



AGRICULTURAL PERSONNEL DIVERSITY MANAGEMENT SCALE: DESIGN, RELIABILITY AND VALIDATION

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KEYWORDS

*diversity
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ABSTRACT

The world of work is characterized by the diversity (racial and ethnic, gender, generational and age, religious and spiritual, disability, socioeconomic and sexual orientation) of people that converge in it, a characteristic that represents a management opportunity to create effective teams, recognizing that diversity can generate competitive advantages. Considering this reality, the objective is to develop a questionnaire to measure diversity management based on an empirical model designed with the variables internal management of cultural diversity, tolerance to diversity, equality and respect, labour equity, integration, selection, intercultural communication and communication.

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1. Introduction

Mexico's population has a great diversity, its plurality is observed in religion, culture, ethnicity, customs, language, political affiliation, among other issues, diversity that affects the characteristics of the workforce. A sample is the San Quintin Valley in Baja California (located in northwestern Mexico), a territory that is home to a population of 117,568 inhabitants, of which 46% are not native, 21% recently arrived to live in the territory, 15% speak indigenous language and 305 are indigenous population (National Institute of Statistics and Informatics, 2020). This valley began its development in the 1970s with the arrival of U.S. companies that introduced agricultural technology that boosted the production of vegetables and fruits, initially tomatoes and strawberries; in recent years, berries have been included (Chávez, 2020; Garrapa, 2019).

Currently, this territory is a center of agricultural development, where producers, packers and day labourers converge. The business demographics indicate the presence of small farmers and large national and foreign agricultural companies, as well as U.S. transnationals that also produce, but are the ones who purchase and market the harvest. Together these companies mobilize migrants -from rural areas of southern and central Mexico, as well as from the states of Sinaloa and Sonora- to incorporate them into their crews either in the fields or in the packing houses; many of these migrants in recent years have opted to settle down (Garrapa, 2020; Moreno and Niño, 2004).

The valley's agricultural production is destined for export; a greater proportion is marketed in the United States and other markets that require strict certifications that guarantee the quality and safety of the product, for example, HACCP (Hazard Analysis and Critical Control Points) and Codex Alimentarius (López and Valencia, 2022; Huerta, Sandoval and Preciado, 2017).

According to Mora (2019), the conditions described above make San Quintín a labour space of cultural imposition, where ethnic and cultural diversity converge, facing difficulties at the linguistic-linguistic level as well as at the cultural level; specifically, this cultural diversity is recognized for being very striking given the significant number of day labourers (41% of the employed population aged 12 years and older) and their precarious working conditions (Escobar, Martínez and López, 2021). In this sense, there is a need to manage diversity to overcome perceptions of employee marginalization, control cultural differences and conflicts, and thereby create a work team that increases organizational efficiency (Batmolin, et. al., 2022).

Considering this framework, it is of interest to assess how agricultural companies manage cultural diversity in this territory, a construct mostly studied in the educational sector where the management of students' cultural diversity is valued, but according to a search carried out, no results were found for companies in the primary sector. Therefore, this research aims to fill a research gap by exploring the variables that determine the management of diversity in agricultural companies in rural areas. In this sense, the purpose of this study is to design a scale to assess diversity management as a second-order construct based on the perception of agricultural day labourers working in companies (ranches and packing houses) in San Quintín.

This research is novel in that it analyzes from the perception of agricultural day labourers the involvement of different actors (such as the company, co-workers and community members) in the management of cultural diversity. The study attends to one of the lines of research recommended by Beaudry, Gagnon & Deschênes (2019). After this introduction, the structure of the article is organized in thematic terms. First, the theoretical support of each of the variables and the relationships proposed as hypotheses are presented, then the methodology is described, followed by the exploratory factor analysis and structural model, and finally the conclusions and recommendations for future work.

Most companies operate without taking into account the cultural specificities of their stakeholders, in particular their employees, it should be recognized that as a result of globalization, workplaces are immersed in diversity that is presented through heterogeneity in gender, race, religion, ethnicity, age, beliefs, orientation and socioeconomic status of an individual (Omoyele & Olabisi, 2020, Rodriguez & Espinosa, 2007).

