WORKFORCE DIVERSITY AND EMPLOYEES' PERFORMANCE: EVIDENCE FROM A NIGERIAN BANK

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Abstract

The study examined the relationship between workforce diversity and employee performance in selected branches of First Bank of Nigeria. The objective of the study is to examine the relationship between gender diversity and job satisfaction. Also. examine the relationship between ethnic diversity and employee intention to quit. Survey research method was adopted in this study. One hundred and twenty-one (121) copies of questionnaire were distributed and eighty-three (83) copies were returned and valid for the analysis of stated hypotheses. Pearson Product Moment Correlation (PPMC) analysis was adopted to test the relationship between variables. The gender diversity correlate with job satisfaction at a value of r = 0.891, while ethnic diversity correlate with employee intention to quit at a value of r = 0.825. The results showed a strong relationship between workforce diversity variables and employee performance of First Bank of Nigeria Plc. Alimosho branches. The study recommended that management should continue to promote equal employment and opportunity for career growth for all gender and should improve cultural awareness of the employees through social interaction.

Introduction

Declining job-satisfaction and rising turnover are identified as growing problems within the banking sector (Tummers, 2013). Low job-satisfaction and instability in workforce is costly not only in resource terms and loss of knowledge but also to the quality of the services, the banking organization delivers (Webb & Carpenter, 2012). Furthermore, in many countries in particular the banking sector is affected by the demographic challenge and an ageing and shrinking

workforce, which highlight the empirical problem of dissatisfaction and turnover even more (Bossaert, Christoph, & Timo, 2012). In this study, focus is on workforce diversity (gender and ethnicity) in the workplace and its possible importance for male and female employees' job satisfaction and turnover intentions. There are many interrelated reasons for the large and growing interest in diversity issues (Reskin & Maroto, 2010; Ibidunni et al., 2018). First, the labour force composition in many countries drifts towards larger diversity with respect to socially significant categories of difference such as age, gender, and race/ethnicity (Balleer, Gómez-Salvador, & Turunen, 2009; Reskin & Maroto, 2010), and many social scientists strive to determine the consequences of the changes in organisations and society at large.

From an organisational perspective, some researchers find that workplace diversity can give rise to mixing and pooling of different experiences and perspectives and therefore trigger innovation, creativity, and profitability for the organisation (Richard, Ford, & Ismail, 2006; Lukasz, 2018). However, opinions on diversity matters differ, and the optimism regarding diversity's mending of inequalities and promotion of innovation and profitability is challenged by insights from long-standing research on organizational demography, which points out that organisational diversity often diminishes group cohesiveness and even leads to conflict and hostility among co-workers from different categories and hence low job-satisfaction (Jain & Kaur, 2014). The overall opposition between diversity optimists and pessimists appears to be relatively unmediated. Representing both theoretical/analytical perspectives and normative attitudes, they often talk past each other rather than interact and enrich each other. Hence, based on a review of relevant literature, we account for several contrasting understandings of how gender and ethnic diversity in the workplace can be related with female and male employees' well-being at work. It is against this backdrop that a study of this kind is imperative in the banking sector in Nigeria.

1.1 Statement of the Problem

Workforce diversity has become a significant aspect in the modern-day world of work. In this study, an examination of this construct is important due to the socio-economic and political changes that have taken place in the Nigerian banking sector. As stated in the introduction, these changes were driven by various legislative measures which led to an improvement in workforce diversity (DHE, 2015). However, these legislative measures precisely focus on tackling matters of past injustices and discrimination in organisations rather than on the business need of diversity and how it influences employee behavioral outcomes such as employee performance. Given this, organisations have not been focusing much on the effects workforce diversity but on the legal side of it (van Walt & du Plessis, 2010). Besides the above, most studies on workforce diversity were conducted outside of Nigeria and most of them were focused on manufacturing firms and secondary schools (Selvaraj, 2015; Shifnas & Sutha, 2016). Furthermore, workforce diversity has not received enough attention in examining the variables that may influence employee performance (Beziibwe, 2015). Most studies about employee performance primarily focused on aspects such as training and financial resources as perceived variables that may influence employee performance (Gao, 2016; Sila, 2014).

