

**THE IMPACT OF WORK PLACE DIVERSITY AND EMPLOYEE
PERFORMANCE IN UNIVERSITY OF BENIN**

BY

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BENIN CITY**

MAY, 2024

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**BEING A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE IN BUSINESS
ADMINISTRATION.**

MAY, 2024

DECLARATION

I declare that:

1. This thesis is based on a study undertaken by me in the Business Administration Faculty of Management Science, University of Benin, Benin City, under the supervision of Mrs. Sandra Ighehion of the Business Administration, Faculty of Management Sciences, University of Benin, Benin City Nigeria.
2. This work has not been submitted for the award of any degree elsewhere.
3. All ideas and views are produce of my personal research and where the views of others have been expressed, they have been dully acknowledged
4. I shall totally, wholly and fully be responsible for the liability that may flow from this study if any.

OSAFEMWEN MARY OSAHENI

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CERTIFICATION

We certify that this thesis titled **THE IMPACT OF WORK PLACE DIVERSITY AND EMPLOYEE PERFORMANCE IN UNIVERSITY OF BENIN** is an original work carried out by **OSAFEMWEN MARY OSAHENI** with matriculation number **MGS1908127** in the department of Business Administration University of Benin, Benin City.

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(Head of Department)

Date

DEDICATION

This study is dedicated to Almighty God who gave the strength thus far despite the huddles, abundant grace, and for seeing me through my academic pursuit and aspirations.

ACKNOWLEDEMENT

I want to thank God Almighty who owns success and gives it liberally to who so ever he wills for his strength, health and encouragement throughout the course of my study.

My appreciation goes to my supervisor MR. Dr. K. O. ORUMWENSE who gave utmost attention when needed, and for coordinating and monitoring the progress of the research work to ensure that its fully and thoroughly completed. I say a big thank you Sir for all your support and patience.

I am eternally grateful to my parents, MR & MRS OSEGHAE, particularly for their prayers and support and also to my siblings and friends.

I sincerely appreciate all lecturers in the Department of Accounting as well as faculty of Management Sciences for their intellectual contributions and for impacting me greatly.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The background of this study is rooted in the recognition of the growing significance of workplace diversity within contemporary organizations such as the prestigious university of Benin. Workplace diversity encompasses a broad spectrum of differences among employees, including but not limited to factors such as race, gender, age, ethnicity, sexual orientation, physical abilities, and cultural backgrounds (Cox, 1994; Cox & Blake, 1991). This array of diversities enriches the composition of the workforce and contributes to the evolving tapestry of today's professional landscape.

One of the primary driving forces behind the increasing importance of workplace diversity is the relentless march of globalization (Cox, 1994). The interconnectedness of the global economy has transformed Academic and Non- Academic staffs into highly diverse and multicultural environments. As organizations expand their operations across borders and interact with an increasingly diverse clientele, they are compelled to foster an inclusive work environment that reflects the diversity of the world (Thomas & Ely, 1996).

Moreover, workplace diversity is propelled by social change and an evolving understanding of inclusivity (Cox, 1994). Societal shifts and an emphasis on equal opportunities have pushed organizations to be more responsive to the demands of a diverse workforce. It is no longer just an ethical imperative; it's a strategic necessity (Jackson & Ruderman, 1999). In this context, the background of this study underscores the mounting evidence that diverse workforces offer tangible benefits to the university. Research has consistently shown that diversity can lead to improved innovation, more effective decision-making processes, and enhanced problem-solving abilities (Cox, 1994; Jackson et al., 2003). Diverse teams bring together a wealth of different

perspectives and experiences, which, when harnessed effectively, can drive creativity and innovation (Cox, 1994).

This background not only highlights the importance of workplace diversity but also sets the stage for understanding the critical need for effective strategies in managing this diversity. Despite the potential advantages, the reality is that managing diverse workforces presents a range of unique challenges. This study aims to explore, analyze, and provide practical insights into the most effective strategies for managing workplace diversity, ultimately fostering an inclusive and productive work environment that leverages the power of diversity for organizational success.

1.2 Statement of the Research Problem

The problem this research addresses is the challenge of effectively managing workplace diversity. Despite the potential advantages, organizations often struggle to harness the full potential of a diverse workforce (Cox, 1994). Issues like discrimination, bias, and lack of inclusion can hinder productivity and hinder the development of a positive work environment (Cox & Blake, 1991). It is crucial to determine the most effective strategies to tackle these issues and maximize the benefits of diversity (Jackson & Ruderman, 1999).

The struggle to manage workplace diversity is a persistent challenge faced by organizations of all sizes and industries. Discrimination, whether subtle or overt, continues to be a pervasive issue that can undermine the morale and engagement of diverse employees (Cox, 1994). Unconscious biases can influence hiring and promotion decisions, limiting the advancement of individuals from underrepresented groups (Cox & Blake, 1991). Such practices not only harm the affected employees but also hinder the organization's access to a broader pool of talent and perspectives. Furthermore, the absence of inclusion can lead to feelings of exclusion and isolation among employees, which, in turn, affect teamwork and collaboration (Jackson & Ruderman, 1999). This not only impairs the overall work environment but also impacts productivity and innovation,

both of which are critical for the university's competitiveness and success in today's globalized market.

To address this problem, organizations must identify and implement strategies that promote diversity, mitigate bias, and foster an inclusive environment. The challenge is to find effective, evidence-based strategies that can be tailored to the unique needs of individual organizations and industries.

This research aims to tackle these issues by identifying the most effective strategies for managing workplace diversity, mitigating bias and discrimination, and fostering a truly inclusive work environment. By doing so, the research intends to help organizations unlock the full potential of their diverse workforce and maximize the advantages that diversity offers.

1.3 Research Questions

To meet the research objectives, specific questions must be answered, such as:

1. What is the relationship between age diversity on employee performance among staff of University of Benin?
2. How does religion diversity influence employee's performance in University of Benin?
3. What is the relationship between ethnicity diversity and employee performance in University of Benin?
4. How does gender diversity influence employee performance in University of Benin?

1.4 Research Objectives

The main objective of the research was to investigate the impact of diversity factors, including age, religion, ethnicity, and gender, on employee performance within the organizational context. By achieving these objectives, the research aims to provide the management of the university of Benin with practical guidance on how to navigate the complexities of diversity management.

The specific objectives are to:

1. Evaluate the impact of age diversity on employee performance.
2. Investigate the correlation between religion diversity and employee performance.
3. Assess the relationship between ethnicity diversity and employee performance.
4. Explore the influence of gender diversity on employee performance.

1.5 Hypotheses of the Study

1. Hypothesis (H₀): There is no significant relationship between age diversity and employee performance.
2. Hypothesis (H₀): There is no significant relationship between religion diversity and employee performance.
3. Hypothesis (H₀): There is no significant relationship between ethnicity diversity and employee performance.
4. Hypothesis (H₀): There is no significant relationship between gender diversity and employee performance.