One of the challenges of companies is staff turnover, to counteract it, labour loyalty is sought, however, retention strategies are raised based on an improper profile, personality characteristics that do not correspond to those of the employed staff, therefore the first action towards diversity management is to know the characteristics of the workforce, which vary from company to company, therefore diversity management is a strategy that must be adapted according to the particularities of each organization (Mitta, 2019).

Diversity management is a strategy that contributes to generating competitive advantage, drives a new approach to human capital management, enables better workforce integration and labour retention (Beaudry, Gagnon & Deschênes, 2019; Romero & Villanueva, 2016). Managing workforce differences in organizations prevents distinctions from becoming conflicts and plans for differences to be a competitive advantage (Adiguzel & Sonmez, 2020).

Previous studies illustrate the analysis between diversity management, inclusion of people with intellectual disabilities in the organizational context and human resources practices, a case study conducted in Paraná, Brazil, found that human resources practices determine the inclusion of people and facilitate diversity management in the business environment, consequently prevents segregation and social exclusion in the workplace (Maccali, et al., 2015).

Batmomolin, et. al. (2022) analyzed in banking companies in Jakarta Indonesia the effect of diversity management on organizational trust, employee innovative behavior and employee commitment. Their results showed that diversity management has a positive effect on the variables. Atkinson, Alibašić & Oduro (2022) explored through a qualitative study diversity management in the public sector, analyzed how their staff has engaged with diversity, finding that challenges are ongoing as they seek to achieve diversity ideals.

Park & Martinez (2022) studied the management of religious diversity with the purpose of identifying differences between employees with faith and without faith with respect to perceived organizational and supervisor support, job satisfaction, and turnover intention. They found that the approach to managing employees' spiritual diversity influences their performance. Jankelová, Joniaková & Procházková (2022) conducted a study in Slovakia focusing on teamwork climate as a mediating-moderating variable of best practices in diversity management implementation and its potential influence on turnover. They found dependence between best practices in diversity management and employee turnover as mediated by teamwork climate. They emphasize that ineffective diversity management can have negative consequences by causing conflict, job dissatisfaction and employee turnover.

Mousa (2021) studied gender diversity, diversity management and organizational inclusion as predictors of workplace happiness in a sample of academics in three public universities in Egypt; he confirmed that these variables predict workplace happiness. Breuillot (2021) explored the role of diversity management in French companies during the internationalization process, with his results he illustrates that it is important to have a learning perspective on what concrete practices are part of diversity management, how much investment is required, he argues that this activity should be part of the strategic approach.

Mullins (2018) investigated the relationship between board human resources expertise and the extent to which firms engage in diversity management, the author argues that diversity management is an index constructed from actions that impact it with respect to the CEO, managerial promotions, board of directors, work-life benefits, hiring of women and minorities, employment of the disabled, and gay and lesbian policies. It also showed that companies that include people with human resources expertise on the board of directors exercise strong diversity management that produces positive effects, although these effects diminish as the company increases its capital intensity.

For Kim and Park (2017) diversity management has transitioned from fairness, equality, and promoting an inclusive workforce to focusing on job performance or job satisfaction. In their study, they found that diversity management is positively related to the perception of organizational equity, that female employees and minorities have a differentiated perception in terms of equity.

The search conducted identified several scales that measure diversity management, most of them first-order or focused on an urban context, for example, Bizri (2018) measured it with seven items. Seidl et al (2022) designed items to measure diversity management in the Brazilian population considering work schedule flexibility, retirement preparation practices, informational support, skills and tasks updating, professional growth, recognition of older workers and integration of workers of different ages.

Beaudry, Gagnon & Deschênes (2019) created the diversity management scale for recent immigrants (RIPs) from Quebec with items on three variables: employers' perception of RIPs, satisfaction with their experience of hiring RIPs; and diversity management practices implemented for the retention of RIPs. Kim & Park (2017) assessed diversity management based on company members' perceptions using three items: (1) Policies and programs promote diversity in the workplace (e.g., hiring minorities and

women, diversity awareness training, mentoring); (2) My supervisor/team leader is committed to a workforce representative of all segments of society; and (3) Managers/supervisors/team leaders work well with employees from different backgrounds.

For this research, diversity management is defined as the planned, systematic and comprehensive management process that seeks to create a work environment where all people, with their similarities and differences, can contribute to the strategic and competitive advantages of the organization, where no one is excluded because of any other factor not related to productivity. The operational definition considers the number of actions of respect and integration of cultural diversity (translations, promotion of idioms and languages, number of traditions supported, among others).

