



# Effect Of Workforce Diversity and Institutional Performance of Public Sector Organizations in Nigeria

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## Abstract

Workforce diversity can be an important instrument for firms, not to only enhance their organizational performance, but also to achieve a competitive edge against their business rivals in the business market, attain sustainability and deliver the required services to customers. This study examined the Effect of Workforce Diversity on Organisational Performance of Selected Public Sector Organizations in Nigeria. The study adopted a descriptive survey research design in which 2169 respondents were selected from a population of 4750 staff using a judgmental (purposive) sampling technique. The study relied on a self-developed structured questionnaire as the instrument of data collection. Using SPSS version 20 software, descriptive statistics (frequency count, percentage count, mean, and standard deviation) and multiple regression analysis were used to assess the data that had been collected. The findings of the study revealed that Job-related diversity has a significant effect on employee job satisfaction in public sector organizations in Nigeria ( $\beta=0.441, p<0.05$ ) and that Cultural diversity has a significant effect on employee job satisfaction in public sector organizations in Nigeria ( $\beta=-0.080, p<0.05$ ). Therefore, the study concluded that when a diverse workforce is trained and managed properly, diversity in the workplace can leverage the strengths and complement the weaknesses of each worker resulting in synergistic performance, making the impact of the workforce greater than the sum of its parts. Diversity management benefits organizations by creating a fair and safe environment where everyone has access to the same opportunities and challenges, thereby displaying their creativity and innovativeness. Based on these findings, the study recommended that Organizational leaders should formulate laws and policies on equal employment, that ensure the most qualified employees are recruited, irrespective of their cultural background, ethnic group, and gender in order to encourage creativity and innovation in the organization.

**Keywords:** Workforce diversity management, institutional performance, job related diversity, cultural diversity.

## INTRODUCTION

Human beings were created and are divided into nations, peoples, male and female, clans. They are also made to live in different places around the globe. Their creation into these divisions is meant to establish and achieve easy identification and assist each other. It was not meant to create division among them. Based on this premise, diversity can then be a source for recognising, understanding and accepting individual differences as they are created by God irrespective of their race, gender, age, class, ethnicity, physical ability, race, sexual orientation, spiritual practice and so on. It also supports that each individual is unique but also share some number of environmental or biological characteristics.

Accordingly, people start to exhibit some elements of discrimination and according preference to one another based on the common attributes such as location, gender, religion, age, and so on.

With the advent of globalization in the 21<sup>st</sup> century, increased mobility of labour around the world has been evidenced which necessitated another form of public sector reform which is aimed at enhancing service delivery of public sector institutions. This reform was centred on workforce diversity, (Gaio & Gonçalves, 2022). Governments started to realize that encouraging public sector institutions to embrace employees of different backgrounds, competencies and experiences could lead to the creation of tremendous synergic opportunities that would translate into improved efficiency and effectiveness in the delivery of public services, Haapakorpi et al., (2022). In addition, many governments also envisioned that adopting workforce diversity policies in the public

sector would facilitate the preservation of fundamental values of public service such as meritocracy, fairness, representativeness and transparency (Khassawneh & Abaker, 2022).

Workforce diversity management broadly refers to a systematic and planned commitment by the organization to recruit, reward and promote a heterogeneous mix of employees. Diversity in this format was adopted by different countries, more so in the Western world. The concept was preceded by other diversity programs like affirmative action and equal employment opportunities. Diversity is aimed at harnessing these differences which will create a productive environment in which everybody feels valued and where their talents are fully utilized though which organizational goals are met. Most organizations in their own perspective, adopt diversity at their workforce or organisation to become more creative and open to change. Increasing and improving workforce diversity has become an important issue for management in recent years due to the recognition of how the workforce is changing. Since managing diversity still remains a challenge in organisations, managers tend to learn managerial skills needed in a multicultural working environment and prepares themselves to teach others within their organizations to value cultural differences and treat all employees with dignity. For some business leaders and managers point of view, diversity is a big challenge to them although it knows no organizational boundary and has no limitations.

