



DIVERSITY MANAGEMENT AND EMPLOYEES PERFORMANCE IN SELECTED MINISTRIES, DEPARTMENTS AND AGENCIES, MDAS IN BAUCHI STATE, NIGERIA

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ABSTRACT

This study focused on the relationship between diversity management and employees performance in selected MDAs in Bauchi State. The study used a cross sectional design and the population of the study was drawn from the Treasury office with a staff strength of five hundred and ninety four (594) and the Board of Internal revenue with a staff strength of two hundred and eighty five (285). A sample size of 269 was adopted through the Krejcie and Morgan table and the simple random technique was used. After data cleaning, only data of 245 respondents were finally used for data analysis. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical results confirmed that there is a positive significant relationship between diversity management and employee performance and all the dimensions of diversity management (gender and age) and employee performance. The study concluded that diversity management has a positive and significant relationship with employee performance. The study recommended that MDAs should avoid gender bias as studies had also shown that female gender when recognized ends up put a lot of effort to justify the confidence reposed on them. The MDAs should focus its recruitment drive on the younger class of employees as well as channel its effort to transfer knowledge on the younger employees as this would motivate them to put their best energies into the growth of the organization.

Keywords: Age, Diversity Management, Employee Performance, Gender

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INTRODUCTION

Organization; private or public, profit or non-profit are incorporated with a certain purpose in mind; it could be to offer services or to make goods available. Whether organization is virtual or physical, the organization must need one or two people to supervise the efficacy of its performance, thus making people (employees) inevitable in all kinds of organization. Wambui, Wangombe, Muthura, Kamau and Jackson (2013) posit that human capital is one of the most important factors for any organization since it forms the force that drives that organization.

To exist and survive, organizations require people of varied skills, profession and discipline that will help in the actualization of its goals and objectives. It is pertinent therefore, for any organization to have in place the right people with the correct professional, academic and social skills for the various functions that have to be fulfilled. To have people with different perspective about life, different skills, knowledge and abilities, belief and culture, of different age, gender and qualification, then such group of people must be drawn from different parts or segments of the community. Wambui, et. al, (2013) opine that having such variegated workforce implies that individuals are likely to be drawn from different 'sources'- geographical, social cultural and political backgrounds. This makes diversity in the workplace an inevitable reality even when it is not officially recognized in the organizations.

No two individuals are the same in all ramifications, and since an organization hire different individuals, differences are bound to exist. This means that the age old misconception that diversity only applies to ethnic differences is misplaced, although it forms the biggest part of diversity in places of multicultural pool of human capital (Wambui, et. al, 2013). A lot of factors have given credence to the issue of diversity, one of such factor is globalization. It is the biggest factor that has given fillip to diversity on the international or global stage. People no longer live and work in an insular marketplace; they are now part of a worldwide

economy with competition coming from nearly every continent. The modern workforce is far more varied in its composition than it has been previously, due to demographic factors, such as immigration and economic factors like globalization (Christian, Porter & Moffitt, 2006). For this reason, profit and non-profit organizations need diversity to become more creative and open to change (Valery, 2013).

Individual diversity comes in different ways and forms; it could be differences in age, gender and culture. Rašticová (2011) posits that in a diverse workplace, managers are dealing with individuals of different age, gender, nations, and cultures, individuals who graduated from different universities and have different mental and physical skills. As a result of these dimensions of diversity, management is faced with a herculean task to manage it because it comes with its own fair share of disadvantages. Mathis and Jackson (2000) state that diversity has got its share of negative perspectives as well. It may elicit continuous tensions and conflicts in the organization if the necessary managerial expertise is not applied. "Failure to curtail diversity issues can result in the potential eruption of high turnover rates, communication lapses and conflicts of interpersonal nature" (Robbins, 2005, p.19). The management of the diverse workforce is therefore a crucial topic for a successful business case (Management Consultancy Tschare (MCT), 2010).