Considering the available scales, the literature review on the construct, as well as the results of an exploratory research among day labourers and human resources managers, the actions that would determine diversity management in agricultural companies in the San Quintín Valley are identified. It is suggested that diversity management depends on the internal management of cultural diversity (MIDC) and tolerance of diversity. The dimensions of the former are communication and intercultural communication. The dimensions of the second are equality and respect and labour equity. The latter is built on integration, which in turn depends on selection.

Table 1 presents the definitions of the variables that make up the theoretical model, which is illustrated in Figure 1, showing the relationships and hypotheses.

Table 1. Definition of variables

Variable	Definition
Internal Management of Cultural Diversity (MIDC)	It refers to policies on non-material culture (abstract ideas and ways of thinking, languages, morals, norms, attitudes and values accepted and shared in a society), how the company plans and implements organizational systems to manage people in order to maximize the potential advantages of diversity while minimizing its drawbacks such as dysfunctional conflicts and loss of productivity (Khumalo & Zondo, 2021; Kauff, Schmid & Christ, 2020).
Tolerance to diversity	Willingness to admit members of various national groups as close relatives by marriage, as personal friends, as neighbors, as group mates, as citizens of my country, as tourists of my country. Openness to interact with people of different races/ethnicities (Biney, Ewemooje & Amoateng, 2021; Korol, Gonçalves & Cabral, 2016).
Equality and respect	Experiencing respect based on equality, an attitude of positively valuing a person or their merits, which can be directed at various characteristics, from talent to honesty, associated with identifying with all humans (Porro, 2021; Renger & Reese, 2017).
Labour equity	Proactive policies to redress inequities in the workplace based on race, gender and disability. Seeks to achieve adequate racial and gender representation (Omar & Kiley, 2022; Utete & Nzimakwe, 2022).
Integration	It refers to the process of insertion of people from different racial, ethnic or cultural groups in an equal and unrestricted social association, guaranteeing their rights, the promotion of intercultural coexistence, in favor of their welfare and participation (Mora, 2022; Ramírez & Moreno, 2022).
Selection	Refers to the stage of the recruitment process in which employees are chosen for their abilities, without their racial, ethnic or cultural characteristics inhibiting their likelihood of being hired.
Communication	It refers to the ways in which communication is exercised (applied strategies) in the company with the purpose of achieving collaboration and increasing the commitment of employees towards their organization (Preciado, 2020; Castro & Díaz, 2019).
Cross-cultural communication	The content of the language is characterized by the social dynamics of the context, to favor the relationship between communities with specific cultural differences and their own identities, recognizing the dignity and equality of all cultures in symmetry (Morales et al., 2022; Alcaraz, 2020).

Considering the previous theoretical elements, the following hypotheses are proposed:

H1: Communication directly, positively and significantly influences the internal management of cultural diversity.

H2: Intercultural communication directly, positively and significantly influences the internal management of cultural diversity.

H3: Workplace equity directly, positively and significantly influences equality and respect.

H4: Workplace equity directly, positively and significantly influences tolerance of diversity.

H5: Equality and respect directly, positively and significantly influence tolerance of diversity.

H6: Integration directly, positively and significantly influences labour equity.

H7: Integration directly, positively and significantly influences equality and respect.

H8: Internal management of cultural diversity directly, positively and significantly influences diversity management.