1.7 Scope of the Study

The scope of this study is specifically tailored to the Academic and Non-academic sector particularly the prestigious university of Benin recognizing the unique dynamics and challenges that the University faces in managing workplace diversity. The academic sector also operates within a highly regulated environment and serve diverse customer bases, making effective diversity management crucial. In this study, we examined the challenges and opportunities associated with workplace diversity within the university sector considering various aspects such as age, religion, ethnicity, gender. The study encompassed a range of both academic and non-Academic staffs including Senior professors, Professors, Senior lecturers, Junior lecturers and

Non-academic staffs such as the Administrative Assistant, the Liberians, the Security officers, the technicians, the hostel potters, the gardeners, and the cleaners, to provide a comprehensive understanding of diversity management strategies and performance in the university sector. Geographically, this study focused on the prestigious university of Benin (with specifications to the academic and non-academic staffs) to provide insights relevant to the selected staffs.

The scope of this research includes an analysis of the most effective strategies for promoting diversity and inclusion in the workplace within the university of Benin. It will explore the impact of these strategies on organizational performance, customer satisfaction, and employee engagement.

By narrowing the focus to the university of Benin, this study aims to offer sector-specific insights and practical recommendations to address diversity management challenges unique to this industry.

1.6 Significance of the Study

This research is significant because it addresses a critical need in contemporary Academic and Non-Academic staffs in the university of Benin. The importance of this issue is underscored by the works of scholars who have highlighted the central role of diversity in the modern workplace (Cox, 1994; Jackson et al., 2003). Organizations increasingly recognize the value of diversity as a strategic asset that can lead to enhanced innovation, decision-making, and problem-solving (Cox, 1994).

Diverse workforces contribute to improved creativity and innovation by bringing together a broad range of perspectives and experiences (Cox, 1994). This diversity in thought and approach can lead to the development of unique solutions and products, driving competitive advantages. Moreover, research has shown that teams that are diverse in terms of gender, ethnicity, and age tend to outperform homogenous teams in problem-solving tasks (Jackson et al., 2003).

Enhancing workplace diversity not only improves creativity but also fosters a more inclusive organizational culture. Inclusive environments, as suggested by scholars such as Thomas and Ely (1996), promote a sense of belonging and psychological safety among employees. This, in turn, can lead to increased job satisfaction and overall well-being (Thomas and Ely, 1996).

Furthermore, this research on diversity's impact on employee performance benefits lecturers, University of Benin's management, and students. Understanding age, religion, ethnicity, and gender's influence aids lecturers in collaboration and job satisfaction. It guides management in policy development for a diverse and inclusive environment, enhancing organizational performance. For students, it fosters awareness and skills for thriving in diverse workplaces. Ultimately, this research promotes positive workplace culture, innovation, and equity, benefiting all stakeholders in the academic community and beyond.

1.8 Definition of Terms

1. **Workplace Diversity:** Workplace diversity refers to the variety of differences and similarities among employees in an organization. These differences can include but are not limited to factors such as race, gender, age, ethnicity, sexual orientation, physical abilities, and cultural backgrounds.

2. **Diversity Management:** Diversity management involves the deliberate and systematic effort by organizations to create an inclusive workplace where differences are valued and leveraged for the benefit of the organization and its employees. It includes strategies and practices aimed at promoting diversity, inclusion, and equity.

3. **Inclusion:** Inclusion is the practice of ensuring that all individuals, regardless of their background or characteristics, feel valued, respected, and included in the workplace. It goes beyond diversity by focusing on creating an environment where everyone has an equal opportunity to contribute and succeed.

4. **Organizational Performance:** Organizational performance refers to how well an organization achieves its goals and objectives. It can encompass various aspects, including financial performance, operational efficiency, customer satisfaction, and employee engagement.
5. **Employee Satisfaction:** Employee satisfaction is a measure of how content or pleased employees are with their jobs and the overall work environment. It reflects their level of happiness, comfort, and fulfillment in their roles.
6. **Bias:** Bias refers to the presence of preconceived and often unfair opinions or attitudes towards individuals or groups based on their characteristics, such as race, gender, or age. It can lead to discriminatory behaviors or decision-making.
7. **Discrimination:** Discrimination involves unfair or prejudiced treatment of individuals or groups based on their characteristics, leading to unequal opportunities or treatment. It can manifest in various forms, including hiring, promotion, and compensation disparities.
8. **Academic staffs:** Academic staffs refers to professors, Lecturers, and other educators who work at the university of Benin. They are responsible for teaching and research in their respective fields.
9. **University of Benin:** The university of Benin is a public university located in Benin city, Nigeria. It is one of the oldest and largest universities in the country, with over 30,000 students enrolled.
10. **Employee's performance:** Employee's performance is defined as the productivity, effectiveness, and efficiency of an employee in the workplace. It can be measured through a variety of metrics, such as sales numbers, customer satisfaction and quality of work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed determinant of workplace diversity among employees as viewed by various authors who took keen interest in the subject. some of the areas that were reviewed include conceptual review, employee's performance, determinant of workplace diversifies such as age diversity, ethnical diversity, religion diversity, gender diversity etc. this chapter will also review on conceptual framework, theoretical review, theoretical framework and empirical review.

2.2 Conceptual review

2.2.1 *Employees performance*

Employee performance has been widely studied over the last four decades of organizational research. However, defining employee performance with a single definition is impossible. In general, employee performance has been defined as a function of perceived relationship between employee accomplishments with work requirement and employee's systematics consistency with the effectiveness of his or her accomplishments Milkovich and Boudreau (1991).

Also, Bartol, Martin, Bernardin and Russel (1998) defined" performance as the record of outcomes produced on a specific job function or activity during a specific time period". it

follows from this definition that performance is measured in terms of outcome or results produced. Bagshaw (2004) stated that workforce diversity management is an organization's systematic and planned commitment to recruit, reward and promote a diverse mix of employees. The diversity of the work force arose primarily to increase availability and opportunity for everyone. Philosophy is intended to ensure that the University of Benin, academic institution capitalizes on the differences in a diverse work force rather than losing talent that could help the University of Benin, academic institution be more efficient and effective. Brayan, (1999). A company's effectiveness can be measured in a variety of ways (French, Wendell, and Cencil, 1983). Among them are productivity, profit, growth, turnover stability and cohesion.

The effectiveness with which job incumbent performs activities relevant to the academic goals of the University of Benin "Greenberg, (1996)" stated that performance is seen as the extent to which an individual contributes to the organizations goal. Many companies assess their employee's performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success on areas that are meeting or exceeding expectation.

Diversity increases employee satisfaction and reduces conflicts between groups, improving collaboration and loyalty, improve decision making. Diversity fosters innovation and creativity through a greater variety of problem-solving approaches and prospective. Diversity increases productivity, a more productive work force translates to higher profits. Secondly diverse teams tend to be more creative and better at problem solving. When it comes to solving problems especially technical ones, diversity unlocks a wealth of ability. This has been proven to be true, no matter the background, ethnicity, age, or race on the team. The more diverse the team the better it is at solving problems. A diverse team brings a wider range of experience to the table,

which allows them to see the consequences that their decisions could have on the business. This improves the decision-making process as a whole and enables your diverse team to make more informed choices.