An effective diversity management program will promote recognition and respect for the individual differences found among a group of employees (Osmond, 2008). The idea of this management approach is to encourage employees to be comfortable with diversity in the workplace and develop an appreciation for differences in race, gender, background, sexual orientation or any other factors that may not be shared by everyone working in the same area of the company (Mba & Eze, 2013).

Workplace diversity management is the "voluntary organizational actions that are designed to create

greater inclusion of employees from various background into the formal and informal organizational structure through deliberate policies and programs” (Mor Barak, 2011). Yang and Konrad (2011) aver that it is a set of formalized practices developed and implemented by organizations to help them manage diversity effectively. It help organizations to acknowledge the reality that people differ in many respects; visible or invisible, mainly age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture (Kossek, Lobel & Brown, 2005). This study assessed the relationship between diversity management and employees performance in selected ministries, departments and agencies, MDAs in Bauchi State.

This study provided answers to the following research questions:

- What is the relationship between gender diversity and employee performance in Selected MDAs in Bauchi State?
- What is relationship between age diversity and employee performance in Selected MDAs in Bauchi State?

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 (Kandpal, 2015). 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. Since motivation has a direct influence on performance, the study would try to understand if the staff at MDAs feel that there is equality in their output in regard to their input.

Concept of Diversity Management

Kirton and Greene (2009) define diversity management as “the systematic and planned commitment on the part of organization to recruit and retain employees from diverse demographic backgrounds”. On the other hand, (Triandis, Kurowski and Gelfand, 2002) state that “managing diversity means changing the culture – that is, the standard operating procedure”, and it can result in more effective organizations. Diversity management is the ability to achieve success for an organization by a manager by making the best of use of the similarities and differences among employees in terms of cultural background, age, race, physical abilities and disabilities, ethnicity, gender, religion and personality (Daft, 2008). Diversity management is a process whose aim is to craft and maintain a positive work atmosphere where the comparisons and contrasts of individuals

are esteemed. The concept of diversity includes acknowledgement and respect. It means appreciating that each person is unique, and valuing their individual differences. These can be along the aspects of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies (Patrick & Kumar, 2012).

Brouwer & Boros (2010) point out that workplace diversity is about intergroup relations at work, attitudes towards diversity and intergroup contact. Workplace diversity is similarly defined as intergroup relations who play out alongside one another in communication and interaction, which develop a host of complexities related to diversity. Diversity according to (Barak, 2013) is the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion. Alesina and Ferrara, (2005) further expound on diversity as the differences among people in ethnicity, age, race, gender, religion, sexual orientation, socioeconomic background, and capabilities/disabilities. Workforce diversity is also described as resemblances and variations between employees in regard to their age, race, cultural background, religion physical abilities or disabilities, sexual orientation and gender. Barak, (2013) identifies workforce diversity as the ways that people differ which can affect a duty or affiliation within an organization such as religion, education, and culture.

In today's world, workforce diversity is globally perceived and it has become an interesting issue at workplace and market. Any organization that plans to be more dynamic and profitable will have a borderless viewpoint and a basic duty to guarantee that workforce diversity to be part of everyday business and corporate practices (Kyalo, 2015). Understanding the effect of this workforce diversity on organizational results, for example, organizational performance, employee satisfaction and turnover of employees has become very crucial in proper management of diversity at workplaces

(Cole, 2004). Workforce diversity has become one of the most salient management issues in organizations from all sectors (Pitts & Wise, 2010).

It is argued that organizations that value diversity will definitely cultivate success and have a future in this dynamic global labour market (Nielson, 2010). Studies shows that organizations with high levels of well managed diversity are effective and steering ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive (Kyalo, 2015).

Dimensions of Diversity Management

Gender Diversity

Gender diversity at work is one of the main dimensions of diversity that every line managers consider to be the most top-priority one to find a solution to deal with. In reality, every line manager tries to find the best initiatives for dealing with gender diversity in the workplace that balance both managing diversity approach and equal opportunities approach. One of the most outstanding issues included in gender diversity in the workplace that every line manager has to deal with is gender equality.

