an increasingly diverse and minority population, broadly of African and Asian descent. Again, demographers suggest the influx of women, minorities, people of different ethnic backgrounds, aging workers, and people with alternative lifestyles within the European employment space, just as the various organizations and schools are filled with these groups. Studies on organizational diversity abound, however, findings from past research on diversity and performance relationships have been equivocal. Thus, the main objective of this study is to assess the mediating role of commitment and job satisfaction in the relationship between diversity and performance. Results from 237 samples drawn from the Czech Republic, Europe and analyzed through partial least square structural equation modelling (PLS-SEM) suggest that diversity does not have a significant relationship with competency-based performance. However, both commitment and job satisfaction play notable roles in the relationship between diversity and competency-based performance. Given these results, we discuss the theoretical and managerial implications.*

Keywords: diversity, competence-based, performance, commitment, satisfaction.

Introduction

There has been a gradual change in the diversity of the workforce within central Europe (King, 2019). This occurrence will continually manifest even further in the not-too-distant future. As a result, citizen-dominated societies are gradually tilting towards an increasingly diverse and minority population, broadly of African and Asian descent. Again, demographers

suggest the influx of women, minorities, people of different ethnic backgrounds, aging workers, and people with alternative lifestyles within the European employment space (Alba & Duyvendak, 2019; Hakim, 2019; Sullivan, 2018). Academic institutions are not an exception to this emerging phenomenon. According to Kools and Stoll (2016), organizations will progressively begin to experience such a trend as most schools and organizations tend to annex talents from diverse backgrounds. Thus, prospective students and employees from diverse backgrounds with different skills, knowledge, and capacity will collectively work to sustain their organization's competitive advantage. Moreover, a shift in the demographic workforce is effectively and efficiently managed to achieve a competitive and economic outcome for organizations and schools (Ness & Lin, 2019).

Indeed, managerial techniques, values, and strategies adopted are mostly copied from the private sector into the public management systems of school administrations and other institutions (Alford & Greve, 2017). Nevertheless, research has produced two schools of thought. One school of thought believes that some dose of acceptance from managerial practice in the right proportion and context may be helpful to institutions in affecting the quality of job performance (Shalley & Gilson, 2017). The other point of view, in contrast, proposes that managerial practices adopted from the private sector (Managerial Adoption) defeats the original intention of efficient and effective quality improvement in institutions (Siyambalapitiya et al., 2018). Nevertheless, these adoptions affect the efficiency and effectiveness of the various employees within an organization when its application does not consider the organization's peculiar needs (Forés & Camisón, 2016).

Even though diversity is extremely vital due to attracting talents from different backgrounds, few studies have emphasized the mediating consequence of employee commitment and job satisfaction. Thus, the main objective of this research is to assess the mediating role employee commitment and job satisfaction play in the diversity and performance relationship.

Our study's contributions are as follows: First, we assess the relationship between diversity and performance. The study also seeks to widen the scope of diversity management and performance literature. While we have many studies on diversity, few of them have focused on educational institutions. Thus, our study enhances existing literature on diversity and performance nexus from an educational institution perspective. Secondly, we also evaluate the mediating role that employee commitment and job satisfaction might play in diversity and performance. Indeed, there is a dearth of research on the mediating role these variables play in organizational diversity studies. Thus, the paper seeks to provide empirical evidence which identifies some prime concepts which give further insights into diversity and performance within organizations.

The paper subsequently continues with a review of the theoretical foundation on employee diversity, employee commitment, employee satisfaction, and competency-based performance of employees. Hypotheses were formulated out of the research model and subsequently tested. A methodological procedure that details the data collection process is also elaborated. Results, general discussion, research implications, and finally, the conclusions, limitations, and future research directions are expounded.