When employees feel valued and included in their work place, they are more likely to be engaged and committed to their work. A diverse work force can help employees feel like they belong and valued, which can lead to increased job satisfaction, higher productivity and reduced turn over. Diversity in the workplace will also increase employee's morale and instill a desire to be more effective and work more efficiently. This will greatly increase the productivity of your business. A workplace that encourages diversity and inclusion will make employees feel valued and accepted. Diverse teams are more productive and perform better. The range of experience, expertise, and working methods that a diverse workplace offer can boost problem solving capacity and Lead to greater productivity.

One of the most significant advantages of diversity in the workplace is that employees often feel more comfortable and satisfied in inclusive environments. They also tend to be more loyal and are more inclined to stay longer at companies where their unique contributions are recognized and respected. Also, the outcome of lack of diversity in the workplace manifest in various ways. It depends on who is undergoing the low diversity workplace, and this lack of workplace diversity usually leads to high employee turnover or reduced turnover.

2.3 Workplace Diversity

Workplace diversity refers to the similarities and differences among employees from various socio-cultural background such as age, gender, ethnicity, religion, disability, origin and so on. It is a strategy that promotes the integration of various human difference and the improvement of

organizations performance, as well as the use of diversity and inclusion policies as a guide in the workplace. The study used the framework developed by Jehn et al., (1999) which emphasized diversity. Singh and Ummicombe, (2004) asserted that workplace diversity comprises of various categories of underutilized elements. The workplace diversity arose primarily to increase availability and ensure that the Academic institutions and Non-Academic institutions using the university of Benin as a case Study capitalizes on the differences in a diverse workforce rather than losing talent that could be held in the University of Benin to be more efficient and effective. Brayan, (1999) the effectiveness of a company measured in various categories (French, Wendell, and Cecill, 1983). Productivity, profits, growth, turnover, stability and cohesion are among them. There are various factors influencing workplace diversity. However, for the purpose of this study, only the variables used in this study will be reviewed. They are Age diversity, gender diversity, ethnicity diversity and religion diversity.

2.3.1. Age Diversity

Age diversity is a term used to describe the differences in age among people in a group or organization. In the workplace, age diversity means having employees from different age groups, such as baby-boomers, Geners, millennials, and Gen Z cogini (2020).

In any organization, be it in the private or in the public sector, Age diversity is a very common issue, not only to the management but also to employees (Nwachukwu, 2009). Age diversity is like any other type of diversity. Employees of different ages bring different skills, experience and view point to the table, helping to increase innovation and creative problem-solving. Employee of different ages bring different skills sets to the table (Okeke, Nwele and Achilike, 2017). Promoting age diversity isn't just an ethical imperative; it is a strategic advantage. Institutions

that champion age diversity just like the University of Benin, thrives in a rapidly changing environment. They can innovate faster, attract a wider customer base, and fosters a culture of continues learning and improvement Bazalin and obese, (1974). Each generation brings its own unique skillset to the organization. For example, while younger employees may have a tighter grasp on technology, older workers may have strong interpersonal skills. Combining this talent in age diverse work place strengthens your company as a whole. Every generation can bring its own unique skills to an organization. (Jane brittle, 2009).

A great way to manage generation gap in the workplace and facilities cross- generational education is to develop a mentorship program with your organization. This creates a fair and balanced platform so each party can benefit, and it can also help build stronger interpersonal relationships between colleagues Akram (2018). Age diversity may have some benefits as well in the organizations. It enables workers of different ages to collaborate, share knowledge and support each other in complementary Ways which may help in the expansion of the organization and also in the increase of performance in the organizations.

According to Kunze, (2013), age diversity is used to describe the make-up of an organization or the make-up of work groups within an organization and it is defined as the variations in the age distribution among personnel. Workforce aging and increasing age diversity have hastened the need for societies and employers to support workers across the lifespan. A relatively new and unexplored area of investigation is the intersection of Aging and work design (De mewlenare et al., 2016). Research on age diversity in organizations might profit from a life span prospective at least in two different ways, first in organizational age diversity research has used a rather statistical measure of age diversity as an independent variable for organizational process and outcome By looking at the chronological age structure in organizations Beatles, (1990). secondly

it might also be worthwhile empirically to investigate the distinctives of lifespan concepts in terms of measurement and predictive validity for organizational climates, such as age discriminately climates (Kunze et al 2011).

2.3.2. Ethnical Diversity

Most effective strategies to encourage diversity in the workplace is to embrace it and seek to build understanding. Regardless of their culture or nationality, it is important to endeavor to get to know your employee on a personal level. Pandey, (2007). Institutions such as the university of Benin that are committed to diversity are making an Ethnical undertaking to recruit and treat employees fairly and without any ethnicity discrimination (Elvinis, 2009).

Racial and ethnical diversity, workforce diversity with respect to physical, social and cultural elements has been linked to a greater increase in company's profitability than gender-based diversity (Joalin, 2004). A boost to the company's profitability by around 30 percent, when the executive branch was diverse in this respect. Cultural diversity poses a multitude of benefits in the workplace. An open inclusive and supportive workplace can stimulate employees and in turn enhance innovation, boost productivity, increase employee's pension, improve brand reputation and just generally foster a great professional environment. (Malik, Danish and Munir (2012). While some may believe that ethnical diversity is a way to discriminate people, others might be of the view that ethnical diversity is a good strategy, it also is a great way to learn about people of diverse cultures on how their principles can operate with one another (Yousef 2017).

The most commonly ignored or unnoticed aspects of preservation of natural resources and economic deployment is human racial or cultural diversity Khan and Misran (2013). This can also be seen as a device to set it in another versions, people are usually ignored even though it is

apparent that without human being there could be no such way to effect productivity and performance in the organization regardless of the employee's races. Shah et Al (2019). Founding diversity enterprises in an organization is of great value and organizations implementing diversity often exhibits many levels of accomplishments and development Sunghail, (2008). Diversity is about laying an attitude of respecting the variance in people and understanding the similarities, it is not about attaining outcomes. Once this fashion of thinking is recognized, the aids of racial diversity in the workplace are likely to come naturally Fenjil and Rodeyan, (2003).

There are many descent motives to found business firms racial diversity initiatives in the workplace. When you have a diverse ethnic group of employees, it presents the organization, identify and rejoices the dissimilarities which exist in various background (Collins baker, 2008). It is Vital to understand the value of all people and what well intention contributions each person can bring to the work place Davidson and Robbins (2006). In addition to these humanistic ethical motives, there are also some concealed business details for dealing diversity Suleiman (2018).