A major dimension for the understanding of human behaviour on organizations is its corporate culture (Ugwuzor, 2020). People bring all of who they are to work with. In other words, they bring race, gender, ethnicity, religion, sexual orientation, physical disabilities, and income status, all of which reflect surface-level diversity; as well as others not so easily seen diversity dimensions. People think of diversity as differences, but diversity incorporates similarities as well, especially, the things that they have in common.

The literature has classified diversity into many different types, but not all of them are defined consistently or used extensively. Most of these classifications or types are based on perception and are dichotomous in nature. The job-related diversity is based on education and functional elements, and it can influence organizational performance (Simons & Rowland, 2011).

Based on the current realities faced by organizations today, it can be claimed that the workforce diversity can create opportunities and challenges for the behaviors and functioning of the Nigerian Organizations (Ugwuzor, 2021). Thus, this research considered some selected public institutions in Nigeria to study the effect of workforce diversity and organisational performance because such institutions constitute key public sector organizations in the country with diverse workforce.

The work environment is becoming more complex due to globalization and competition which has necessitated the need for a workforce that is made up of people with varying age, experience, knowledge and backgrounds to maximize competitive advantage (Ragins & Gonzalez, 2003). According to Childs, (2005) organizations that want to gain competitive advantage must widen its perspective about workforce diversity and its management, and the leaders in organisations must commit themselves to ensure that diversity management is a part of its daily operations.

Human resource diversity management strategies have broadened beyond affirmative action and equal employment opportunity staffing efforts. Additional best practices include establishing a visible diversity advisory committee, conducting mandatory training, and targeting communications to different affinity group members (Jackson, 2019).

Though our individual differences can promote creativity and increase satisfaction at work nonetheless, it can be the root of conflict and frustration between groups (Mullins, 2013). Hence, some leaders of organizations have failed to understand how the workforce interacts with one another as individuals and as groups, and how the behaviour of the workforce can affect both employee and organizational performance (Ugwuzor, 2021).

Organisational performance is affected when managers fail to understand how to manage the diversities existing among their employees or are not skilled enough to manage them.

From the empirical search on workforce diversity, it was discovered that only very few researches on workforce diversity and its relative effect have been conducted in the public sector institutions in Nigeria. The existing empirical studies focused more on diversity effect on organizational performance or productivity in the private sector with emphasis on financial institutions such as banks and in the manufacturing firms. There is no much work to study the relationship and effect of workforce diversity and performance of public sector organisations in Nigeria, which in turn improves the entire image of the public sector and the country. Therefore, this study seeks to add to already existing literature on workforce diversity by examining empirically and theoretically the concept of workforce diversity in terms of job-related diversity and cultural diversity and its relationship with organisational performance (employee job satisfaction and organisational commitment).

## LITERATURE REVIEW.

### 2.1 Job Related Diversity

According to Lazear, (1999) every employee is different from others; the employees working together are diverse and different from others in terms of education, job performance, tenure, and particularly the function. The organizations can get the benefit from the skill complementarities between employees and the knowledge possessed by the knowledge spillovers. Rasticova and Ogg, (2019) highlighted some important concepts for human resource managers working in the Czech Republic, and they explained the workforce's social diversity including age, gender, and culture, and ambiguity are important to be considered for the human resource managers. In addition, Stamps and Foley, (2023) explained that workforce diversity in companies is based on the differences between ethnicity, education, gender, sex, nationality etc.

Many variables of diversity are in favor of organizations. In a study carried out by Tao-Schuchardt and Kammerlander, (2023) showed that the diversity variables can influence conflict. To encourage innovation, solve problems, and make choices,

organizations are increasingly relying on cross-functional workgroups and project teams. Informational diversity is frequently associated with disparities in such teams, such as demographic features and deeply held values and beliefs (Harrison et al., 2017).

Spanos, (2022) highlighted that functional expertise and education are part of job-related diversity and it can lead to organizational performance. Ogbo et al., (2014) aimed to analyze the effect of workforce diversity on organizational performance in the Nigerian public sector organizations, and they explained that education is an essential tool in the context of managing workforce diversity and it has a positive effect on organizational profitability.

