

ETHNIC DIVERSITY MANAGEMENT AS A STIMULANT OF ORGANIZATIONAL PERFORMANCE: A STUDY OF COMMERCIAL BANKS

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Abstract

This study investigated the relationship between ethnic diversity management and organizational performance: A study of Commercial banks. The specific aims of the study are to ascertain the effect of the measures of ethnic diversity management, namely; Gender Diversity (GD) and Age Diversity (AD), on Organizational Performance (ORGP). The responses from the respondents were collected with the aid of five (5) Likert Scale questionnaire measures. A total of 267 questionnaires were administered to employees of two branches. Out of the 267 questionnaires administered, two hundred and sixty (260)97.38% were retrieved and properly filled while seven (7)2.69% did not properly fill and returned. The questionnaire was coded with the aid of an excel spreadsheet, and the respondent's profile was analyzed with manual simple percentages, descriptive statistics and a correlation matrix. The hypotheses of the study were tested using multiple regression statistical tools with the aid of SPSS version 23. The findings revealed that: There is a significant positive relationship between Gender Diversity (GD) and Organizational Performance (ORGP) ($0.035 < 0.001$); as well as a significant positive relationship between Age Diversity (AD) and Organizational Performance (ORGP) ($0.001 < 0.05$); Based on the findings, the study concludes that ethnic diversity management had a positive and significant effect on organizational performance Commercial banks. The study recommends that commercial banks should maintain and improve their gender diversity management; this will go a long way in enhancing their performance.

Keywords: *Ethnic Diversity, Commercial Bank, Workplace Diversity.*

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1. Introduction

Many firms may now embrace the idea of diversity in the workplace thanks to globalization. The deliberate hiring of a workforce with individuals who differ in terms of their race, sexual orientation, age, gender, ethnicity, religion, education, and other traits is known as diversity (Farooqi, 2017). However, diversification has proven difficult in several workplaces. To promote diversity in the workplace and that all citizens have equal access to employment opportunities, many nations have adopted legislation, regulations, bills of rights, and activism (Chepkemoi, Rop and Chepkwony, 2022). The phenomenon of increased competition between organizations and their need to respond effectively to rapidly changing operating conditions, as well as to staff demands, has now increased the need to identify those factors that affect job performance (Na-Nan and Sanamthong, 2019). Diversity is a phenomenon that is increasingly manifested in a globalized society; it can therefore be observed in different areas of human activity, as well as in the labour market and work teams (Fadhili, Kiflemariam and Mwanzia, 2021). Among the parameters of diversity are; age, gender, ethnicity and nationality, faith or disability. Diversity management, looks at workforce diversity as an pointers of greater work efficiency (Urbancová, Čermáková & Vostrovská, 2016).

A method called multiculturalism management aims to create and preserve a positive work environment. Because of this, a successful diversity management program will encourage respect and awareness of the unique variations among a group of staff members (Osmond, 2008), as noted in (Osibanjo, et al, 2020). The main goal of this management strategy is to help staff members feel at ease with diversity in the workplace and to help them appreciate how people differ in terms of things like ethnicity, gender, age, background, sexual orientation, and other characteristics that may not be shared by everyone employed by the same company (Paulson, 2011), as mentioned in (Osibanjo, et al, 2020). Therefore, addressing the concerns of discrimination on the basis of age, work experience, educational background/qualification, ethnicity, educational background, and culture represent the most crucial workforce diversity issues. Employees in the same wide variety of organizations have gone above and beyond with their unique identity, lack of cooperation, and discriminating attitudes, which lowers morale, lowers performance, and, if not recycled in diversity, will eventually have a negative impact on organizational performance (Kifordu, 2022).

Furthermore, diversity management refers to intentional policies and programs and voluntary organizational actions that are designed to boost the inclusion of workers from different

backgrounds in formal and informal organizational structures. That ensures persistence and a competitive advantage. Odita, Nwankwo, and Kifordu (2022). Therefore, this research examined the relationship between managing cultural minorities and organizational success..

The Problem

Diversity in government workplaces has ascended as a key issue in the activity to reassess the part of the government in administration conveyance. Some dependable employees won't acknowledge how their workplace's demographics are changing. Perceptual, social and dialect obstructions ought to be overcome for effective diversity management to hide organizational performance. Workforce diversity management is considered one of the main challenges for human resource management in modern organizations. Workforce diversity is a complex phenomenon to manage in an organization. Because of this, it is vital to look into managers' knowledge of certain abilities required to foster a varied workplace environment.