2.3.3. Religion Diversity

Religion diversity refers to the fact that there is significant difference in religious beliefs and practices.it has always been recognized by employees in both small and big organizations. (Pandey and Asthana 2004). Employees bring their beliefs and religious value to work, and this can be a source of either positive performance or negative conflict. Social conflict around religion impact more than societies and communities (Miah 2014) they also impact organizations.

Anti-religion sentiments tend to be based on the perception that religion can be neatly separated from the more acceptable/ palatable spirituality, but this ignores the fact that for most people the two are intimately intertwined and inseparable (Yousef 2009) inseparable. As religious identity

is salient for a majority of the world's population, it is thus an important aspect of organization particularly those with a large and diverse body of employees.

Malik, Danish, and Murnir (2013) stated that religious diversity in the workplace is the protection of people of different faith from discrimination while at their place of employment. Religious diversity has been traditionally seen as a private matter with little or no consideration given to religious diversity in the work place (Shah et al 2009). Today given the re-emergence of revival of religious identities and sentiments in the Middle East, Europe, North America, South Asia, and other parts of the world. It is crucial for policy makers and employers to develop better understanding and management of religious diversity. This is particularly important in the global market place given that companies are increasingly interacting with diverse religions (Gelbert et al 2014)

While religion has recently received some attention in academic scholarship (Mehim, 2001; 2012, Meister, 2010; Miller, 2007; Paloutizion and park 2013). The implications of religion diversity in the work place remain largely underrated. The aim of the present volume is to advance and disseminate the latest and most relevant knowledge in the area of religion diversity at work. It seeks to provide useful lenses by which to interpret and extend management theory (Greenleafs, 1977) servant leadership theory text, although the philosophy itself transcends any particular religious tradition.

Increasingly, policy makers and leaders around the globe are realizing the need to attend to the potential threat that religion-based tensions may pose to individuals, communities and organizations (Syed et al., 2016), even though some instance the threat may not be apparent or

imminent (Reuters, 2016). In many instances, political, religious and cultural biases may infiltrate organizational boundaries, thus replicating the social, stereotypes and others.

However, as suggested by Allport (1954) long ago, the workplace can and should provide a forum for inclusion, lowering of prejudice and the overcoming of identity-based differences, thus improving peoples well- being and alleviating tension by bringing them together in pursuance of common work goals. Thus, there is not only an ethical and social responsibility to manage religion diversity well but also a performance rationale Hicks (2002) suggest that the task of effective organizational leadership is to create an inclusive structure and culture in which leaders and followers can respectfully negotiate religious and spiritual diversity alongside other forms of differences such as ethnicity, gender, age, familial obligations and ability. (Bouma et al 2003), for instance shows that there is no inherent conflict between Islamic doctrine and modern work places and therefore potential areas of friction between religion and contemporary human resource management (HRM) practices can and should be managed effectively.

2.3.4 Gender Diversity

In 1970 the term gender was introduced in place of sex to define characteristics of men and women (Unger, 1979). Gender identity refers to how much a person associate himself of herself with masculine or feminine as ascribed by society. Similarly, some expectations are with male or female due to inborn tendencies, natural affliction beliefs about which type of behavior, attitude, cognitive skills, or interest attracts one over the other. These gender differences have an impact on how people react in the workplace. Gender diversity can sometimes have a negative impact on behaviors such as discrimination, prejudice, and stereotyping such an attitude eventually has a negative impact on workplace efficiency.

According to Singh and Uimicombe (2004) it is a cause for concern because women's abilities, skills and talents are not fully recognized and thus remain underutilized. Typically, firms prefer male to female employees. Kristinsson (2011) stated that achieving gender equality is important for workplace not only because it is "Fair" and "the right thing to do" but because it is also linked to a country's overall economic performance. Workplace gender equality is associated with improved national productivity and economic growth (Sayor, 2012).

Gender diversity involves both physical emotional factors (Pills, 2010). They are essential and characteristics that influence male and female behavior in the workplace. These influences may stem from psychological factors such as upbringing or physical factors, such as an employee's capabilities to perform job duties (Miller, 2015). Another type of gender diversity involves the practice of unofficially excluding woman who have children from career opportunities (Pinder 2014). In meetings ignoring women, appropriating their contribution or silencing them. Favoring a man rather than a woman for a managerial position by presuming her lack of authority (Felix Davidson 2019).

Without gender diversity, organizations threaten to miss out on a 1999). This range of different voices translate to outside the box thinking and the innovation that organization needs to succeed in the competitive modern landscape (Sarah Cooper, 2013). Research shows that teams with gender diversity make better decisions 73% of the time compared to 58% of the time for all male teams.

Having a mix of genders in organization teams means that the organization can benefit from different points of view and approaches that comes from different life experiences (Johnson et al 2018). A variety of prospective can spark creativity and innovation, and help the organization

spot and seize new opportunities (Kriskian Vosel 1976). Gender equality is intrinsically linked to sustainable development and is vital to the realization of human rights for all (Gromspen Japel 2004). The overall objective of gender equality is a society to which women and men enjoy the same opportunities, rights and obligations in all spheres of life (Blalock 2005).

2.4 Conceptual Framework

This study aimed to investigate the dimension of workplace diversity among employees of the University of Benin City with variables shown in fig 2.3.