Given the above, this study is aimed at investigating the effects of workforce diversity on employee performance in selected branches of First Bank in Lagos Nigeria by considering the effects of gender diversity and ethnic diversity on job satisfaction and employee intention to leave respectively.

1.2 Objectives of the Study

The main objective of this study is to examine the relationship between workforce diversity and employee performance in an organization. The specific objectives of this study are to:

1. examine the relationship between gender diversity and job satisfaction.
2. examine the relationship between ethnic diversity and employee intention to quit

1.3 Research Questions

1. Is there any significant relationship between gender diversity and job satisfaction?
2. Is there any significant relationship between ethnic diversity and employee intention to quit?

2. Literature Review

2.1 Diversity

Diversity is the real or perceived differences between individuals. Scott and Sims (2016) opined that human beings no matter the diversity are all naturally equipped with different talents and aptitudes. Evans and Henry (2007), said diversity means the mixture of workforce from different socio-cultural backgrounds working together in an organization. It could be seen as the characteristics of a social grouping that reveals the degree of objectives or subjective differences existing among groups (Gupta, 2013). Scott and Sims (2016) defined workforce diversity "as a strategy that promotes and supports the integration of human diversity at all levels and uses focused diversity and inclusion policies and practices to guide this approach in work environment" . All these definitions simply show that diversity is all about these characteristics that make us different or similar to one another. In an organizational setting, a diverse workforce consist of a mixture of employees from various genders, ages, races, ethnic backgrounds, religious beliefs and so on. Often diversity is distinguished along the primary, secondary and tertiary or organizational dimensions. Differences among employees can be categorized into two aspects; primary differences such as; age, etc. and the secondary differences such as; educational background, communication style (Aydan, 2016).

The primary dimension reveals the key dissimilarities among diverse individuals as well as the highest impact on initial encounters, it could be quickly detected and it also serve as a filter through which people view the world. It includes visible identity characteristics such as; gender, age, sexual orientation, physical abilities, ethnicity, race (Sayers, 2012). Secondary differences such as; educational background, communication style, marital status, organizational role and position, religion, geographic location, income, work experience and work style, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. (Sayers, 2012). According to Griffin and Van Fleet (2014), factors contributing to increased diversity within the workplace are globalization, government legislation and judicial decisions, and the composition of the labour force.

2.1.1 Gender Diversity
According to Powell (2011) gender is the physiological inference of someone being either male or female. The study of gender diversity focuses on how individuals believe that males and females differ. These gender variations influence the manner in which individuals react to the behaviour of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination.

In the last decades, those organizational barriers that hinder women from advancing to the top in their career have been a vital area in organizational research. Assefa, (2014) in their study discovered that women are almost if not completely absent when it comes to occupying senior positions in organizations. However, male directors often form an elite group at the top of the corporate world and only very few women are able to breakthrough these glass ceiling into this

elite group, despite making inroads into middle management. This point out that gender in the board of directors in some big organization is a barrier for career advancement. Assefa, (2004) argued that this is a matter of concern, because the talents of women are not being fully utilized. The private sectors is seen and characterized as influential, powerful, financially important and generally not controlled by the state. Historically, the private sector, including the board of directors has been male dominated where men have controlled the majority of high-level positions and especially those related to power (Healy, kirton, & Noon, 2011; Abdussalam, 2018).

One of the most prevailing metaphors used to describe women's absence in senior organizational positions has been that of the 'glass ceiling'. Mavin (2016) said the phrase 'Glass ceiling' was made up in the 1960s. This is used to describe a subtle obstacle that is so clear but yet very powerful that it can hinder women from claiming up the managerial ladder. Glass ceiling was coined to describe those organizational practices and processes which creates difficulties and limitations in which women encounter when trying to attain the highest position of their particular field. Here, women may be unable to reach the top of the management hierarchy even though they can see it (Scott & Sims, 2016; Simbarashe, Hlanganipai, Wiseman & Tlou, 2019).