Alike, Choi et al., (2016) investigated the effect of education diversity on employee satisfaction, innovative climate, and employee competence. The results of their research revealed that this diversity positively influences all the factors including innovative climate, employee satisfaction, and employee competence, and these factors will lead to operational efficiency and enhance innovation. Some studies also provided different results, as Prasetyo et al., (2021) highlighted that individual and group performance are positively connected to functional diversity, but bonus outcomes are negatively related to it. Finally, educational diversity is negatively related to individual and group performance.

**Educational diversity:** It is a common perception that people who are educated can perform certain tasks easily, effectively and efficiently than those who are not. This means an individual who is knowledgeable can perform better tasks that requires skills and knowledge. Educational background could be seen as the type of formal training or education or even career that a person has acquired over the years. Hickman, (2018) discovered that different types of education and levels of education expect different mobility rates. For instance, there are various occupations that are available for different sets of people. The type of occupation that is available for someone who has gained some years of work experience but does not have a university degree in a course of study is different from the one who has the required certificate from the university. Based on Daniel findings, a person's productivity depends on the level of education he/ she has acquired. Lewis and Sappington, (1993) discovered that organizations and employers usually refuse to hire employee whom they perceive lack the adequate education, training, knowledge, skills, experience or expertise to fill up a position within the organization. This signifies that education is very vital to both employers and employees. As such, without adequate or proper education, individuals cannot get employed or even perform well if they are eventually employed into the organization.

**Professional Diversity:** Diversity in profession include people with different occupation or professions such as marketing, finance, accountancy, manufacturing, production among others,(Choy & Chua, 2019). Heterogeneity in organization bring about opportunities to share, learn and grow from the journey of others. Without it, limitations arise and knowledge is gained in the absence of understanding. Diversity, like a changing technology or a global economy is a reality and firms need to employ individuals from different professions so as to attract and retain diverse clients.

If organization wants to form a lasting business relationship with their client, they must understand the diverse cultures and decision process of the client, not merely their language. It is a well-known fact that diverse, heterogeneous teams promote creativity and innovation. It is only when managers fully embrace diversity and maximize the well-being and contribution of different professions in an organization, can they really understanding its relevance. As such, it can, therefore be concluded that diverse profession enhances the ability of an organization to survive. From the research conducted by Andrew et al., (2019), she opined that there is a critical shortage of nursing workforce of African American when compared with the general population. She suggested that strategies should be designed to encourage an increase in ethnic participation as efforts are directed towards recruitment, retention, graduation and practice of nurses. Diversity is defined as those corporate agents of a large system that is heterogeneous in nature and exhibit different traits and functions.

Shutters et al., (2018) proposed a theoretical framework that classifies professions based on their appearance in urban social networks, occupations or specialization and co-ordination of labour. They concluded that professional diversity is both a consequence and an enabler of scale dependent system organization and that it is directly associated with higher individual productivity. In their book, Schlick et al., (2013) proposed that the American workforce is a better reflection of the population with a significant mix in gender, race, religion, professions and age among others. She opined that for any business to be successful, a diverse body of talent from different professions is needed to bring in fresh ideas, perspectives and views to their work.

The challenges posed by diversity enable managers to capitalize on the mixture of gender, professions, age to respond to business opportunities faster and in a more creative manner. Diversity is all about our relatedness, our connectedness, our interaction and where the lines cross (Prasad, 2017). She opined that the goal of diversity is to create and sustain a work environment where diversity thrive and plan for the recruitment, selection and retention of talents.

## 2.2 Workforce Diversity and Institutional Performance

Lu et al., (2018) asserts that the capacity of an organization to leverage essential resources and implement methods to attain its goals within an organization requires understanding to perform effectively in terms of decision making, building organizational support, raising accountability and enhancing a researcher understanding. Additionally, it helps organizations as they build their strategies and operational procedures. How an organization performs aids institutions in aligning their mission so that it is reflected in their activities and operations as they build their strategies and procedures.