Organizations and their management teams in most climates frequently define diversity too narrowly by tolerating rather than embracing government regulations regarding the participation of gender, racial, and sexual diversity in the workplace; concentrating on the avoidance of legal risks rather than the advantages of diversity; and doing the bare minimum necessary rather than the maximum to promote diversity. In the end, they choose uniformity above diversity and only relate to clients who are most like their staff. Organizations' methods for managing diversity are determined by managers' awareness of diversity and its possible benefits and drawbacks. The acceptance of some primary objectives that staff members are willing to support, including the company's survival, is a requirement for diversity training in businesses.

Banks strive to ensure that there is a diverse workforce. Records have shown that the majority of employees are female, cutting across all age groups, from different ethnic groups with a few from different countries. Notably, the management of the bank is composed of senior employees. Based on this they are considered to be mature and have more realistic decisions and better ways of solving problems. The bank lack wrote workforce diversity management policies and programs.

Studies on the impact of workplace diversity on the effectiveness of firms with a multi-ethnic workforce in the transition economy, however, seem to be lacking from an ethnic perspective. This survey aims to address a gap in the literature regarding diversity management and

achieving organizational success within a multi-ethnic workforce in the banking sector. This study investigates the impact of ethnic diversity management (gender, age, ethnicity, religion, and academic background) on performance of the organization based on this premise.

Objectives

1. To ascertain the impact of Gender Diversity on Organizational Performance
2. To examine the impact of Age Diversity on Organizational Performance

Hypotheses

1. Ho₁: There is no significant relationship between Gender Diversity and Organizational Performance
2. Ho₂: There is no significant relationship between Age Diversity and Organizational Performance

2. Review of Related Literature

Concept of Diversity Management

The concept of diversity and two key concepts used in this study—marginalization and organizational efficiency. Employee differences resulting from their diverse origins are referred to as diversity. In addition to gender, age, race, color, and ethnicity, these backgrounds might also include physical capability. Because of the diversity of backgrounds (gender, age, race, color, ethnicity, and physical ability) present in an organization, marginalization is the predominance of one group by another. Therefore, it's possible that there's physical ability marginalization and dominance depending on factors such as gender, age, race, and color (Inegbedion, Eze, Abiola, Adedoyin and Adebajji, 2020).

Dimensions of Diversity Management

Identifying the diversity dimensions that have a major impact on employee behavior at work requires an understanding of the diversity dimensions. This makes the idea crucial to decision-makers, especially strategic managers of businesses, as awareness of the main characteristics and their effects on diversity management is advantageous. The four dimensions are as follows: "Personality refers to a person's preferences, morals, and worldview. The internal dimension,

which encompasses characteristics of diversity that are outside of an individual's control and serves as the foundation of many diversity initiatives " (Gardenswartz & Rowe, 2018) ; organizational dimensions, which concentrate on organizational culture; external dimensions, which are those parts of diversity that are outside of our control. Similar to this, Kifordu, Ekakitie, and Nwaebuni believe that profit maximization is approached from a position of objectivity and a variety of strengths (2022).

Organizational Output (Performance)

A comparison of a company's performance to its targets and goals. Thomas and Ely (2006), Organizational performance means comparing the actual outcome with the desired outcome and means to check that work happens according to plan and objectives. That is the overall organizational performance (Gittell and Seidner 2010). The concept of performance in an organization can be all about the financial stability, efficiency and effectiveness of any organization and achieving the organizational goal on time by using available resources, where financial stability means keeping the organization's financial condition sound and good, and effectiveness is all about meeting customers 'demand on time and yielding them satisfaction and efficiency stands for using all available resources in an organization

Gender Diversity in Organizational Performance

Although it is frequently claimed that there is better operational and formal incorporation in many organizations, official bias is still pervasive, and intergroup conflict is significant because of the lack of serious efforts to make women truly integral parts of the organization in conjunction with the increased presence of women (Cox, 2011). According to the organizational development of cultural diversity, Cox (2011) divided the workplace into three categories: a. The monolithic organization has a minimal representation of different cultural groups, and the males are the dominant group, meaning they are demographically and culturally homogeneous.

b. The plural organizations are those that strive to comply with laws and public regulations that call for workplace equality and have a diverse staff.

c. Multicultural organizations are free of prejudice and favoritism toward one group over others and have no intergroup conflict.

