

WORKERS' INCLUSION AND EMPLOYEE ENGAGEMENT IN OIL AND GAS FIRMS IN RIVERS STATE, NIGERIA

West, T. T.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Port Harcourt, Nigeria.

tamunosaki.west@ust.edu.ng

Gabriel, J. M. O.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Port Harcourt, Nigeria

Gabriel.justin@ust.edu.ng

and

Oparanma, A. O.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Port Harcourt, Nigeria

ABSTRACT

This study examined the relationship between workers' inclusion and employee engagement in oil and gas firms in Rivers State, Nigeria. The research examined the impact of inclusion on employee engagement. The population of this study comprised of 369 employees of 10 oil and gas firms in Rivers State and the sample size of 192, obtained using Taro Yamene's formula. The study adopted the use of 5-point rated likert scaled designed questionnaire to obtain primary data from the respondents of the oil and gas firms. Validity and reliability test were carried out on each of the indicators of the measures of the major variables of the study. A cronbach's alpha reliability of 0.743(vigor), 0.725(absorption) and 0.756(dedication) was obtained through the use of SPSS version 23. The study employs a quantitative approach, distributing 192 questionnaires and retrieving 176 valid responses. Based on the analysis using the Pearson Product Moment orrelation, the results of the tested hypotheses showed a significant relationship between inclusion and vigor, inclusion and dedication with an insignificant relationship between inclusion and absorption. The findings suggest that inclusion, play a crucial role in enhancing employee engagement in the oil and gas sector in Rivers State. The study recommended that oil and gas firms in Rivers State should prioritize inclusion by incorporating it into their core values and practices to enhance employee engagement.

Keywords: Inclusion, employee engagement, vigor, absorption, dedication

INTRODUCTION

The oil and gas sector in Rivers State has experienced significant growth in recent years. This growth has been driven by the discovery of new oil and gas reserves, and the expansion of existing infrastructure. However, this growth will also lead to an increase in the diversity of the workforce. This increased diversity will create both opportunities and challenges for oil and gas firms in Rivers State. Inclusion is one of the biggest drivers of positive employee experience in the workplace. It focuses on creating a workplace culture in which employees feel valued, welcomed, respected, and heard. Studies by Cox (1994) indicate that inclusive workplaces contribute to higher levels of employee engagement, job satisfaction, and commitment. Inclusivity fosters a sense of psychological safety, encouraging employees to contribute their unique perspectives without fear of reprisal. Inclusion is creating a work environment where everyone feels valued, respected, and has a sense of belonging. It fosters open communication, collaboration, and psychological safety (Thomas & Ely, 1996).

Inclusivity cultivates a feeling of mental security, empowering representatives to contribute their one of a kind viewpoint unafraid of retaliation. At the point when representatives feel feeling of having a place and been conveyed along in the work place, it expands the worker commitment, work fulfillment and responsibility toward the gig. Studies stated that productivity, financial performance, and predictions for growth and survival of the organization is mostly influenced by the diversified workgroups (April & Shockley, 2007; Kossek et al., 2004; Fredman & Davidson, 2002). However, a study by Gallup consultancy concluded that diversity might help organizations to accomplish the set goals, but in the long run, inclusiveness matters a lot in the overall corporate growth (Riffkin & Harter, 2016). Inclusivity initiatives are designed to ensure that organizational cultures and practices embrace diversity at all levels and create an environment where everyone feels respected and valued. Mor Barak (2020) argued that inclusivity extends beyond diversity management to encompass active engagement, empowerment, and the valuing of all employees' contributions, which is critical for leveraging the benefits of diversity in the workplace. An

organization where employees are included and carried along tends to increase employee engagement and increase productivity.

Employee engagement express the attachment, connection, passion and energy that employees has toward their job to help achieve organizations goals. Worker commitment is characterized as a 'person's inclusion and fulfillment with as well as energy for work Harter, Schmidt, & Hayes (2002). Kahn's contended that representatives increment their physical, mental, and close to home commitment by being truly involved. Employee engagement is the process of creating an environment where employees feel connected to their work, their team, and the organization's goals. However, a number of business experts and practitioners are presently showing a great deal of interest in employee engagement Saks (2006). It has developed into one of the most well-known ideas in organizational behavior and management, serving as a key component and element of employee survey tools used in the latest wave of social or management-related data (Bailey, madden, Alfes, and Fletcher, 2017). According to Chiumento (2004) higher levels of efficiency, loyalty, and free time are more likely to be displayed by engaged workers, which improves organisational success. Employees who are carried along in the decision making process are always happy and highly engaged in their work. The purpose of this study was therefore to examine the relationship between workers' inclusion and employee engagement in oil and gas firms in Rivers State, Nigeria. The specific objectives were to:

1. examine the relationship between workers' inclusion and employee vigor in oil and gas firms in Rivers State, Nigeria.
2. examine the relationship between workers' inclusion and employee absorption in oil and gas firms in Rivers State, Nigeria.
3. examine the relationship between workers' inclusion and employee dedication in oil and gas firms in Rivers State, Nigeria.

Conceptual Framework



Fig 1: Workers' inclusion and employee engagement

Source: Desk Research (2024).

The study was guided by the following research questions:

1. What is the relationship between workers' inclusion and employee vigor in oil and gas firms in Rivers State, Nigeria?
2. What is the relationship between workers' inclusion and employee absorption in oil and gas firms in Rivers State, Nigeria?
3. What is the relationship between workers' inclusion and employee dedication in oil and gas firms in Rivers State, Nigeria?

LITERATURE REVIEW

Theoretical Review

The underpinning theories for this study will be Social Identity Theory, Psychological Safety, and Equity Theory.

Social Identity Theory (SIT)

Tajfel and Turner's (1979) social identification theory offers a framework for comprehending how people classify others and themselves according to traits they have in common, which affects behavior between groups. The goal of diversity management is to lessen the effects of these classifications by encouraging a feeling of community and common identity among individuals from different backgrounds. This theory

says that individuals identify with various social groups and strive to maintain positive self-esteem through these group affiliations. When organizations create inclusive environments that value diverse perspectives, employees are more likely to feel a sense of belonging and engagement. This means that individuals derive their self-concept and social identity from group memberships, such as race, gender, or organizational affiliation. By understanding how social identities shape perceptions and behaviors, organizations can leverage diversity to enhance cohesion and collective efficacy. It emphasizes the importance of group identity in shaping individual behavior. This theory has had significant impact on various fields, including organizational behavior, social psychology and marketing.

Psychological Safety Theory

Edmondson (1999) presented the idea of mental security, characterizing it as a common conviction held by individuals from a group that the group is ok for relational gamble taking. This hypothesis is especially applicable to variety, as it proposes that establishing a climate where representatives have a solid sense of security to communicate their special thoughts and perspectives without fear of punishment or embarrassment leads to greater innovation and engagement. Psychological safety theory plays a critical role in fostering an environment where employees feel open to articulating their thoughts unafraid of revenge or embarrassment. This is particularly relevant in diverse work settings, where psychological safety can encourage diverse employees to engage fully without fearing negative stereotypes or biases.

Equity Theory

This theory was developed by J. Stacy Adams in 1963. According to equity theory, people try to keep a balance between their inputs—like effort and skills—and their outcomes—like rewards and recognition—in relation to other people at work. Perceived inequities in treatment or opportunities can lead to feelings of injustice and disengagement, highlighting the importance of fair and transparent practices in diversity management. This theory is based on assumption some researchers that one of the most widely source of job dissatisfaction is the feeling of the employee that are not being treated fairly by the management or

organization system. The equity theory examine how employees perceive fairness in the ratio of their input (contributions) to their output (rewards) compared to the perceive ratio of others (referents). This means that employee strives for a sense of equity in their work relationship and become motivated when they believe their contributions are fairly rewarded compared to their colleagues. The equity theory helps explain diversity management and employee engagement and further increase performance. By understanding how employees perceive fairness, organization can develop practices that ensure employees feel valued and adequately rewarded for their contributions. This can lead to a more motivated, engaged, and productive workforce.

Conceptual Review

Concept of Inclusion

Inclusion can be defined as the degree to which diverse individuals are able to participate fully in the organization's systems and processes, and the extent to which their contributions are accepted, valued, and celebrated (Aguinis& Henle, 2009). That is the degree to which a worker can view or point his commitments with no apprehension and the degree to which they are acknowledged. Associations that cultivate a culture of incorporation can likewise profit from expanded imagination, development, and critical thinking, as different representatives offer special viewpoints and thoughts that might be of some value (Fit, Heron, and Thompson, 2012). One of the vital components of variety the executives are establishing a comprehensive climate where all representatives feel esteemed and upheld. This is significant on the grounds that representatives who feel included are bound to be locked in with their work, and to contribute their extraordinary viewpoints and abilities to the association.

