



**DIVERSITY MANAGEMENT AND ORGANISATIONAL PERFORMANCE OF 3-STAR HOTELS IN SOUTH-SOUTH, NIGERIA**

Tamunomiebi, D. M., & Onyeche, C. N.

---

**DIVERSITY MANAGEMENT AND ORGANISATIONAL PERFORMANCE OF 3-STAR HOTELS IN SOUTH-SOUTH, NIGERIA**

**Tamunomiebi, D. M.,<sup>1</sup> & Onyeche, C. N.<sup>2</sup>**

<sup>1</sup> PhD, Department of Management, Faculty of Management Sciences, Rivers State University [RSU], Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

<sup>2</sup> Doctoral Candidate Department of Management, Faculty of Management Sciences, Rivers State University [RSU], Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria

**Accepted: February 26, 2021**

---

**ABSTRACT**

*The study examined the relationship between diversity management and organizational performance of 3-star hotels in South-South, Nigeria. The study categorized diversity management into surface-level diversity and deep-level diversity and investigated these two dimensions. The target population of the study consisted of all the 3-star hotels in South-South Nigeria registered with the Nigeria Tourism Development Corporation given as 60 hotels. The sample frame consisted of the managerial/ administrative staff of the hotels and five of them were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The data for the study were generated using structured questionnaire. Also, the hypotheses were tested using use of inferential statistical tools of Pearson Product Moment Correlation Coefficient (r) and t-test through the help of SPSS 22.0. The study found that understanding and managing diversity plays a significant role in enhancing organisational performance. The study concluded that surface-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; deep-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; surface-level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria; and deep-level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria. Therefore, the study recommended that it is important that effective workplace strategies and policies be designed, implemented and monitored, in order not only to eliminate discrimination but also to support a more diverse workforce.*

**Keywords:** Diversity, Management, surface-level diversity, deep-level diversity, Organizational Performance, Workforce

---

**CITATION:** Tamunomiebi, D. M., & Onyeche, C. N. (2021). Diversity management and organisational performance of 3-star hotels in South-South, Nigeria. *The Strategic Journal of Business & Change Management*, 8 (1), 511 – 530.

---

## INTRODUCTION

To successfully manage the challenges of a diverse workforce, organizations have emphasized understanding the root cause of diversity and found that diversity management can address the problem and enhance problem-solving and decision-making power (Leslie, 2017). Therefore, organizations have made a huge investment into managing diversity effectively and also over the past three decades a plethora of diversity research has examined the positive impact of diversity on performance, creativity, innovation, problem-solving and decision-making skills (Kundu & Mor, 2017), as well as the adverse impact on group cohesion, conflicts and turnover (Roberson, 2019).

The purpose of diversity management is to enhance the performance of a heterogeneous workforce and inclusive development of people with differences in gender, ethnicity, nationality, cultural and educational backgrounds. The reason for heterogeneity in the workforce is the recruitment of ethnic minorities, women, underrepresented groups and the migration of people in search of job opportunities (Roberson, 2019). Each individual has unique knowledge, which needs to be recognized by organizations for their holistic development. Conclusively, diversity management plays a massive role in knowledge sharing and the overall development of organizations. Several studies have discussed the relationship between diversity and performance of an organization.

To understand and manage the dynamics of workforce diversity researchers have remarkably explored the outcomes of diversity at an individual level (Leslie, 2017) and organization level (Kundu & Mor, 2017). Moreover, previous studies have only focused on particular areas of diversity (e.g., cultural and racial diversity) while largely ignoring diversity and its types like surface-level diversity, deep-level diversity, workplace diversity, organizational diversity, informational diversity and relational demography. Hence, this study shall examine critically surface-level diversity and deep-level diversity.

As an organisational reality and in meeting the demands of increasing diversity level of the contemporary work force, the subject has attracted an increasing interest from the work force. Although there has been some steady growth in the adoption of diversity management programmes. Kyalo (2015), the desired level is farfetched. Over the last decade, there have been reported cases of failure of the diversity management programmes of some firms (Idris, Wahab & Jaapar, 2015). Therefore, it is important for organisations to understand, embrace and manage diversity for the benefit of the organisation. As Maingi (2015) postulates, managing diversity in the workplace is part of employee retention and attraction, with the intention to energise workplace productivity, thus increasing the organisation's competitive edge. Kundu and Mor (2017), stated that, in today's world of globalisation and demographic change, the workforce is becoming increasingly diverse, which has resulted in a greater variety of knowledge, skills, experiences and attitudes, all of which contribute to the organisation's performance in what has become a highly competitive global business market. Supporting workplace diversity has the potential to have a positive impact on recruitment, retention, and employee engagement which will by extension impact positively on organisational performance (Haque, Aydin & Uysal, 2017).

Diversity management has become a trending organisational issue which has attracted the interest of scholars and practitioners. Moreover, research on workforce diversity has produced mixed results. Scholars are divided on the impact of workforce diversity on organisational performance. Some have found diversity to bring positive results whilst others found it to have negative results on organisation. Although it is the ultimate goal of all organisations to be profitable, productive and by extension perform well this is not always the case when you have a diverse workforce. There are times when a diverse workforce can be a torn in the flesh of an organisation instead of a blessing.

Therefore, to enjoy profitability, productivity, and competitive advantage, organisations must not only embrace diversity, but use all types of available strategies that will attract the best and the brightest talents (Hsiao, Auld & Ma, 2015). The many differences that exist among different groups of employees within the organisation have created a challenge for managers which must be surmounted. In light of the aforementioned, this paper critically examines the relationship between management diversity and organisational performance of hotels in South-South geopolitical zone of Nigeria. Accordingly, the study seeks to unravel the following research questions: 1: What is influence of surface-level diversity on the productivity of hotels in South-South, Nigeria? 2: How does surface-level diversity affect the growth of hotels in South-South, Nigeria? 3: How does deep-level diversity affect the productivity of hotels in South-South, Nigeria? 4. What is the nature of relationship between deep-level diversity and the growth of hotels in South-South, Nigeria?

**LITERATURE REVIEW**

**Theoretical Foundation**

**Equity Theory**

The equity theory was introduced Adams (1963) with the view that fairness and equity are very crucial elements of a motivated individual. This theory states that -individuals are driven by frankness, and if they identify inequalities in the input or output rations of themselves and their

referent group, they will seek to adjust their input to reach their perceived equity (Adams, 1963). Yousef (1998) explains that the equity theory is a theory that centre’s on perceived fairness of an individual. An employee reflects on how much effort has expended and compares this to what has been got from it. This theory shows that employees strive to achieve equity between themselves and their co-workers. This equity will be achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. The equity theory is concerned with the perceptions people have about how they are treated as compared to with others.

The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees. An example is when employees compare the work they do to someone else that receives a higher salary than them. They may conclude that the person may be doing lesser work compared to them, while receiving a bigger compensation (Kim & Park, 2017). In such a scenario, the person evaluates their own effort-to-compensation ratio to that of another person, and the end result is a loss in motivation. When compared to others, individuals want to get paid fairly according to the contributions in the organization.