According to Leonard and Devine (2003) and Jackson and Josh (2004), preconceptions and bias that characterize favorable features and, as a result, a higher status for men, perpetuate and justify gender-based disparities in organizations. Some gender identity groups have more power, prestige, and status than others because gender identities are linked to specific power positions in broader society (Gilbert & Ivancevich, 2000; Olannye, 2006; Salami, 2010). In Western civilization, men collectively possess greater strength, higher status, and more formal positions of authority than women collectively. The implication of this is that most organizations will prefer to employ men because they believed they are more rugged, and stronger and will be able to pursue after customers thereby bringing in more customers for the organization and improving the sales growth of the organization. Whereas another school of thought thinks that women are more humane in achieving more positive outcomes and handling customers with care thereby sustaining them and this will impact the sales growth capacity of the organization thus impacting the overall performance of the organization. Because talent management goes beyond identification but emphasizes gender success, it is frequently suggested that paying attention to disparities in power and position is crucial for comprehending diversity in the organization. Igweh and Kifordu (2022). Strategies for Talent Management The way people think, feel, and act at work is heavily influenced by the power dynamics within gender identity groups. Perception of one's expectations and behaviors, namely the diverse effects of gender as a result of the various statuses recorded in the groups, in the organization, supports their position and aids in our understanding of the relative power positions of the gender groupings. Gender diversity management enables employees to bring their diverse and unique perspectives to work, which benefits the company as a whole because diverse employees communicate better with diverse clients, produce better products due to the diversity of opinions that fosters creativity, and improve sales and service quality due to a better understanding of the needs of diverse clients (Cox, 2011; Ozbilgin & Tatli, 2008).

Age Diversity in Organizational Performance

Implementing diversity management is necessary to adjust to the new reality of a workforce that is becoming more varied, as well as for moral and ethical grounds, as well as to gain a competitive edge. Employees' ages are a diversity factor that has an impact on their dedication, self-definition, and self-esteem. Numerous studies have demonstrated that diverse terms of

various age groups exhibit different dynamics from heterogeneous terms (Friday, 2007; Forbes, 2009).

A set of human outcomes and commitment are influenced by effective management of age diversity, which in turn influences organizational outcomes (Salami, 2010). It's crucial for companies to know how their employees feel and think about their workplace possibilities, employers, and jobs. An individual will be more dedicated to helping the organization achieve its goal if they feel respected by the organization despite the differences in their ages. Understanding the diverse climate of an organization through entrepreneurship education and dexterity (Kifordu, Eneh, Effiong & Etuk 2022) is also important because it will influence individual outcomes, group outcomes, and organizational performance depending on factors like age, gender, marital status, educational background, and work experiences. Problem-solving, employee commitment, service quality, sales growth, creativity and innovation, communication, and a decrease in turnover/attrition rate/employee intention to leave the organization are some of the direct effects of diversity management on the achievement of organizational performance.

Theoretical Relationship

The study was anchored on two theories of Similarity Attrition and Blaus as follows;

Similarity / Attraction Theory

The saying "birds of a feather flock together" refers to how people like and are drawn to others who are similar to themselves rather than those who are different from them. This notion has been established in research since the mid-1900s. In (Byrne & Lamberth, 1971) the analysis was expanded into a formalized Law of Attraction that could be used to manipulate others with the Law of Attraction. Scholars from a variety of disciplines, including marketing, political science, social psychology, and sociology, have all supported the similarity/attraction theory's basic premises. The theory establishes a reasonable explanatory and predictive framework to examine how and why individuals in their social contexts are drawn to and impacted by others. The theory believes that, because of their shared characteristics, individuals of similar religious backgrounds, races, age groups, and gender may appear to prefer to work together, thereby improving group cohesion and efficiency. The position that similarity of attitudes plays in attraction is studied by a wide body of studies.