Inclusion is one of the greatest drivers of positive representative involvement with the work environment. It centers around making a working environment culture in which representatives feel esteemed, invited, regarded, and heard. The separation and decency worldview includes an emphasis on equivalent open door,

fair treatment, enrollment, consistence, and the entrance and authenticity worldview (centers around coordinating labor force socioeconomics and with those of key buyer gatherings to extend and better serve specific market sections) as the most successive ways to deal with variety the executives Thomas and Ely, (1996). Employees of an organization should be given equal opportunities, fair treatment and carried along when making contributions towards the growth and decision making of the organization. Research on working environment inclusion showed that representative view of incorporation has been found to unequivocally anticipate responsibility and occupation execution (Cho and Mor Barak 2008; Mor Barak et al., 2001; Mor Barak and Levin, 2002), and more significant levels of worker commitment are connected with better hierarchical execution Denison, (1990).

Concept of Employee Engagement

Employee engagement was at first known as private commitment. It was defined as the coordinated conduct and expression of a person's preferred self in task-oriented behaviors that enhance relationships with coworkers and others, personal presence, and dynamic full-job displays (Kahn, 1990). Individuals participate in work for three reasons; Importance, Wellbeing, and Accessibility (Kahn, 1990). Weightiness is the profit from self interests in job execution. Every one of these is expected to finish the work. Whenever they are given, the representatives will completely participate in their work. Straightforward et al., (2004), characterized representative commitment as profound and scholarly obligation to the association or how much optional exertion displayed by workers in their work. Harter et al., (2002), further characterized representative commitment as the singular's inclusion and fulfillment as well as excitement for work. Representative commitment is accordingly the degree of responsibility and association a worker has towards their association and its qualities.

Employee engagement is characterized as a 'person's inclusion and fulfillment with as well as energy for work Harter et al., (2002). Kahn's contended that representatives increment their physical, mental, and close

to home commitment by being truly involved. It incorporates fulfillment, excitement, contribution, and responsibility, the concurrent work and articulation of one's favored self Turner, Kahn, (2020). It has more advantages like superior monetary execution, consumer loyalty, maintenance, and prosperity (Macey and Schneider, 2008; Rana et al. 2014; Schaufeli et al., 2002). Employee engagement includes energy, devotion, and work ingestion Bakker and Schaufeli, (2008). Accordingly, the actions for Employee engagement for this study incorporate Power, Retention, and Devotion.

Measures of Employee Engagement

Vigor

Vigor alludes to energy, mental strength, assurance and putting steady exertion in your work (Rayton and Yalabik, 2014). Vigor is one of the parts of representative commitment that suggests level of energy and mental strength while working. There is likewise resolved interest in the genuine work along with elevated degree of steadiness in any event, when confronted with challenges. This perspective can be resolved in view of Atkinson's persuasive hypothesis. Inspiration can either be the strength of taking care of business. So strength and opposition are address as part of worker commitment and there idea is consistent with famous meaning of inspiration (Latham and Pinder, 2005). It takes a worker who is intrigued and enthusiastic about their responsibility to be retained, committed and applies life in it.

A particular trait of energy is that connected with employee will exceed everyone's expectations while finishing their work, have better mental versatility while performing undertakings and view work troubles as a test. Madu et al. (2017) thought that representatives who show elevated degree of actual strength and energy in course of doing a given errand at work are result situated and are self persuaded. Encarta Word reference (2007) characterizes vigor as imperativeness, extraordinary actual strength and energy. Schaufeli and Bakker (2004) portrayed force as the speed and center which workers' apply into given errands emerging from elevated confidence, excitement, awareness of certain expectations and association with the objectives of the association.

Absorption

Absorption implies all out fixation and being immersed in your work, to the degree that time slips by rapidly (Schaufeli et al, 2006). The individual is submerged in their work to the point that the person is hesitant to quit working. This normally happens when an individual appreciates what he or she does. It is mental, mental connection to work (Schaufeli et al, 2002). Assimilation likewise shows a representative's undivided focus implanted in their undertaking (Sak and Gruman, 2014). It alludes to a feeling of separation from your environmental factors, a serious level of fixation on your work and a general absence of cognizant consciousness of how much time spent at work (Rayton & Yalabik, 2014) a drew in representatives, while finishing their work, encounters an unmistakable perspective with easy focus as a feeling of full oversight. They likewise fell happy while finishing business related errands.

