

# Effect of Workplace Diversity on Employee Performance in DSIBs in Nigeria

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*Abstract:* - The increase in diversity among employees has prompted organizations to begin to craft their human resource strategy towards better diversity management which in turn will lead to greater employee performance. This research seeks to investigate the effect of workforce diversity (age, gender and experience) on employee performance (employee engagement and employee satisfaction) in the five (5) Domestic Systemically Important Banks (DSIBs) in Nigeria. The study adopted survey research design as its methodology. Data was collected from 1881 employees in the 5 DSIBs from the six (6) geo-political zones in Nigeria using questionnaires. Regression analysis and Structural Equation Modelling (SEM) – Maximum Likelihood was used for data analysis. The results showed a significant positive relationship between workforce diversity (age, gender and experience) and employee performance. The findings of this study will give guidelines on the management of workforce diversity in the Banking and financial sector towards improved employee performance. This study examines the effect of workforce diversity on employee performance in DSIBs in Nigeria which is a gap that the study sought to fill.

*Key-Words:* - Workforce Diversity, Age Diversity, Experience Diversity, Gender Diversity, Employee satisfaction, Employee engagement and Employee performance

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## 1 Introduction

Economic interdependency, immigration and globalization among others have heralded and unequivocally justified the continuous propensity of workplace diversity globally [1], [2]. Workforce Diversity (WD) refers to acknowledging, understanding, promoting, appreciating, and celebrating the multiplicity of workforce identity-based demographics [3]. According to [4] performance can be described as the execution of a task; how well a job is efficiently and effectively discharged to achieve the desired result. Employee performance therefore is the efficient and effective utilization of resources in a dynamic working environment [1]. It is the measure of output of an employee relative to inputs while efficiently and effectively utilizing available resources within the changing work environment. [5] deduces that an increase in employee performance will lead to organizational growth and profitability.

Notwithstanding the inevitability and reality of workplace diversity globally, documented studies have longed been contending its significance on Employee Performance (EP). Some researchers have constantly stressed the existence of symbiotic relationship between WD and EP. According to

these studies, recognizing and promoting mosaic of employees' workplace visible, invisible and latent social identities/demographics presents an organization with a pool of skills, competencies and knowledgeable staff, promotes creativity, activates problem-solving, increases commitment, catalyzes employee satisfaction, reduces absenteeism, strengthens competitive-edge and engenders innovation, among others [4], [6]–[8].

The study highlights the impact of workforce diversity on employee performance in the selected five (5) domestic systemically important banks (DSIBs) in Nigeria. These DSIBs are Zenith Bank; Guaranty Trust Bank, Access Bank, First Bank and United Bank of Africa. The Nigerian financial sector which has been a major contributor to the growth of the economy, grew by 28.41% (in real terms) in Q2, 2020 despite the economy contracting by 6.1%. The DSIBs are defined as "financial institutions whose distress or disorderly failure, because of their size, complexity and systemic interconnectedness, can cause significant disruption to the wider financial system and economic activity" of the country. Several researchers have investigated the workforce diversity – employee performance linkage considering various combination of proxies

of workforce diversity from the social category dimension (gender, age, academic qualification, and ethnicity) as shown in works by [3], [9]–[12]. None of the literatures reviewed have specifically researched on the effect of WD on the DSIBs in Nigeria hence the need for this study.

## 2 Literature Review

### 2.1 Workforce Diversity

Workforce diversity refers to the similarities and dissimilarities amongst workers within an organization from different socio-cultural backgrounds such as age, gender, ethnicity, disability, origin, religion etc. [7]. It can be defined as a strategy which promotes the integration of various human differences, and the use of diversity and inclusion policies as a guide in the workplace [13].

This study adopted Jehn et al., (1999) diversity framework (as shown in figure 1 below) which comprises of three-dimensional layers: Social Category Diversity (SCD), Informational Category Diversity (ICD) and Value Diversity (VD). Age, experience, and gender diversities are used as proxies of workplace diversity in this study. These proxies cut across the Social Category Diversity (SCD) and Informational Category Diversity.