**Conceptual Framework**

The conceptual framework was diagrammatically displayed below:

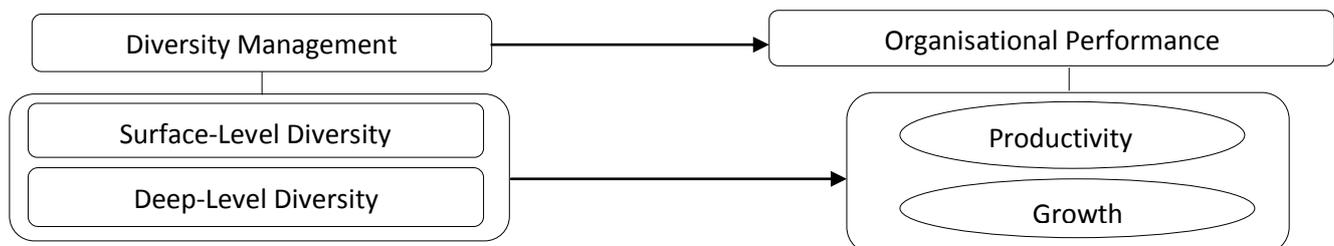


Figure 1: Conceptual Framework of diversity management and organisational performance of 3-star hotels in South-South, Nigeria

Source: Roberson, Q.M. (2019). Diversity in the workplace: a review, synthesis and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 69-88.

## **Diversity Management**

Diversity management is the business strategy adopted by organizations for recruitment, retention and inclusive development of individuals from a variety of backgrounds (Maingi, 2015). The concept has become increasingly important due to globalization and the migration of people across the globe (Al-Ariss and Sidani, 2016).

Cunningham (2009) defines the diversity management as the planning and implementing of organizational systems to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized. It includes the way that each institution deals with its diversity and takes advantage of the uniqueness of each individual. Several indicators of how well the institution manages diversity were included in the survey instrument. It involves any of the four diversity-management strategies. They include noncompliance, compliance, reactive, and proactive. Pham, Yu and Agha (2018), note that the most desirable of these is the proactive diversity-management strategy. Similarly, Cunningham (2009) posits that the proactive diversity-management strategy allows for the greatest racial interaction to influence performance and therefore proactive diversity-management organizations tend to perform better than those that apply any of the other three strategies.

Diversity management requires a change of attitudes and beliefs, so that all the members of the organization embrace and cherish those of different cultural backgrounds. Roberson (2019) notes that diversity-management requires the development of a system of beliefs and behaviors that recognize and respect the presence of all diverse groups in an organization or society. The management should acknowledge and value the sociocultural differences as well as encourage and enable their continued contribution within the inclusive cultural context. This empowers all persons within the organization or society. In the business world, an organization needs to be both flexible and adaptable to meet new customer needs. Rao

(2016), contends that managing diversity should be significant as a moral imperative, as a legal requirement, and as a factor in organizational performance.

Diversity has been categorized into readily detectable and underlying attributes (Leslie, 2017). Another typology categorized diversity based on observable and underlying attributes (Nkomo et al., 2019). Observable attributes are age, gender, race, nationality, while underlying attributes are personality, education, tenure, etc. Readily-detectable and observable attributes are similar and highlight the same attributes. Another classification of diversity is categorized as high visible (age, gender, race) and less visible dimensions like tenure, education and functional background (Roberson, 2019). Further, in the sequel of studies, diversity has been categorized as surface-level diversity and deep-level diversity by Kim and Park (2017). Surface-level diversity is observable attributes that can be easily identified based on physical features, whereas deep-level diversity defines underlying attributes that are hidden, such as attitudes, personality and values, etc. The issue of diversity was completely ignored in organizations; however, workplace diversity had become a critical issue in organisations.

### **Surface-Level Diversity**

Surface-level diversity is observable attribute that can be easily identified based on physical features. Observable attributes are age, gender, race, nationality (Roberson, 2019). Managing workforce diversity is one of the most important tasks and challenges for today's organizations. Managers constantly face the questions of how to utilize diversity as a positive driving force within the organization, and how to resolve potential conflicts it may bring (Mazibuko & Govender, 2017). As the nature of work shifted from being done by individuals to self-managing teams, managers and human resource (HR) professionals have increased attention to managing team diversity. At the same time, an extensive body of research has also been devoted to the various aspects of diversity, or

heterogeneity, and their implied effects on team processes and performance (McLeod, 2018). On the one hand, research has found that teams with diverse talents positively contribute to team performance due to their different points of view, expertise, and experience (Nkomo, Bell, Roberts, Joshi & Thatcher, 2019). On the other hand, it has also been shown that heterogeneity in teams can provoke conflict, reduce communication, and result in dissolution (Zhuwao, 2017). Also, surface-level diversity is called demographic diversity, social category diversity, bio-demographic diversity, and observable individual differences; refers to readily detectable attributes such as sex, age, ethnicity, marital status (Leslie, 2017).

Although surface-level diversity may be beneficial to teams or work groups that must share unique information for effective performance, diversity researchers have often found that diversity has a negative impact on communication and cohesion, and promotes high levels of detrimental group conflict for extensive reviews (Saxena, 2014).

### **Deep-Level Diversity**

Deep-level diversity defines underlying attributes that are hidden, such as attitudes, personality and values. Underlying attributes are personality, education, tenure, etc. (Roberson, 2019).

Over the past ten years, diversity researchers have focused on how to minimize the detrimental effects of social categorization on workgroups, with some suggesting that increasing the level of perceived deep-level similarity among group members should help them feel more socially validated and accepted by the other members of the group (Gozukara & Simsek, 2016). Some social categorization researchers have advocated this perspective, suggesting that interventions designed to minimize the salience of social categories and instead 'de-categorize' or 're-categorize' group members by highlighting the similarities that exist across seemingly different individuals can be beneficial to group functioning (Doucet, 2017). Durga (2017) argues that, deep-level diversity seeks to link acceptance, and perceived competence of tokens

with solos can be enhanced by making salient their similarities to majority group members in background, attitudes, and interests.

### **Organizational Performance**

The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Cooper, Ezzamel & Robson, 2017). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Pham, Yu and Agha (2018) organizational performance encompasses three specific areas of firm outcomes, financial performance such as profits, return on assets and return on investment), product market performance such as sales, market share and shareholder return measure through total shareholder return and economic value added.

The ultimate goal of a business organization is higher financial performance or maximization of wealth for stakeholders (Joseph & Dai, 2009). Nonetheless, attaining the organization's goals depends upon the extent to which its organizational performance is reached (Abor & Biekpe, 2007). Organizational performance is generally indicated by effectiveness, efficiency, satisfaction of employees and customers, innovation, quality of products or services, and ability to maintain a unique human pool.

The organizational performance variables of the present study included features such as product quality, customer satisfaction, new product development, ability to attract employees, ability to retain employees, and relationship between management and employees. According to Bokpin, Katou and Budwar (2007), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and

achieved outcome (effectiveness) (Gozukara & Simsek, 2016).

Organizational performance is therefore the ability of an organization to fulfil its mission through sound management, strong governance and a persistent rededication to achieving results. Performance is a measure of results achieved by individual, group, and organization. Organization performance is defined as a continuous and action oriented with focus on improving performance by using objective, standards, appraisal, and feedback (Cooper, Ezzamel & Robson, 2017).