According to Ali (2015), gender equality at work is the concept that all employees, regardless of genders, would have equivalent responsibilities and share the equal opportunities at work and therefore, they will have equal compensations and benefits if working in the same positions with the same working ability. In the case of gender diversity workplace, women and men are not meant to be the same in every aspect. The nature of this theory is to make sure that the benefits, rights, responsibilities and potential to have opportunities at work of women and men will base on their working ability, not their gender. In gender equality concept, all features, such as characteristics, needs, and preferences of both genders are measured carefully to perceive the differences and then categorize these differences into diverse groups. Gender equality is considered as a basic human

right issue as well as the foundation for people-centered business strategies.

There are many reasons that can lead to inequality at work. One of the most basic ones is gender stereotypes. Gender stereotypes are identified as groups of traits that are typically thought of as representatives for gender categories (Hays-Thomas, 2017). Women are generally considered weak, emotional and indecisive whereas men are often seen as being strong, decisive and good at management.

Age Diversity

Age diversity is a shared phenomenon that is present in nearly all groupings, such as families, higher institutions, sport teams, and work or team groups with members of varying ages (Kunze, Boehm, & Bruch, 2013). Workforce is unique in its generational diversity, which presents new challenges to organizations attempting to attract, retain, manage, and motivate quality employees. Each generation believes that its strengths are unique and they do not enhance those of other generations (Rowe, 2010). Where age diversity is practiced, the benefits accrue both to the organization and the employees. Having an age diverse environment produces and creates better working relationships and enhances social cohesion for all. Age stereotypes are features given to people who belong to a specific age group. They are meant to guide individuals during the process of social interactions. Most of the time, stereotypes are based on incomplete knowledge about changes in skills and competences. In actuality, various age stereotypes are negatively colored. For instance, it is assumed by people that older individuals are flexible, reluctant to change and underperform (Kite, Stockdale, Whitley, & Johnson, 2005). In spite of the prevalence of the negative age stereotype against older people, younger employees are not left out as they are assumed to lack patience, social competence and experiences (Schlick, Frieling, & Wegge, 2013).

Concept of Employee Performance

Employee performance has been the most important issue for every organization, be it a profit or non-profit one (Adubasim, Adim & Ibekwe, 2018). However, defining, conceptualizing and measuring performance have not been an easy task (Adubasim et al, 2018). Lebas & Euske (2006) define performance as a set of financial and non-financial indicators which offers information on the degree of achievement of objectives and results. Employee performance encompasses three specific areas of firm outcomes: (1) financial performance (profits, return on assets, return on investment); (2) market performance (sales, market share); and (3) shareholder return

Employee performance involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently (Richard, Devinney, George & Johnson, 2009). The assumption that knowledge management is needed for knowledge accumulation to result in improved employee performance possibly arises from the fact that researchers have opposing views about the impact of knowledge on employee performance (Vera & Crossan, 2003). It is expected that a particular category of knowledge, which is valuable, rare, inimitable and non-substitutable would lead to increased performance (Barney, 1995). On the other side of the discussion are authors who do not see a direct relationship between knowledge and performance. Organizations can always attain knowledge that may not lead to intelligent behaviour (Singh, Chan, & Mckeen 2006). Leonard (1992) states that core rigidities due to deeply embedded knowledge sets hinder innovation. In conclusion, Vera and Crossan (2003) suggests that the knowledge that is relevant may have a positive effect on employee performance.

Relationship between Diversity Management and Employee Performance

The dictum of “knowledge is power” states that educated people perform certain tasks more easily

and efficiently compared to uneducated or lesser educated people (Bhargava & Anbazhagan, 2014). A person with knowledge performs better at specialized tasks, even the common tasks. Uneducated or poorly trained people usually encounter challenges at the workplace. The goal employees at workplaces, is to perform their jobs efficiently, grow within the organization and possibly advance to higher positions. However when employees are uneducated/ poorly educated, they lack the basic understanding on how to perform their jobs.