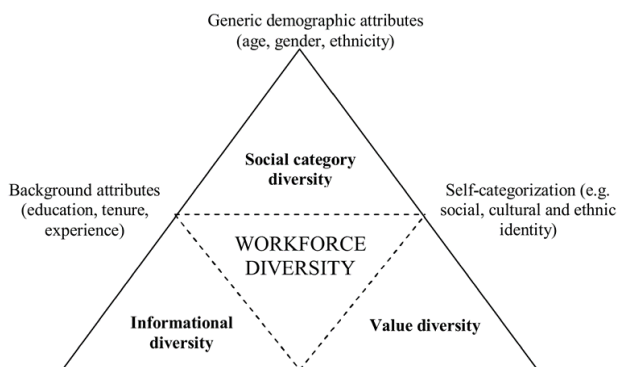


Fig. 1: An adopted framework of Jehn et al (1990) Workforce Diversity Model

#### 2.1.1 Gender Diversity

Gender-diversity which belongs to the generic demographic attributes of SCD) can be defined as physiological conclusion of being a female or male [14]. Gender describes the masculinity and femininity of an individual [5], [11]. The study of gender diversity places emphasis on how male and female differ in an organization and the variation that influences the way they react in situations. Gender diversity has become a trending issue between academics and practitioners [15]. It focuses

on the differences between male and female and how these differences affect the manner with which individuals react to the behaviors of others in the workplace. Gender diversity, which is the main source of socially complex and intangible resources helps to improve creativity, problem-solving and employee performance [5], [14]. A major determinant of how successful a team can be is in its gender diversity because a mixed gender team possesses a combination of knowledge, skills and competence which brings about better output [10]. When an organization comprises of employees from different gender it produces unique experiences and information when performing tasks [15].

#### 2.1.2 Age Diversity

Age-diversity (which belongs to generic demographic attributes of SCD) connotes differences and similarity regarding individual ages. It is the extent of heterogeneity in a team with respect to age [16]–[18]. Age diversity has become an inevitable part of organizations [19]. An age diverse workforce is a prerequisite for innovation and creativity because of the varying values, knowledge and perspectives it brings in comparison to a homogenous workforce. In the workplace, age-group diversity refers to the existence of mixed-age work teams; whereby different age categories (both younger and older) or different generations (the silent-generation 1925-1945, baby-boomers 1946-1964, generation X 1965-1980, generation Y 1981-1995 and Generation Z 1996 till date) of employees can work side-by-side [20]. Value differences in the various age groups present in the workplace complement each other which in turn leads to high performance [21].

#### 2.1.3 Experience Diversity

Experience-diversity (which belongs to Information Diversity) alludes to heterogeneity of individual's stock of past accumulated related occupational knowledge and skills. It refers to the varying perspective and knowledge that individuals bring on board as a result of differences in training, work experience and educational qualification (Jehn et al., 1999). It is the processes that promote the differences, exchange and integration of knowledge [18], [22]. When groups are formed to solve problems, the group members come with varying perspectives and opinions which is important in improving the team's creativity [2], [3]. Employees gather this type of diversity from working in various organizations over time [13].

In the workplace, experience diversity describes the knowledge, skills and abilities one acquires while

working in a specific field or occupation, usually from similar previous jobs [23]. Employees should have knowledge coming from different business areas. Diversity based on experience brings about innovation [23]. The variety of experience that employees have in the organization which is embedded in social contexts and interactions is captured in experience diversity [23]. Experience diversity brings about a wide range of diverse views, opinions, perspectives and heterogeneity to the organization [17].

## 2.2 Employee Performance (EP)

Conceptualizing employee performance has been highly contentious between theorists and researchers due to the existence of different index across various disciplines for its conceptualization. This has led to lack of consensual clarification, theoretically and practically in business scholarly literatures. For instance, it is pervasively defined by some studies [7], [8], [24], [25] as an “employee’s actual output/results obtained when measured against its intended outputs (goals and objectives)”. Major features of employee performance are input, output, quality and quality. Some studies [2], [4] noted that employee performance is not about actual output or results, but the accomplishment of set targets that are in alignment with its orientations. It is considered dependent on organizational dimensions (wages, job security, job satisfaction) and the environment where the organization finds itself [7], [24].

Effective performance is a major factor to the attainment of business objectives [10], [23], [26]. A performance appraisal system used to manage employee performance in the workplace, should be objective and relevant to the job and the strategic goals and objectives of the organization. An organization’s performance is tied to the performance of the individual members of the firm [23] so the consequence of workforce diversity at the employee level is that it has a direct connection with the progress and development of the organization. Employee engagement and employee satisfaction have been chosen for the study as key indicators of employee performance at work.