Removing the glass ceiling and other obstacles to women's success, represents a major challenge to organizations. As such, those policies that promotes equality in pay and other benefits programs for women; policies that promotes equality in pay for jobs of equal value and encourage other benefit programs of special interest to women are needed in organizations.

2.1.2 Ethnic Diversity

Ethnicity could be seen as an assembly of individuals who share common cultural traditions and customary practices and also provide their members with a self conscious identity as a nation (Sayers, 2012). Ethnic diversity implies diversity in language, religions, races and cultures. There has been an increase in multicultural workforce in the organization for utilizing greater participation and synergy to improve and increase both employee satisfaction and business performance. A moderate level of ethnic diversity has no effect on team performance in terms of business outcomes i.e. sales, profit, and market share. However, if at least the majority of team members are ethnically diverse, then more ethnic diversity has a positive impact on performance (Gupta, 2013; Simbarashe et al., 2019). Following the raise of diversity in recent times, there has be a raise in work groups with the intention of making increased participation to enhance employee and organizational performance as a whole. However, in as much as the nature of the composition of employees is speedily getting more and more varied in terms of ethnicity, age, gender, education, and so on. Similar attention has been growing with respect to the effect of these diversities in academic institutions (Scott & Sims, 2016).

The growth of multi-cultural in organizations today comes as a result of the increase of different cultures in society and it thus spread through the ancestral, educational, and religious circles. Scott and Sims (2016) said the increase in performance of teams comes as a result of the diverse cultural composition of employees and this is seen as the benefit of embracing various ethnical perceptions for finding solutions to problems and enhancing the outcome of team members after they have learned ways in which they can make use of their dissimilarities for their advantage. According to Harrison and Klein (2007) firms can experience negative consequences of having demographic diversities like race/ ethnicity, nationality, gender, and age. It is important to note that individuals from the minority groups are more likely to be less satisfied with their jobs, less committed to the organization, have problems with their identities and feel or experience discrimination (Forma, 2014). Nevertheless, as the minority group grows, most of the problems encountered tend to fade away. Based on the study of Ngao and

Mwangi (2011) ethnicity can stand as a replacement or substitute for cultural background and ethnic dissimilarity can bring about positive creative and innovative performance among members, seeing as it expands the point of view of employees in the organization.

2.2 Employee Performance

Durga (2017) defined performance as the act of executing a task or an accomplishment or achievement. He adds that employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results. O'Flynn, Ricciotti, Nicholas, Lau, Sammarino, and Fisher, (2001) said employee performance is defined using three criteria. First criteria, is that employees' output meets the standard of performance set by the organization's external customers. Secondly, employee performance can be defined in terms of how the social processes utilized in the performance of their jobs enhances or maintain the capability of the employees to work together on subsequent group tasks. Finally, that employees' satisfaction were met instead of them being frustrated by the group performance.

Performance is an individual's behaviour and results. It is also seen as the way in which people get their work done (Armstrong, 2012; Ayat Mohammed, 2019). However O'Flynn, et al. (2001) argues that the performance of employees is not truly representative of what a group performance is. Rather, it is the personal experience of group members and the subsequent ability of the employees to perform in the future that also defines the employee's performance. They argued that there are multiple dimensions when it comes to rating of performance seeing that different constituents have their different performance criteria and access to data.