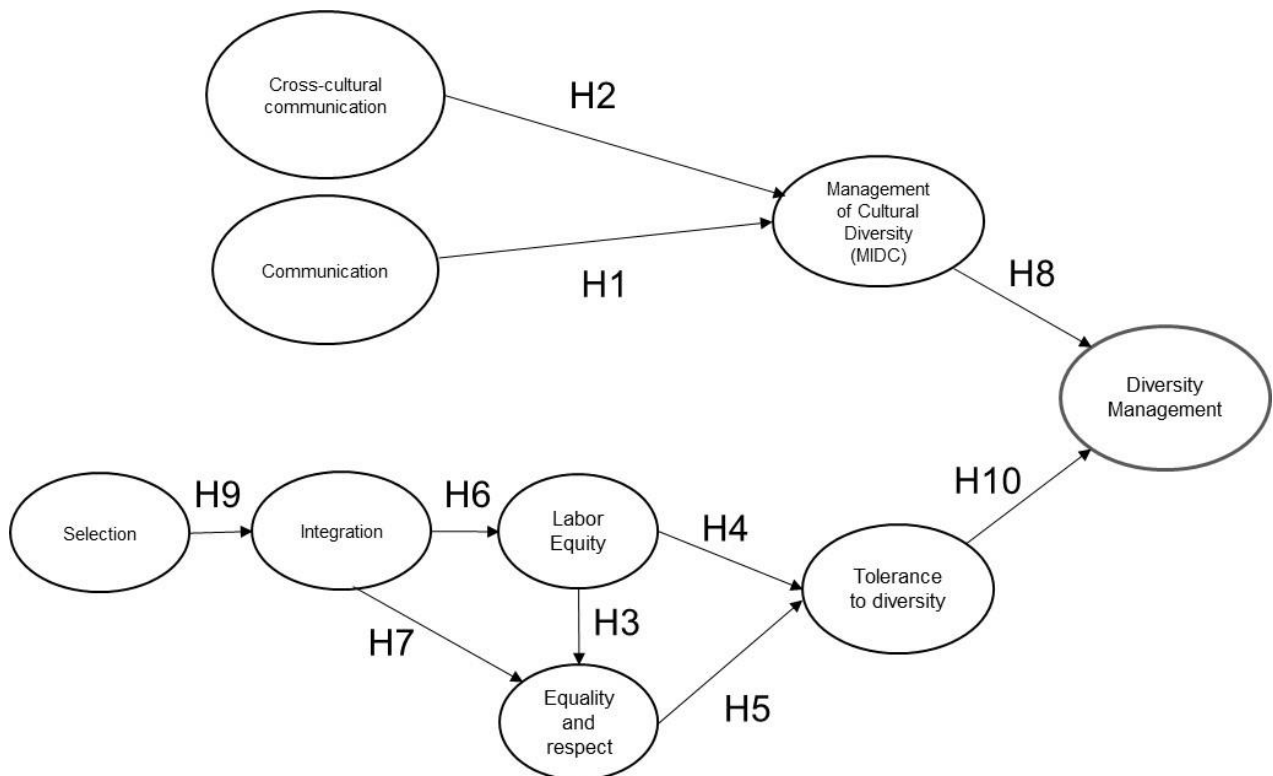
H9: Personnel selection directly, positively and significantly influences integration.

H10: Tolerance of diversity directly, positively and significantly influences diversity management.

2. Methodology

A quantitative, empirical, non-experimental, cross-sectional research was conducted with a non-probabilistic sample of agricultural employees. Initially, the available academic literature was consulted and analyzed to identify the antecedents of the various variables measured in this study. Then, based on the literature, the data collection instrument was designed. A sample of 384 valid surveys was collected.

Figure 1. Theoretical model



The initial version of the instrument included 40 items (see Table 3). First, exploratory factor analysis (EFA) was performed. Then, partial least squares structural equation modeling (PLS-SEM) was applied, due to its usefulness for exploring and predicting models, as well as being used mainly for the development of theories that are in early stages of development (Hair, et al., 2019). The SPSS and SmartPLS 3 programs were used for data processing and analysis.

The questionnaire was answered by a sample of 384 agricultural workers, 59% men and 41% women. Regarding place of birth, 41.7% were born in Baja California, 30.7% in the state of Oaxaca, 8.9% in Guerrero, 5.2% in Sinaloa, and the remaining percentage was born in 14 different states. According to age, the sample is made up of 49.5% young people (18 to 28 years old), 22.7% young adults (29 to 38 years old), 20.3% adults (39 to 48 years old). It is observed that there is a decrease in the percentage of participants as age increases. With respect to educational level, it was found that 33.6% of the sample had only completed elementary school, 25.8% had completed high school and 24.2% had completed secondary school. Regarding marital status, 41.7% are single, 34.9% are married and 20.1% live in a common-law relationship. In addition, the majority have temporary residence, 57.6% are migrants and 42.4% have a fixed residence.