### 2.2.1 Employee Engagement

Engagement refers to the relationship an employee has with the organization (Collini, 2013). It is a pragmatic and cognitive state characterized by diligence, commitment, and enthusiasm (Hapsari et al., 2019). The connection employees feel towards their job and their organization which in turn leads to higher employee performance and productivity is

referred to as employee engagement [8], [27]. Employee engagement can be described as the degree of dedication, loyalty, and involvement an employee has towards an organization. It is the readiness of employees to use their skills and competence towards the desired growth of the organization. Employees are willing and enthusiastic towards giving more effort to the organization [12], [28].

It is seen as a major source of competitive advantage, retention of talent, innovation, organizational effectiveness and helps improve the performance of an organization [7], [25]. Employees display their authentic selves and show mental and emotional absorption when they are fully engaged [5], [23]. Key drivers of employee engagement which are organization specific include: feeling valued and being involved [9]. Components of these drivers include work environment, leadership, team and co-worker, training and career, communication, health and safety, co-operation, compensation, organizational policies, and workplace well-being [21], [29]. [28] describes employee engagement as a major basis for employee performance and team performance.

### 2.2.2 Employee Satisfaction

Employee Satisfaction (ES) is defined as a positive or pleasant emotional state resulting from a person’s appreciation of his/her own job or experience” [10], [30]. It is a favorable and positive disposition towards something because of the expectation placed on it. It stands for the wholeness of the job in terms of the employee’s expectations and how various components of the work environment are perceived [23], [28]. Whether employees are happy matters for large multinational firms, small and medium-sized organizations alike. Employees that are satisfied with their jobs engage in more citizenship behavior and are more likely to commit to remaining in the organization [23]. Employee satisfaction is significant when it comes to defining organizational success, particularly in the banking industry. The need to enhance employee satisfaction is critical because it is the key to better business operations as it increases long-term employee productivity [19], [28]. Employee satisfaction can therefore be described as an optimistic state which is a result of the appraisal from the employee’s job.

There are numerous theories that accurately theorized WD-EP relation. The rationale behind WD is to ensure workforce competence (through improved skills, knowledge, competence level, capabilities and abilities) which is needed for competitiveness and competitive edge in the

present-day rapidly dynamic business environment. Resource-Based Theory is used to underpin this study. Resource Based Theory postulated [7], reinforced by [2], [27] is a popular theoretical framework in management. It purposes that organizations' resources is a key factor for achieving sustainable competitive advantage and high organizational performance when they possess certain unique characteristics such as: being rare, valuable and inimitable (Delery and Roumpi, 2017). Criticisms of the RBT is that it does not consider the influence of the external environment and that holding valuable, rare, inimitable, and non-substitutable resources is necessary but not sufficient enough for firms to achieve a competitive advantage (Sirmon et al.,2007).

### **2.3 Workforce Diversity and Employee Performance**

Previous studies analyzed the effect of workforce diversity on employee performance. Shrestha and Parajuli (2021) in their study on the impact of workforce diversity on employee performance using four commercial banks in Nepal with proxies for workforce diversity being age, gender, education and ethnicity revealed that gender and age have a positive impact on employee performance. While [8], [17] in their research on the effect of workforce diversity on performance found that ethnicity, age and education diversity also have a positive effect on performance. Similarly, [18] also undertook a study on the effect of workforce diversity and employee performance in the oil and gas sector and it was concluded that gender and age diversities have a positive relationship with employee performance.

[6] in their work on the role of gender and ethnicity diversity on performance of employees from five (5) IT companies in Delhi and NCR revealed that there is a significant positive impact of gender and ethnicity diversity on the performance of employees in the organization. Similarly, [17] in researching on the effect of workforce diversity on employee performance in Nigerian Banking industry found a positive relationship between educational background diversity and employee performance. [19] researched on workforce diversity management and employee performance in Pharmacy and

Poisons Board Kenya. The proxies for diversity considered were gender, educational level and ethnicity and the findings of this research revealed that gender, ethnicity, and level of education all have positive significant effect on employee performance in regulatory institutions.

