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ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH DIVERSITY MANAGEMENT IN DEPOSIT MONEY BANK, DELTA STATE, NIGERIA

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ABSTRACT

The study focuses on the enhancing organizational performance through diversity management in deposit money bank in Delta State, Nigeria. The study focused on the Banks in Delta State, but specifically on First Bank of Nigeria Plc, branches in Asaba, Warri and Sapele, all in Delta State. In the study, a cross-sectional survey design was used. The

complete populace is 390 which comprise of the clients and the workers of first bank Nigeria Plc. Using the Taro Yamane formula, a sample of 197 respondents from the first bank Nigeria Plc in Delta State was selected for this study. The stratified random technique was utilized with the probability sampling method. Gender diversity and age diversity were found to have a significant impact on organizational performance. The study concludes that Nigeria banks should maintain and improved upon their gender diversity management in order to continue in improving their performance. By implications, structuring bank policies in a manner that accommodates gender diversity will go a long way in boasting their performance. The study recommends that Nigeria should continue to maintain and makes new policies that favour age diversities, as this will go a long way in enhancing their organizational performance.

Keywords: Gender Diversity, Age Diversity, Organizational Diversity.

INTRODUCTION

Globalization has broken down national boundaries in the 21st century, making the world into a global village where professionals can work regardless of where they are located. Current transportation has additionally contributed altogether to progress of work development in look for occupations without any problem. In the 21st century, almost every industry has felt the effects of globalization. Most of the time, people from different backgrounds bring great new perspectives on how to do things, which reduces the amount of time it takes to finish a task. However, cultural backgrounds are linked to a lot of conflict, which is worth noting.

The globalized world request has made it feasible for some organizations to acknowledge variety in the work environment. The improvement of a worldwide economy and mechanical headways has brought people from everywhere the world nearer together than previously. In a society that is increasingly globalized, diversity is a phenomenon; it can consequently be seen in various areas of human movement, as well as in the work market and work groups (Fadhili, Kiflemariam & Mwanzia, 2021). The following are examples of diversity parameters: age, gender, race, religion, and disability are all factors.

In Nigeria, cultural and gender balance are the most pressing issues in the workplace. As a result, Nigerian banks have pushed for diversity to reduce instances of discrimination. There is as yet quite difficult for most top administration in many banks where one orientation, religion and nationality is oppressive in top administration. Simultaneously, the other is passed on to take lower the executives occupations, a demonstration of segregation that disheartens representatives thus prompting lackluster showing. As a result, banks that embrace variety executives will frequently compete successfully and place themselves in a superior position in the global environment (Fadhili et al., 2021).

Diversity management, on the other hand, is a management strategy that emphasizes workforce diversity as a sign of increased productivity (Urbancová, Čermáková, & Vostrovská, 2016). According to Rakhra (2018), it is an action taken by an organization with the intention of increasing the level of integration of employees from diverse backgrounds into the structure of the organization by means of particular policies and programs. Globalization in this new time has set off extra coordinated effort among people from different social orders and establishments than already, people are by and by more liberal in the business place generally with contention coming from any place in the body of land (Dale-Olsen and Finseraas, 2020).

Statement of the Problem

The task of reevaluating that department of the government's administration delivery has become more difficult due to significant diversity-related issues in government workplaces. There are trustworthy workers who will refuse to acknowledge the way that their workplace's mix is changing. Perceptual, social and lingo hindrances should be defeated for powerful variety the executives to conceal authoritative execution. One of the most problematic aspects of modern human resource management is the management of workforce diversity. Diversity in the workforce is a difficult phenomenon for businesses to manage. As a result, it is necessary to investigate managers' awareness of specific skills required for creating a diverse workforce environment.