2.2.1 Job Satisfaction

According to Dixit and Bhati (2012), job satisfaction is an affective and emotional response to various facets of one's job. Hafiza, Shah, Jamsheed, and Zaman (2011) describes it as being an emotional response that results from the employee's perceived fulfillment of their needs and what they believe the company to have offered. Even though in recent times researchers have tried to replicate current theoretical footings of job satisfaction, Jain and Kaur (2014) definition which happen to be one of the initial definitions of this model is still the most cited. They defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job (Jain & Kaur, 2014; Kim, Kim & Han, 2018). In general, most definitions cover the emotional feeling an employee has concerning their job. This could be the job in general or their attitudes towards specific features in the physical work setting, such as: their colleagues, salary or working conditions (Hope, Obianuju, & Chibuzoh, 2017).

2.2.2 Employees' Intention to Quit

Intention to quit is generally conceptualized as an employee's conscious and deliberate readiness to leave from his or her organization (Guchait & Cho, 2010). Though, it is not considered as an actual behavioural outcome (Kehoe & Wright, 2013), it is still one of the key factors responsible for the actual turnover. According to Kehoe and Wright, (2013), there exists a strong association between behavioural intentions and actual turnover. Fugate, Prussia, and Kinicki (2012) consider employees' intention to leave a very costly affair especially when it is characterized by cognitive withdrawal. In an organization with different ethnic groups like Nigeria where competitive pressures are very high, the retention of employees can prove highly beneficial for achieving a sustainable competitive advantage (Kundu & Gahlawat, 2016; Silvestrelli, 2018) and hence, it is worth to find out the factors responsible for lowering intention to leave among employees. Several studies have found that the efficient use of diversity policies

considerably helps in lowering voluntary turnover or increasing employee retention rate (Boon, Hartog, Boselie, & Paauwe, 2011; Kehoe & Wright, 2013). Guchait and Cho (2010) have reported that the application of bundle of management practices including staffing, training, appraisal, equal employment opportunity, working conditions, etc. results in lowering the intention to leave among employees.

2.3 Social Identity Theory

This study was guided by the social identity theory proposed by Trajfel and Turner (1979) as it considers attributes such as age, gender, ethnicity and education, which is being investigated in this study. The social identity theory explains that employees have a tendency of classifying themselves based on groups in which they fit in. Such group maybe be based on age, gender, ethnicity and education, amongst others. According to the authors, these groups are the basis of egotism and self-confidence or agony and low self-confidence. In most instances, a group will develop high self-confidence through discriminating and prejudging members of other groups, what the Trajfel and Turner (1979) describe as in group and out group classification. These discriminatory practises and biased perceptions, for example on race may result into racism which can further lead to constant political and economic battles like the case of whites and blacks in South Africa and Zimbabwe. This theory further explained that an employee work behaviour is defined by the inside principles of the group to which they belong. In consequence, this directly influences the performance of the employee.This theory opens up the need for this study to investigate how the phenomenon of gender diversity and ethnicity diversity contribute towards employee performance at First Bank of Nigeria through identifying their effects.

2.4 Empirical Review

In view of the relevance of workforce diversity in enhancing employee performance, it was evident that in the literature that workforce diversity stimulates employee performance. For instance, Eugene, Lee, Tan, and Yang (2011) carried out a study on the effects of gender diversity and job satisfaction at the Malaysian airline. The first objective of this study is to determine the relationship between workforce diversity and job satisfaction. This study found out that there was a significant positive relationship between gender diversity and job satisfaction. Furthermore, Eugene et al. (2011) found out that a 10% increase of women in Airline industry for the past five decades resulted in an increase in productivity and GPD by 5% and 1%, respectively. Kyalo (2015) also reported similar results in a study conducted in the insurance sector in Kenya, indicating that gender diversity was significantly related to job satisfaction. Kyalo (2015) further observed that the recruitment strategies in insurance sector favour and promote women; hence, most of the insurance benefit from the varied skills and knowledge of diverse gender teams. Another conducted study by Ngao and Mwangi (2013) in the Malawian Port Authority revealed similar findings that gender diversity had a huge positive effect on job satisfaction and organisational performance. In support of Kyalo (2015), Ngao and Mwangi (2013) stated that the main reason for this maybe that females and males think differently thus if their ideas are put together, they lead to better decision making, creativity and innovation and improved job satisfaction vis-a-vis employee performance. In addition, Kyalo (2015) found gender diversity positively related to job satisfaction. Based on these findings, gender diversity was found to be positively affecting job satisfaction even though it was not an area of concern in the organisation (Selveraj, 2015).