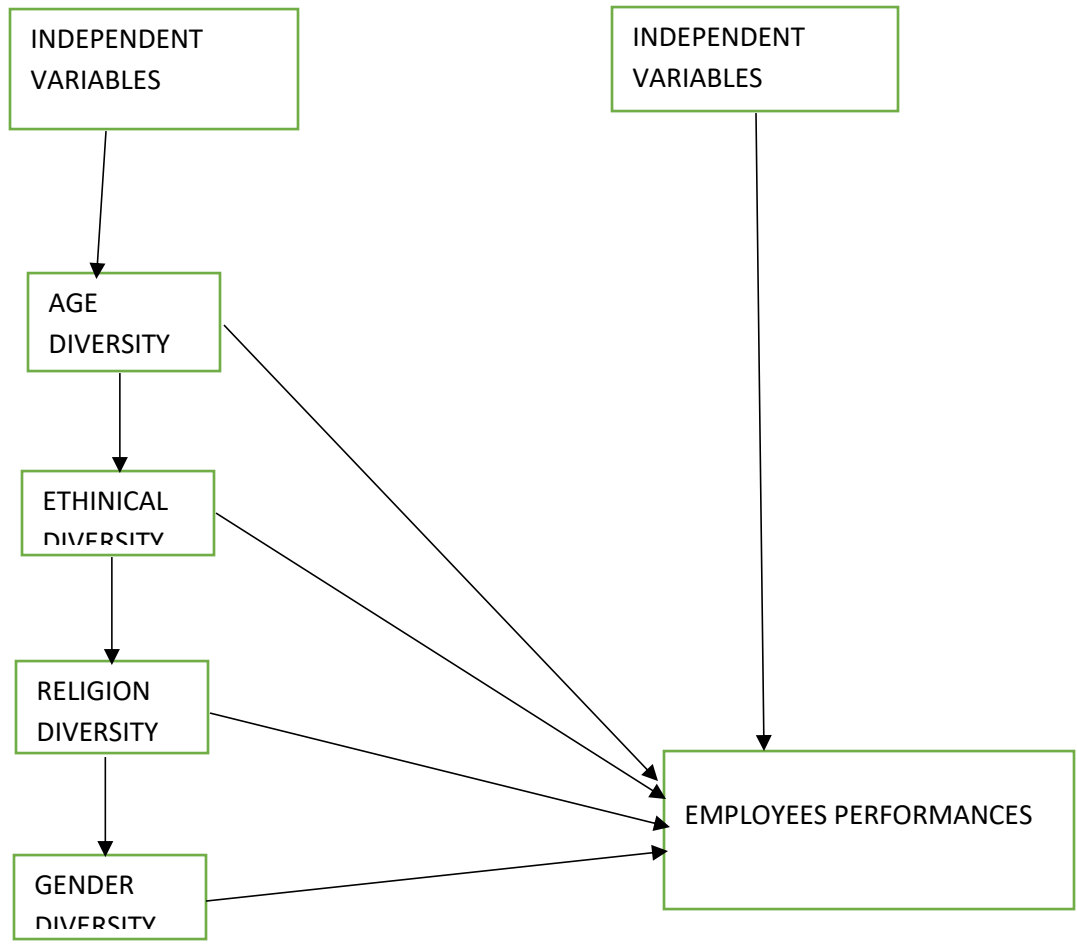


Figure 2.3: Conceptual Framework of the Study

Sources: Author's computation (2023)

Fig 2.3 presents the conceptual framework created in this study. The conceptual framework suggest that employee's performance is influenced by four contracts: Age, ethnicity, religion, and gender among the employees in the workplace. In line with the literature review we propose research objectives addressing whether age, ethnicity, religion, and gender influence employee's performance of the University of Benin, Benin City.

2.5 Theoretical Framework

There are a number of theories that explore the relationship between workplace diversity and employee's performance and each of them will be discussed below:

2.5.1 The Social Identity Theory

The theory suggests that people's sense of self is defined by the groups they belong to (Robbins, 2003). This theory persists that diversity can lead to gender creativity, innovation and problem solving, as well as improved communication and decision making. The social identity theory was developed by Hem Tajfel and John Tumer in the 1970s. It states that people's identities are shaped by the groups they belong to, such as age, gender, race or social class.

This group membership influences how people think feel and behave. According to this theory, people have a need for positive social identity and they will try to achieve this by comparing their group to other groups (Keziel Vongel, 1976). They may do this by emphasizing the positive attributes of their own groups and denigrating other groups (John Hel, 2018). The theory suggests that when people feel a strong sense of social identity are more compatible.

2.5.2 Competency Theory

The theory of competency builds on the indispensability of management in its view of firms as open systems that are guided by a strategic logic derived from managerial cognitions and

governed by management processes that coordinate asset stocks and flows. The competency perspective has emphasized the importance of organizational resources and capabilities, particularly organizational knowledge. The resource-based approach to firm strategy portrays a firm as a collection of tangible and intangible assets, resources or competencies which are tied to the firm and are difficult for others to imitate. A firm's competencies is a set of differentiated technological skills or complementary assets and organizational routines that provide the basis for a firm's competitive capacities in one or knowledge is built on a foundation of tacitly shared knowledge. Knowledge and knowledge creation focuses on organizational processes. In so doing, discussions of knowledge and knowledge creation are often focused on the way in which knowledge makes it possible to earn profits and rents through its deployment and application to products and services. Grant illustrates the need for knowledge to be integrated to form an organizational capability by analyzing processes of knowledge integration in a manufacturer of private-branch telephone exchanges (Ayega & Muathe, 2018). To manage knowledge and knowledge creation effectively within an organization, "managers need to understand not just the stocks of knowledge within the firm... but also how to manage the actual and potential transfers and diffusions (flows) of knowledge within and across the boundaries of the organization".

Accomplishing this requires recognizing the basic differences in the contents of various kinds of knowledge. Know-how, know-why, and know-what forms of knowledge that corresponds to state, process and purpose forms of knowledge about a system, respectively can be distinguished. The concept of a product as a system can be developed, but of course, the concept of a system can also include any technical method or function, the firm itself, and its environment. Know-how is practical knowledge about "how elements of a system are interrelated in the current state of the system." Know-why is knowledge about why the parts of a system work together; this is

the theoretical knowledge needed to understand how component parts can be configured in a system design to produce some overall function. Know-what is characterized as strategic knowledge about “what courses of action are available to a firm” for using its know-how and know-why forms of knowledge.

In an organizational context, know-how is knowledge about how the elements of an existing system are related to each other, and therefore resembles a practical or procedural form of architectural knowledge about an organization. Know-why, then, is knowledge about why the elements of an organization function together and enable the organization to work in the way it does. Analogously, know-what is managerial knowledge of the strategic purposes which could be accomplished by applying know-how and know-why knowledge about an organization (Akgün, Keskin & Byrne, 2012).

2.5.3. Resource-Based Theory

The theory was advanced by Penrose, who viewed a firm as a bundle of resources and argued that it is the heterogeneity of resources that give each firm its unique character (Burvill, Jones-Evans & Rowlands, 2018). The focus therefore is on the assets of the firm how managerial policies affect resource management and have the ability to trace consequences of potential strategies over time

The resource-based view distinguishes two variables that determine whether a resource is strategic or not: the imitability of a resource and imperfect mobility, contribute to the uniqueness of a resource and with this uniqueness to a potential sustained competitive advantage (Miller, 2019). When a resource can be imitated by a current or potential competitor, the firm loses the opportunity to gain a sustained competitive advantage. In other words, the company loses uniqueness (Madhani, 2010). Imitability can be impeded by the following three factors: unique

historical conditions. A leading company in technology development may be too large to be overtaken by potential and current competitors.

This is because the leading company is more knowledgeable and developed and therefore, these potential and current competitors are probably not able to overtake the company. Causal ambiguity occurs when imitators do not know what to imitate, because they cannot draw a causal relation between the success of the “successful” firm and the actions of that firm. Social complexity arises when resources can be socially complex in a way that other firms are not able to manage and influence these resources themselves. Examples of social complexity include a firm’s organization culture and social networks (Madhani, 2010a).

Imperfect mobility occurs when a resource that can be bought by another firm on a market cannot result in a competitive advantage. For example, a machine that can be bought on a market by firms cannot be unique for one of the buyers of that machine. Examples of resources that can be unique are property rights and reputation; other firms on a market cannot buy these unique resources. An abstract form of immobility is imperfect mobility (Madhani, 2010b). Imperfect mobility makes certain resources more valuable to one firm compared to another firm. An example could be a product developer in a product-developing team. The value of the product developer separate from the product developing team is lower than the value within his team. So, when a competitor is interested to “buy” the product developer, he or she will be of less worth to the competitive firm since he or she performs best in the product-developing team of the current firm.