Literature review and hypothesis development
Employee diversity
Consistent with extant literature, employee diversity includes personal characteristics such as gender, age, race, income and educational level, and generational differences (Pinar et al., 2011; Zopiatis et al.,2014). Diversity can be categorized into two, namely primary diversity and secondary diversity. The primary diversity consideration (age, race, gender, and experience) is paramount to this research rather than secondary diversity considerations (functional, informational, or job attributes). Primary diversity focuses on visible characteristics, while secondary diversity bothers on invisible characteristics (Hakim, 2019). Therefore, the primary diversity consideration is thoroughly examined in this research to explain diversity further. To better understand the diversity concept, we take inspiration from the theory of relational demography. Relational demography theory assumes that demographic characteristics such as educational level, age, gender, socioeconomic status, and race are essential in influencing work outcomes (Archer, L., & Francis, B. 2006). To this end, Goldberg et al. (2010) further explains that these characteristics promote work outcomes due to homophile effect-the idea that the bond between similar people occurs at a higher rate than among people who are dissimilar, and such human inclination make people sense some interpersonal attraction. Avery et al. (2008) note that employees perceive working environment as supportive when they share demographic similarities. This may motivate employees to work. As such, every organization, whether a non-profit or a for-profit organization, will require diversity in order to be more creative, innovative, and adaptable to global changes (Přívara & Kiner, 2020; Pudjiarti, 2018). Therefore, managers must recognize the benefits their organizations are likely to gain when they increase diversity in their workplace (Guest, 2017). Even though diversity improves organizational creativity, the challenge that comes with managing a diverse workgroup requires organizational heads to acquire the necessary skills that may enable them to adequately manage a diversified environment (Hajro et al., 2017). However, for organizations to value multi-diversity, managers and supervisors must be ready to re-orient themselves on how to lead a diverse team and equally train subordinates to work in a diverse team and support each other (Zahra et al., 2020). According to Archer & Francis (2019) diversity generally is acknowledging, understanding, accepting, valuing, and celebrating differences among people concerning age, race, gender, and experience. Given the increasing diversity in central Europe, it is incumbent on firms to look for ways to become practically inclusive due to the potential benefits associated with workforce diversity(Cunningham, 2019). Moreover, employers and employees benefit from diversity through interdependency and respect for individual differences (Guillaume et al., 2017). Finally, diversity is critical for organizational success in an era where flexibility and creativity are keys to competitiveness (Ferreira et al., 2020).

Commitment and satisfaction in an organization
Organizational commitment can be described as an available or willing action that is not part of the role of the employee or formally rewarded by the organization (Vuong et al., 2020). Some researchers believe that organizational effectiveness is affected by organizational commitment by enhancing the social and psychological contract between the employee and employer (Ahmad et al., 2019; Vuong et al., 2020). Since organizations cannot predict or anticipate the behavior of employees, it becomes essential to have employees who have strong attachment towards an organization since that may influence their attitude and

behavior at the workplace (Habib et al., 2019; Themba et al., 2019). This perceived connection between commitment and employee behavior has attracted the interest of scholars in studying the antecedent and predictors of employee commitment (Ahmad, 2018). For instance, there is the proposition that employee positive job attitudes are determined by commitment (Solinger et al., 2016; Villanueva-Flores et al., 2017). Again, some authors believe that an attitudinal indicator of how an employee sees himself or herself regarding the social member exchanges between the employer and employee determines the employee's level of commitment (De Roeck & Maon, 2018; Lavieri & Bhat, 2019; Stojanovic et al., 2020). In addition, an employee's psychological attachment to an organization due to the relative aim and value congruence, behavioral investments, and willingness to stay in an organization is attributed to commitment (De Roeck & Maon, 2018).

Employee satisfaction is a broad term used by the human resource literature to describe how satisfied or content employees are with elements such as their jobs, experience, and the organization they work for (Bratton & Gold, 2017). One of the primary goals of every organization is to achieve its objectives through its employee's skills and effort. However, what has to be noted is that employees exert more effort into the achievement of organizational objectives when they become satisfied with their job (Badubi, 2017). The logic is that employees reciprocate their satisfaction by taking good care of their organization's customers, which in effect result in satisfied customers and more productivity (Kloutsiniotis & Mihail, 2018). Generally, employee satisfaction emanates from many job satisfaction elements such as good pay, good training programs, and job security (Addis et al., 2018). Hence, organizations that provide these elements to their employees are more likely to have satisfied employees than organizations that do not make these elements available to their employees.