The performance as stated by Haque, Aydin and Uysal (2017), is an end results of an activity, and an organizational performance is accumulated end results of all the organizations work processes and activities.

Most organizations view their performance in terms of effectiveness in achieving their mission, purpose or goals. Most public organizations, for example, would tend to link the larger notion of organizational performance to the results of their particular programmes to improve the lives of a target group (Abor & Biekpe, 2007). At the same time, a majority of organizations also see their performance in terms of their efficiency in deploying resources. This relates to the optimal use of resources to obtain the results desired. In the Organisational performance framework, these four aspects of performance are the key dimensions to organizational performance. Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work (Bokpin, Katou & Budwar, 2007).

Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems (Gozukara & Simsek, 2016). These factors affect the quality of work, the

nature of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes. Performance is driven, in part, by organizational capacity, which we now understand as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages (Chen, Chen & He, 2008). Each of these seven capacity areas may be described in sub-components as, for example, in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources (Bokpin, Katou & Budwar, 2007).

Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations referred to as inter-institutional linkages. Bokpin, Katou and Budwar (2007) explain balanced scorecard methodology as a comprehensive approach that analyzes an organization's overall performance in four ways, based on the idea that assessing performance through financial returns only provides information about how well the organization did prior to the assessment, so that future performance can be predicted, and proper actions taken to create the desired future.

### **Productivity**

Productivity is expenditure of organizational resources to achieve a high level of performance in organization reaching the highest level of performance (Zeb-Obipi, 2015). The conversion of organizational resources to utility or to satisfy customers with employee's effort is call productivity. When we discuss productivity the level of output and the level of input must be put into consideration because productivity can under only be discuss when the ratio volume of output and the ration volume of inputs are considered. From the discussion above, production inputs, such as labour, land, entrepreneur and capital, are being

used in organization to produce a given level of output. An employee with positive behavior will improve productivity. According to Rao (2016) productivity improvement is seen to be a function of innovation, the shift of resources from old and declining employments to new and more productive ones. It is increased through the continuous improvement of resources.

Productivity is not everything, but in the long run it is almost everything. Gozukara and Simsek (2016) defined productivity as the measure of how well resources are well utilized to accomplish a set of results. Everything about productivity is nothing but the ability to convert organizational sources to utility effectively and efficiently to the benefit of the organization, as well as being able to achieve organizational results in line with organizational ethic.

Idris, Wahab and Jaapar (2015) developed a comprehensive productivity measurement framework that integrated productivity-related indicators into a network. Zeb-Obipi (2015) advocated the use of a ratio-format indicator. It should be noted that Joseph and Dai (2009) recognized that the ratios had been used very well in the field of management accounting, especially in the areas of financial management (liquidity, debt-equity, inventory turnover, profit margin, return on investment, return on assets, etc.). However, it was necessary to explore away to explicitly connect and integrate these ratios together. With the use of a ratio as an indicator, it is possible to formulate a network. Once a network is established, it would also contribute to productivity analysis (Zeb-Obipi, 2015).

### **Growth**

There is no organization in the world that is created to be static in nature. There must be growth or expansion for the organization to be judge as performing organization. Every organization must expand from one stage to another stage for such organization to be categorized as organization that is performing. Therefore, a performing organization is one that

her profit is improving, her market share is improving, and sales are increasing, and improve customer satisfaction (Gabriel, 2016). There must be returns on the money and time investment by the different shareholder. Many researchers have seen growth as one of major way to measure organizational performance.

Zeb-Obipi (2015) argues that in compassionate environments like the current global market a firm's capability to enter into new product market is a major component of organizational performance in a competitive market environment. The ability of the firm to fight for market share will determine on how successful a firm or organization is. In addition, he believes that organization's capability to increase sales or maintain a large market share in hostile business environments, where the competition is very high from companies all over the world is generally-accepted performance indicator in the world of research.

The ability of any business to succeed depends on the level of profitability this is because profit is the major reason why organization get involved in one business or the other. Without profitability, the business will not grow in the long run (Haque, Aydin & Uysal, 2017). Customer satisfaction provides a leading indicator of consumer purchase intentions and loyalty. Many studies in business organization have focused on the relationship that exist between customer satisfaction concerning products and services and customer retention in an organization. This can be seen as the best to make organization grow and remain in service (Zeb-Obipi, 2015).

In the real sense growth can be considered as important performance dimension for new ventures, this is so because sales growth is a major indicator that the organizational products or services have been accepted in the market especially for new organizational. Accordingly, firms often trade-off profitability for growth. New venture researchers, in recognition of these issues, frequently use both profitability and growth

measures to describe an organization's financial performance (Carter & Greer, 2013).

### **Diversity Management and Organisational Performance**

Despite the phenomenal efforts put in place through legal, research and sensitisation both globally and locally, not all organisations fully understand and embrace diversity and its benefit on performance to their organisations. Although a myriad of studies has been undertaken on diversity management, scholars could not all agree on the link between the factors that influence diversity management, and their impact on organisational performance. In light of the aforementioned, this paper attempts to analyse existing content on whether organisations with diverse workforce perform better than the ones that does otherwise. In a study conducted by Mazibuko and Govenda (2017), they suggest that understanding and managing diversity plays a significant role in enhancing organisation's performance and effectiveness. Their finding is consistent with the earlier findings of Carelse (2013).

Carter and Greer (2013), further revealed that, diversity management created room for appreciation, innovation and creativity that organisations can leverage to tackle diverse markets. This implies that depending on the way it is managed; diversity could help a business enter more market which could lead to improved performance. In addition, the authors revealed that there is a positive relationship between cultural and gender diversity and organisational effectiveness and by extension performance. Saxena (2014), in his study on Workforce Diversity: A Key to Improve Productivity, suggests that hiring diverse workforce will definitely lead to improved productivity, he however stated that it may prove tragic if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human

behaviour which ultimately affects the productivity of any organisation. Consistent with Saxena's finding, Zhuwao (2017), in a study on Workforce Diversity and Its Effects on Employee Performance in a Higher Education Institution in South Africa: A Case of the University of Venda confirms that diversity enhances innovation and productivity, as opposed to diversity creates confusion and conflict in the workplace.

The study further revealed that employees appreciate the company's recruitment of a diverse workforce. He however emphasised that managing and valuing diversity enhances performance. This is an indication that despite the positive significant relationship of diverse workforce on performance, managing and valuing diversity is an essential ingredient for better performance. Additionally, the findings revealed that diverse workforce, individual differences, confusion and conflict are significantly related with performance in terms of innovation and workplace productivity. Despite the findings that workforce diversity influence performance, the author went on to further confirm that leadership diversity strongly influences organisational performance and/or effectiveness. Although most of the studies have found a positive and significant relationship between workforce diversity and performance, Durga (2017) argued that no significant relationship exists between workforce diversity and organizations' effectiveness, but only a minimal impact exists between the two.