3. Results

AFE was applied to identify the underlying structure of the data defining the common latent dimensions that explain the greatest observed variance of diversity management (López and Gutiérrez, 2019). For its application, the stages described by Méndez and Rondón (2012) were followed, regarding the assumptions normality is met given that most of the items have skewness and kurtosis values within the interval (-1, 1) (Lloret-Segura, et al., 2014), also the criterion that the original variables have moderate degrees of correlation with each other is met (Fernández, 2015; Méndez and Rondón, 2012). To check whether the structure of the data is adequate for AFE, Bartlett's test of sphericity and the Kaiser-Meyer Olkin (KMO) test of adequacy were calculated. The KMO has a value of 0.828 and Bartlett's test of sphericity yielded a significance value of 0.00 (see Table 2), which indicates that the data have sufficient adequacy to perform the AFE (Lloret-Segura, et al., 2014) and thus obtain construct validity.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of sampling adequacy	.828
Bartlett's test for Approx. chi-square	1928.769
sphericity	Gl
	Sig.
	.000

Source: Obtained from SPSS calculations.

The AFE is a useful tool for theory building, in this case we seek to evaluate the validity of the scale, considering that the conceptual structure that supports the questionnaire has not been validated in other similar studies for the respective development of hypotheses, in addition to the fact that the authors do not know a priori the number of factors and with the application of AFE it is intended to determine the number (Guerrero, 2018).

The rotated components matrix using the varimax method allows observing the relationships between variables, grouping them according to their association with each factor. The results are shown in Table 3, it is observed that the items comply with the arguments of Lloret-Segura et al. (2014), who indicate that the items will show convergence validity, if they were designed for the same theoretical dimension and load higher on a single component.

Table 3. Matrix of rotated components

Factor 1: Equality and Respect (IyR)	1	2	3	4	5	6	7	8
1 In the hiring process I received the same treatment regardless of whether I was male, female or non-binary.	0.675							
2 The company makes sure that I understand my rights and obligations at work, even if I do not speak Spanish.	0.608							
3 The company encourages and respects employees' customs and practices.	0.473							
4 The company treats all employees equally.	0.820							
5 The company fulfills what was offered during the recruitment process.	0.791							
6 The company makes the code of conduct and respect known to all employees.	0.751							

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7 All employees are treated equally.	0.801
8 The company tolerates and respects people regardless of race or ethnicity.	0.695
9 The company assigns butler positions with no preference for men, women or non-binary.	0.459
Factor 2. Internal management of cultural diversity (MIDC)	
1 There is at least one person to deal with workers' grievances who can communicate in their native language.	0.670
2 There is at least one person who acts as an interpreter for mother tongues or sign languages.	0.793
3 The company encourages learning about other cultures through its actions.	0.772
4 Cultural activities are carried out in the company to preserve traditions and customs.	0.564
5 A record is kept of the native language of each of its employees.	0.647
Factor 3. Integration (I)	
1 A record is kept of the ages of the workers.	0.704
2 A record is kept of the workers' state of origin.	0.763
3 Measures are in place to prevent discrimination.	0.539
4 There are workers over 50 years of age.	0.581
Factor 4. Communication (C)	
1 Documents or announcements are published in the native language of the most widely spoken.	0.596
2 The company accepts the use of a native language as a means of communication.	0.697
3 I can perform religious actions before starting my work, such as praying or making the sign of the cross.	0.758
Factor 5. Tolerance and diversity (TD)	
1 The position of steward is assigned to a person regardless of race.	0.517
2 The position of steward is assigned to a person regardless of age.	0.651
3 People with some difficulty speaking, hearing, looking or walking are hired.	0.695
Factor 6. Intercultural Communication (CI)	
1 The company provides translators for those who do not speak or understand Spanish.	0.687
2 The mayordomos or people who are in direct contact with the day labourers speak a language other than Spanish.	0.737
Factor 7. Labour Equity (EL)	
1 Considers that he/she is being discriminated against.	0.578
2 Considers that the work is divided according to the sex of the employee.	0.789
Factor 8. Selection (S)	
1 His physical appearance was important to his recruitment.	0.794
2 Age is a condition for hiring.	0.571

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 18 iterations.

Source: SPSS results output.

The results of the AFE show that the communalities of the items present values between 0.459 and 0.820, with most of the factor loadings above 0.5 (with the exception of two items of equality and respect), which meets the criteria for maintaining all the items (Williams, Onsmann and Brown, 2010). Table 3 shows the presence of eight variables, confirming that there is no redundancy among the variables given that the design sought grouping in eight factors. The total variance shows a highly acceptable percentage of 70.35% (see Table 4).