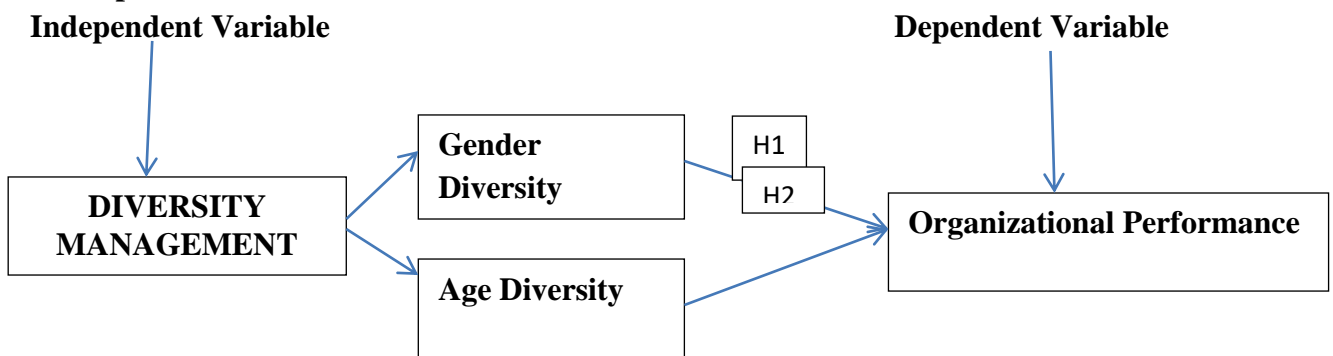
Objectives of the Study

The study's primary objective is to investigate the impact of diversity management on organizational performance of deposit money banks in Delta State, Nigeria. However, the specific goals are:

1. to investigate how gender diversity affects organizational performance in a few Nigerian commercial banks.
2. to analyze the impact of age diversity on organizational performance in chose business banks in Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual framework



Source: Researcher's Model, 2023

CONCEPTUAL REVIEW

Diversity

Evans and Henry (2007), diversity is the mix of representatives from different socio-cultural and social foundations cooperating in an association. According to Knippenberg & Schippers (2007), it could be viewed as the characteristics of a social grouping that reveal the degree of objective or subjective differences among groups.

Workforce diversity is "a procedure that advances and supports the reconciliation of human variety at all levels and uses centered variety and consideration strategies and practices to direct this methodology in the workplace," Scott and Sims (2016). These definitions just exhibit that diversity is about these highlights that recognize us from each other or make us like each other. In a hierarchical setting, a different labor force comprises of a combination of

representatives from different sexual orientations, ages, races, ethnic foundations, strict convictions, and so on.

Dimensions of Diversity

Primary, secondary, and tertiary (or organizational) diversity are frequently distinguished. There are two ways that employees differ from one another: essential contrasts, for example, age, and so forth. What's more, the auxiliary distinctions, for example, instructive foundation, correspondence style, and so forth (Aydan, 2016).

Diversity Management

The idea of variety and two key ideas utilized in this review — minimization and hierarchical effectiveness. The variety of backgrounds that employees come from is what is meant by the term "diversity." Gender, age, race, color, ethnicity, and physical ability are among these backgrounds. Underestimation eludes to the mastery of a gathering by one more gathering in an association because of different foundations (orientation, age, race, variety, identity, and actual capacity) in an association. According to Inegbedion, Eze, Abiola, Adedoyin, and Adebajji (2020), physical ability, gender, age, and race may all be marginalized or dominated.

Variety in an association welcome workers from broadened regions having different religion, culture, abilities, training, disposition, morals and correspondence, utilizing expanded representatives will help in tackling issues connected with interchanges and abilities accessibility in associations (Inegbedion, et al, 2020).

Dimensions of Diversity Management

It is simpler to recognize the parts of diversity that altogether affect employee behavior at work when these angles are perceived. Along these lines, the thought is essential to policymakers, particularly essential supervisors of associations, since variety the executives are worked on by grasping the critical aspects and their belongings. Four layers of viewpoint integrate "Character; which incorporates an individual's qualities, convictions, likes, and abhorrences. As indicated by Gardenswartz and Rowe (2018), the "internal dimension," which incorporates parts of variety over which an individual has no control, is at the core of numerous variety drives. External dimensions, which incorporate parts of diversity over which we have control, and hierarchical aspects, which focus on the way of life of the organization.

Benefits of Diversity and Diversity Management

According to research, an organization's productivity, employee effectiveness, and ongoing competitiveness are all enhanced when diversity is valued and accepted. Chiefs that can empower and advance a different workplace perpetually draw in and hold important labor force and consequently, develop the unwaveringness of clients. Taking a gander at public organizations, this likewise transforms into an effective conveyance of essential administrations to networks with changed needs. Iyamabhor, Ogbor, and Awosigho (2021) suggested the following three advantages of diversity:

Work Team: Employees may be divided into teams in organizations. These groups are comprised of individuals from various foundations. At the point when individuals from various foundations meet up in a group, it gives space for imagination, powerful critical thinking methods and speedy direction.

Barriers to Effective Diversity Management

Diverse workplace diversity management may be hindered by a few obstacles. Among these obstacles are: Kreitner and Kinicki, (2001) talked about orientation generalization as a thought individuals have that it is on the grounds that people have various attributes and capacities, that makes them generally fitting for explicit jobs.