### **Surface-Level Diversity and Organisational Performance**

As people of different generations work together in organisations, differences among them could emerge which would therefore require informed managerial action to avoid a back lash. As suggested by Zhuwao (2017), the perceived decline in work ethic is perhaps one of the major contributors of generational conflicts in the work place. In his study, he found that generational differences affect work place diversity management. However, the same study found that employees had confidence in the management of

generational differences at LNNP and the management did not play favouritism in promotions and delegations. This implies that the manner in which generational difference is handled by management is a key determinant of the impact it would make. It is often claimed by employers that generation X employees are less committed to their work than older generation and work only the required time and a little more. Though traditional and boomers have been characterized as being extremely loyal toward their employers, younger workers on the other hand are considered to lack loyalty (Kyalo 2015).

Mazibuko and Govender (2017), posits that the negative effect of age diversity on employee performance could be linked to the assumption that older employees may be less efficient and effective because of deteriorating strength due to age. Contrary to the above findings, Zhuwao (2017), found that the relationship between age diversity and employee performance is insignificant. His finding is consistent with the finding of Maingi (2015) in a study conducted on the effect of workforce diversity on employee performance in Kenya: A case of Kenya school of government. This implies that age does not influence performance either positively or negatively.

Across many countries in the world, women have been visibly discriminated and continue to be discriminated due to the patriarchal nature of the society and gender stereotype. However due to legislation, activism and anti-discriminatory campaigns and movements, significant improvements have been made in combating gender based discrimination at the work place. Like other diversity factors, there has been mixed results on the impact of gender diversity on organisational performance. Kunda and Mor (2017), in their study found that gender diversity can have either positive or negative impact on organizational performance. The study further revealed that moderate level of gender diversity increases competitive advantage while higher level of gender diversity in organizations negatively impact on organizational

performance. However, some studies have found positive and significant relationship between gender diversity and perceived organizational performance (Pham, Yu & Agha, 2018).

Similarly, Akpkip (2017), in his study on The Effect of Workforce Diversity on Employee Performance in Nigerian Banking Industry found that there is significant positive relationship between gender diversity and employee performance. Furthermore, his study also found that gender diversity can highly predict employee performance. The finding is consistent with the findings of Zhuwao (2017) who found a significant positive relationship between gender diversity and employee performance. This implies that an increase in gender diversity results in an increase in performance. Kyalo (2015), in his study on Effect of Diversity in Workplace On Employee Performance in The Banking Industry in Kenya found that there is a positive significant association between gender diversity and employee performance. However, the effect was to a moderate extent. In addition, Selveraj (2015), found that gender diversity has a positive effect on employee performance. Despite the above findings, Arokiasamy (2013), posits that numerous organizations choose to hire more of the male workers than the female workers for the opinion that male workers have the ability to perform their jobs and can manage their jobs better. Notwithstanding, broadly speaking, creativity and innovativeness in an organization could be superior with a blend of both gender in the organization. Research has revealed that gender diverse groups have the ability to make quality decisions much more than a homogeneous team.

Akpkip (2017), suggests that ethnicity can report negative relationship and effect on performance in cases where employee experience bias, stereotype and discrimination due to their ethnic background. There can also be issues of mistrust, less communication and cooperation among employees. However, Roberson (2019), in his findings suggest that racial diversity in leadership may affect firms' ability to generate revenue, income, and stock price

premiums. The findings further suggested that firms with few racial minorities in leadership may experience decreases in performance as such individuals may serve as tokens without having their unique perspectives and skills integrated into decision-making processes.

### Deep-Level Diversity and Organisational Performance

According to Doucet (2017), employers generally reject employees whose training, experience, or education is considered inadequate. This implies that educational background is important to both employers and employees. To earn a decent job and perform well, employees require adequate educational background. Several scholars hold on to a similar view among them Durga (2017), who in his study found that an individual's productivity depends on his/her level of education. This implies that those with higher level of education will be more productive whilst those with lower levels will be less productive. Zhuwao (2017), found that the relationship between educational diversity and employee performance is positive and significant which means that when educational diversity increase, employee performance also increases. Consistent with the aforementioned finding, Kyalo (2015), found a positive relationship between education diversity and employees' performance in the banking industry. Similarly, Akpakip (2017) in

their findings reveal that informational diversity, such as education and functional areas, were positively related to actual work group performances.

Akpakip (2017) asserted that educational level affects the ability of individuals to perform core task responsibility. Contrary to the views of other scholars, he found that differences in educational background does not encourage conflict among employees but instead working with colleagues with different educational background affects their creativity in problem solving and meeting timely goals, and their jobs are perfectly done when in a team of workmates with different educational level. He further revealed that differences in educational background brings creativity and enhances the competency in task delivery of employees. From the foregoing presentations, the study hypothesized thus: Ho<sub>1</sub>: There is no significant relationship between surface-level diversity and the productivity of 3-star hotels in South-South, Nigeria; Ho<sub>2</sub>: There is no significant relationship between surface-level diversity and the growth of 3-star hotels in South-South, Nigeria; Ho<sub>3</sub>: There is no significant relationship between deep-level diversity and the productivity of 3-star hotels in South-South, Nigeria; Ho<sub>4</sub>: There is no significant relationship between deep-level diversity and the growth of 3-star hotels in South-South, Nigeria.

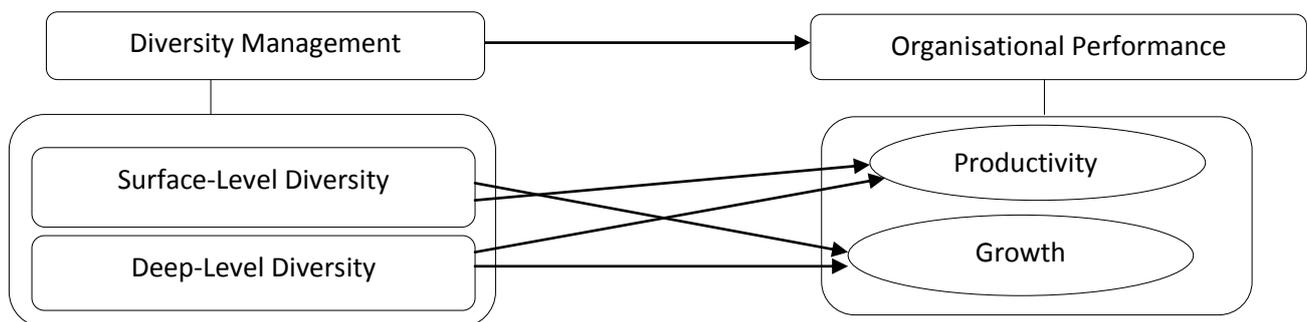


Figure 2: Operationalized Framework of diversity management and organisational performance of 3-star hotels in South-South, Nigeria

Source: Roberson, Q.M. (2019). Diversity in the workplace: a review, synthesis and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 69-88.

## METHODOLOGY

The target population of the study consisted of all the 3-star hotels in South-South Nigeria registered with the Nigeria Tourism Development Corporation given as 60 hotels. The sample frame consisted of the managerial/administrative staff of the hotels and five of them were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The sample size of 222 was determined using the Taro Yamane's formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70 threshold. The data for the study were generated from the staff through questionnaire and secondary sources which were collated, sorted, edited and analyzed using percentages, frequency distribution, ranking, scaling, ratios, means, variances and standard variation to achieve descriptive statistical objectives. Also, the hypotheses were tested through the use of inferential statistical tools of Pearson's Product Moment Correlation Coefficient (r) and t-test.