They are unlikely to get promoted; resulting to a dip in their motivation, which in turn decreases their performance. Such employees usually spend a lot of time seeking help from their more skilled counterparts, thereby spending more time on completing their tasks. There is a lot of time wastage in monitoring or supervising such employees. If the working environment consists of equipment and machines, such workers are at a high risk of getting injuries, or injuring their workmates. This may increase the organization's expenditure on medical expenses, compensations or even defective products. Poorly educated employees produce low quality products, and could result to dissatisfied consumers, causing the company a decline in sales (Amo, 2013).

Hoogendoorn, Oosterbeek, and Van-Praag (2011) states that one of the key potential determinants of a team's success is its gender diversity. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful relationships. Phillips, (2012) study findings conclude that a balanced gender diversity brings more balance to teams, thus creating less volatility and fewer conflicts. Gender inequality has always been seen as the most common diversity issue around the world. However different regions still have different diversity issues ranging from religion, age, race, ethnicity etc. In Kenya for example, race is not much of an issue, but ethnicity is a very big problem. In other countries such USA and South

Africa, there have been numerous reports of discrimination against blacks and other minor races (Shen, Chanda, D'Netto, & Monga 2009). Countries such as Pakistan and Egypt have religious issues where predominant Muslims discriminate against Christian minorities.

Poor gender diversity management at workplace has a direct effect on job performance. It has an influence on pay, promotions, evaluation, supervision etc. It has been shown women are paid less than men for similar roles/tasks (Blau & Kahn , 2006). They are also less likely to get promoted (Eagly & Koenig, 2008) and are usually assessed more negatively compared to men (Davison & Burke, 2000). A workforce with people of a particular age group has the potential of becoming obsolete if the experience attained by the older generation is not passed down to younger professionals. A workforce with different age sets creates an atmosphere in which each generation brings in a variety of skill sets (Finn, 2015). A poorly managed age diversity workforce results in boring and uninspired ideas, conservative attitudes towards strategies, inflexibility to change etc.(Starr, n.d.). The young generations bring in good working knowledge of business technology highly applicable today. They are likely to have a strong grasp on use of high-tech equipment and platforms such as social networking and webcasting. Older generations bring in the traditional business skills into the organization. They are able to mentor the younger employees, thereby passing down the knowledge and experiences.

There is a correlation between in lessened job performance and age in some duties at workplace (Suttle, 2016). As people age, they tend to lose the hearing, and with such, duties involving listening to oral instructions may be affected. Impaired vision may also influence performance when people have trouble reading emails, research materials or even instructions. With age comes loss in muscle strength, physical strength and energy. Jobs requiring people to lift heavy objects, moving around or numerous routine tasks may be

unsuitable for older generations of people. Young people, on the other hand, may lack the suitable experience that may be required in performing some duties and roles. With experience comes job knowledge. Job knowledge and experience have a direct impact on performance at work (Finn, 2015).

From the foregoing arguments, we hereby hypothesized thus:

HO₁: There is no significant relationship between gender diversity and employee performance in Selected MDAs in Bauchi State.

HO₂: There is no significant relationship between age diversity and employee performance in Selected MDAs in Bauchi State.



Figure1: Conceptual framework showing the relationship between diversity management and employee performance

Source: Author’s Desk Research, 2021

METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The target population of the study is the entire staff of the Bauchi Treasury Department (594), and Bauchi State Board of Internal (285). A total of workers were obtained from the Human Resources Department of the MDAs which represent the sample frame. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a

given population. For our population, the table placed our sample size at two hundred and sixty nine (269). The sample size therefore is 269 and will be used for the study. The sampling procedure to be used in this study is the purposive sampling technique which focused on managers and supervisors. Descriptive statistics and Spearman’s rank correlation were used for data analysis and hypothesis testing with the aid of the SPSS Package version 23.