Based on the second objective, which is to investigate the effects of ethnic diversity on employees' intention to quit, the results of a study conducted by Odhiambo (2014) study in the education sector in Kenya, ethnic diversity was found to be significantly related to employee intention to leave. Odhiambo (2014) further observed that in most homogeneous schools, ethnic

diverse teams performed poorly as compared to homogeneous teams and ethnic diverse teams in heterogeneous schools performed better as compared to homogeneous teams. Ngao and Mwangi (2013) also reported that increased ethnic diversity results in improved employee intention to quit in the Kenyan Port Authority. Another study by Kyalo (2013) in the telecommunication sector in Kenya reported the same findings that ethnic diversity was positively and significantly related to intention to quit. Kyalo (2013) further observed that most telcommunications in Kenya accommodate all members from different ethnic groups to participate in problem solving and decision making thus resulting in increased team cohesiveness and performance. Contrary to the above studies, a study conducted by Selvaraj (2015) in Singapore manufacturing industry revealed that there was no relationship between ethnic diversity and employee intention to quit. The study further concluded that employees in Singapore manufacturing industry neither view ethnic diversity as a boon for them nor reject it as a white elephant, as they gave neutral responses (Selvaraj, 2015).

2.5 Hypotheses

Based on the objectives, literature review and theoretical framework, the following hypotheses can be conveyed:

Ho1: *There is no significant relationship between gender diversity and job satisfaction*

Ho2: *There is no significant relationship between ethnic diversity and employee intention to quit.*

3. Methodology

The study employed survey research design. This design was used because it gives greater room to study the subject matter and ensures that inferences can be made about some characteristic behavior of the population in the study. The population of the study was First Bank Nigeria Plc. All branches of the bank share the same policies and procedures as the Head Office. The study selected a sample that comprised of branches of First Bank Nigeria in Alimosho Local Government Area (LGA) Lagos State. The choice of Alimosho LGA was informed due to the size. It is the largest LGA in Lagos State. The total sample size of the study was 121 employees. This comprised of all categories of employees; entry level, junior and senior employees of the bank. Purposive sampling technique was adopted in this study. The sample unit possesses the particular set of characteristics e.g. knowledge, experience, etc. (Dhivyadeepa, 2015; Barran & Jones, 2016). Data were collected through the use of questionnaire. The copies of questionnaire were administered to the respondents in the five branches used for this study. The banking industry formed the basis for this study because of the industry is associated with a high rate of employee turnover activities resulting from employees' thirst for more ethically conducive working condition (Gberevie, 2010). The study population from which the sample was drawn for the study was money deposit banks formerly known as commercial banks in Lagos state, Nigeria. The reason for choosing this bank is because it has the largest asset base (Uwuigbe, Uwuigbe, Igbinoba, Adegbola & Otekunrin, 2016). The research instrument was adopted from the studies of Langford (2009), Green, López, Wysocki, and Kepner (2002), and Galbreath (2010) who successfully used survey questionnaire to measure gender and ethnic diversity levels. The study adopted items from previous study (Adeniji, 2011) who successfully used survey questionnaire to measure job satisfaction levels. The scale for intention to quit was taken

from Boshoff and Allen (2000) study. This scale has been consistently and reliably used by various researchers to measure employees' turnover intentions (Kundu & Gahlawat, 2016).