People's beliefs about the personal characteristics of groups are known as stereotypes. It is tied in with summing up. It is the result of our learning, remembering, and thinking about the differences that exist between various groups of people.

Gender Diversity on Organizational Performance

Many organizations are said to have greater structural and formal integration, but institutional bias is quite common, and intergroup conflict is significant due to the lack of serious efforts to make women truly an integral part of the organization (Cox, 2011). According to Cox's (2011) classification of the workplace based on the organizational development of cultural diversity,

- a. The solid association which has a negligible portrayal of various social gatherings and the guys been the predominant gathering, that is to say, they are demographically and socially homogenous.

- b. The plural associations are associations that have a heterogeneous labor force and attempts to adjust to regulations and public strategies that request work environment balance, and

- c. The multicultural associations have a culture that cultivates and esteem social contrasts; they are liberated from inclination and preference toward a gathering when contrasted with others and have insignificant intergroup struggle.

To Leonard and Devine (2013) and Jackson and Josh (2004), orientation based disparities in associations are built up and supported by generalizations and one-sided that depict positive qualities and in this manner a higher status to the guys. Orientation characters are related in the bigger society with specific power positions, to such an extent that some orientation personality bunches have more prominent power, esteem, and status than others; Awosigho and Iyamabhor in 2021). In Western culture, men as a social occasion are the more surprising, have higher status and stand firm on extra footings of formal various leveled and political power-than women all in all. This means that most businesses will hire men because they think they are tougher and stronger, and they think they will be able to pursue customers, which will result in more customers for the business and better sales growth.

While another school of thought holds that women are more compassionate and can achieve more positive outcomes, care for customers and keep them happy, which have an effect on the organization's capacity for sales growth and overall performance. It is frequently argued that understanding diversity within the organization necessitates paying attention to differences in power and status. Gender identity group power dynamics play a crucial role in how employees think, feel, and act at work. Impression of one's assumptions and ways of behaving — that is, differential effects of orientation as an element of the few situations with the gatherings, in the association upholds in their situation and assists us with considering the general power places of the orientation gatherings. According to Ogundare, Ughovero, and Bereprebofa (2023), nearly half of women in an organization report experiencing gender discrimination and sexual harassment, asserting that this is a primary reason for their lack of career advancement. Ogundare, Ughovero, and Bereprebofa, (2023) offers an alternate point of view on orientation separation in workers by examining the trouble of male representatives

inside the calling. Orientation variety the board permits individuals from the association to bring to the work environment their different and interesting point of view which benefit the association overall in light of the fact that different representatives discuss better with different clients, achieve better items because of the variety of suppositions that prompts imagination and further developed deals cum administration quality because of better figuring out on the requirements of assorted clients (Cox, 2011; Ozbilgin and Tatli, 2008). Thus we hypothesize that:

H₁: *Gender diversity and organizational performance are significantly linked.*

Age Diversity on Organizational Performance

The purposes behind executing variety the board incorporate adjusting to the new truth of a labor force that is progressively different, doing the right and moral thing, and acquiring an upper hand. Time of representatives is a component of variety which influences their confidence, self-definition, and their responsibility. A few examinations laid out that different terms of various age bunches have unexpected elements in comparison to heterogeneous (Friday, 2007; 2009 Forbes However these age bunches have difficulties and open doors and frequently

Viable administration old enough variety impacts a bunch of individual results and their responsibility and thus, impacts hierarchical results (Ogbor, Iyamabor and Awosigho, 2020). It is vital the way that representatives feel or ponder their positions, their bosses, and the open doors in their working environment. Assuming that a singular feels esteemed by the association no matter what the variety in their age differentials, the person in question will be more dedicated to completing the objective of the association. Additionally, individual outcomes, group outcomes, and organizational performance will all be affected by an organization's diversity climate based on age, gender, marital status, educational level, and work experience. Letvak as cited in Ogundare, Ughovero and Bereprebofa, (2023) recommends job accommodations and job redesigns to accommodate an aging workforce and keep valuable employees. Problem-solving, employee commitment to service quality, sales growth, creativity and innovation in communication, and a decrease in employee intention to leave the company are all direct outcomes of diversity management's impact on organizational performance. Thus we hypothesize that:

H₂: *There is a huge connection between age diversity and organizational performance.*

THEORETICAL REVIEW

Social Identity Theory

Henry, Tajfel, & Fraser, 1978 introduced social identity theory (SIT), which was further developed by Tajfel, Turner, Austin, & Worchel, 1979. It arranges itself as having a place with various gatherings and seems to help in-bunch individuals (positive predispositions) as opposed to out-bunch individuals (negative inclinations). Korte, (2007) noticed that the hypothesis of social personality expects to underscore the participation and activities of the party expressly. It portrays what is happening in which an individual sees the arrangement of people collectively as well as the impacts of seeing people in bunch terms. Social identity explains why and how people act as members of a group, as well as how this reflects and shapes their self-concept.