According to studies by Kathimba and Anyieni (2018), people who share similar attitudes are most drawn to others in general. Furthermore, individuals who share similar significant attitudes are more likely to be drawn to each other than those who share fewer significant attitudes. There are many reasons why people prefer the business of others who accept attitudes, especially important attitudes that are comparable to their own (Berscheid & Walster, 1969). While people tend to improve the predictability of interactions within an organization between themselves and others, there are also circumstances where people are motivated to make the additional effort necessary to communicate with someone different because they expect benefits from the acquisition of new knowledge (McCroskey Hamilton & Weiner, 1974).

Sometimes workers will opt to hang out with particular people since they have similar personalities. The similarity-attraction theory contends that people are drawn to those who are like themselves in an effort to explain and predict interpersonal liking. This hypothesis guided the secondary dimensions of diversity variable and aided the researchers in comprehending how attraction and similarity among commercial bank employees affected their performance in the workplace.

2.3.4 Blau's Theory of Heterogeneity

Blau, (1977) argued in his theory of heterogeneity that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Members of groups with similar cultures have a tendency to communicate with one another more frequently and in a wider range of ways, leading to in-group relationships and shared perceptions. This improves organizational outcomes and group cohesiveness as a result. The foundation for workgroup creation is a significant yet understudied area of study in the research on group diversity. The influx of varied employees does not, however, guarantee that all organizational groups will be made up of diverse members. It may be helpful to review Blau's (1977) explanation of group heterogeneity and social structure. On the one hand, Blau contends that social relationships will be encouraged by similarities in a single nominal parameter (for example, race). On the other side, he contends that individuals will associate with individuals from other groups as well, including Kifordu, Sadiq, and Ohiomu (2017).

This theory applies to the research because organizations consist of different group and classes of people coming together to achieve an objective also the importance of communication

amongst team members who are employees cannot be overemphasized as individual interest differs. This theory implies that proper management of ethnic diversity will go a long way in enhancing deposit money banks organizational performance.

Empirical Reviews

Chepkemoi, Rop and Chepkwony (2022) investigated the relationship between gender diversity and employee performance in the County Government of Bomet, Kenya. The paper was guided by social identity theory. The study used a correlational research approach, with 3,320 employees from several County Government of Bomet departments as the target population. The study's sample size, which was determined using Fisher's formula, was 91. A structured questionnaire was used to gather the information. Cronbach's alpha coefficient, which yielded a result of 0.850, was used to assess the reliability of the study instrument. Through a thorough assessment of the literature and interaction with subject-matter experts in human resource management, the content and construct validity of the instrument were ensured. Correlation and regression analysis were employed in the data analysis. Frequency tables, means, and standard deviation were used to present the data. The study's findings showed that gender diversity had a favorable link ($r=0.689$; $p<0.05$) with employee performance. Employee performance was generally influenced by gender diversity by 72.3% ($R^2 = 0.723$). The study's findings suggested that county governments promote workforce diversity, specifically emphasizing gender diversity to improve employee performance. Abdulkhakim and Shimelis (2021) examined the effect of diversity management on organizational performance by focusing on Ethio-Telecom (Ethiopian Telecommunication) South West region offices. A total of 120 employees' quantitative data were randomly collected using a survey research design. The three research hypotheses were put to the test using path analysis. The outcome of the empirical investigation demonstrated a favorable relationship between organizational performance and organizational diversity management constructs or dimensions (race, gender, and religion). Therefore, diversity management can have a good impact on worker output, satisfaction, creativity, and innovation as well as better decision-making, which will support organizational performance.

The impact of diversity management on the productivity of Maua Methodist Hospital was assessed by Fadhili, Kiflemariam, and Mwanzia in 2021. The specific goals of this study were to: examine the impact of selected primary dimensions of diversity (age, gender, and ethnicity) on the job performance of MMH; identify the impact of selected organizational dimensions of