Competency-based performance

A key indicator for the determination of employee productivity is job performance. Moreover, in order that organizations determine whether an individual employee's output meets the organizational expectations, they have to use organizational performance appraisal. Nevertheless, employees must be equipped with the skills and expertise required as a precondition for utmost performance. So, human capital is an important aspect to attain these goals (Kadiresan et al., 2015). As Habib et al. (2019) explained that human capital development has been empirically determined by researchers to be an important factor in employee organizational performance. Indeed, organizational variable remains one of the critical variables which most studies in the area of management explore (Al-Abdullat & Dababneh, 2018; Bileviciute et al., 2019). Besides, market competition for patronage, ideas, and investment are pre-requisite for organizational performance (Lee, 2019). Organizational performance, as a consequence, has a central role in the realization of organizational goals; therefore, various departments such as operations, marketing, human resources all eventually seek to enhance organizational performance (Roberson, 2019).

Diversity and competency-based performance

Diversity can be either detrimental or beneficial for employee performance. Various works on workplace diversity have confirmed this view. For instance, King et al. (2009) posit that employee diversity significantly influences organizational creativity and responsiveness (Kittay, 2019). Likewise, Tworek et al. (2020) found workforce diversity as a critical catalyst

in improving organizational performance. Again, diversity at the workplace has been found to improve organizational creativity as it provides diverse perspectives to organizational problem identification and definition and equally provides different alternatives in solving organizational problems (Annabi & Lebovitz, 2018).

Notwithstanding this positive effect associated with workforce diversity, others have found diversity to result in negative organizational effectiveness, with some affecting organizational cohesiveness and cooperation. For example, Dahanayake et al. (2018) observed that workplace diversity could generate conflict amongst employees due to the differences in perception, ideas, behaviors, interests, attitudes, religious differences, political views, and unjustified distribution of resources. The consequence of workplace conflict tends to be quite devastating as unresolved conflict amongst co-workers can decrease team spirit, reduce innovation, affect product quality and consequently lead to poor employee performance and poor organizational outcomes (Aljawarneh & Atan, 2018; Kyei-Frimpong et al., 2020; Nwadike, 2019).

Nevertheless, it is not every conflict that results in hatred. For instance, when conflicts are appropriately managed, it becomes an essential source of idea building and creativity (Smith, 2020). However, when management chooses to attach less importance to its occurrence at the workplace, it can degenerate into a personal and emotional rift which in effect may disrupt the morale of the employees, organizational culture and even jeopardize organizational performance (Gest, 2016; Zýka & Drahotský, 2019). In view of the above, we also hypothesize that:

H1: Employee diversity has a positive relationship with competency-based performance.

Employee commitment and Employee Satisfaction as mediators

Organizational commitment implies an individual's psychological, emotional, and willingness to remain in an organization (Hung et al., 2018). It is also described as an unrestricted or willing action which is not formally part of the reward arrangement of an organization (Vuong et al., 2020). However, according to Ammari et al. (2017), this expression of willingness by individuals in organizations are related to goals, values equivalence, organizational culture, investments in the development of employees, and the zeal to stay in organizations. Moreover, sustaining organizational commitment and satisfaction amongst employees, especially a diverse group, is increasingly a challenge for organizations (Wagner & Hollenbeck, 2020). Notwithstanding, minority employees such as women and workers of color have their satisfaction and commitment levels hampered due to perceived discrimination (Buttner & Lowe, 2017). Therefore, for managers to improve employee cohesion, steps must be taken to provide equal platforms and opportunities among diverse employees (Cletus et al., 2018). Therefore, we propose that;

H2a: Employee commitment positively mediates employee diversity and competency-based performance.

Amongst the vital components of the organizational-employee relationship is employee job satisfaction and employee commitment (Djastuti, 2019). According to Liu et al. (2016), job satisfaction can be defined as a pleasurable or positive emotional state resulting from one's appraisal of a job or experience (Huang, 2019). Extensive literature review abounds on job

satisfaction suggesting sufficient research on this phenomenon. However, there is relatively little research on employee job satisfaction and employee commitment as mediators between employee diversity and job performance (Alkhateri et al., 2018). Perhaps due to the depth of research concerning employee job satisfaction and employee commitment as a mediator, there is a lack of consensus on the impact of these variables within the organizational setup (Gaudet & Tremblay, 2017). Therefore, we propose the following hypothesis:

H2b: Employee satisfaction positively mediates employee diversity and competency-based performance.
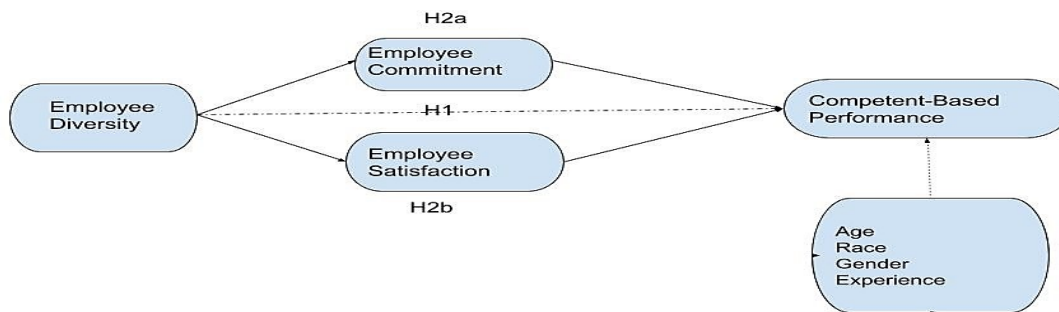

Figure 1. Research model

Source: from the Authors.

Methodology
Data setting and collection
A questionnaire was developed, and a stratified random sampling technique was adopted to collect data from the Tomas Bata University in Zlin, the study site. Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups known as strata (Smith et al., 2017). In stratified random sampling or stratification, the strata are formed based on members' shared attributes or characteristics such as income or educational attainment, etc. (Song et al., 2016). In this study, the target population was made up of three strata: Academics (professors, Senior Lecturers, Lecturers and Assistant Lecturers (514); postgraduate students (150), and administrative staff (351) within the institution. The questionnaires were distributed in proportion to the number of people in each stratum. Subsequently, concerning data collection and analysis techniques, structured self-administered questionnaires design and online survey distribution were adopted to achieve the overall goal of this study. We distributed 260 questionnaires to the employees and researchers of the institution. As an online survey, we invited the respondents through their emails, as every worker or postgraduate student of the institution had an email address. We also did a follow-up by sending reminders through the email. We received 237 valid responses, representing 91% of the response rate. The high response rate was made possible because the researchers works in the same University where data was drawn. The analysis of these employees and postgraduate students form part of the various strata, suffice to say that the postgraduate students are considered as employees because they earn a scholarship and as part of their study plan and requirement, they take part in pedagogical activities. Table 1 below depicts the demographic characteristics and profile of the study.

Table 1. Demographic characteristics of respondents

Details of respondents		Frequency	Percent (%)
Gender	Male	121	51.1
	Female	116	48.9
Age	18 - 25	51	21.6
	26 - 30	81	34.2
	31 -35	66	27.8
	36 - 40	29	12.2
	Above 40	10	4.2
Educational level	Diploma	14	5.9
	Bachelor's Undergraduate	40	16.9
	Master's	97	40.9
	Ph.D. candidates	66	27.9
	Others	20	8.4
Status in the organization.	Academic staff (e.g. Lecturers)	48	20.2
	Postgraduate students /researchers	80	33.6
	Administrative staff	109	46.2
Affective commitment		193	81.6
Normative commitment		187	78.8
Continuance commitment		174	73.3
Extreme commitment		146	61.4
Co-worker Satisfaction		158	68.8
Supervisory Satisfaction		133	56.1
Recognition Satisfaction		178	75.3
Communication Satisfaction		201	84.9

Sources: Authors' field study (November-December, 2020).

Measures

All the measures used in this are displayed in figure 1. Employee diversity and from now on (ED) as an independent variable and competency-based performance and from now on (CBP) as a dependent variable. Employee commitment and hereinafter (EC) and satisfaction and from now on (ES) as the mediators. We adopted constructs from the current study. The measures for CBP were adopted from the works of Demo et al. (2012) and ED measures taken from the works of Tuan (2020) with the measure of EC and ES taken from the works (Liu et al., 2016; Meyer et al., 1993). All measurement items were assessed on a five-point Likert scale with (1) being completely disagree and (5) completely agree.