The research instrument was subjected to content validity. Academics specializing in human resource and organizational behaviour validated the instrument. Relevant research literature was used for the content validity of the study. Cronbach's coefficient alpha was used to determine the internal consistency and reliability of the multiple item scales. The alpha value for the construct indicates that the items that formed them had reasonable internal consistency reliability of 0.728. Hence the instrument is considered appropriate for the study (George & Mallery, 2003). The data for the study was analysed using Pearson's Product Moment Correlation Coefficient analysis with the help of Statistical Packages for Social Sciences (SPSS) software.

4. Results and Discussion

A total number of 83 copies of questionnaire were filled, returned, and usable for the study which represents a return rate of 68.6% while 38 were rejected due to large unfilled parts.

H_{O1}: There is no significant relationship between gender diversity and job satisfaction.

Interpretation: From the hypothesis test table 1, gender diversity was shown to have a significant positive relationship with job satisfaction with the correlation coefficient of 0.891 which is very high and probability value of 0.000 (p-value < 0.01) which is less than the significant level at 0.01, 2-tailed test. Based on this result, the research hypothesis which states that, there is no significant relationship between gender diversity and job satisfaction is therefore rejected. This implies that as First Bank of Nigeria improves on gender equality and fair treatment among her employees, job satisfaction will be enhanced.

Table 1 - Result for the relationship between Gender diversity and job satisfaction

		Gender diversity	Job satisfaction
Gender diversity	Pearson Correlation	1	.891 **
	Sig. (2-tailed)		.000
	N	83	83
Job satisfaction	Pearson Correlation	.891 **	
	Sig. (2-tailed)	.000	
	N	83	

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

The findings from this study revealed that most of the respondents agreed that the organization does not discriminate when it comes to employing different gender into the organization and there is equal opportunity for females to develop on their career. This shows that the management First Bank of Nigeria Plc. keeps to the diversity policies and implement its practices. This study does not support the claim of defuse Arokiasany (2013) that organizational leaders prefer to hire more male employees than female because it is believed that the male have the capacity to be highly effective than the female employees. Based on the result of the data analyzed and the hypothesis tested, it is evident that gender diversity has a significant relationship with job satisfaction. This result is in line with the findings of Eugene et al. (2013); Ngao and Mwangi (2015). However, negative attitudes like stereotype, prejudice, discrimination, sexual harassment, etc. on and against opposite gender can account for the

negative effects of gender diversity on employee performance. This can account for inconsistence in employee performance. On the other hand, organisations that create an inclusive environment for all employees irrespective of gender and creates policies that eliminates discrimination from the workplace can benefit from gender diversity (Powell, 2011). A significant relationship between gender diversity could also mean that some employees like to work with opposite gender so long as they can carry out their job professionally.

H_{O2}: There is no significant relationship between ethnic diversity and employee intention to quit.

Interpretation: From the hypothesis test table 2, ethnic diversity was shown to have a significant positive relationship with employee intention to quit with the correlation coefficient of 0.825 which is very high and probability value of 0.000 (p-value < 0.01) which is less than the significant level at 0.01, 2-tailed test. Based on this result, the research hypothesis which states that, there is no significant relationship between ethnic diversity and employee intention to quit in First Bank of Nigeria Plc. is therefore rejected. This implies that as First Bank of Nigeria policies encourages diverse cultural composition and frown on tribalism among employees, intention to quit will eventually reduced.

Table 2 - Result for the relationship between Ethnic diversity and employee intention to quit

		Ethnic diversity	Employee intention to quit
Ethnic diversity	Pearson Correlation	1	.825 **
	Sig. (2-tailed)		.000
	N	83	83
Employee intention to quit	Pearson Correlation	.825 **	1
	Sig. (2-tailed)	.000	
	N	83	83