diversity (working experience, union affiliation, and job tenure) on job performance; and determine the impact of selected secondary dimensions of diversity (marital status, educational background, and religion) on job performance of MMH. The Social Identity Theory, Similarity/Attraction Theory, and Resource Based Theory served as the study's guiding theories. In this study, a descriptive research design was used. 317 Maua Methodist hospital personnel were the target group, and 170 respondents were chosen as the sample using the Yamane formula. A systematic questionnaire was used to gather the data, and SPSS version 25.0 was used for analysis. The study's findings demonstrated how the fundamental aspects of diversity guaranteed that the decision-making process was more efficient and that HR policies were more inclusive of the age, gender, and ethnicity of employees, ensuring that there was no discrimination. Additionally, it was discovered that secondary aspects of diversity made sure that all workers received equal opportunities for professional advancement, which led to higher levels of dedication, productivity, an innovation on the part of the workforce. Another finding revealed that organizational factors improved the MMH employee training programs development, recruitment, and promotion processes. This led to the conclusion that diversity management and job performance at MMH were positively correlated, with primary dimensions of diversity being the first and most important factor. The study also found a strong negative link between job performance and secondary measures of diversity. The study also came to the conclusion that while primary characteristics of diversity did not clearly influence the hiring process, they did increase employee motivation. The study makes the suggestion that, in order to improve employee work performance, the major aspects of diversity should be given more weight during the hiring and promotion processes. Additionally, it is advised that MMH enforce the organizational dimensions of diversity in order to increase the employees' bargaining power, which will encourage them to work harder.

3. Methodology

The study was a survey using commercial Banks. To achieve research-oriented work the researcher delimited the work to the employees of commercial banks which comprise the managerial and non-managerial staff. The managerial staff comprise the heads of various departments, while the non-managerial staff comprise employees of the operation department, marketing department and customer care representatives. Hence, from this selection, the staff served as our respondents. There were 804 participants in total, including employees from the investigated banks. Any empirical study with the aim of drawing conclusions about a

population from a sample must take into account the sample size as a crucial component. The Yard Formulae created by Cooper and Schinder (2013) and (Kothari, 2014) were used to calculate the overall sample size for this study, which came to 267. The study employed a stratified random sampling technique. The main data source is a survey given to respondents. The secondary data collection method included the internet and the library.

4. Outcomes and Discussions

A total of two hundred and sixty-seven (267) questionnaires were administered to employees. Out of the two hundred and sixty-seven (267) questionnaires administered two hundred and sixty (260)97.38% were retrieved and properly filled while seven (7)2.69% were not properly filled and returned. This response was excellent and representative of the population and conforms to Cooper & Schindler's (2014) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. Thus, the sample used for the study was a total of two hundred and sixty (260) respondents which represents 97.38% of the sample size of 267.

This is tabulated below:

Total questionnaire administered	A total questionnaire administered Properly filled	The total questionnaire administered was not properly filled	Percentage of Total questionnaire administered	Percentage of Total questionnaire administered not properly filled	Percentage of Total questionnaire administered not properly filled	Total percentage
267	260	7	100	97.38	2.69	100

Source: Researcher Field Survey, 2022.

From the Table1. above shows the demographic characteristics of staff, It can be observed that Table 2 below sought to determine the respondents' gender. It was established that 38.85% of the respondents were male while 61.15% of the respondents were female. This showed that respondents were evenly distributed across the gender divide although there were more female than male respondents. In terms of age, it showed that 77(29.62%) are between the range of 18-29years, 109(41.92%) are between 30-39years, 69(29.54%) are between 40-49years while the rest of 5(1.92) is 50-60 years above. Also, Christian employees constitute the majority in terms of religions with 167(73.35%), followed by Muslims with 78(30%) while other religions stood at 15(5.77%). More also, Out of the 260 respondents, 197(75.77%) are yet to marry while 63(24.23%) are married. Furthermore, the educational qualifications of the respondents

indicated that WAEC/GCE/NECO with 67(25.77%), OND/NCE with 73(28.08%), and HND/B.Sc with 97(37.31%), M.Sc/MBA with 16(6.15%) and others with 7(2.69%). Finally, several years the employees have been in service, indicated that 134(51.54%) are employees that fall range of 1-5years has the modal score.

Description of Variables

This section seeks to analyze each of the research questions and analyze the responses of the respondents and fetch out the effect of the study for proper analysis. These were done with the aid of descriptive statistics. The descriptive statistics which comprises the statistical parameters employed proper and thorough description of the independent variables (Measures of ethnic diversity management) are; Gender Diversity (GD), Age Diversity (AD) and the dependent variable {Organizational Performance (ORGP)} for this study, presented overleaf;

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GD	260	12	20	16.90	1.991
AD	260	12	20	16.08	2.110
ORGP	260	11	20	16.38	2.112
Valid N (listwise)	260				

Source: SPSS Output, 2022.