Table 1: Reliability statistics for the instruments

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach’s Alpha
1	Gender Diversity	4	245	0.848
2	Age Diversity	4	245	0.769
3	Employee Performance	4	245	0.962

Source: Research Data, 2021

RESULTS AND DISCUSSIONS

Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover

hypotheses Ho₁ and Ho₂ which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the

null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

We commenced by first presenting a proof of existing relationships.

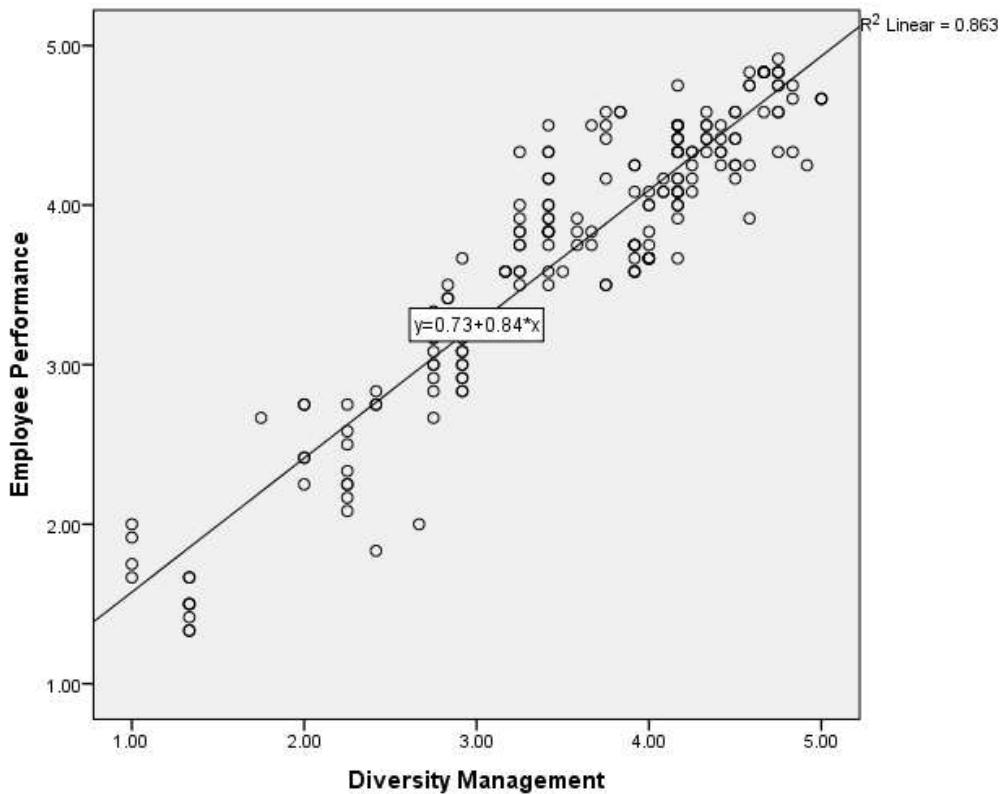


Figure 1: Scatter plot relationship between Diversity Management and Employee Performance

The scatter plot graph showed at R^2 linear value of (0.863) depicting a very strong viable and positive relationship between the two constructs. The implication was that an increase in diversity management, simultaneously brings about an

increase in the level of performance among employees. The scatter diagram provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 2: Correlation Matrix between Diversity Management and Employee Performance

			Employee Performance	Gender Diversity	Age Diversity
Spearman's rho	Employee Performance	Correlation Coefficient	1.000	.741**	.738**
		Sig. (2-tailed)	.	.000	.000
		N	245	245	245
	Gender Diversity	Correlation Coefficient	.741**	1.000	.931**
		Sig. (2-tailed)	.000	.	.000
		N	245	245	245
	Age Diversity	Correlation Coefficient	.738**	.931**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	245	245	245

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

Source: Research Data June, 2021 (SPSS output, version 23.0)

The table above illustrated the test for the three previously postulated bivariate hypothetical statements.