Table 4. Total variance explained

Component	Initial eigenvalues		
	Total	% of variance	Accumulated
1	8.973	29.910	29.910
2	2.992	9.973	39.882
3	2.264	7.547	47.429
4	1.745	5.816	53.245
5	1.547	5.157	58.402
6	1.388	4.626	63.028
7	1.137	3.789	66.817
8	1.062	3.540	70.357

Reliability per dimension measured through Cronbach's alpha yielded acceptable values: equality and respect, $\alpha=0.879$; internal diversity management, $\alpha=0.844$; integration, $\alpha=0.786$; communication, $\alpha=0.703$; diversity tolerance, $\alpha=0.756$; intercultural communication, $\alpha=0.759$; labour equity, $\alpha=0.745$; and selection, $\alpha=0.758$. The total scale reached $\alpha=0.854$. Therefore, the data show that the reliability criteria are met.

The confirmatory factor analysis was performed through the evaluation of the reflective measurement model. The loadings of the items were reviewed; items I4, EL1 and S1 were eliminated because they presented loadings lower than 0.40. As can be seen in Table 5, items with loadings greater than 0.4 but less than 0.7 are maintained given that their elimination does not increase the internal consistency reliability measures (Hair, et al., 2017). Composite reliability (ρ_c) according to Nunnally (1978) yielded adequate values, being greater than 0.7 for early stages of research and 0.8 for basic research. Convergent validity is established by means of the average variance extracted (AVE), a value higher than 0.50 is recommended, which means that more than 50% of the construct variance is due to its indicators, only the AVE of equality and respect (I&R) has a lower value but very close to 0.50.

Table 5. Construct reliability and convergent validity

Latent variable	Item	Charges	Cronbach's alpha	rho_A	Composite reliability	AVE
Intercultural Communication (CI)	CI1	0.936	0.325	0.557	0.716	0.577
	CI2	0.526				
Communication (C)	C1	0.774	0.533	0.484	0.751	0.506
	C2	0.773				
	C3	0.567				
Selection (S)	S2	1.000	1.000	1.000	1.000	1.000
	I1	0.874				
Integration (I)	I2	0.817	0.683	0.727	0.826	0.616
	I3	0.646				
Labour Equity (EL)	EL2	1.000	1.000	1.000	1.000	1.000
Internal Management of Cultural Diversity (MIDC)	MIDC1	0.735	0.802	0.812	0.864	0.562
	MIDC2	0.843				
	MIDC3	0.793				
	MIDC4	0.701				

Table 5. Construct reliability and convergent validity

Latent variable	Item	Charges	Cronbach's alpha	rho_A	Composite reliability	AVE
Equality and respect (IyR)	MIDC5	0.661	0.862	0.870	0.892	0.482
	IyR1	0.641				
	IyR2	0.667				
	IyR3	0.624				
	IyR4	0.972				
	IyR5	0.777				
	IyR6	0.625				
	IyR7	0.786				
	IyR8	0.771				
Tolerance and Diversity (TyD)	IyR9	0.510	0.615	0.685	0.793	0.571
	TyD1	0.843				
	TyD2	0.849				
	TyD3	0.530				

The Cronbach's alpha values for the constructs S, EL, MIDC and IyR are greater than the rule of thumb [> 0.70] (Bagozzi and Yi, 1988) and are therefore acceptable. The values for CI, C, I and TyD do not meet this criterion, but it was decided to keep them because they meet the composite reliability criterion. The composite reliability criterion was met by all constructs with a value above 0.70, which indicates the existence of internal consistency and inter-construct reliability (Table 5). Convergent validity was examined using the Average Variance Extracted (AVE) which must be greater than 0.50, which is only not met in the I&R construct, its value is very close.

Discriminant validity represents the extent to which an item is different from the others, it measures a different aspect of the variable, it is determined with the analysis of cross-loadings, the Fornell-Larcker criterion and HTMT (heterotrait-monotrait ratio) (Hair et al., 2017). According to the Fornell-Larcker Criterion, the value corresponding to the square root of the AVE is compared with the correlations that the construct has, expecting the square root of the AVE to be higher to confirm discriminant validity (Fornell and Larcker, 1981), which is observed in Table 6. Cross-loadings were used to check that no item presents a higher loading value on another variable than the one it measures (Hair et al, 2017), this was fulfilled for each item of the different constructs.