Results

Measurement model assessment

The preliminary stage in performing any PLS-SEM is the assessment of measurement models. This is to confirm that the indicator variables are measuring the constructs they are to measure. Therefore, following the suggestions of Hair et al. (2017) and (Khan et al., 2019), the measurement model was assessed by both convergent validity and reliability testing. Consistent with previous investigations, and in acknowledging the steps in using PLS-SEM as previously suggested, the measurement model must be first assessed using the indicator loadings (Hair et al., 2017). Because of this, minimum loadings of approximately 0.561 are considered suitable since they best explain more than 50 percent of the indicator variance, hence providing a satisfactory threshold for item reliability (Shmueli et al., 2019). With this rule of thumb, all items in connection with the reliability indicator showed more than

50 percent of the indicator loadings, which suggest the level of connections (item correlation) to their respective constructs (see table 2).

Table 2. Factor/outer loadings

Indicators	Competency-based performance (CBP)	Employee commitment (EC)	Employee diversity (ED)	Employee satisfaction (ES)
EC1		0.788		
EC2		0.733		
EC3		0.816		
EC4		0.614		
ED1			0.855	
ED2			0.739	
ED3			0.898	
CBP1	0.777			
CBP2	0.815			
CBP3	0.784			
CBP4	0.650			
ES1				0.668
ES2				0.561
ES3				0.753
ES4				0.849

Source: Authors' processing from SmartPLS 3.2.9.

Cronbach alpha (CA) and composite reliability (CR) were used as a metric in the assessment of the internal consistency and reliability of the study measures. As was the case in the work of extant literature (Anderson & Gerbing, 1988; Shmueli et al., 2019) for CA of 0.5 and (Bagozzi & Yi, 1988; Sarstedt et al., 2020) for CR of 0.6, which were respectively used as the minimum threshold and rule of thumb. In this study, CA for all construct ranges between 0.731 and 0.785, whereas CR values were between 0.824 and 0.872.

The average variance extracted (AVE) was used to measure the extent to which the constructs congregate to explain the variance of all items on each construct for the convergent validity (Fogarty et al., 2014). The minimum acceptable AVE is 0.50, which indicates 50 percent or more of the variance items make up with the specified items. Based on this threshold, all AVE values were above the minimum threshold. Table 3 depicts the values for CA, CR, AVE, rho_A recorded for all constructs.

Table 3. Construct reliability and validity

Construct	Cronbach Alpha	rho_A	Composite reliability	AVE
Competence-based performance	0.757	0.779	0.844	0.577
Employee commitment	0.728	0.750	0.829	0.550
Employee diversity	0.785	0.859	0.872	0.695
Employee satisfaction	0.731	0.754	0.824	0.500

NB: AVE-Average Variance Extracted.

Source: Author's processing from SmartPLS 3.2.9.

Aside from testing for convergent validity using AVE, we also examined convergent validity through the Fornell-Lacker criterion (Fornell & Lacker, 1981). Fornell and Lacker (1981) propose that the estimate of the square root average variance extracted (AVE) should be more significant than the correlation shared between every other construct (see table 4).

Readers may take a quick look at the inter-construct correlation matrix and the discriminant validity to observe the bolded slanting figures indicating the level of correlation coefficient amongst the observed constructs. The discriminant is established when a construct has a higher value of loaded coefficient beyond other observed variables in a single row or column, as indicated in table 4. The results shown in Table 4 confirm that the Fornell-Lacker criterion has been met.

Table 4. Test of discriminant validity - Fornell-Larcker Criterion

Construct	1	2	3	4
1=Competency-based performance	**0.759**			
2=Employee commitment	0.646	**0.742**		
3=Employee diversity	0.428	0.458	**0.834**	
4=Employee satisfaction	0.561	0.452	0.735	**0.699**

NB: the values in bold (in diagonal) are the squared average variance extracted.

Source: Authors' processing from SmartPLS 3.2.9.