## DATA ANALYSIS AND RESULTS

### Administration and Retrieval of Questionnaire

Collection of data was carried out by the researcher, which involved the administration of the copies of questionnaire to the selected staff of 3-star hotels in South-South, Nigeria by email addresses. After administering the instruments, the respondents were given a time space of one month to respond to the instruments. Thereafter copies of questionnaire were retrieved through established email contacts of the surveyed staff by the help of Monkey Survey. A total number of 279 copies of questionnaire were distributed to the respondents from the two hotels under survey and 241 copies of questionnaire were retrieved from them. After editing the retrieved copies of questionnaire, the copies found useful were 222. The 222 copies of questionnaire were considered as valid and suitable for data analysis in this study. The administration and retrieval of copies of the questionnaire are shown in Table 1 below:

**Table 1: Questionnaire Administration and Retrieval**

S/N	Job Status	Copies distributed	Copies retrieved	Copies useful	found	Response Rate
1.	Hotel Managers	28	26	23		82.14%
2.	Operation Managers	66	59	56		84.85%
3.	Accountants	29	24	20		68.96%
4.	Supervisors	122	102	98		80.33%
5.	Client service Officers	34	26	25		73.53%
	Total	279	241	222		79.57%

Source: Survey Data, 2021

Table 1 showed the details of how the copies of questionnaire (survey instruments) were distributed and retrieved from the respondent staff of 3-star hotels in South-South, Nigeria. The data collection showed that 28 copies of questionnaire were administered to hotel managers and 26 copies retrieved from this class of respondents while 23 copies of questionnaire representing 82.14% response rate were found useful from this segment. Also, 66 copies of questionnaire were administered to the Operation Managers and 59 copies were

retrieved from them while 56 copies of questionnaire representing 84.85% were found useful. With respect to the Accountants 29 copies of questionnaire were administered to them and 24 copies retrieved from this category of respondents while 20 copies of questionnaire representing 68.96% were found useful in this segment. For the Supervisors, 122 copies of questionnaire were administered to them and 102 copies retrieved from this class of respondents while 98 copies of questionnaire representing 80.33% were found

useful. For the Client Service Officers 34 copies of questionnaire were administered to them and 26 copies of questionnaire were retrieved from this category of respondents while 25 copies of questionnaire representing 73.53% were found useful in this segment. In all, 279 copies of questionnaire were distributed to the two surveyed hotels and 241 copies of questionnaire were retrieved from them. However, after going through them, 222 copies of questionnaire representing

79.57% response rate were found useful for data analysis.

### Surface-level diversity as a Dimension of Diversity management

Table 2 gives the detailed analysis on how surface-level diversity as a dimension of diversity management has been examined to determine its effect on organisational performance and to show its descriptive statistical outcome based on the questions deposited.

**Table 2: Surface-level diversity as a Dimension of Diversity management**

Question Items on Surface-level diversity	N	$\bar{X}$	SD
To what extent is surface-level diversity used to achieve productivity objective in your hotel?	222	3.391	1.004
To what extent are your hotel's staff very strict in attending to customers in order to achieve organisational performance?	222	3.247	1.040
To what extent does efficiency offer veritable opportunities to optimize capacity in hotel services?	222	3.490	0.954
To what extent does your hotels introduce surface-level diversity in order to encourage organisational performance?	222	3.058	1.093
To what extent do staff talk good about the hotel's willingness to use the best surface-level diversity management for the hotels to succeed?	222	3.351	0.989

Source: Survey Data, 2021, and IBM SPSS Statistics 22 Window Output

Table 2 showed that five question items represent a dimension in the 5-point scale. The data revealed that with the mean and standard deviation scores of  $3.391 \pm 1.004$ , the respondents agreed that to a large extent surface-level diversity is used to achieve diversity management objectives. Also, with the mean and standard deviation scores of  $3.247 \pm 1.040$ , the respondents agreed that to a large extent staff were very strict in attending to customers in order to encourage organisational performance. The data also revealed that the respondents agreed that to a large extent efficiency offer veritable opportunities to optimize capacity in hotel services with the mean and standard deviation scores of  $3.490 \pm 0.954$ . With the mean and standard deviation scores of  $3.058 \pm 1.093$  the respondents indicated that to a moderate extent

hotels introduce surface-level diversity in order to encourage organisational performance. Finally, the data in Table 2 revealed that with the mean and standard deviation scores of  $3.351 \pm 1.098$ , the respondents agreed that to a moderate extent staff talk good about the hotel's willingness to use the best surface-level diversity management for the hotels to succeed.

### Deep-level diversity as a Dimension of Diversity management

In order to ascertain the extent to which deep-level diversity as a dimension or component of diversity management affect organisational performance, the study used 5 question items on the 5-point scale as shown in Table 3.

**Table 3: Deep-level diversity as a Dimension of Diversity management**

Question Items on Deep-level diversity	N	$\bar{X}$	SD
To what extent does deep-level diversity offer veritable opportunities for diversity management in your hotel?	222	3.256	1.042

To what extent does quality of your staff inputs in controlling engender the deep-level diversity in hotels?	222	2.810	1.037
To what extent does passing information on deep-level diversity lead to the achievement of the expected growth objective of your hotel?	222	2.981	.9221
To what extent does your hotel give rooms for staff to suggest new ways or approach to apply deep-level diversity in your hotel?	222	3.054	1.156
To what extent does deep-level diversity become the routine management characterisation in your hotel?	222	2.882	1.123

Source: Survey Data, 2021, and IBM SPSS Statistics 22 Window Output

As shown in Table 3 above, the responses of the respondents indicated the mean and standard deviation scores of  $3.256 \pm 1.042$ , showing that the respondents collectively specified that to a moderate extent deep-level diversity offer veritable opportunities for diversity management in hotel. Also, with the mean and standard deviation scores of  $2.811 \pm 1.037$  it is quite obvious that the respondents indicated on the aggregate that to moderate extent quality of staff inputs in controlling engender the deep-level diversity in hotels. As to the extent to which passing information on deep-level diversity leads to the achievement of the expected growth objective of your hotel, the mean and standard deviation scores of  $2.858 \pm 0.9221$  indicate aggregate agreement. The data additionally revealed that the respondents agreed that to moderate extent hotels give rooms

for staff to suggest new ways or approach to apply deep-level diversity in organisation; this is shown by mean and standard deviation scores of  $3.054 \pm 1.1561$ . Finally, the mean and standard deviation scores of  $2.882 \pm 1.123$  indicate that the respondents agreed that deep-level diversity become the routine management characterization in hotels.

#### Productivity as a Measure of Organisational performance

Table 4 showed the descriptive statistical results on productivity which is measured with five question items on the 5-point scale. The response distribution as shown by the results is indicative that productivity will enhance organisational performance.