Organizational performance also helps in aligning with their mission and to integrate it into their activities, with all employees being aware of the impact of organizational performance. The efficacy of an organization can be evaluated using customer views of those organizations including their customer satisfaction, people management, business operations, learning and growth and revenue growth. Organizations goal to achieve the desired level of success which is reflected in their social, cultural, structural, and strategic decisions which are some of the focuses in enhancing performance. An understanding of the history of diversity management provides a detailed idea about the diverse workforce in organizations linked with the evolution of the internet. The workforce diversity is not only challenging for the non-public sector organizations, but the public sector is also concerned about the implementation and the outcomes of this diversity. Therefore, the managers of both private and public sector organizations must predict, manage, and understand the complex nature of workforce diversity, (Alabbad et al., 2022). The public sector organizations are expected to be less adaptive to the diversity policies that can be operationalized in quantitative terms and are legalistic in nature, (Ashikali et al., 2021). Alabbad et al., (2022) aimed to examine the relationship between different types of workforce diversity and

organizational performance. They highlighted that workforce diversity including demographic diversity, socio-cultural diversity, and workforce diversity management plays an important role in organizational performance.

### 2.3 Employee Job Satisfaction

There are many factors which affect the employee satisfaction at working place. Solely, no single variable summarizes the satisfaction of employees. A diverse place, where employees from different demographics are working together, maintain employee satisfaction is challenging. Working place with high rate of diversity have high rate of communication barriers which cause of disrupting the satisfaction of employees, (Dhivyadeepa, 2015). Diverse working conditions educate the employees to be tolerant with each other and enhance their ability to work in teams (Tuzun & Kalemci, 2017). Hybrid structure of work increased the competitiveness of organization in the market. In extensive competition, company can compete with hybrid structure which needs diversity and employee engagement as well, (Christiansen et al., 2016). Merit and equality at working sites, finally improve satisfaction of employees at organization. When employees are satisfied, they are more efficient and hard working. Their capability to tackle the issues and problems is high. So, such organization will get rapid growth and value creation, (Baixauli-Soler et al., 2015). Diversity is the source of competitive advantage and value creation for companies. But the company which is holding the diverse mix of employees has more responsible for developing social awareness program and social responsibility. Because, most cultures are very sensitive about the factor of social responsibility so that they get satisfaction by such incentives done by company, (Joseph R. & Selvaraj, 2015).

### 2.4 Theoretical Framework

Workforce diversity is a very broad field which arguably, has been generalized across many boundaries. That is, management research, functional categories, social categories and psychological research. Diversity theorists have recently turned to the well-established field of social psychology for insights into how diversity affects individuals and groups in organizations. Social psychologists have examined the processes involved with social identity and intergroup relations and diversity scholars recognized that this research tradition can provide a solid background for emerging theories on workplace diversity.

The theory that is related to this work having reviewed some theories is Social Identity Theory. Social identity theory is a social psychological theory that is utilized in organizations to obtain high employee performance. Social identity theory gives more understanding of diversity in terms of understanding the role of group divisions in organization. Tajfel, (1974) argued that social identity theory gives a deeper knowledge of effect of group behaviours, attitudes and interactions within organization.

According to Tajfel, (1974), social identity theory provides the framework on the management of a group and that each individual belongs to specific group within institution. Social identity theory asserts that human being comes from a specific society and with time they attain some social characteristic that makes it easy to categorize in the society according to the identity and perception. This means the predominant character of individual on how one conducts themselves is a mirror image of the background society. These social categories can be based on religion, sex, culture, nationality, occupation, race, class and other variables. Social categorization affects intergroup communication, behaviour, relations and socialization, (Wilson & Leaper, 2022)

These individual characteristics emanating from the world in to a person affect how people relate in the workplace. Since it is viewed to have significant effect on behaviors, communication and attitude towards certain events or individuals within the workplace. Communication patterns, behaviours and attitudes in people within work place are determined through the culture and history in the social group one finds himself. According to Wilson and Leaper, (2022) the theory distinguishes between belonging to group and individual or shared characteristic of how to behave and who one is. Group behaviour is associated with psychological processes which includes discrimination, group norm and cohesion within a group. Hence social identity theory plays a major role in group relationship.

As result of this effect, discrimination might be seen to come from the dominant group which affects the outcome in the work place. Don-Solomon and Fakidouma, (2021) also noted that intergroup aspect like communication, cooperation, stereotypes and loyalty within group arises based on the effect of social identity theory. This theorem is fit to the study providing the blue print of discussion and understanding the concept behind the workforce diversity. Social identity theory hence explains the group think in gender groups, ethnical groupings and education based grouping. This hinders decision making and cohesiveness affecting the organization performance. The theory does not have a strong anchor on performance of the organization but explains its effect to the diversity process.