Structural Model- Direct & mediation analysis

Beyond the assessment of the measurement model, there is also the need to assess the structural model. The structural results are presented in Table 5. The results show that only one of the five hypotheses was rejected. Specifically, hypothesis (H1), which predicted a positive relationship between employee diversity and competency-based performance, was not confirmed (β=-0.104, t=0.933, p>0.05). With the mediated observation it can be observed from table 4 that ED> EC and ES towards (CBP) are all supported (H2a and H2b) with the below statistics; ED-> EC->CBP = (β=0.510, t* 6.992, p<0.001) and ED->ES->CBP = (β=0.407, t*=4.311, p<0.001), as seen from Table 5 below.

Table 5. Structural model - path coefficient

Relationship	Beta (β)	Mean value	SD error	t-value	P-Values	Empirical Remarks
H2a:EC->CBP	0.510	0.516	0.073	6.992	0.000	Supported
H1: ED->CBP	-0.104	-0.116	0.111	0.933	0.351	Not supported
ED -> EC	0.458	0.467	0.089	5.140	0.000	Supported
ED-> ES	0.735	0.741	0.059	12.426	0.000	Supported
H2b:ES->CBP	0.407	0.415	0.094	4.311	0.000	Supported

Source: Authors' processing from SmartPLS 3.2.9.
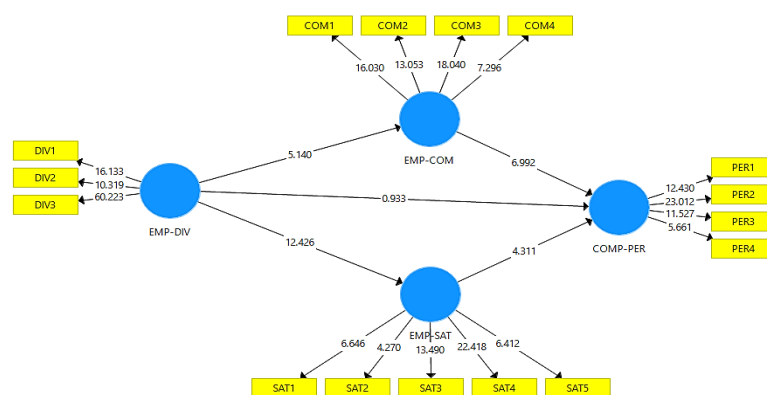

Figure 2. Estimated model from SmartPLS. 3.2.9

Source: Authors' processing from SmartPLS 3.2.9.

Discussion and theoretical and practical Importance

The main objective of this study was to examine the mediating role of commitment and job satisfaction in the relationship between employee diversity and competency-based performance. Firstly, we found that the relationship between employee diversity and competency-based performance was not significant, a finding which adds to the mixed-results reported in diversity and performance studies. Indeed, as indicated in the literature review section, previous empirical studies on the link between diversity and performance produced mixed results (Gomez & Bernet, 2019). Researchers believe that the actual effect of diversity on employee performance is more complicated than envisaged (Gomez & Bernet, 2019; Tekleab et al., 2016). Therefore, there is the need for a more varied investigation into employee diversity and performance on account of complexities in modern organizational trends.

Although our study looked at the link between diversity and performance, the mediating role of employee commitment and employee satisfaction is also examined. We found that although the relationship between diversity and competency-based performance is not significant, the relationship is strengthened when commitment and job satisfaction mediate it. The results of our study add to recent investigations about the importance of diversity in influencing employee performance (Archer & Francis, 2019; Hajro et al., 2017; Zahra et al., 2020). As a result, the main point of this study is the primary diversity considerations, thus; age, gender, race, and experience. The results corroborate with the assertion made by Archer and Francis (2019) that some of these diversity considerations have been well researched more than others. However, the evidence of individual aspects differs. There are few exceptions due to the operationalization of these various features and their methodology (Trepte & Loy, 2017). Globalization also demands more interrelation amongst people from different backgrounds (Harris, 2019), which is in tandem with the outcome of this study; however, amongst the primary diversity features examined relative to this study at the Tomas Bata University in Zlin, Czech Republic, race compared to experience, age and gender seems to be relatively minimal due to the dominance of the indigenes. Age, experience, and gender are on a balance since there is a more or less equal number of these features in the institution.