On the contrary, some studies concluded that diversity variables (gender, ethnicity, and educational diversity) do not affect employee performance such as [24] in his research on the county government of [6], [9], [21] also researched on the impact of workforce diversity and employee performance at the National Biosafety Authority, Kenya using age, marital status, educational background and gender as proxies for diversity and efficiency, quality of work and output per employee were the proxies for employee performance. The study revealed that age, education and gender impacts on employee performance while marital status did not have much impact on employee performance.

All the previous research reviewed within the Nigerian banking sector, none focused on the Domestic Systemically Important Banks (DSIBs) which according to Central Bank of Nigeria Annual report controls 63.8% of the industry total asset and 65.23% of the industry total deposit. These banks control a major share of the banking sector in Nigeria hence the interest to examine the impact of workforce diversity on their employee performance knowing that any finding on this research will be applicable to others within the industry. This gap, thus, necessitated the present study. This study was guided by the following hypotheses:

- H<sub>01</sub>: Age-diversity has no significant effect on employee engagement in the DSIBs in Nigeria.
- H<sub>02</sub>: Experience -diversity has no significant effect on employee engagement in the DSIBs in Nigeria.
- H<sub>03</sub>: Gender-diversity has no significant effect on employee engagement in the DSIBs in Nigeria.
- H<sub>04</sub>: Age-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.
- H<sub>05</sub>: Experience-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.
- H<sub>06</sub>: Gender-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.

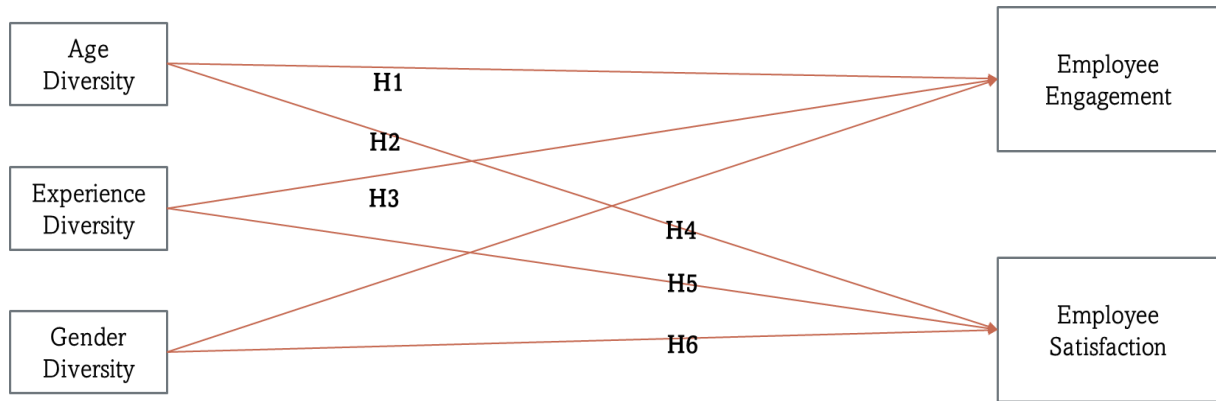


Fig. 2: Conceptual Framework

### 3 Problem Solution

#### 3.1 Data Collection and Sample Representation

Data for this study was collected from different categories of employees of the five (5) DSIBs in Nigeria through a well-structured questionnaire on a five-point Likert scale. A total of 2086 questionnaires were administered to the respondents of the 5 DSIBs in the senior, middle and junior cadres. A total of 1881 valid questionnaires were returned for final analysis which accounted for 90.2% response rate. The data collected was processed and analyzed using Structural Equation Modelling (SEM) – Maximum Likelihood.

### 4 Analysis and Results

Partial Least Square (PLS)- Structural Equation Modeling software was used to test the proposed model. PLS is considered more suitable than other methods of analysis especially when the conceptual model is considered complex and includes many constructs with formative indicators.

#### 4.1 Hypothesis Testing

Table 4. Correlation Table

Correlations

	AGD	EXD	GED	EMS	EME
AGD	r 1				
EXD	r .465**	1			
GED	r .382**	.470**	1		
EMS	r .320**	.413**	.414**	1	
EME	r .300**	.423**	.524**	.611**	1