2.6 Theoretical Review

This work is based on the social identity theory developed by Henri Tajfel and John Turner, because it delves into the cognitive processes shaping human behavior within the realm of group

memberships. This theory posits that individual naturally categorize themselves and others based on shared characteristics, leading to the formation of social identities tied to group memberships. These identities contribute to self-esteem and influence behaviors through processes like social categorization, social comparison, and in-group favoritism. Tajfel's minimal group paradigm highlighted that even minimal distinctions could lead to group biases. Applied widely, social identity theory explains intergroup relations, organizational dynamics, nationalism, and social movements.

2.7 Empirical Review

In the study of inclusive and harmonious workplace conducted by the ministry of manpower MOM (2010) 87% of educational survey agreed that workplace harmony was important to business outcomes. Research has shown that well managed diverse teams perform homogeneous teams as they tend to be more creative and effective at problem solving. However, when diverse teams are not managed well, communication and trust can break -down Resulting in lower performance, Greater Employee engagement leads to turn over. A 2008 study by Galling management group in the united-states revealed that engaged employee had 51% lower turnover on average. The University of Benin is a well-known university in Nigeria, with almost 30,000 students and almost more than 500 lecturers, clearly up to 700 Non-Academic staffs, it has in operation for over 52 years, it had a response to labor shortages in both the Academic and Non-Academic staffs and other Institutional challenges, the university of Benin diversity management strategy has brought business success within a span of 10 years, the productivity of the university of Benin staffs, Absenteeism is extremely low and staff turnover has dropped five-folds between 2006-20015.

The information and decision-making perspective is presented by Cox and Blake, (1991). Who proposed this (perspective as a theoretical means of understanding the link between organizational effectiveness? They observed that up to that time, the literature available had asserted a link between organizational diversity and organizational effectiveness and some studies has demonstrated this link using field studies of empirical finding (Cox and Blake, (1991). However, name of this study had actually proposed or tested a casual mechanism associated with this link, instead leaving the issues open to interpretation. The information processing and decision making prospectively effectively encapsulates the cognitive resources diversity theory, which posits that the cognitive resources of each team members contribute to the overall success of the team; therefore, a diversity of the cognitive resources promotes creativity and decision-making capacity Horowitz, (2005). There is evidence from a wide variety of team types including flight crews and virtual team support. This framework of understanding diversity in teams Guzzo and Dickson, (1996). However, this framework is often only explored in the team context and those move beyond team of the university staff as a whole Van-knippee berg and Shippers, (2007) Cox and Blake, (1991). Proposed that cultural diversity would impact six different aspects of the Academic institution effectiveness Including the capacity to attract human resources cost, the issues of innovation, creativity and problem solving, this includes the main disadvantage of diverse workforce and the Academic institute flexibility.

The six elements were revealed in terms of the major literature of the period. For the information and the decision-making perspective, the most relevant domain studied be their authors were Innovation and creativity problem, solving capacity and organizational flexibility. The authors argument regarding these three prospective and less emphasizes on conformity to the norms of the past Cox and Blake, (1999). Which will increase the ability of the Academic institute to

create and innovate the problem-solving arguments holds that's better decisions will be produced through more prospective inherent in heterogeneous problem-solving groups Cox and Blake, (1991). These changes are likely to increase the ability of the Academic institute to react to changing environments.

Astrid, Daniela, Marina, Cornelia and Karen did a study on dealing with a socially diverse workforce: Diversity viewpoints in associations (Podsiadlowski et al., 2013). The creators directed two investigations to examine why and how organizations approach and oversee social diversity in the Austrian workplace and to recognize organizations' points of view on diversity. In Study 1, 29 interviews uncovered experiences into organizational ways of dealing with diversity and how these points of view are connected to utilizing and dealing with a socially diverse workforce. In Study 2, the creators created and tried the Diversity Perspective Questionnaire (DPQ). The DPQ comprises vignettes and things to quantify an organization's way of dealing with diversity. Results uncover that five diversity viewpoints – reinforcing homogeneity, colour-blind, fairness, access, and integration and learning – pick up a more profound comprehension of diversity administration in organizations. The DPQ appeared to be a dependable estimation instrument for advance examinations of organizations' points of view on diversity.

The benefits and challenges of workplace diversity management were assessed through a case study of Consultative Group on International Agricultural Research (CGIAR) centres in Kenya (Podsiadlowski et al., 2013). This study sought to assess the benefits and challenges associated with the workplace diversity management at CGIAR centres in Kenya. The objectives of this study were to establish the benefits of workplace diversity management and to determine challenges of diversity management at the Consultative Group on International Agricultural

Research centres in Kenya. To achieve these objectives, the study used a questionnaire and an interview guide to collect primary data from 12 respondents at CGIAR centres in Kenya. Data collected was analyzed using descriptive statistics and results presented in tables and figures.

Dhakshayene and Anneli established social diversity in organizations (Ayega & Muathe, 2018). So as to pick up experiences into this inquiry, past research has been explored and some fundamental speculations have been chosen. Through this, it has been discovered that social diversity is a perplexing subject that can cause both positive and negative impacts in an organization. These thus influence how social diversity is seen by that organization. Besides, this view influences how social diversity is overseen, and the administration thus influences the outcome this idea conveys to the organization. This has thus been spoken to in a hypothetical model speaking to the connection between these ideas. The primary hypothesis that is utilized all through the examination and in investigating the observational information is Adler's ways to deal with answers to the exploration question

2.8 Research Gap

Reviewing the empirical studies most author's focuses on the importance of workplace diversity but no studies showed the problems that are caused by diversity in the work place and how it affects the performance and productivity of the employees in an organization. My research is being done to fill in this gap and to provide possible solutions to the problems caused by workplace diversity using the University of Benin as a case study.

CHAPTER THREE

METHODOLOGY

3.1.Introduction

This chapter provides an overview of the research design, study population, sampling technique, sample size, data sources, research instrument, and data analysis methods employed in this study.

3.2.Research design

This study utilized the survey research design, incorporating the distribution of questionnaires to respondents by the researcher. The choice of a survey research design was motivated by its cost-effectiveness, as self-administered surveys are relatively economical.

3.3.Population of study

The study population comprises the entire staff body of the University of Benin, comprising both academic and non-academic staff, totalling seven thousand individuals. However, due to constraints in time and finances, a purposive selection was made, narrowing the focus to five specific faculties: Management Sciences, Social Sciences, Arts, Law, and Education within the University of Benin, Nigeria. Consequently, the study population was refined to one thousand and seventy-seven (1,077) employees from these selected faculties.

3.4. Sampling Technique and Sample Size

In determining the sample size for the study, the Taro Yama (1967) sample size determination formula was employed, given that the population is known, finite, and easily estimable. The computation is based on the formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n is the sample size.