## RESEARCH METHODOLOGY

Based from this constructivism point of view which is quantitatively inclined, survey research design is adopted in this study. This is because the nature of the study requires a first-hand information for analysis and hence adequate philosophical grounding. Accordingly, data was collected from the ten selected Nigerian public sector organisations in conformity with the adopted research design.

The researcher used the survey research design in this study to allow him obtain first-hand information over the data that is collected and used for analysis in this study. Survey research design is considered appropriate, efficient and flexible because it enables the researcher to minimize bias and maximize reliability of data that is collected and further used for analysis. Survey research involves the use of primary instruments like questionnaire, interviews and observations. This study utilizes the instrument of five-point Likert Scale questionnaire. The questionnaire items were based on the research questions which also agree with the research objectives and research hypotheses.

The population of the study consists of middle level workers from salary Grade Level 7 to 14 as well as officers on the Directorate Cadre (GL 15 to 17) because these workers have worked in the system long enough to understand the effect of workforce diversity on organizational performance.

The researcher used the non-probability sampling method which Anyanwu, (2018) defines as a non-random process by which the researcher selects his sample on the basis of understanding of the universe, its components and the nature of his research objectives. The researcher therefore used judgmental (purposive) non-probability sampling techniques in the study. This sampling technique enables the researcher to conduct the study as one who understands the study population, its components and the nature of the study objectives.

Table 1: Study Population

STUDY ORGANISATIONS	POPULATION	SAMPLE SIZE OF EACH ORGANIZATION $n = \frac{N}{1 + N(e)^2}$
National Planning Commission, now (Federal Ministry and Economic Planning)	475	217
National Insurance Commission	475	217
Corporate Affairs Commissions	465	215
Nigerian Postal Service	480	218
Nigerian Communications Commission	475	217
National Identity Management Commission,	480	218
National Pension Commission	470	216
Nigerian National Petroleum Company Ltd.	495	221
Bureau of Public Enterprises	475	217
Nigerian Deposit Insurance Corporations	460	213
Total	4750	2169

Source: Author computation

### 3.1 Data and Source of Data

The researcher used primary source of data collection. This helped to beef up the content of the work. The primary source of data collection is questionnaire. The copies of the questionnaire was distributed to the selected workers in the ten (10) Nigerian public sector organisations under study with the assistance of staff of the Department of Administration & Human Resources.

For the instruments for data collection, only the quantitative methods of data collection was used for this study. In this study the researcher used five points Likert Scale questionnaires. Therefore, the study adopted the use of a questionnaire as the instrument of data collection. Specifically, it was the semi-structured questionnaire which was made up of open and close ended questions that was used to collect quantitative data needed for the study. The semi-structured questionnaire comprised both closed and opened ended questions and was divided into two sections. Section A consisted of questions that solicited for responses on the socio-demographic characteristics of the respondents - age, gender, marital status, educational status, length of employment, and department. Section B elicited responses to questions on workforce diversity variables and organizational performance variables.

The statistical software package named SPSS 20.0 was used as software for the analysis. According to the problem/requirement, statistical techniques such as Pearson Moment Product Correlation Coefficient and multiple regression analysis in Ordinary Least Square (OLS) were used to test the hypotheses. The frequencies were converted to percentages (%), enables the researcher to compare the responses meaningfully. Translating frequency counts into percentages showed the number per hundred compared, using a common base of "100" for comparison.

In order to carry out Pearson Correlation model, the Statistical Package for Social Sciences (SPSS) was used to determine the outcome. The procedure entails a description of the dependent and independent variables. SPSS was run and the output shows the constant ( $b_0$ ) coefficient of regression where ( $\beta$ ) was obtained. The output shows that P- values the coefficient that resulted in either rejecting or failure to reject the hypotheses at 5% level of significance.