The evaluation of the structural model includes the evaluation of the predictive relevance with the values of the coefficient of determination (R^2), the Stone-Geisser value (Q^2), the evaluation of the effect size (f^2), the evaluation of the collinearity and the determination of the path coefficients (Benitez et al., 2020; Ringle, et al., 2020). In Figure 2 and Table 7, the results are presented, the hypotheses whose p-value was less than 0.05 were accepted, so all hypotheses are accepted except for H3 and H4. The variance inflation values (VIF) of the model were reviewed to verify the inexistence of multicollinearity, it is recommended that these be less than 3.0 (Hair et al., 2019). None of the VIF values of the constructs exceeded that cut-off point (see Table 7).

Table 6. Fornell and Larcker Criteria

Latent variable	1	2	3	4	5	6	7	8
1. Communication	0.711							
2. Intercultural communication	0.316	0.759						
3. Labour equity	0.196	0.118	1.000					
4. Equality and respect	0.366	0.200	0.125	0.694				
5. Integration	0.283	0.227	0.194	0.413	0.772			
6. Internal management of cultural diversity	0.510	0.401	0.238	0.331	0.348	0.750		
7. Selection	0.036	0.014	0.185	0.123	0.299	0.011	1.000	
8. Tolerance and diversity	0.249	0.168	0.149	0.518	0.311	0.155	0.195	0.754