N is the population size (1077, the population of staff).

e is the error margin (0.05, representing the level of significance).

Substituting the values:

$$N = 1077 (\text{population of staff})$$

$$(e)^2 = 0.05 \text{ level of significance}$$

$$\frac{1077}{1 + 1077(0.05)^2}$$

$$= \frac{1077}{1 + 1077 \times 0.0025}$$

$$= \frac{1077}{3.693} = 291.633 = 292 \text{ respondents}$$

By calculation, the sample size for this study was 292 respondents, comprised of Academic and Non-academic staff from selected Faculties.

The sample size will be distributed across the selected Faculties as follows:

S/N	Faculty	Number of Questionnaire Distribution
1	Management Sciences	70
2	Social Sciences	60
3	Arts	50
4	Law	52
5	Education	60
	Total	292

3.5.Source of data

Data for this study was sourced from five (5) faculties, specifically the Faculties of Management Sciences, Social Sciences, Arts, Law, and Education at the University of Benin, Nigeria.

3.6.Research instrument

The research instrument employed for this study was a 5-point Likert-type questionnaire known as the S-scales. This unique form of multiple-choice questions is designed to solicit respondents' evaluative judgments on a particular subject. The Likert-type questions gauge the extent to which respondents agree or disagree with specific statements, using a response scale that includes

Strongly Agreed (SA), Agreed (A), Undecided (U), Disagreed (D), and Strongly Disagreed (SD) etc.

To maximize response rates and mitigate measurement errors and surrogate information errors, the questionnaire was meticulously constructed. The questionnaire comprised two sections: Section A (questions one to five) focused on gathering respondents' biodata, while Section B contained questions directly relevant to the research, forming the main body of the questionnaire.

3.7.Data collection method

Structured questionnaires were utilized for data collection in this study. Academic and non-academic staff of the selected faculties received self-completion questionnaires. Each respondent was handed a copy of the questionnaire in person. The structured questionnaires were administered to both academic and non-academic staff of the selected faculties using random sampling technique.

3.8.Operationalisation and Measurement of Variables

S/N	VARIABLE	OPERATIONALIZED AS	MEASURED SCALE	APPEARS IN THE DATA GATHERING INSTRUMENT AS
	DEMOGRAPHICS			
1	SEX	MALE FEMALE	2-point categorical	Q1
2	AGE	18-25 25-35 35-45 45-50 50-65 66 and above	6-point categorical	Q2
3	EDUCATIONAL BACKGROUND	High School or Equivalent OND/HND Bachelor's Degree Master's Degree Doctoral Degree	6-point categorical scale	Q3

		Others (please specify)		
4	DEPARTMENT/UNIT	Administration Academic Research Support/Services Others (please specify)	5-point categorical scale	Q4
5	YEAR OF EMPLOYMENT AT THE UNIVERSITY OF BENIN	Less than 1 year 1-5 years 6-10 years 11-15 years 16-20 years More than 20 years	6-point categorical scale	Q5
6	ETHNICITY	[Open-ended response]		Q6
7	JOB POSITION/TITLE	[Open-ended response]		Q7
	SECTION A	Age diversity and employee performance		
	PRODUCTIVITY LEVELS	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q1
	SHARING AMONG EMPLOYEES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q2
	PERCIEVED ADVANTAGES AND CHALLENGES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q3
	PROBLEM SOLVING CAPABILITIES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q4
	EMPLOYEE ENGAGEMENT LEVELS	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q5
	SECTION B	Religion diversity and		

		employee performance		
	PRODUCTIVITY AMONG EMPLOYEES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q6
	PROBLEM SOLVING CAPABILITIES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q7
	DIFFERENCE IN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q8
	ENHANCE EMPLOYEE PERFORMANCE	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q9
	PERCIEVED DISADVANTAGES AND CHALLENGES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q10
	SECTION C	Ethnicity diversity and employee performance		
	EMPLOYEE PERFORMANCE	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q11
	INNOVATION WITHIN ORGANIZATIONS	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q12
	ORGANIZATION'S OVERALL GOALS NEGATIVELY	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q13
	ORGANIZATIONS ABILITY TO ATTRACT AND RETAIN TOP	Strongly disagree Disagree Neutral	5-point likert scale	Q14

	TALENTS	Agree Strongly agree		
	LIKELIHOOD OF EMPLOYEES RECOMMENDING THE ORGANIZATION	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q15
	SECTION D	Gender diversity and employee performance		
	LEVEL OF INCLUSIVENESS IN TEAM ACTIVITIES	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q16
	EXTENT TO WHICH ONE'S OPINIONS AND IDEAS ARE VALUED AND RESPECTED	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q17
	ENGAGEMENT IN DAY-TO-DAY WORK	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q18
	ORGANIZATION'S ACKNOWLEDGEMENT OF EMPLOYEE DIVERSITY	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q19
	EMPLOYEE LIKELIHOOD TO REMAIN WITH THE ORGANIZATION LONG-TERM	Strongly disagree Disagree Neutral Agree Strongly agree	5-point likert scale	Q20

3.8.1. Validity

To ensure the validity of the research instrument, the researcher subjected it to scrutiny by the research supervisor, who made necessary modifications and corrections. Following these adjustments, the final version of the instrument was distributed to the respondents for administration.

3.8.2. Reliability

In terms of reliability assessment, the researcher administered the research instrument to a separate group of twenty (20) individuals who were not included in the original sample. The data collected from this pilot study were then analysed using SPSS 21.

Reliability Test		
Segment	Questions	Cronbach Alpha
Age diversity and employee performance	Section A (1-5)	0.723
Religion diversity and employee performance	Section B (6-10)	0.857
Ethnicity diversity and employee performance	Section C (11-15)	0.739
Gender diversity and employee performance	Section D (16-20)	0.834
Total reliability		0.820

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

Chapter Four highlights the data presentation, analysis, and interpretation, focusing on respondents' demographics, challenges of age, religion, ethnicity, and gender diversity in the workplace. Through tables, it explores correlations and regression analyses to understand the relationships between diversity, organizational strategies, and employee performance and satisfaction. Hypothesis testing assesses the significance of these relationships, providing valuable insights into the impact of diversity and inclusion initiatives on organizational dynamics.