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

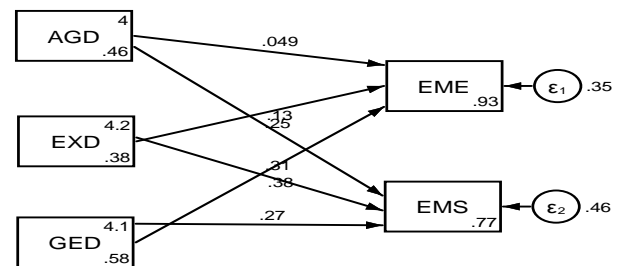


Fig. 3: Model Structural Design

As seen in Table 4, Age diversity has a weak relationship with Experience diversity (0.465), Gender diversity (0.382), Employee Satisfaction (0.320) and Employee engagement (0.300). Experience Diversity has a weak relationship with Gender diversity (0.470), Employee Satisfaction (0.413) and Employee engagement (0.423). In the same vein, Gender diversity has a weak relationship with Employee satisfaction (0.414) but a strong relationship with Employee engagement (0.524). Employee Satisfaction has a Strong relationship with Employee engagement.

Structural equation model  
 Estimation method = ml  
 Log likelihood = -8969.1103  
 Number of obs = 1,881

	Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
<b>Structural</b>					
<b>EME</b>					
AGD	.0490885	.0232964	2.11	0.035	.0034283 .0947487
EXD	.2456696	.0269339	9.12	0.000	.1928802 .298459
GED	.3823454	.0207572	18.42	0.000	.3416621 .4230286
_cons	.9270839	.1065686	8.70	0.000	.7182132 1.135955
<b>EMS</b>					
AGD	.1263818	.0267936	4.72	0.000	.0738673 .1788962
EXD	.3057789	.030977	9.87	0.000	.245065 .3664928
GED	.2663113	.0238731	11.16	0.000	.2195208 .3131018
_cons	.7742621	.1225662	6.32	0.000	.5340367 1.014487
var(e.EME)	.3509001	.0114421			.3291757 .3740593
var(e.EMS)	.4641585	.0151352			.4354222 .4947913

LR test of model vs. saturated: chi2(1) = 476.98, Prob > chi2 = 0.0000

Fig. 4: Model Parameter Estimate

*H0i: Age-diversity has no significant effect on employee engagement in the DSIBs in Nigeria.*

The variable age-diversity has a regression coefficient 0.0490885. This implies that the age-diversity has a positive impact on the employee

engagement in the DSIBs in Nigeria. Thus, suggesting that an increase/change in age-diversity of the DSIBs, could result to about 0.0490885 unit increase in the level of employee engagement as a measure of the employee performance as perceived by the employees. Furthermore, the age-diversity has a p-value of 0.035 which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. Hence, the null hypothesis **“Age-diversity has no significant effect on employee engagement in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that age-diversity has a positive significant relationship with employee engagement which is a measure of employee performance in the DSIBs in Nigeria. This is in line with the findings of the research by Ekwochi et al., (2018) who concluded that age has a positive and significant effect on the performance of organization. Other research works that align with this conclusion that age is positively correlated and significantly related to employee engagement include Gowrishankar *et al.*, (2017); Odita and Egbule (2015); Ehimare and Ogaga-Oghene (2011).

*H<sub>02</sub>: Experience-diversity has no significant effect on employee engagement in the DSIBs in Nigeria.*

The variable experience-diversity has a regression coefficient 0.2456696. This implies that the experience-diversity has a positive impact on the employee engagement in the DSIBs in Nigeria. Thus, suggesting that an increase/change in experience-diversity of the DSIBs, could result to about 0.2456696 unit increase in the level of employee engagement as a measure of the employee performance as perceived by the employees.

Furthermore, experience-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 **“Experience-diversity has no significant effect on employee engagement in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that experience-diversity has a positive significant effect on employee engagement which is a measure of employee performance in the DSIBs in Nigeria. The findings of this research question are in consonance with the works of Osibanjo et al., (2020) and Ogbo et al., (2014) who found that work experience has a positive significant relationship with employee engagement.

*H<sub>03</sub>: Gender-diversity has no significant effect on employee engagement in the DSIBs in Nigeria.*

The variable gender-diversity has a regression coefficient 0.3823454. This implies that the gender-diversity has a positive impact on the employee engagement in the DSIBs in Nigeria. Thus, suggesting that an increase/change in gender-diversity of the DSIBs, could result to about 0.3823454 unit increase in the level of employee engagement as a measure of the employee performance as perceived by the employees.