H0₂: There is no significant relationship between gender diversity and employee performance in Selected MDAs in Bauchi State.

The correlation coefficient (*r*) showed that there is a significant and positive relationship between gender diversity and employee performance. The *rho* value 0.741 indicated this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between gender diversity and employee performance in Selected MDAs in Bauchi State.

H0₃: There is no significant relationship between age diversity and employee performance in Selected MDAs in Bauchi State.

The correlation coefficient (*r*) showed that there is a significant and positive relationship between age diversity and employee performance. The *rho* value 0.738 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between age diversity and employee performance in Selected MDAs in Bauchi State.

Discussion of Findings

The findings revealed a strong and positive significant relationship between diversity management and employee performance using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that diversity management (educational background, gender and age) has a significant positive relationship with employee performance. This finding however supports the views of

Sarmiento, Beale, and Knowles, (2007) who argued that employee diversity is positively associated with creativity and problem-solving skills and negatively related with cohesiveness and cooperation. Good work force diversity practices in the area of human resources are believed to enhance both employee and organizational performance.

Furthermore, Kochan et al., (2002) opine that employee diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. It is also argued that with decreasing homogeneity in the workforce, it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the market place. Magoshi and Chang, (2009) posit that work place diversity generates conflicts between employees. Conflict occurs due to differences of perception, ideas, behaviours, interest, attitudes, religious differences, political differences and unjustified distribution of resources. Conflict is not always negative and does not always create hostilities. It very much depends on how the conflict is handled. If handled properly, it can become a very rich source of development. When corporate managers ignore the conflicts between co-workers, this will result in clashes amongst them.

According to Oluoch, (2006), these clashes will be converted into personal and emotional conflict in the long run and therefore damages the organizational culture, worker morale, and overall organizational performance. It can also lead to a reduction in creativity, innovation, quality, and performance of employees and organizations ultimately leading to negative effects on the team performance. Kochan et al., (2003) suggested a perception of interpersonal incompatibility is labelled as relationship conflict and it typically includes tension, annoyance and animosity among group members. It is a related to difference of relationship between team members. It is infertile, difficult to manage and likely to leave people with

more pressures and less ability to manage them. Normally, it occurs between frontline workers and their supervisors. It can reduce creativity, innovation, quality, and performance of employees and organizations. Relationship conflict also relates to conflict about personal taste, political preferences, values, and interpersonal style. Relationship conflict negatively effects on the team performance and it breaks personal and professional relations (Joshi, Liao, & Jackson, 2006)

CONCLUSION AND RECOMMENDATIONS

The study concluded that age, education and gender diversity at MDAs were the primary contributors to employee performance. An age diverse workforce creates an atmosphere in which each generation brings in a variety of skill sets important in problem solving and meeting of objectives. Age groups of employees were diversified and therefore the organization reaps the benefits of that through improved performance. Gender equality brings about a balanced gender mix of employees that possess an assortment of expertise and abilities, and such diversified teams

created improved output thereby improving the performance.

Educated people perform certain tasks more easily and efficiently compared to illiterate or lesser educated. In this study however, education level portrayed a weak relationship with performance, mainly because most of the employees reported that they work in departments/ jobs that do not utilize the skills they learnt in higher learning institutions. Therefore, their level of education may have not been a key contributor to performance of staff. The study concludes that diversity management has a significant relationship with the performance of employees.

The study thus recommended that:

The MDAs should avoid gender bias as studies has also shown that female gender when recognized ends up put a lot of effort to justify the confidence reposed on them.

The MDAs should focus it recruitment drive on the younger class of employees as well as channel it effort to transfer knowledge on the younger employees as this would motivate them to put their best energies into the growth of the organization.

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