In addition, People no longer live in isolation irrespective of their age, gender, race, and experience. Therefore, Hajro et al. (2017) argue that non-profit and profit organizations need diversity to be more creative, innovative, and more susceptible to change in this contemporary times. The gradual entry of Africans, Asians, and other racial groups has complemented the age, experience, and gender within the organizational setup of Tomas Bata University. Hence, improving diversity has not only become necessary in the understudied context but has equally become a vital tool in modern-day management (Hajro et al., 2017). For instance, Tekleab et al. (2016) posit that the increasing rate of diversity in the corporate world requires institutional heads to recognize this new evolution and make the necessary managerial changes to suit this emerging trend. The finding also suggests that the actual effect of diversity may vary due to forms of diversity which is consistent with previous studies (Cunningham, 2019; Guest, 2017). Social categorization and social identity theories give credence to the main effect of racial diversity; greater diversity is linked with less social integration, more conflict, and less unity in groups, which is inimical to organizational performance (Trepte & Loy, 2017). In contrast, the extreme level of diversity in terms of race decreases organizational performance, while a high level of gender diversity

increases organizational performance. (Cunningham, 2019; Ferreira et al., 2020; Guillaume et al., 2017)

Some researchers believe that employee commitment affects organizational effectiveness through the improvement of both social and psychological contracts, which consequently supports task performance (Ahmad et al., 2019; Vuong et al., 2020). Since organizations cannot predict or anticipate the behaviour of their employees, it becomes essential to have employees that have a strong emotional attachment towards an organization since that may influence their attitude and behaviour at the workplace (Habib et al., 2019; Themba et al., 2019). Accordingly, the antecedent and predictors of commitment due to its effect on employee behaviour must focus on managers and researchers (A. Ahmad, 2018). The results derived from the data analysis of the data collected from the employees supported the hypothesis (H2a), which confirms a significant mediating role of commitment between diversity and competency-based performance. This is supported by the assertions of (Solinger et al., 2016; Villanueva-Flores et al., 2017; Villesèche et al., 2018). These authors argue that employee attachment towards an organization may improve their acceptance of the organizational policy. Diversity in terms of age, race, gender, and experience are all factors that improve organizational outcomes (De Roeck & Maon, 2018). However, there must be some catalysts too that support diversity (Lavieri & Bhat, 2019). For instance, an organization's diversity policy may be thwarted without such a catalyst, particularly when employees begin to doubt workers' abilities from different tribes or regions. Accordingly, employees' commitment to their organization could catalyse and support workplace diversity.

In this study, 78.8% of the respondents indicated that they feel emotionally attached to the institution, while 81.6% insisted that they remain loyal to the organization. Again, 73.3% believe that they have limited choice to consider leaving the institution. Also, a maximum of 61.4% of the participants was even willing to work for free at this organization. Interestingly, their high level of commitment towards the organization made them highly tolerant of one another, even when a colleague worker came from a different region or had a different identity. This assertion confirms arguments made by researchers like (Keskes 2014; Meyer et al., 1993; Mone et al., 2018), as they argued that employees' high commitment made them very receptive to organization policies even when it goes against their fundamental belief.

When it comes to employee satisfaction, it represents terminology used to describe whether employees are happy and fulfilling their desires and needs at the workplace (Bratton & Gold, 2017). Employee motivation, employee goal achievement, and positive employee morale in the workplace indicate how satisfied an employee is towards an organization (Badubi, 2017). One of the primary roles for organizations to achieve their objectives is by ensuring the complete satisfaction of their workforce. Satisfied employees will reciprocate this positive feeling by showing love and care towards the organization's customers (Kloutsiniotis & Mihail, 2018). Addis et al. (2018) argue that better pay, good training programs, and interest in the security of employees are an indication of proper organizational care of their employees, hence leading to their satisfaction.