Absorption is a pleasurable condition charmed on an undertaking and the trouble to separate from it. Madu et al. (2017) referenced that retention is a condition where the fixation or brains of representatives' in the work environment are completely involved on their errands. The all out drenching and trouble to separate or confine from work job encapsulates retention. It involves exceptionally high concentration, embeddedness set off by innate inspiration at work to the degree that a representative finds it difficult to isolate from work. Schaufeli et al. (2002) cleared up ingestion for be the power and degree of a worker obsession and fixation on an errand. The inherent motivation or fulfillment an individual gets from a given errand supports ingestion and empowers representatives to stream with the gig. Representatives who show elevated degree of fixation and withdrawal from work errands were named effectively drawn in representatives.

Dedication

Dedication simply implies dedication or obligation to something that an individual has enthusiasm or affection for. It is a really overwhelming inclination of help and reliability to the reason for a business undertaking. Schaufeli and Bakker (2004) and Schaufeli et al. (2006) characterized devotion as workers'

feeling of enthusiasm, obligation, importance, inspiration and fulfillment to the qualities and fundamentals of the association. Commitment as embraced by the creators feature's areas of strength for representatives, connection and want to give endeavors in the thing one is accomplishing working and the ability to beat difficulties at work. It mirrors workers' assurance, consistency, congruity and association at work pointed towards accomplishing hierarchical objectives. Representatives, who are committed to the course of the association, are compelling and can have an effect in the association assist associations with meeting their put forth objectives.

Representatives that are devoted to work most frequently are quick to appear at work and the last to return home, they have uplifting outlook in their own connection with different representatives and partners, and they show extremely elevated degree of participation at work, gatherings or elements of the association. Commitment is tied in with being roused, excited and profoundly engaged with your work (Rayton and Yalabik, 2014). Commitment is portrayed by being profoundly associated with one's work and experience feeling importance, energy, motivation and challenge (Schaufeli et al, 2006).it is a singular getting feeling of importance from work feeling energetic, and glad about the given work and feeling roused and tested by the gig (Melody et al, 2012). Commitment is close to home connection to work (Saks and Gruman, 2014). This additionally suggests person's responsibility, dedication and turning out to be cheerfully overwhelmed in their work and feeling their work significant, significant and testing.

H₀₁: There is no significant relationship between inclusion and vigor in oil and gas firms in Rivers State.

H₀₂: There is no significant relationship between inclusion and absorption in oil and gas firms in Rivers State.

H₀₃: There is no significant relationship between inclusion and dedication in oil and gas firms in Rivers State.

METHODOLOGY

According to sankindi (2013) the overall approach a researcher takes to combine the various study components in a logical and cogent manner in order to successfully answer the research challenge is known as research design. Sankindi refers to it as the guide for gathering, calculating, and interpreting data. According to Baridam (2006), a research design is a strategy or structure that serves as a guide for gathering and evaluating study data. This study is survey research and as such will adopt the quasi- experimental research design. It intends to find out how the two variables are related and how strong or weak is the relationship. Quasi-experimental design constitutes a descriptive study, where the aim of the researcher is to generate new fact i.e. meeting all relevant element in the sample size in terms of administering questionnaire or face to face interview (Baridam, 2006). In the quasi- experimental, the researcher lacks complete control over the study environments.

Babbie, (2007) says population is the theoretically specified aggregation of elements in a study. That is entire number of persons or organization the researcher wishes to investigate. Okeke, (2001) defined as the group of components, units, or persons that make up the research population and about whom information is being sought. The study population for this study was a total number of 369 (three hundred and sixty nine) employees of ten (10) oil and gas firms in Rivers State, from the twenty (20) oil and gas firms registered with the Port Harcourt Chamber of Commerce, Industry, Mines and Agriculture (PHCCIMA) Aba road, waterline junction, Port Harcourt Rivers State. The choice of the ten (10) oil and gas firms by the researchers is influenced by the fact that they offer diverse range of services, including drilling, engineering, exploration, production and logistics, and cover various parts of the industry such as downstream and midstream operations with the mixture of mix of small, medium, and large firms. A sample size of one hundred and ninety two (192) was gotten for this study, using the Taro Yamen sample size determination formula. One hundred and ninety two (192) copies of the structured questionnaire were thus administered out of which 176 copies were successfully retrieved indicating a retrieval success rate of 92%. The data

were therefore coded subsequently into the Statistical Package for the Social Sciences (SPSS) software Version 23.0 for further analysis applying the inferential statistical tool of Pearson Product Moment Correlation (PPMC).