Table 3 above shows the descriptive statistics which comprises the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of ethnic diversity management are; Gender Diversity (GD) and Age Diversity (AD), and the dependent variable {Organizational Performance (ORGP)} were described using descriptive statistics.

The descriptive statistics for Gender Diversity (GD) indicate a mean of 16.90, a standard deviation of 1.991 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Gender Diversity (GD) is tremendous since the mean value is greater than the standard deviation, implications; the managements of the banks under study take cognizance of gender diversity in their managerial plans.

Similarly, the descriptive statistics for the independent variable show that Age Diversity (AD) has a minimum value of 12 and a maximum value of 20 leading to the mean and standard deviation of 16.08 and 2.110 respectively. This implies that Age Diversity (AD) varies significantly and this is also reflected in the variation of the organizational performance since the mean value of 16.08 is greater than the standard deviation of 2.110.

Finally, the descriptive statistics for Organizational Performance (ORGP) indicate a mean of 16.38, a standard deviation of 2.112 with the difference in the maximum and minimum values which stood at 9. This implies that the Organizational Performance (ORGP) of the banks varies aggressively over the years.

Data Analysis

Correlation Matrix

Correlation analysis was used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is a moderate or low degree of correlation.

Table 4: Correlations

		ORG	GD	AD
Pearson Correlation	ORGP	1.000		
	GD	.212	1.000	
	AD	.229	.424	1.000

Source: SPSS Output, 2022.

The Pearson correlation in table 4, showed the coefficient of the type of relationship that exists between the independent variables {Gender Diversity (GD) and Age Diversity (AD), Ethnicity Diversity (ED), Religion Diversity (RD) and Educational Background Diversity (EBD)} and dependent variable {Organizational Performance (ORGP)}. Gender Diversity (GD) has a coefficient of ($r=0.212 > 0.05$) which reveals that Gender Diversity Management (GDM) has a strong positive correlation with Organizational Performance (ORGP), this implies that an

increase in Gender Diversity (GD) would have positive effects on Organizational Performance (ORGP).

Gender Diversity (GD) has a coefficient of ($r=0.212>0.05$) which reveals that Gender Diversity Management (GDM) has a strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Gender Diversity (GD) would have positive effects on Organizational Performance (ORGP).

Age Diversity (AD) has a coefficient of ($r=0.229>0.05$) which reveals that Age Diversity (AD) has a strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Age Diversity (AD) would have positive effects on Organizational Performance (ORGP).

Test of Research Hypotheses

The results from the multiple regression analysis recorded the relationship between ethnic diversity management and organizational performance of commercial banks in examining the effect of ethnic diversity management on organizational performance which comprises the managerial and non-managerial staff. The two variables to measure ethnic diversity management are; Gender Diversity (GD) and Age Diversity (AD) which exhibited a statistically significant positive effect on Organizational Performance (ORGP).

Table 5: Multiple Regression Analysis of Measures of Ethnic Diversity Management and Organizational Performance

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.332	1.467		11.135	.000
	GD	.029	.014	.028	2.071	.035
	AD	.119	.029	.118	4.103	.001
	EBD	.756	.240	.768	3.150	.002

a. Dependent Variable: ORGP

Source: SPSS Output, 2022.

Gender Diversity (GD) and Organizational Performance (ORGP)

The result provided support for the H₁ test result which indicated that there is a significant positive relationship between Gender Diversity (GD) and Organizational Performance (ORGP) ($\beta=0.028$; $P=0.035<0.05$). The calculated p-value of 0.035 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 96.5% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H₀₁), which states that there is no significant relationship between Gender Diversity (GD) and Organizational Performance (ORGP). This implies that a 1% increase in Gender Diversity (GD) would lead to a 2.8% increase in Organizational Performance (ORGP), this is evident with a regression coefficient of 0.028. This finding is supported by similarity/attraction theory; which posited that people like and are attracted to others who are similar, rather than dissimilar to themselves; "birds of the same feather," the adage goes, "flock together." This implies that the man gender tends to be closer to themselves in an organizational setting, the same applied to the men in the bids to enhance organizational performance. This is in line with the study of Chepkemoi, Rop and Chepkwony (2022), Abdulhakim and Shimelis (2021), Fadhili, Kiflemariam and Mwanzia (2021), Ogaga-Oghene (2011) and Prasad (2017) but contradicts to the finding of Darwin and Palanisamy (2015). Also, This is to findings of Abdulhakim and Shimelis (2021), Fadhili, Kiflemariam and Mwanzia (2021), Darwin and Palanisamy (2019), Prasad (2017) and Ogbo, Kifordu and Wilfred (2014).