According to the theory of social identity, when a person introduces himself to another member of a particular social group, it is highly likely that they prefer those members (Turner,

2010). Consequently, as individuals identify with a particular group; it sharpens the distinctions between their particular group and other groups as well as the similarities between their social identity and the group with which they are associated. The negative connection among variety and achievement is explained by this hypothesis (Kunze, Boehm and Bruch, 2011). Because what and how individuals think as members of social groups determines subsequent social system behavior and attitudes and frequently influences the effects of organizational success, the theory of social identity is a unifying theory of organizational behavior. This effect has significant effects on the workforce and may have an effect on employees' job performance.

This theory explains how people and groups form relationships, which could help leaders deal with people who identify as members of minority groups and connect them to more powerful groups to boost their employees' morale. According to Scheepers & Ellemers (2019), the theory of social identity predicts that processes of social categorization are crucial determinants of cooperation and competition. In addition, there is a lot of empirical evidence that perceptions of in-group status and out-group status can be established with limited knowledge. As indicated by the hypothesis of social personality, authoritative residency gives data, abilities and capacities that are work applicable, whether because of the implied information that an individual collects through experience or unequivocal hands on preparing. As the hypothesis of social character was inseparably connected in the discourse of variety, this hypothesis was essential to the current review since social personality offers aspects along which the lines of social issue clashes can be drawn. This would assist the specialist in this review with figuring out the idea of ethnic variety that exists in business banks in Nigeria; which the banks have being overseeing in offers to improve their authoritative exhibition.

Empirical Review

Chepkemoi, Rop and Chepkwony (2022) examined the connection between gender diversity and employee performance in the Area Legislature of Bomet, Kenya. Social identity theory served as the basis for the paper. The review took on a correlational exploration plan, and the objective populace was 3,320 representatives working in different divisions inside the Region Legislature of Bomet. The 91 participants in the study were selected using Fisher's formula. Information was gathered utilizing an organized survey. Cronbach's alpha coefficient was used to measure the instrument's reliability, and an alpha coefficient of 0.850 was obtained. Content and develop legitimacy of the instrument legitimacy were guaranteed through broad writing audit and counsel with human asset the board subject specialists. Information investigation was finished utilizing connection and relapse examination. Information were introduced utilizing recurrence tables, means, and standard deviation. As per the review results, it was uncovered orientation variety uncovered a positive relationship ($r=0.689$; $p < 0.05$) with the performance of employees. By and large, orientation variety impacted representative execution by 72.3% ($R^2= 0.723$). The findings of the study suggested that county governments should advocate for workforce diversity, particularly gender diversity, in order to improve employee performance.

Roy, (2022) looked into how organizational performance in Bangladesh's banking sector was affected by workforce diversity in terms of age, gender, and ethnicity. In the banking industry, this study examines the connection between workforce diversity and organizational performance. The effect of labor force variety on authoritative execution is analyzed utilizing

underlying condition demonstrating (SEM). Using a standardized questionnaire and a personal survey, the sample data were obtained from ten randomly selected banks in Dhaka, Bangladesh. Age, gender, and ethnic diversity have a statistically significant positive effect on organizational performance, according to the study's findings. Among them, age variety affects authoritative execution, and orientation variety has less effect. While religion, nationality, and other workforce diversity factors may influence organizational performance, they were not taken into account in this study. The discoveries of this study uncover that in Bangladesh's financial business; there is a unique connection between labor force variety and hierarchical execution. In addition, this study will have a significant impact on the organization's performance and will help to effectively manage diversity practices in the workforce.

Abdulkhikim and Shimelis (2021) focused on the South West region offices of Ethiopian Telecommunication to investigate the impact of diversity management on organizational performance. A random sampling of quantitative data was taken from a total of 120 employees using the survey research design. The three research hypotheses were tested using path analysis. Organizational performance is positively correlated with organizational diversity management constructs or dimensions (ethnicity, gender, and religion), according to empirical analysis. As a result, by improving organizational performance, diversity management can have a positive impact on employee productivity, satisfaction, creativity, and innovation as well as improved decision-making.