DATA ANALYSIS AND RESULTS

Bivariate Analysis (Correlation)

Decision rule: The following is the decision rule that is applicable to all bivariate test outcomes: if $P < 0.05$, reject the hypothesis based on evidence of a significant link between the variables; if $P > 0.05$, accept the hypothesis based on evidence of an insignificant relationship. The degree of impact on this basis determined by applying the given interpretations by Bryman and Bell (2003).

Table 1: Description rang of correlation Pearson value and the corresponding level of association

Range of pearson with positive and negative sign value	Strength of Association
$\pm 0.80 - 0.99$	Very Strong
$\pm 0.60 - 0.70$	Strong
$\pm 0.40 - 0.59$	Moderate
$\pm 0.20 - 0.39$	Weak
$\pm 0.00 - 0.19$	Very Weak

Source: Adopted from Ahaiauzu & Asawo, 2016, Advance Social Research Methods

The positive (+) sign in the value of (B) indicates a positive sign while the negative (-) sign in the value of (B) indicates an indirect/negative or inverse relationship. Thus the sign of the B explains the direction the direction of association between variables. The above forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. The relationships range from very weak to very strong as seen from table 1.

Workers' Inclusion and the Measures of Employee Engagement**Table 2: Correlations between inclusion and the measures of employee engagement**

		inclusion	Vigor	absorption	Dedication
Inclusion	Pearson Correlation	1	.158*	.039	.337**
	Sig. (2-tailed)		.037	.604	.000
	N	176	176	176	176
Vigor	Pearson Correlation	.158*	1	.401**	.324**
	Sig. (2-tailed)	.037		.000	.000
	N	176	176	176	176
Absorption	Pearson Correlation	.039	.401**	1	.287**
	Sig. (2-tailed)	.604	.000		.000
	N	176	176	176	176
Dedication	Pearson Correlation	.337**	.324**	.287**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	176	176	176	176

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey, 2024

H₀₁= There is no significant relationship between workers' inclusion and employee vigor in oil and gas firms in Rivers State.

The table 2 shows a positive relationship inclusion and vigor in oil and gas firms in Rivers State with a pearson value of 0.158. This indicates that there is a positive but very weak correlation between both variables. This suggests that while there is a statistically significant relationship between inclusion and vigor in oil and gas firms in Rivers State, the strength of the relationship is relatively very weak. The probability statistics value (P-value) is 0.037, which is less than the typical significant level of 0.05. This indicates that there is evidence against the null hypothesis (H₀₁) that there is no significant relationship between inclusion and vigor. According to the decision rule, the null hypothesis should be rejected if $P < 0.05$, suggesting a significant relationship between both variables. Therefore, the null hypothesis is rejected

and accepts the alternative hypothesis, suggesting that there is indeed a statistically significant positive relationship between inclusion and vigor in oil and gas firms in Rivers State.

HO₂= There is no significant relationship between inclusion and absorption in oil and gas firms in Rivers State.

From table 2, the pearson correlation coefficient (r) for absorption is 0.039. This indicates a very weak positive linear relationship between inclusions and absorption. The probability statistics value (P-value) for absorption is 0.604, which is greater than 0.05. This indicates that there is no significant evidence against the null hypothesis (HO₂) that there is no significant relationship between inclusion and absorption in oil and gas firms in Rivers State. According to the decision rule, we do not reject the null hypothesis (HO₂) when P – value is greater than 0.05, suggesting an insignificant relationship between the variables. Based on the result output, there is a very week positive correlation ($r = 0.039$) between inclusion and absorption. The correlation is not statistically significant ($P = 0.609 > 0.05$), indicating that the observed relationship between inclusion and absorption is likely due to random chance. Therefore, we fail to reject the null hypothesis (HO₂) that there is no significant relationship between inclusion and absorption. This implies that the data do not provide sufficient evidence to conclude that inclusion significantly influence absorption in oil and gas firms in Rivers State.