**Table 4: Productivity as a Measure of Organisational performance**

Question Items on Productivity	N	$\bar{X}$	SD
To what extent does effective diversity management boost the organisational performance of hotel services?	222	3.396	0.972
To what extent are you always involved in important hotel services that improve organisational performance?	222	3.427	1.114
To what extent does your supervisor consider the opinion of others before making important decision that affects productivity?	222	3.117	1.099
To what extent do senior staff discuss issues concerning the increase of productivity in your hotel?	222	3.333	1.103
To what extent is productivity often used as a key performance index (KPI) to review organizational performance in your hotel?	222	3.211	0.991

Source: Survey Data, 2021, and IBM SPSS Statistics 22 Window Output

Table 4 showed the mean and standard deviation scores of  $3.39640 \pm 0.972$  indicating that the consensus opinion of the respondents revealed an agreement that to a moderate extent effective diversity management boost the organisational

performance of hotel services. Also, the mean and standard deviation scores of  $3.427 \pm 1.114$  imply the respondents agreed that to a moderate extent staff are always involved in important hotel services that improve organisational performance. The statistical

result of  $3.117 \pm 1.099$  (mean and standard deviation scores) show that the respondents agreed that to a large extent supervisor consider the opinion of others before making important decision that affects productivity. Table 4 also revealed the mean and standard deviation scores of  $3.333 \pm 1.103$  implying that the respondents agreed that to a moderate extent senior staff discuss issues concerning the increase of productivity in hotels. Finally, the mean and standard deviation scores of  $3.211 \pm 0.991$  show that the respondents agreed that

to a moderate extent productivity is often used as a key performance index (KPI) to review organizational performance in hotels.

### Growth as a Measure of Organisational performance

Table 5 shows how growth as a measure of organisational performance was examined and empirically expressed through the raising descriptive statistical analysis of 5 question items.

**Table 5: Growth as a Measure of Organisational performance**

Question Items on Allocative Efficiency	N	$\bar{X}$	SD
To what extent does your hotel value giving satisfactory services to customers in order to engage them for patronage leading to growth?	222	3.288	1.045
To what extent is growth level often used as a key performance index (KPI) to review organizational performance in your hotel?	222	3.391	1.004
To what extent does your hotel give rooms for staff to engage customers for the growth	222	2.995	1.044
To what extent does your hotel allow customers to make variety of choices through appropriate service engagements that elicit growth	222	3.009	0.983
To what extent do staff in your ship have the requisite skills to engage customers for the increased growth of the of the hotel	222	3.211	1.123

Source: Survey Data, 2021, and IBM SPSS Statistics 22 Window Output

As shown in Table 5 above, the responses of the respondents have indicated the mean and standard deviation scores of  $3.288 \pm 1.045$  showing that to a moderate extent hotels value giving satisfactory services to customers in order to engage them for patronage leading to growth. Also, the mean and standard deviation scores of  $3.391 \pm 1.004$  imply that the respondents agreed that to a moderate extent growth level is often used as a key performance index (KPI) to review the organizational performance of hotels.

With the mean and standard deviation scores of  $2.995 \pm 1.044$ , the respondents have indicated that to a moderate extent hotels give rooms for staff to engage customers for the growth. Table 5 shows the mean and standard deviation scores of  $3.009 \pm 0.983$  proving that the respondents indicated that to a moderate extent hotels allow customers to make variety of choices through appropriate service engagements that elicit growth. Finally, the

data revealed the mean and standard deviation scores of  $3.211 \pm 1.123$  indicating that to a moderate extent ships have the requisite skills to engage customers for the increased growth in hotels.

### Test of Hypotheses

In the previous sections, we have explored a descriptive univariate analysis of all the data generated from field, which were done through the application of SPSS window output, version 22.0 in such text, descriptive analysis on the study variables was also done, using frequencies, arithmetic percentages, means, standard deviation and variances. These have guided us, as well as, given us the lime-light to The study delves into the inferential statistical testing of stated hypotheses in the present section. Having done with the exploration of the univariate analysis in the previous section, the study delves into the bivariate tests analysis, since more than one group is involved, and the test of hypotheses is done here.

To determine the relationships that exist between these variables, the hypotheses have been stated thus: Ho<sub>1</sub>: There is no significant relationship between surface-level diversity and the productivity of 3-star hotels in South-South, Nigeria; Ho<sub>2</sub>: There is no significant relationship between surface-level diversity and the growth of 3-star hotels in South-

South, Nigeria; Ho<sub>3</sub>: There is no significant relationship between deep-level diversity and the productivity of 3-star hotels in South-South, Nigeria; and Ho<sub>4</sub>: There is no significant relationship between deep-level diversity and the growth of 3-star hotels in South-South, Nigeria.

**Table 6: Results of Diversity management (SO) and Organisational performance (CTP)**

Statistics	HO <sub>1</sub>	HO <sub>2</sub>	HO <sub>3</sub>	HO <sub>4</sub>
	SLD (P3SH)	SLD (G3SH)	DLD (P3SH)	DLD (G3SH)
Pearson correlation	0.823**	0.867**	0.719**	0.885**
Sig(2-tailed)	.000	.000	.000	.000
N	222	222	222	222

**Source:** Research Data 2021, and SPSS Window Output, Version 22.0

\*\*correlation is significant at the 0.05 level (2-tailed)

Table 6 above showed the results of the test of hypothesized statements, Ho<sub>1</sub>, Ho<sub>2</sub>, Ho<sub>3</sub> and Ho<sub>4</sub>. The results of the hypotheses tested showed positive relationships. For surface-level diversity and productivity (H<sub>01</sub>) the rho outcome of 0.823 @ p0.000 <0.05 means that a positive relationship exists between the examined variables and it is also significant. This implies that the null hypothesis as stated is rejected and the alternate is accepted. In respect to H<sub>02</sub> deep-level diversity and productivity, the r outcome of 0.867 @ p0.000 <0.05 mean that there is a strong positive relationship between H<sub>02</sub> deep-level diversity and growth and it also

significant; which also means that the null hypothesis as stated is rejected and the alternate is accepted. In the case of surface-level diversity and productivity which is H<sub>03</sub> the r outcome of 0.719 @ p0.000 <0.05, it shows a weak positive and significant relationship among the examined variables. The null hypothesis in this instance is also rejected. The examined relationship between deep-level diversity and growth which is our Ho<sub>4</sub> also showed a positive and significant relationship with rho = 0.885 @ p0.000 <0.05. It also implies rejection of the null hypothesis earlier stated.

**Table 7: Summary of the Results on Test of the Research Hypotheses**

Research Hypotheses	rho-value	Significant/Probability Value	Result	Decision
Ho <sub>1</sub> : Surface-level diversity has significant effect on productivity	0.823	0.000	Positive and significant relationship	Reject
Ho <sub>2</sub> : Surface-level diversity has significant effect growth	0.867	0.000	Positive and Significant relationship	Reject
Ho <sub>3</sub> : Deep-level diversity has a significant effect on productivity	0.719	0.000	Positive and Significant relationship	Reject
Ho <sub>4</sub> : Deep-level diversity has significant effect on growth	0.885	0.000	Positive and Significant relationship	Reject

Source: Research Data 2021, and IBM SPSS Statistics 22 Window Output

From the inferential analysis so far and the revelations in Table 7 it can be stated that: Surface-

level diversity as a dimension of diversity management has a positive and significant

relationship with productivity as a measure of organisational performance of 3-star hotels in South-South, Nigeria; surface-level diversity as a dimension of diversity management has a positive and significant relationship with growth as a measure of organisational performance of 3-star hotels in South-South, Nigeria; deep-level diversity as a dimension of diversity management has a positive and significant relationship with productivity as a measure of organisational performance of 3-star hotels in South-South, Nigeria; and deep-level diversity as a dimension of diversity management has a positive and significant relationship with growth as a measure of organisational performance of 3-star hotels in South-South, Nigeria.