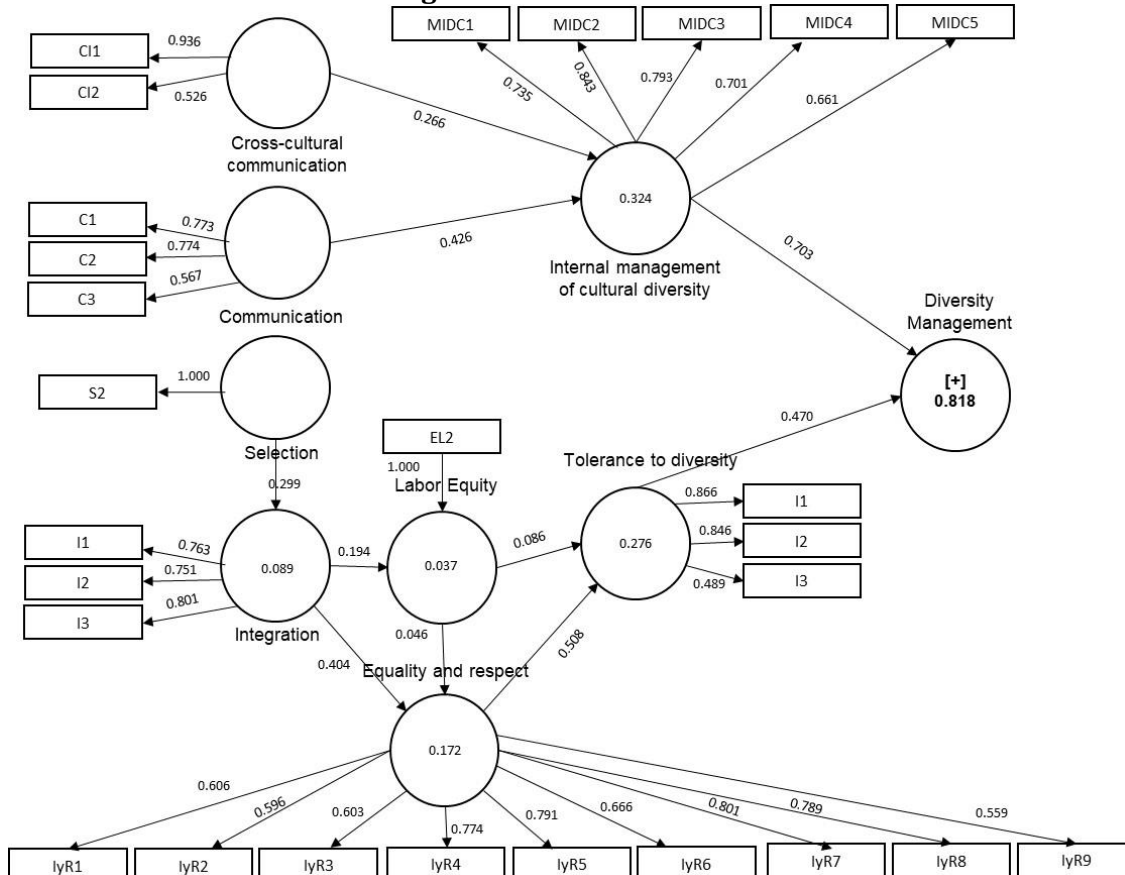
Table 7. Hypothesis testing

Relation	Path coefficient	Statistics t	P Values	f ²	VIF	Supported hypothesis
H1. Communication -> Internal management of cultural diversity	0.426	9.073	0.000	0.242	1.111	Yes
H2. Cross-cultural communication -> Internal management of cultural diversity	0.266	5.517	0.000	0.094	1.111	Yes
H3. Labour equity -> Equality and respect	0.046	0.933	0.351	0.003	1.039	No
H4. Labour equity -> Tolerance and diversity	0.086	1.800	0.072	0.010	1.016	No
H5. Equality and respect -> Tolerance and diversity	0.508	13.425	0.000	0.350	1.016	Yes
H6. Integration -> Labour equity	0.194	3.528	0.000	0.039	1.000	Yes
H7. Integration -> Equality and respect	0.404	8.438	0.000	0.190	1.039	Yes
H8. Internal management of cultural diversity -> Diversity management	0.703	15.103	0.000	2.645	1.025	Yes
H9. Selection -> Integration	0.299	5.487	0.000	0.098	1.000	Yes
H10. Tolerance and diversity -> Diversity management	0.470	9.989	0.000	1.183	1.025	Yes

f²- effect size, VIF- variance inflation factor

The coefficient of determination R² indicates the degree of explanatory power of the independent variables on the dependent variables, which will be greater as it is closer to 1; an R² value greater than 0.75 indicates that it is substantial, R² greater than 0.5 moderate, and R² greater than 0.25 weak (Hair et al., 2011). It is noteworthy that diversity management has a substantial R² (0.818), while the remaining measures have weak R² as shown in Figure 2. The highest value of f² was for the relationship between diversity tolerance and diversity management.

Figure 2. Results of the structural model



The R² values are in the endogenous constructs and the path coefficients are in the arrows.

With the Q2 value, the degree of prediction of the endogenous variables is evaluated, values lower than 0.25 indicate a small predictive accuracy (Ali et al., 2018, Hair et al., 2017). The Q2 values for all constructs point to a small predictive accuracy (see Table 8).

Table 8. Stone Geisser Q²

	SSO	SSE	Q ² (=1-SSE/SSO)
Communication	1149	1149	
Cross-cultural communication	776	776	
Labour equity	383	370.482	0.033
Equality and respect	3447	3171.931	0.080
Integration	1149	1090.640	0.051
Internal management of cultural diversity	1915	1579.466	0.175
Selection	383	383	
Tolerance and diversity	1149	981.629	0.146

4. Conclusions

According to the literature review, diversity management has been measured to a greater extent in the educational field, but there are few studies in companies in the agricultural sector, hence the importance and relevance of having a specific diversity management scale based on the perception of day labourers, which meets the requirements of reliability and validity to be used in the context of Mexico, is a necessary contribution to have a diagnosis that allows promoting business and public policies to achieve effective diversity management in the workplace.

To establish the validity of the diversity management construct, a new instrument was presented whose reliability and validity are generally considered adequate based on the results, which allow inferring that the theory is well represented for the given variables. However, further research with larger samples is needed to confirm the variables that make up the established theory.

In the particular analysis of items, the joint evaluation of validity and reliability allowed in this study the definition of elimination criteria without exclusively favoring the reliability of the instrument and without jeopardizing its construct and content validity. Accordingly, some items do not present the expected loadings, affecting reliability, and therefore, the possibility of eliminating them is considered.

The results reflect a specific Mexican context; further study is needed to understand other national and institutional contexts, particularly those associated with rural areas, in economic entities with a perspective of discrimination and equity, so it is important to replicate this study in other geographic areas of Mexico, adapting the language and conducting tests to verify its reliability and validity.

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