The P-value therefore indicates the probability of getting result that shows the critical value. The null hypothesis was rejected if the p-value is less or equal to the critical value. The output of the study equally shows the coefficient determination ( $R^2$ ), which measures the proportion of the dependent variable that can be explained by the regression model. The P- value of less than or equal to critical value if the null hypothesis was rejected, there was a slope between the variables. In this case, linear relationship which exist when the P-value or significance level is less than or equal to the critical value.

The null hypothesis was rejected if p-value < 0.05, hence the alternative hypotheses was accepted. Also, if p-value > 0.05, the null hypothesis was agreed upon and the alternative hypothesis was declined.

### 3.2 Model Specification

This study adopts the model specified by Okeke et. al., (2023) in their study on effect of Workforce diversity on organizational performance in Higher Educational Institutions with modifications as thus;

$$\text{Inst perf} = f(\text{WDM}) \dots\dots\dots(i)$$

$$\text{Inst perf} = f(\text{EJS}) \dots\dots\dots(ii)$$

$$\text{WDM} = f(\text{JRD, CD}) \dots\dots\dots(iii)$$

**Model 1**

$$EJS = f(JRD, CD)$$

$$EJS = \beta_0 + \beta_1 JRD + \beta_2 CD$$

Where:

WDM = Workforce Diversity Management

Inst perf = Institutional performance

EJS = Employee job satisfaction

JRD = job-related diversity

CD= cultural diversity

**3.3 Data Analysis**

After data collection, the data is coded, presented and also analyzed. The researcher first presented tables that were generated from the computer as the output. Descriptive analysis; frequencies and percentages were gathered to explain characteristics of the research in the organizations. Pearson correlation coefficient was used to determine how the variables under study related with each other, while regression analysis was used to determine their effect on institutional performance of public sector organizations in Nigeria (dependent variable namely; employee job satisfaction and the independent variables namely: job-related diversity).

Table 2: Correlational Analysis of Study Variables

		JRD	EJS	OC	CD	IP
JRD	R	1				
EJS	R	-0.036	1			
OC	R	-.004	0.047	1		
CD	R	0.098*	0.281*	-0.076*	1	
IP	R	0.061	0.258**	-.117**	0.632*	1
	N	2009	2009	2009	2009	2009

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

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

Variable Definition : EJS (Employee Job satisfaction), OC (Organisational Commitment), CD (Cultural Diversity), JRD (Job-related diversity), IP (Institutional Performance).

Table 2 above, portrays the correlation coefficient (workforce diversity on Institutional Performance) for the extent of relationship measure within the variables recognized in this study. Value of correlation ranges from -1 to +1, where 0.75 - 0.99 indicates a very strong connection between the intersecting variables, 0.5 - 0.74 implies strong relationship within the intersecting variables, 0.35-0.49 indicates a weak association among variables as presented above.

**3.4 Test of Hypothesis**

Regression model analytical techniques were adopted to test the four null hypotheses so as to provide answers to the research questions and achieve the research objectives. Table 5 Regression Model Coefficients Shows How Job-related diversity and Cultural diversity affect dependent variable employee job satisfaction.

Table 3: Model Summary

model	R	R Square	Adjusted R Square	Std Error of the Estimate
1.	.398 <sup>a</sup>	.158	.155	1.06145

a. Predictors: (Constant), Job related diversity, Cultural diversity

As seen from table 3 above, the R-square of 15.8% shows the joint explanatory strength of workforce diversity management variables (Job related diversity and Cultural diversity) and institutional performance (employee job satisfaction). Leaving about 84% impact to other extraneous variables not featured in the model.

Table 4: Regression ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	144.157	3	48.052	42.650	.000 <sup>b</sup>
Residual	766.140	680	1.127		
Total	910.297	683			

a. Dependent Variable: employee job satisfaction

b. Predictors: (Constant), Job related diversity and Cultural diversity

Also, from the table 4 of the regression model ANOVA. The F-test p-value is observed to be 0.000 which less than 0.05 (5%) significant level and thus simplifies that all the workforce diversity variables are jointly having a significant impact on employee job satisfaction.

Table 5: Regression Model Coefficient

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients	t	Sig
Constant	1.476	.167		8.828	.000
Job related diversity	.044	.033	.048	1.329	.184
Cultural diversity	.176	.036	.179	4.822	.000

a. Dependent Variable: employee job satisfaction

Note; Regression Model coefficients table 5 above is used to interpret Research hypotheses 1 and 2.