## Discussion of Findings

### Surface-level diversity and Organisational Performance of 3-Star Hotels in South-South, Nigeria

The findings of the study revealed that hotel operators engage in surface-level-diversity in order to improve on productivity and growth. A critical appraisal of the finding reveals that surface-level diversity has positive and significant relationship with productivity (rho-value = 0.823). There is positive and significant relationship between surface-level diversity and growth (rho-value = 0.867). In all, diversity management has strong positive and significant relationship with productivity and growth. The full import of this finding is that hotel industry operators work diligently to achieve organisational performance objectives (Leslie, 2017). Surface-level diversity is being extensively used by hotels in collaboration with other diversity management tools, as they can be integrated with nearly every other management device or strategy to maintain productivity. Every hotel operator with a foresight for success and sustainable development tries to engage in surface-level diversity that transcends the prevailing objectives of companies and organisations towards productivity for profitability. In many cases hotels introduce surface-level diversity that aims at linking

serious staff and clients with tourism operators for effective and efficient performance by making goals explicit and emphasizing profit maximization, (Mazibuko & Govender, 2017).

The study found that surface-level diversity offers veritable opportunities to optimize diversity management as it helps to build productivity and operational efficiency as well as growth in Nigerian hotels. The implication of this finding is that hotels and tourism oriented companies successfully use surface-level diversity and deep-level diversity to operationalize diversity management that lead to productivity and growth (Warmate, Zeb-Obipi & Jaja, 2020). In asserting this position, Roberson (2019) insists that surface-level diversity now largely falls under the remit of highly interactive hotel services that differ little from traditional policy of socio-cultural rudiments in hotel operations.

The findings of this study agree substantially with the works of Zhuwao (2017), who found that there is a positive and significant relationship between ethnic diversity and employee performance. This means that an increase in ethnic diversity, leads to an increase in employee performance. The above findings are in consonance with the findings of Arokiasamy (2013), who found that in an ethnic diverse group, there is a high probability of ethnocentric views among members, thus creating ethnic conflicts which by extension reduced group cohesion and performance. Also, Roberson (2019), finds that the purpose of diversity management is to enhance the performance of a heterogeneous workforce and inclusive development of people with differences in gender, ethnicity, nationality, cultural and educational backgrounds. The reason for heterogeneity in the workforce is the recruitment of ethnic minorities, women, underrepresented groups and the migration of people in search of job opportunities. This also, agrees with Al-Ariss and Sidani's (2016), work that reveals that diversity management is the business strategy adopted by organizations to recruitment, retention and inclusive development of individuals from a variety of backgrounds. The

concept has become increasingly important due to globalization and the migration of people across the globe.

Also, Akpakip (2017), observes that the goal of surface-level diversity is to create confidence among all the stakeholders in the organisation. For the surveyed hotels, there are key targets, the optimum productivity agendum and the efficient growth mark, the study has revealed. This is in line with Leslie's (2017) work which maintains that to successfully manage the challenges of a diverse workforce, organizations have to emphasize the understanding the root cause of diversity and finds out that diversity management can address the problem and enhance problem-solving and decision-making power.

Warmate, Zeb-Obipi and Jaja (2020) established that the primary characteristics of diversity managed organization include integration of minorities in all structural levels of the company, including management/executive positions; integration of in formal/social networks of the business; absence of prejudice and discrimination; and a mindset that not only accommodates diversity but also values that diversity. An organization which simply contains many different cultural groups is just a plural organization, but it is considered multicultural only if the organization values this diversity.

### **Deep-level diversity and Organisational performance of 3-star hotels in South-South, Nigeria**

The study found a positive and significant relationship between deep-level diversity and productivity as well as growth and this points to the fact that, deep-level diversity is one of the key resourceful devices under which diversity management could be perfected to impact on the performance of the organisation. A diagnostic examination of the findings reveals that the relationship between of deep-level diversity and productivity was positive and significant; the relationship between deep-level diversity and growth was positive and significant indicating (rho-

value = 0.719 and rho-value = 0.885). This means that the hotels operators have fully embraced the deep-level diversity which Zhuwao (2017), finds that there is relationship between educational diversity and employee performance is positive and significant which means that when educational diversity increase, employee performance also increases. The results of this study agree with the works of Warmate, Zeb-Obipi and Jaja (2020) noted that hotel businesses implicitly make a trade-off between the requirements of the customers and operational staff considerations in cultural diversity. A higher demand for service segmentation adds to the growing complexity of the diversity.

Saxena (2014), in his study maintains that hiring diverse workforce will definitely lead to improved productivity, he however stated that it may prove tragic if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human behaviour which ultimately affects the productivity of any organisation.

Mazibuko and Govenda (2017), opine that as businesses have become more international, and newly industrialized countries have taken their place alongside the Organization for Economic Corporation and Development (OECD) countries, the hotel industry has provided the vehicle for an extraordinary growth through diversity. This has also resulted to the progression from a world of isolated communities to an integrated global village.

The work of reveals that hotel industry is a complex service oriented one and the conditions which govern its operations in one environment do not necessarily apply to another hence the managers try earnestly to 'tangiblize' the intangible services through deep-level diversity. They provide the whole range of services for a variety of clients, no matter the persons.

## CONCLUSION AND RECOMMENDATIONS

The conclusion of this study provided a holistic outcome of the paper. The study revealed that the perception of the respondents on how diversity management are perfected vis-à-vis organisational performance. The hypotheses tested indicate that there is a significant relationship between the dimensions of diversity management and measures of organisational performance. The conclusions of the outcome of the study also include the following ways: Surface-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; deep-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; surface-level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria; and deep-level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria.

Based on the findings and the conclusions drawn in this study the following recommendations were made:

- It is important that effective workplace strategies and policies be designed, implemented and monitored, in order not only to eliminate discrimination but also to support a more diverse workforce. Employing a diverse workforce – and managing it effectively – not only satisfies legal, ethical obligations, religious but is also good for business.
- Organizations should put in place policies to accommodate workers from diverse backgrounds so as to minimize the negative potential legal and financial consequences and also key to the enterprise's adaptability, growth, sustainability and competitive edge.
- Staff should be managed in most the efficient manner through the use of surface-level diversity so as to ensure optimum productivity in Nigerian hotels.
- Nigerian hotels should be operated on cost effective and efficient manner through putting in place effective surface – level diversity and deep-level diversity management mechanisms so that they will continuously contribute to optimal productivity and growth leading to profitability of their firms.
- Hotels and other stakeholders should expand the existing diversity management models so as to enhance current container terminal capacity to accommodate more cargoes and vessels.
- Hotel operators' performance should be appraised constantly in order to ensure that the hotel industry is positioned to achieve the stakeholders' objectives as they integrate comprehensive diversity management approach in their managerial kits.