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

The result does not concur with Selvaraj (2015) findings, which reported that in an ethnic diverse group, there is a high probability of ethnocentric views among members, hence creating tribal conflicts, which result in reduced group cohesion and performance. Bleaney and Dimico (2016), support the above, stating that ethnic based conflicts negatively affect the reputation, performance and profits of the organisation. However, Van Knippenberg, Van Ginkel and Homan (2013) argued that ethnic diversity brings better problem solving solutions, creativity and innovation amongst employees in an organisation. Based on Odhiambo (2014) argument, the reason why we found a positive effect of ethnic diversity on employee intention to quit is due to the moderating effect of ethnic demography. This means that in ethnically heterogeneous organisations (such as First Bank of Nigeria) ethnic identities of team members may be less salient and therefore, creating less distruction on employee performance as a . This means that ethnic diversity does affect employee intention to quit in First Bank Nigeria Pls. Majority of the employees agree that there is cooperation among colleagues. It was noticed that in First Bank of Nigeria where quota system policy is used as part of control measure during recruitment exercise has yielded positively on employee intention to quit.

5. Conclusion and Recommendations

From the findings, the effects of workforce diversity on employee performance in organizations particularly the banking industry appears to be positively significant. The answer to the research questions is in the affirmative, confirming that there is a significant relationship between workforce diversity (gender and ethnicity) and employee performance. It is discovered that an organization that has a good mix of male and female employees is more likely to perform better than an organization that is dominated by same gender. Reason being that both gender think and acts differently and if an organization embraces such diversity, then it is indirectly welcoming different ideas that the male and female employee will display.

The study recommends that First Bank of Nigeria management should sanction negative attitudes like stereotype, prejudice, discrimination, sexual harassment, etc. on and against opposite gender of which can account for employee dissatisfaction and eventually affect the overall employeel performance. Also, management should continue to promote equal employment and opportunity for career growth for all gender so as to enhance job satisfaction on the part of the employees, leading to increase in overall organizational performance in First Bank of Nigeria.. To encourage gender diversity, managers should create flexible working policies that can help female employees to manage their work and their personal life (work-life balance) without clashes there by . By doing this, they can be sure to find out if their policies are supporting diversity in terms of hiring both male and female, promotion and retention.

Management should put in place measures in curbing ethnocentric tendencies among employees. Equality at all levels should be enforced irrespective of ethnic background in order to enjoy retention outcome prospects. Also, management should encourage social interactions between employees. With this, employees can learn about the culture of fellow colleagues. Such knowledge can encourage tolerance among the employees and knowledge of other culture can be help to successfully carried out a specific task that requires such knowledge when the need arise. Ethnic diversity can help the in the bank service coverage, especially with the bank operations where they have to work with customers from different ethnic group, and having ethnic diverse workforce can improve performance. Hence management should improve cultural awareness of the employees. Managers should try to create a holiday calendar that is culturally diverse as this can be an avenue to create culture awareness. This can make the work environment more welcoming for the employees and can help minimize misunderstandings and enhance performance.

5.1 Suggestion for Future Research

This study was limited to the banking industry in Nigeria and hence more studies should be conducted to focus on other sectors like the manufacturing industry. The study also suggests that further studies should be conducted on the relationship among age diversity, educational diversity and employee performance in other sectors. Similar study should be conducted comparatively on private and public or government organization. This study focused on few workforce diversity, however similar study can be conducted focusing on how different dimensions of diversity affects organizational performance and longevity.

5.2 Contribution to Knowledge

The study has added to existing literature on workforce diversity and employee performance by empirically validating that having a diverse workforce and creating an inclusive environment can enhance employee effectiveness.

In addition, this study has contributed to knowledge by demonstrating that workforce diversity is statistically and positively correlated with employee performance and it also

confirmed that there is a significant relationship between workforce diversity and employee performance.

Moreover, since most of the studies on workforce diversity laid emphasize on one aspect of workforce diversity on employee performance, this study has brought together two important aspects of workforce diversity (gender and ethnicity) to test their influence on employee performance. Hence, this study will be a reference for future research, as it will aid future studies on diversity in the workplace.

Finally, the study has been able to gather relevant literatures and has given in-depth knowledge about diversity issues in the workforce and how management can benefit from it.

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