### 3.4.1 Research Hypothesis 1

*H<sub>01</sub>: Job related diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria.*

The first variable is used to activate the first null hypothesis - H<sub>01</sub>: Job related diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria. The variable Job-related diversity has a regression coefficient of 0.044. This implies that the Job-related diversity has a positive impact on the employee job satisfaction in public sector organizations in Nigeria. Thus, suggesting that, with an increase in Job related diversity of the public sector organizations in Nigeria could result to about 0.044 unit increase in employee job satisfaction of the firms as perceived by the top management. Furthermore, Job related diversity has a p-value of 0.184 which is greater than 0.05 (5%) level of significance thus implies that the coefficient is not statistically significant. Hence, the null hypothesis "Job related diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria" is not rejected. We therefore conclude that the relationship observed between the Job related diversity and the employee job satisfaction is not generalisable although a positive relationship is observed.

This finding corroborates with the study carried out by Akpakip, (2017) who investigated effect of workforce diversity on employee performance in Nigerian Banking Industry (A Study of First Bank Nigeria Ltd., Ota Branch). Descriptive research design was used. Simple random sampling method was used to sample the respondents. Data was collected using interview schedules and analysed thematically. The study findings showed all aspects of ethnicity diversity used in the study had a significant relationship with employee performance.

Also, study carried out by Maingi and Kenyatta, (2015) on the effect of education diversity on employee performance in Kenya: A case of Kenya School of Government. The study found that Education diversity was the most significant factor and had a positive significant relationship at 5% level of significance. On the other hand, this study disagrees with the study carried out by Rop and Kwasira, (2015), Lavkush Mishra, (2022), Arif and Uddin, (2016), Lyria et al., (2017), Nasir et al., (2019), A. and Manasrah, (2017) Hongal and Kinange, (2020) which on their own independent studies concluded that job related diversity is significantly and positively related to organizational performance.

### 3.4.2 Research Hypothesis 2

*H<sub>02</sub>: Cultural diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria.*

The second variable is used to activate the second null hypothesis - H<sub>02</sub>: Cultural diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria. The variable Cultural diversity has a regression coefficient 0.176. This implies that the Cultural diversity has a positive impact on the employee job satisfaction in public sector organizations in Nigeria. Thus, suggesting that, with an increase in Cultural diversity of the public sector organizations in Nigeria could result to about 0.176 unit increase in the employee job satisfaction as perceived by the respondents. Furthermore, Cultural diversity has a p-value of 0.000 which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. Hence, the null hypothesis "Cultural diversity has no significant effect on employee job satisfaction in public sector organizations in Nigeria" is rejected. We therefore conclude that the relationship observed between the cultural diversity and the employee job satisfaction is generalisable and of a positive type. This finding supports the study by Raithel et al., (2021). They examined ethnic Diversity and Team Performance: The mediating role of work value diversity and the moderating role of team tenure.

The study found no significance between diverse ethnicity and work value diversity, neither any relationship found between work value diversity and the team performance in the organizations. Ethnicity also plays an important role in influencing the working of an employee in an organization. It's very essential for a Human Resource manager to know people from different ethnic group and adopt different or similar work values, for maintaining a harmonious environment in an organization. It also supports other studies by Lavkush Mishra, (2022), Epebinu et al., (2022), Aina and Atan, (2020), (Syed Saad Hussain Shah, (2012), (Valentine and Rosemarie, (2021), Ćizmić et al., (2021) who independently concluded that cultural diversity is positively and significantly related to organizational performance. While Arif and Uddin, (2016), Munasinghe and De Alwis, (2017) and Soud et al., (2020) have a different conclusion that cultural diversity is positively related to organizational performance but the relationship is not significant.

## DISCUSSIONS

Two (2) distinct empirical results have emerged from the validation of the hypotheses above. First, it was discovered that Job related diversity has significant effect on employee job satisfaction in public sector organizations in Nigeria, although is with positive relationship as shown in table 4. This finding corroborates with the study carried out by Akpakip, (2017) study investigated effect of workforce diversity on employee performance in Nigerian Banking Industry (A Study of First Bank Nigeria Ltd., Ota Branch). Descriptive research design was used. Simple random sampling method was used to sample the respondents. Data was

collected using interview schedules and analysed thematically. The study findings showed all aspects of ethnicity diversity used in the study had a significant relationship with employee performance.