HO₃= There is no significant relationship between inclusion and dedication in oil and gas firms in Rivers State.

Table 2 shows that the pearson correlation coefficient (r) for dedication is 0.337. This indicates a weak positive linear relationship between inclusions and dedication. The probability statistics value (P-value) for dedication is 0.000, which is less than 0.05. This indicates strong evidence against the null hypothesis (HO₃) that there is no significant relationship between inclusion and dedication in oil and gas firms in Rivers State. According to the decision rule, reject the null hypothesis (HO₃) when P – value is less than 0.05, suggesting

a significant relationship between the variables. Based on the result output, there is a weak positive correlation ($r = 0.337$) between inclusion and dedication. The correlation is statistically significant ($P = 0.000 < 0.05$), indicating that the observed relationship between inclusion and absorption is unlikely to be due to random chance. Therefore, we reject the null hypothesis (H_{03}) that there is no significant relationship between inclusion and dedication. Instead we accept the alternative hypothesis, which suggest that there is indeed a statistically significant positive relationship between inclusion and dedication in oil and gas firms in Rivers State.

DISCUSSION OF FINDINGS

Hypotheses 1, 2, and 3 was conducted from the correlation analysis table 1, 2 and 3, which showed the relationship between relationship inclusion, vigor, absorption and dedication. The results indicate that inclusion has a significant relationship with vigor and dedication while there is no significant relationship with absorption in oil and gas firms in Rivers State. Inclusion is a psychological state, refers to feelings of belongingness, connection and being valued (Huang et al 2016). This happens when an employee feels valued, carried along and involved in the decision making of the organization and contributions taken. As inclusion increases, vigor and dedication increase, indicating a positive association between the variables. Vigor a dimension of employee engagement refers to feeling of energy, enthusiasm and mental resilience (Ryan & Deci, 2008). The significant relationship between inclusion and vigor means that when individuals feel included in an organization, they are more likely to experience increased vigor (energy) to work which can lead to improved mental health and well –being outcomes to both the employee and the organization in oil and gas firms in Rivers State. While Dedication which refers to the feelings of commitment, loyalty and responsibility (Schaufel et al., 2002). The significant relationship between inclusion and dedication implies that when individuals or employees feel included, they are more likely to experience increased dedication, leading to improved work outcomes and organizational success in oil and gas firms in Rivers State. Researchers have shown that inclusion is positively related to vigor and dedication. Study by Hohenstein, Witt, & Felden (2020), on inclusion and psychological vigor found that inclusion was

positively related to vigor. Another study by Knott, Posen & Wu (2017) inclusion was positively related to dedication after carrying out their research on inclusion and dedication.

On the other hand, inclusion and absorption are not significantly related in the oil and gas firms in Rivers State, indicating that feelings of belongingness and connection (inclusion) do not influence the state of being fully engaged and absorbed in activities. Absorption, a cognitive state refers to being completely engaged and focused on an activity, with a loss of self-awareness and a sense of time (Seligman, 2011). The lack of significant relationship between inclusion and absorption suggest that these two variables are independent in oil and gas firms in Rivers State and inclusion does not significantly predict absorption. Study by Dobni & Klassen, (2015) found no significant relationship between inclusion and dedication. Therefore, the research explains that inclusion influence on vigor and dedication but do not influence absorption in oil and gas firms in Rivers State.

CONCLUSION AND RECOMMENDATIONS

The purpose of the study is to examine the relation between inclusion and employee engagement in oil and gas firms in Rivers State. The finding of the study shows that there is positive but weak relationship between inclusion and employee engagement. Inclusion has a positive but very weak influence on vigor, very weak influence on absorption and a weak influence on dedication in the oil and gas firms in Rivers State. Based on these finding, it was concluded that inclusion has a positive and significant relationship with employee engagement in oil and gas firms in Rivers State.

Having reached the above conclusion, the researcher recommended that:

- i. Oil and gas firms in Rivers State should prioritize workers' inclusion, emphasizing inclusion and effective communication to enhance employee engagement.
- ii. Future research should explore on the longitudinal effect of inclusion on employee engagement and organizational performance in the oil and gas sector.

- iii. The firms should consider implementing policies and practices that support workers' inclusion such as employee resource group (ERG), mentorship program and diversity training.

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