## REFERENCES

- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and, Social Psychology*, 67(5), 422–436).
- Abor, J. & Biekpe, N. (2007). Corporate governance ownership structure and performance of SMEs in Ghana: Implications for financing opportunities.
- Akpakip, C. E. (2017). Effect of workforce diversity on employee performance in Nigerian banking industry. A Study of First bank Nigeria Ltd., Ota Branch.
- Al-Ariss, A. & Sidani, Y.M. (2016). Understanding religious diversity: implications from Lebanon and France. *Cross Cultural and Strategic Management*, 23, (3), 467-480.
- Arokiasamy, A.R. A. (2013). Literature review on workforce diversity, employee performance and organizational goals: A concept paper. *Journal of Arts, Science & Commerce*, IV (4),58.

- Bokpin, G. Katou, A. A. & Budwar, P. S. (2007). The effects of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49, 1, 1-35
- Carelse, K. (2013). Employee perceptions towards workplace diversity in a financial institution operating in the Western Cape. Faculty of Economics and Management Sciences, University of Western Cape, Cape Town.
- Carter S. & Greer, C. (2013). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership & Organizational Studies*, 20, 375-393.
- Chen, J., Chen, D. & He, P. (2008). Corporate governance, control type, and Performance. *The New Zealand Story. Corporate Ownership & Control*, 5(2), 24-35
- Cooper, D. J., Ezzamel, M., & Robson, K. (2017). The Multiplicity of Performance Management Systems: Heterogeneity in Multinational Corporations and Management Sense-Making, University of Alberta School of Business Research Paper 3051551. Retrieved from: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3051551](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3051551) (Accessed on 1/2/2021).
- Cunningham, G. B. (2009). The moderating effect of diversity strategy on the relationship between racial diversity and organizational performance. *Journal of Applied Social Psychology*, 6, 1445 – 1460.
- Doucet, J. (2017). Theory of Organizational Humanism. Biz-Fluent. Retrieved from: <https://bizfluent.com/info-8710096-theory-organizational-humanism.html> (Accessed on 1/2/2021).
- Durga, P. R. (2017). The impact of workforce diversity on organizational effectiveness: A study of selected banks in Tigray Region of Ethiopia. *International Journal of Science and Research (IJSR)*, 6(1), 427-434.
- Fujimoto, Y. & Hartel C.E.J. (2017). Organizational diversity learning framework: going beyond diversity training programs, *Personnel Review*, 46 (6), 1120-1141.
- Gabriel. J. M. (2016). Supervisors' toxicity as predictor subordinates counter-productive work behavior in Nigeria public hospital. *Journal of Applied Business Research*, (32) - 5
- Gozukara, I., & Simsek, O. (2016). Role of leadership in employees' work engagement: Organizational identification and job autonomy. *International Journal of Business and Management*, 11, 72-84.
- Guillaume, Y.R.F., Dawson, J.F., Otaye-Ebede, L., Woods, S.A. & West, M.A. (2015). Harnessing demographic differences in organizations: what moderates the effects of workplace diversity?, *Journal of Organizational Behavior*, 38 (2), 276-303.
- Haque, A. U., Aydin, E., & Uysal, E. (2017). A Comparison of Effectiveness of Global Leaders and Domestic Leaders in Electronic Retail Industry. *Global Journal of Management and Business Research*, 17(3), version 1, 11-20.
- Hsiao, A., Auld, C. & Ma, E. (2015). Perceived organizational diversity and employee behavior. *International Journal of Hospitality Management*, 48, 102-112.
- Idris, S., Wahab, R., & Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia – Social and Behavioral Sciences*, 172, 591-595.
- Joseph, K. E. & Dai, C., (2009). Human resource management practices and organizational performance: an empirical analysis. *International Journal of Business and Management*, 4 (8), 117-127.

- Kim, S. & Park, S. (2017). Diversity management and fairness in public Organizations. *Public Organization Review*, 17, (2), 179-193.
- Kundu, S.C. & Mor, A. (2017). Workforce diversity and organizational performance: a study of IT industry in India. *Employee Relations*, 39(2), 160-183.
- Kyalo, J. M. K. (2015). Effect of diversity in workplace on employee performance in the banking industry in Kenya. *Strategic Journal of Business & Change Management*, 2(2).
- Leslie, L.M. (2017). A status-based multilevel model of ethnic diversity and work unit Performance. *Journal of Management*, 43 (2), 426-454.
- Maingi, J. W. (2015). Effect of workforce diversity on employee performance in Kenya: A case of Kenya school of government. *Strategic Journal of Business & Change Management*, 2(2), 52-68.
- Mazibuko, J.V., & Govender, K.K. (2017). Exploring workplace diversity and organisational effectiveness: A South African exploratory case study. *SA Journal of Human Resource Management/SA*, 15(0)
- McLeod, S. (2018). Maslow's Hierarchy of Needs, Simply Psychology. Retrieved from: <https://www.simplypsychology.org/maslow.html> (Accessed on 1/7/2020).
- Nkomo, S.M., Bell, M.P., Roberts, L.M., Joshi, A. & Thatcher, S.M. (2019). Diversity at a critical juncture: new theories for a complex phenomenon. *Academy of Management Review*, 44 3, 498-517.
- Nweke, P. I. & Zeb-Obipi, I. (2020). Job enrichment and employee commitment in the telecommunication firms in Port Harcourt, Rivers State, Nigeria. *Global Scientific Journal*, 8(2), 3253-3267
- Pham, M., Yu, J., & Agha, M. (2018). Management Connectedness and Corporate Investment, Asian Finance Association AsianFA) Conference. Retrieved from: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3108227](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3108227) (Accessed on 1/2/2020).
- Rao, M. (2016). Collaborate to build effective teams to achieve organizational excellence and effectiveness. *Industrial and Commercial Training*, 48, 24-28.
- Roberson, Q.M. (2019). Diversity in the workplace: a review, synthesis, and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 69-88.
- Saxena, A. (2014). Workforce Diversity: A Key to Improve Productivity. *Procedia Economics and Finance*, 11, 76 – 85. [https://doi.org/10.1016/S2212-5671\(14\),178-6](https://doi.org/10.1016/S2212-5671(14),178-6)
- Weiliang, E. C., Mun, L. S., Fong, T. S., & Yuan, Y. P. (2011). The effects of workforce diversity towards the employee performance in an organization. University Tunku Abdul Rahman: (Unpublished Thesis).
- Warmate, A. I., Zeb-Obipi, I. & Jaja, S. S (2020). Cultural Diversity and Organizational Performance of 3 Star Hotels in South-South Nigeria. *World Journal of Innovative Research*, 9 (4), 61-68
- Yousef, A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19(3), 184-194.
- Zeb-Obipi, I. (2015). Corporate productivity performance: A harmonist framework. *International Journal of Business and General Management*. 4, Issue 1, 19-28
- Zhuwao, S. (2017). Workforce diversity and its effects on employee performance in a higher education institution in South Africa: A Case of the University of Venda. Master Dissertation.