Furthermore, the gender-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 **“Gender-diversity has no significant effect on employee engagement in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that gender diversity has a positive significant effect on employee engagement which is a measure of employee performance in the DSIBs in Nigeria. [4], [6], [11] in their research work described gender as having a positively significant effect on employee engagement.

*H<sub>04</sub>: Age-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.*

The variable age-diversity has a regression coefficient 0.1263818. This implies that the age-diversity has a positive impact on the employee satisfaction in the DSIBs in Nigeria. Thus, suggesting that an increase/change in age-diversity of the DSIBs, could result to about 0.1263818 unit increase in the level of employee satisfaction as a measure of the employee performance as perceived by the employees.

Furthermore, age-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 **“Age-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that age-diversity has a positive significant effect on employee satisfaction which is a measure of employee performance in the DSIBs in Nigeria. Several researchers have found similar correlation between age diversity and employee satisfaction some of which are [8], [30].

*H<sub>05</sub>: Experience-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.*

The variable experience-diversity has a regression coefficient 0.3057789. This implies that the experience-diversity has a positive impact on the employee satisfaction in the DSIBs in Nigeria.

Thus, suggesting that an increase/change in experience-diversity of the DSIBs, could result to about 0.3057789 unit increase in the level of employee satisfaction as a measure of the employee performance as perceived by the employees.

Furthermore, the age-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 **“Experience-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that experience diversity has a positive significant effect on employee satisfaction which is a measure of employee performance in the DSIBs in Nigeria. The findings agree with the research work of [5], [10], [11], [14], [31], [31].

*H<sub>06</sub>: Gender-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria.*

The variable gender-diversity has a regression coefficient 0.2663113. This implies that the gender-diversity has a positive impact on the employee satisfaction in the DSIBs in Nigeria. Thus, suggesting that, with an increase/change in gender-diversity of the DSIBs, could result to about 0.2663113 unit increase in the level of employee satisfaction as a measure of the employee performance as perceived by the employees.

Furthermore, the gender-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 **“Gender-diversity has no significant effect on employee satisfaction in the DSIBs in Nigeria” is REJECTED**. We therefore conclude that gender-diversity has a positive significant effect on employee satisfaction which is a measure of employee performance in the DSIBs in Nigeria. This agrees with research work of [1]–[3], [9], [27].

## 5 Conclusion

From the findings of this study, it can be reasonably concluded that the workforce diversity proxies examined (age, gender, and experience) have significant positive impact on employee performance (employee engagement and employee satisfaction) in DSIBs in Nigeria.

Banks operating in competitive markets seek to continually enhance their performance [4], [6]. The factors that support the enhancement of such performance occupies the strategic management literature. Scholars have recognized the important role that the management of diversity plays towards

driving employee performance in the organization. However, this relationship is not yet well understood, and studies have sought to examine various contingencies that might mediate or moderate this relationship.

This study investigated the impact of workforce diversity variables particularly age, gender and experience on employee performance relationship. The study proposed a structural model that was tested using primary data collected from a survey instrument administered to five (5) DSIBs in Nigeria. Regression analysis and PLS-SEM was used to test the model hypotheses. A recent procedure based on a modeling subsample and holdout sub-sample was also used in this study to assess the predictive validity of the PLS-SEM model under investigation, and finally the causal asymmetry analysis was performed.

From a practical viewpoint, the study suggests that organization managers should be aware of the role diversity management plays on employee performance. It suggests that organization that manages age, gender and experience diversity ultimately promotes employee engagement and satisfaction.

The study of employee engagement is a vibrant topic in the current economic scenario because engaged and satisfied employees contribute to high performing organizations [8], [12], [17], [22]. The study revealed that employee engagement is a good indicator for success of any organization. Organizations ought to concentrate on employee engagement to boost their growth and create competitive advantage. An engaged workplace encourages commitment and energy among employees of the organization to enhance production and business performance. In conclusion, we can say that high levels of engagement and satisfaction in the banking sector improves employee performance and ultimately organizational performance. It is concerned about maximum utilization of organization's assets to achieve competitive advantage in the marketplace. The study summarizes that there is a great degree of association between workplace diversity, employee satisfaction and employee engagement.