METHODOLOGY

The study utilized the cross-sectional survey research design because it facilitates the collection of data from respondents at a specific time. The justification for picking this strategy is that reviews are great for logical examination studies. There are 390 people living there, all of whom are first bank Nigeria Plc customers and employees. Using the Taro Yamane formula, a sample of 197 respondents from the first bank Nigeria Plc in Delta State was selected for this study. The probability sampling method was utilized with the stratified random technique. This is because the population was divided up into strata like senior, middle, and lower management staff by the researcher. Cronbach's alphas were used as a judgment point to determine the instrument's reliability. Internal consistency, or how closely related a set of items are as a whole, is measured by Cronbach's alpha.

Table 1

Reliability Statistics

Cronbach's Alpha	N of Items
.868	3

Source: SPSS Output, 2023

RESULTS AND DISCUSSIONS

In this chapter, the data collected from First Bank Nigeria Plc's management staff and customers in Delta State are analyzed. Out of the 197 arrangement of survey controlled, 150 duplicates were recovered and was utilized for the examination, which is 76%.

Table 2
Correlation Matrix between Studied Variables

		Gender Diversity	Age Diversity	Organisational Performance
Gender Diversity	Pearson Correlation	1	.665**	.718**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
Age Diversity	Pearson Correlation	.665**	1	.677**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
Organisational Performance	Pearson Correlation	.718**	.677**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

Source: Research Data (2023)

The outcome in table 2 shows that the tried factors showed a staggering positive connection going from (.665 to .718) Suggesting that, there is a critical positive relationship between the factors of diversity management strategies and organisational performance.

Table 3
Regression Analysis

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.766 ^a	.587	.581	2.355	1.376

a. Predictors: (Constant), Age Diversity, Gender Diversity

b. Dependent Variable: Organisational Performance

Source: Research Data (2023)

According to Table 3, the four independent variables examined account for .581 (58.1 percent) of the R²'s organizational performance. In this way, further examination ought to be directed to explore different variables (41.9%) that influence organisational performance.

Table 4
Multiple Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.962	1.032		2.870	.005
	Gender Diversity	.476	.071	.480	6.757	.000
	Age Diversity	.374	.074	.358	5.043	.000

a. Dependent Variable: Organisational Performance

Hypotheses Testing

Hypothesis One (H₀₁): Gender Diversity has no significant effect on organisational performance

The impact that gender diversity has on an organization's performance is shown in Table 4 of the multiple regression analysis. The exact level of significance calculated (.000) was less than the probability of making a type error (0.05), as shown in table 4 of the regression analysis for gender diversity and organizational performance on the test of hypothesis one. Given the outcome, the invalid speculation would be dismissed in and the substitute acknowledged. In this manner, suggesting that, there is a factual importance connection

between gender diversity and organisational performance.

Hypothesis Two (H₀₂): Age Diversity has no significant effect on organisational performance

Table 4 shows what age diversity influences organisational performance. The probability of making a type one error (0.05) is lower than the exact level of significance (.000). There is the need subsequently to dismiss the invalid speculation expressing that there is a no huge connection between age diversity and organisational performance, while tolerating the substitute that expressed in any case. Thus, there is a critical positive connection between age diversity and organisational performance.

Discussion of Findings

Gender Diversity and Organizational Performance

These results concur with Roy's (2022) assessment of the effect of workforce diversity on organizational performance in Bangladesh's banking sector in terms of age, gender, and ethnicity. In the banking industry, this study examines the connection between workforce diversity and organizational performance.

Age Diversity and Organizational Performance

These results are in line with those of Chepkemoi, Rop, and Chepkwony (2022), who investigated the connection between employee performance and gender diversity in the County Government of Bomet, Kenya. Social identity theory served as the basis for the paper.

CONCLUSION

Organizational performance benefits significantly from gender diversity. Therefore, Nigerian banks ought to maintain and enhance their management of gender diversity in order to continue improving their performance. By implication, boasting bank performance will greatly benefit from structuring policies to accommodate gender diversity.

Age diversity has positive and significant effects on organizational performance. In view of the discoveries, it showed that coordinating different construction inside the bank labor force will contributed tremendously to advancing organizational performance in Nigeria business banks.

Recommendations

- i. Deposit money banks in Nigeria should maintain and enhance their gender diversity management, according to the study; this will go quite far in improving the organizational' performance.
- ii. The study suggests that Nigerian banks should continue to implement and update policies that encourage age diversity because doing so will significantly improve their organizational performance.

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