Moreover, employees willing to work together can work beyond expectations, raise their capacity to match their manager's expectations, and even work more efficiently and effectively towards organizational goals (Clarkson, 2016). The satisfaction of employees and clients has become a focal point for researchers since it has a key influence on organizational

bottom-line (Huang, 2019; Huang & Su, 2016). Data analysis of the employees of the sampled population corroborated the assertions of various researchers (Alkhateri et al., 2018; Djastuti 2019; Liu et al., 2016). Thus, 66.8% of respondents say they enjoyed cooperation from their co-workers, 56.1% also held that they enjoy instructions from their supervisors, 75.3% are satisfied with the recognition from their institution, and finally, 84.9% agree that they receive first-hand information from the institution. The concept of satisfaction elaborates on how content or fulfilled an employee is for their desire and needs at work. Employee satisfaction encompasses primary concerns and needs. Again, employee satisfaction is of the utmost importance in any organization irrespective of its size, and it is equally essential for the employee just as it is for the organization. In addition, some of the fundamental importance of satisfaction to an organization includes protection from employee absenteeism, increase in productivity, and better relationships between employees and their clients, resulting in improved customer service experience. For an employee, the importance of satisfaction includes having the belief that the initial satisfaction will persist for a long run, an employee will have the peace of mind to concentrate on their job, the employee will feel a sense of responsibility and belongingness in their organization, and finally, an employee may be able to put much effort to gain recognition from the organization. Therefore, we suggest that managers pay attention to their employees' needs at their various institutions to improve their satisfaction. A satisfied employee will be committed to an organization, which will have a positive effect on their performance and the organization's performance as a whole.

Conclusion, limitations, and future research
Conclusion
In conclusion, the study's main aim was to explore the mediating role of employee commitment and employee satisfaction in the relationship between workplace diversity and competency-based performance. To assess this mediating effect, we tested the linear relationship between diversity and competency-based performance. Contrary to our prediction, diversity was found to have an insignificant relationship with competency-based performance. However, we find that both commitment and job satisfaction play a significant mediating role in the relationship between diversity and competency-based performance. These findings, indeed, have several implications for theory and practice.

Theoretical and managerial implications of the study
Our findings provide evidence to the current debate that workplace diversity and performance nexus are inconclusive and equivocal. Specifically, our finding that diversity does not significantly correlate with performance strengthens the mixed-results evidence on diversity and performance studies. The implication is that there is a need for further research in diversity and organizational performance. Moreover, our study also extends the literature on possible ways to make diversity positively influence organizational performance. We add to the literature because our study findings have indicated that for diversity to influence organizational performance positively, commitment and job satisfaction could play a major.

The study also has several managerial implications. Firstly, our findings inform managers that diversity pursuit does not always translate to organizational performance. This means that our findings imply that managers should be aware of the negative consequence of diversity. Secondly, by our findings, managers are provided with evidence that employee commitment is vital in the diversity and performance relationship. This

implies that while managers try to make their workplace more diverse and inclusive, they should also make sure that employees are committed to their organizations. This means they should engage strategies such as career growth opportunities, good employee-employer relationships, respect for employee needs, and others to foster employee commitment. Thirdly, we also articulate that job satisfaction is seminal in the diversity and performance strategy through our findings. This finding encourages managers to ensure employees are satisfied with their jobs. This could be achieved through the introduction of a good reward and pay system, job security, and working conditions.

Limitations and future research

While our study has several implications for theory and practice, the study setting may limit the generalizability of its findings. Firstly, we acknowledge a limitation that since diversity and performance studies are complex, taking a sample from only one educational institution may turn the applicability of findings to the European community into a challenge. Additionally, the sample was taken from only a public university in the Czech Republic. Future research should consider samples from private universities and other organisations. Our study finding is also limited in that our measures were only self-reported, which could be interpreted differently or mean differently to the respondents. In this regard, future research could use objective performance measures rather than self-report.

Further, the study concentrated on only primary diversity considerations rather than secondary diversity considerations. Hence, consideration of secondary diversity could have given a much broader perspective on workplace diversity. Based on the unit of analysis, this can be described as a pilot study due to the probability of getting different variations from different categories of the same participants. We recommend that future research in diversity must be directed at the secondary diversity considerations to give a broader perspective. Despite these limitations of this research being a pilot study still adds to our understanding of the mediating role employee commitment and job satisfaction have on the relationship between employee diversity and competency-based performance. With the world gradually becoming a global village, diversity must be explored at various geographical locations to give impetus to the true meaning of diversity and its relevance in employee performance from a global perspective.

Acknowledgment

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