Age Diversity (AD) and Organizational Performance (ORGP)

Similarly, the findings indicated that Age Diversity (AD) activities are found to have a significant positive relationship with Organizational Performance (ORGP) ($\beta=0.118$; $P<0.001$). The findings provided support for the result of H₂ which showed that there is a significant positive relationship between Age Diversity (AD) and Organizational Performance (ORGP) ($0.001<0.05$). The calculated p-value of 0.001 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H₀₂), which states that there is a significant relationship between Age Diversity (AD) and Organizational Performance (ORGP) in selected deposit money banks in Delta State, Nigeria. This implies that a 1% increase in Age Diversity (AD) would lead to an 11.8% movement in Organizational Performance (ORGP) this is evident with a regression coefficient of 0.118. This finding is supported by the Blau theory of heterogeneity; which opined that firms

with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in in-group attachments and shared perceptions, which enhances group cohesion and subsequent organizational outcomes. This is in line with the findings of Fadhili, Kiflemariam and Mwanzia (2021), Kowo and Sabitu (2018), Prasad (2017) and Richard (2012) but in contrast to the finding of Darwin and Palanisamy (2015). Also, the studies of Abdulhakim and Shimelis (2021), Fadhili, Kiflemariam and Mwanzia (2021), Darwin and Palanisamy (2019), Prasad (2017) and Ogbo, Kifordu and Wilfred (2014) agreed with the study.

Model Summary

Table 6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.936 ^a	.876	.861	1.113	1.844

a. Predictors: (Constant), AD, GD,

b. Dependent Variable: ORGP

Source: SPSS Output, 2022.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	805.548	4	201.387	107.428	.000 ^b
	Residual	672.988	359	1.875		
	Total	1478.536	363			

a. Dependent Variable: ORGP

b. Predictors: (Constant), AD, GD,

Source: SPSS Output, 2022.

Also, Table 6 which is the model summary table shows the correlation coefficient (R) of the regression is 0.936 (94%) which indicates a very strong positive relationship between the dependent variable [Organizational Performance (ORGP)] in commercial banks and the independent variables [Gender Diversity (GD) and Age Diversity (AD),]. The coefficient of determination (R²) is 88% (0.876) showing that 88% of the variation in the dependent variable [Organizational Performance (ORGP)] has been explained by the independent variables [Gender Diversity (GD) and Age Diversity (AD), while the 12% remain unexplained in the model. An R² value of 88% showed that the strong positive relationship is further confirmed. The adjusted R² measures the goodness or fit of the model. This shows the goodness of fit of

the model and also explains the dependent variable about the independent variables in 86 ways. The 14% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.844 is less than "2".

Lastly, the Anova table 7 above, shows the overall significance of the model, which has $F(107.428)$ with a p-value estimated at 0.000. This indicates that all the independent variables [Gender Diversity (GD) and Age Diversity (AD),] jointly impact the dependent variable [Organizational Performance (ORGP)] as studied, showing that it is a sound model.

5. Conclusion

Based on the findings, the study concludes that ethnic diversity management had a positive and significant effect on organizational performance in commercial banks. Specifically; Gender Diversity (GD) has positive and significant effects on Organizational Performance (ORGP). Thus, commercial banks should maintain and improve upon their gender diversity management to continue improving their performance. By implication, structuring bank policies in a manner that accommodates gender diversity will go a long way in boosting their performance. Age Diversity (AD) has positive and significant effects on Organizational Performance (ORGP). Based on the findings, showed that integrating different structures within the bank workforce will contribute immensely to promoting organizational performance in commercial banks.

Ethnicity Diversity (ED) has positive and significant effects on Organizational Performance (ORGP), banks should maintain and continue to improve on their ethnic diversity management because it would go a long way in enhancing organizational performance.

Recommendations

1. Study banks should maintain and improve their gender diversity management to make new policies that favour age; this will go a long way in enhancing performance.
2. Age Diversity (AD) has affirmative and substantial effects on Organizational Performance (ORGP). The outcome showed that integrating different structures within the bank workforce will contribute immensely to promoting organizational performance

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