### 5.1 Implications for Managers

Workforce diversity is a growing phenomenon in the world today. This research has contributed to the body of knowledge on the impact of workforce diversity on employee performance in DSIBs in Nigeria. It is necessary to note that some Banks in Nigeria recognize and accept the need to have a diverse workforce and have also crafted its diversity

policies towards ensuring improved performance. However, not all organizations are aware of the relevance of diversity in the workplace. It is important for every organization to embrace diversity, ensure that they harness every benefit that comes from diversity and put machineries in place to reduce the negative consequences that may arise from group social categorization.

The findings of this study have provided evidence that employee performance has a positive correlation with workforce diversity variables such as age, gender and experience. Therefore, it is important for organizations to be conscious of the need to deal with demographic characteristics of its employees to gain competitive advantage.

Management should ensure that employees are properly educated on the present or existing initiatives and programs of diversity available and its importance to the growth of the organization. From literatures reviewed, it was discovered that some organizations still have the glass ceiling that prevents women from advancing into senior positions in the organizations. From the result of this study, it is evident that employees feel motivated when they work with colleagues of different gender as they perceive the opposite gender as being capable of performing their job effectively. As such, organizational leaders should take off glass ceilings factor and review the pay structure in the organization to promote equality in pay as this will encourage improved employee performance. Managements of the DSIBs should uphold and continue to promote diversity policies and practices in their operations given the importance and benefits that diversity provides to the organization. Promoting diversity within the organization should be encouraged and rewarded.

*On Gender Diversity:* Management should continue to promote equal employment and opportunity for career growth for all gender. 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. Management should create a metric to check gender balancing in number, salary and ranks in the organization.

*On Age Diversity:* Management should encourage that teams should be made up of different age groups. Younger employees are more skilled when it comes to handling high business technologies e.g., webcasting, social networking. These skills if shared, can boost performance of both the employees and the organization. Older employees are known to have more interpersonal and traditional business skills. If these skills are

harnessed, the organization will be able to build stronger communication and customer relationship to increase customer loyalty. This shared knowledge can enhance the performance of both group of employees.

Also, Management should start embracing knowledge skills and experience of employees to enjoy the benefits of age diversity seeing that each generation possess different skills and talent that they come with into the organization. It will help the organization stay relevant in the marketplace if Management continues to promote age diversity. Also offering internship opportunities are some of the ways to bring in younger employees and increase the benefits of age diversity. Managers or recruiters of the bank should do away with personal bias during recruitment. Management should offer diversity training to all employees that will also deal with implicit bias within employees. This training will create awareness about the unconscious behavior or attitude they showcase in the workplace and will provide effective tools to help employees change such behavior.

*On Experience Diversity:* from the findings, there is a significant and positive correlation between experience diversity and employee performance (satisfaction and engagement). Experience diversity comes with its benefits that can enhance employee and organizational performance. Hence management should encourage social interactions between employees. With this, employees can benefit from the experience of their fellow colleagues. The experience carried on board by other members of staff in the Banks can be of great help to successfully deliver on a specific task that requires such knowledge when the need arises. Experience diversity can help the banks in quality service delivery especially in operations where colleagues have to work with customers with different backgrounds and expectations, having a diverse workforce with varying experience can help improve performance.

Hence management should improve this awareness amongst its employees. The work environment should be made more welcoming for the employees with various experience garnered from their former places of work and of life as this will help minimize misunderstandings and enhance performance. From a practical viewpoint, the study suggests that organization managers should be aware of the role diversity management plays on employee performance. It suggests that organization that manage age, gender and experience diversity ultimately promotes employee engagement and satisfaction. The study of employee engagement is a



trending topic in the current economic scenario because satisfied and engaged employees give rise to high performing organizations [7], [8], [25].

This research reveals that employee engagement is a good indicator for success of any organization. Organizations need to pay attention to employee engagement to boost their growth and create competitive advantage. An engaged workplace fosters commitment and energy among employees of the organization to enhance production and business performance. In concluding, we can say that high levels of engagement and satisfaction in the banking sector improves employee performance and ultimately organizational performance. The study summarizes that there is a great degree of association between workforce diversity, employee satisfaction and employee engagement.

Based on the findings of this research work, rather than focus on just diversity management, organizations should create an enabling organizational culture that allows for harnessing the benefits of age, gender, and experience diversity. It must be noted that there are significant gains to be made internally through strengthening internal capabilities and taking advantage of them through an innovative approach in the management of human and material resources in the organization.

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2. Hauwa Lamido - Abubakar - Writing of Original Draft, Literature Review & Data Analysis.
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