Simons and Rowland, (2011) highlighted that functional expertise and education are part of job-related diversity and it can lead to organizational performance. Raithel et al., (2021) aimed to analyze the effect of workforce diversity on organizational performance in the Nigerian public sector organizations, and they explained that education is an essential tool in the context of managing workforce diversity and it has a positive effect on organizational profitability.

The second empirical evidence from this study also shows that Cultural diversity has significant effect on employee job satisfaction in public sector organizations in Nigeria. Raithel et al., (2021) examined on ethnic Diversity and Team Performance: The mediating role of work value diversity and the moderating role of team tenure. The study found no significance between diverse ethnicity and work value diversity, neither any relationship found between work value diversity and the team performance in the organizations. Ethnicity also plays an important role in influencing the working of an employee in an organization. It is very essential for a Human Resource manager to know how people from diverse ethnic group adopt different or similar work values, for maintaining a harmonious environment in an organization. It also supports other studies It also supports other studies by Lavkush Mishra, (2022), AL-Galbi (2020), Olufemi et al. (2020), Aina and Atan (2020), Syed Saad Hussain Shah, (2021), Sotudeh Arani (2021), Valentine and Rosemarie (2021), Akob (2021), Čizmić et al, (2021), who independently concluded that cultural diversity is positively and significantly related to organizational performance. While Uddin and Arif (2016), Munasinghe and De Alwis, (2017sss) and Soud, et al. (2020) have a different conclusion that cultural diversity is positively related to organizational performance.

The findings then suggest, as explained by (Vrontis et al., (2022) that it is important for organizations to adopt workforce diversity in terms of age, education, skills, gender, and cultures. This adoption can help the organizations in the implementation of innovative strategies. Ayega and Muathe (2018) considered the organizational culture as part of social diversity and contend that the topographical area, clients' diversity, organizational culture, client diversity, and viewpoints of supervisors are important, distinctive, and compelling variables of social diversity and they can influence the existence of social diversity within an organization.

## CONCLUSION

It is concluded in the study that the magnitude of diversity expressed within the organization's workforce, poses both as an advantage, if managed and effectively channeled, and as a disadvantage, if poorly managed or coordinated. In terms of a wide range of experience, talents, role interpretations, and approaches to work or tasks, diversity broadens the organization's possibilities and features. In this vein, workforce diversity provides for improved creativity and learning within the workplace. Members from different groups and backgrounds, when they collaborate, are able to offer a more comprehensive interpretation and approach toward the organizations problem or challenges. Workforce diversity therefore provides a more elaborate framework enriched with a number of perspectives, ideas and functional dispositions that when effectively tapped and harnessed by the business, impacts positively on its level of performance – sustaining collaboration between the groups, enhancing organizational processes and supporting the accomplishment of the organization's objectives and goals.

Organizations with diverse employees are better suited to serve diverse external customers in an increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic, and cultural environments. A diverse workforce is a reflection of a changing world and marketplace. Each employee in a diverse workplace possesses unique strengths and weaknesses derived from their diverse culture, diverse ethnicity, diverse gender, diverse educational background, and in addition to their individuality. When a diverse workforce is trained and managed properly, diversity in the workplace can leverage the strengths and complement the weaknesses of each worker resulting to synergistic performance, making the impact of the workforce greater than the sum of its parts. Diversity management benefits organizations by creating a fair and safe environment where everyone has access to the same opportunities and challenges, thereby displaying their creativity and innovativeness.

## RECOMMENDATIONS

Based on the findings, the researcher recommended thus:

- i. Organizational leaders/managers should formulate policies that guard against gender discrimination based on individual features such as gender, ethnicity, religion, education, culture, etc. in their organizations in order to encourage innovation.
- ii. The government should formulate policies that ensure equal mix of both men and women in not only the managerial positions of the firm but also the junior roles across all of its departments. Since women have outstanding attributes that positively affects the strategic decisions of an organization.

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