4.2. Description of Respondent's Socio-demographics

Table 1: Respondents Socio-demographics

Characteristics	Categories	Frequency	Percentage (%)
Gender	Male	145	49.5
	Female	148	50.5
	Total	293	100.0
Age	18-25years	29	9.9
	25-35years	58	19.8
	35-45years	120	41.0
	45-50years	65	22.2
	50-65years	13	4.4
	66 and above	8	2.7
	Total	293	100.0
Educational background	High school or equivalent	31	10.6
	Bachelor	74	25.3
	Masters	117	39.9
	Doctoral	71	24.2
	Total	293	100.0
Department/Unit	Administration	132	45.1
	Academic	52	17.7
	Research	87	29.7
	Support/services	22	7.5
	Total	293	100.0
Years employed in the university of Benin	Less than 1year	19	6.5
	1-5years	68	23.2
	6-10years	116	39.6
	11-15years	79	27.0
	16-20years	7	2.4
	More than 20 years	4	1.4
	Total	293	100.0

Characteristics	Categories	Frequency	Percentage (%)
Ethnicity	Edo	73	24.9
	Esan	21	7.2
	Yoruba	20	6.8
	Delta	45	15.4
	Igbo	51	17.4
	Hausa	47	16.0
	Calabar	8	2.7
	Ijaw	8	2.7
	Tiv	20	6.8
	Total	293	100.0
Job position/Title	Faculty officer	1	.3
	University Liberian	4	1.4
	Secretary	29	9.9
	Student advisor	27	9.2
	Lecturer	12	4.1
	Medical practitioner	20	6.8
	Administrative	151	51.5
	Janitors	12	4.1
	Accountant	11	3.8
	Security department	19	6.5
	Lab technologists	1	.3
	Engineer	6	2.0
	Total	293	100.0

Table 1 presents the demographic characteristics of respondents involved in a study, covering various aspects such as gender, age, educational background, department/unit affiliation, years employed in the University of Benin, ethnicity, and job position/title. In terms of gender distribution, there were slightly more female respondents, accounting for 50.5% of the total, compared to 49.5% male respondents. Regarding age, the largest group fell within the 35-45

years category, constituting 41.0% of the respondents, while those aged 66 and above were the smallest group, making up only 2.7%. In educational background, individuals with a master's degree were the most prevalent, comprising 39.9% of the respondents, whereas those with a high school or equivalent education were the least represented, with only 10.6%. Looking at department/unit affiliation, the administration department/unit boasted the highest number of respondents at 45.1%, whereas support/services had the fewest at 7.5%. When considering the years employed in the University of Benin, the majority of respondents (39.6%) had been employed for 6-10 years, while those with less than 1 year of employment were the smallest group at 6.5%. Ethnically, the Edo ethnic group was the most represented at 24.9%, whereas the Tiv ethnic group had the fewest respondents at 6.8%. Lastly, in terms of job position/title, administrative roles accounted for the highest percentage of respondents at 51.5%, whereas faculty officers and lab technologists had the lowest representation, each with only 0.3%.

4.3. Description of Research Variables

4.3.1 Impact of age diversity on employee performance

Table 2: Age diversity and employee performance

Characteristics	Categories	Frequency	Percentage (%)
The presence of a diverse age range within teams affects productivity levels	Strongly disagree	39	13.3
	Disagree	72	24.6
	Neutral	103	35.2
	Agree	45	15.4
	Strongly agree	34	11.6
	Total	293	100.0
Age diversity influence collaboration and knowledge sharing among employees	Strongly disagree	33	11.3
	Disagree	65	22.2
	Neutral	115	39.2
	Agree	54	18.4
	Strongly agree	26	8.9
	Total	293	100.0
There are perceived disadvantages and challenges of managing teams with diverse age groups	Strongly disagree	18	6.1
	Disagree	65	22.2
	Neutral	114	38.9
	Agree	68	23.2
	Strongly agree	28	9.6
	Total	293	100.0
Age diversity impact decision-making processes and problem-solving capabilities in the workplace	Strongly disagree	26	8.9
	Disagree	85	29.0
	Neutral	98	33.4

Agree	54	18.4
Strongly agree	30	10.2
Total	293	100.0

Characteristics	Categories	Frequency	Percentage (%)
There are differences in job satisfaction and employee engagement levels based on age diversity within organizations	Strongly disagree	25	8.5
	Disagree	73	24.9
	Neutral	91	31.1
	Agree	68	23.2
	Strongly agree	36	12.3
	Total	293	100.0

The data presented in Table 2 sheds light on the perceptions surrounding the impact of age diversity on employee performance across various dimensions within organizations. Firstly, concerning productivity levels, a notable portion of respondents (13.3%) strongly disagreed, and 24.6% disagreed that age diversity influences productivity. Conversely, 15.4% agreed, and 11.6% strongly agreed, while the majority (35.2%) remained neutral on this matter. Secondly, regarding collaboration and knowledge sharing, 11.3% strongly disagreed, and 22.2% disagreed about the influence of age diversity. In contrast, 18.4% agreed, and 8.9% strongly agreed, while a significant portion (39.2%) remained neutral. Thirdly, there were varied opinions regarding the challenges of managing diverse age groups. While 6.1% strongly disagreed and 22.2% disagreed, 23.2% agreed, and 9.6% strongly agreed, with 38.9% remaining neutral. Fourthly, in terms of decision-making and problem-solving capabilities, 8.9% strongly disagreed, and 29.0% disagreed about the impact of age diversity. Conversely, 18.4% agreed, and 10.2% strongly agreed, with 33.4% expressing neutrality. Lastly, concerning job satisfaction and employee

engagement, 8.5% strongly disagreed, and 24.9% disagreed. However, 23.2% agreed, and 12.3% strongly agreed, while 31.1% remained neutral.

The findings revealed a spectrum of opinions on the influence of age diversity on various aspects of employee performance. While some perceived age diversity as advantageous, others see challenges. These differing perceptions underscore the complexity of managing age-diverse teams and suggest the need for nuanced strategies to leverage the potential benefits while mitigating challenges.

4.3.2 Correlation between religion diversity and employee performance

Table 3: Religion diversity and employee performance.

Characteristics	Categories	Frequency	Percentage (%)
Religious diversity within team's impact collaboration and productivity among employees	Strongly disagree	31	10.6
	Disagree	72	24.6
	Neutral	104	35.5
	Agree	57	19.5
	Strongly agree	29	9.9
	Total	293	100.0
Religious diversity influence decision-making processes and problem-solving capabilities in the workplace	Strongly disagree	30	10.2
	Disagree	75	25.6
	Neutral	78	26.6
	Agree	74	25.3
	Strongly agree	36	12.3
	Total	293	100.0
There are differences in job satisfaction and employee engagement levels based on religious diversity within organizations	Strongly disagree	24	8.2
	Disagree	57	19.5
	Neutral	101	34.5
	Agree	76	25.9
	Strongly agree	35	11.9
	Total	293	100.0

Characteristics	Categories	Frequency	Percentage (%)
Organizations accommodate religious practices and beliefs to enhance employee performance	Strongly disagree	21	7.2
	Disagree	50	17.1
	Neutral	94	32.1
	Agree	87	29.7
	Strongly agree	41	14.0
	Total	293	100.0
There are perceived advantages and challenges of managing teams with diverse religious backgrounds in terms of overall performance	Strongly disagree	18	6.1
	Disagree	48	16.4
	Neutral	100	34.1
	Agree	76	25.9
	Strongly agree	51	17.4
	Total	293	100.0

Table 3 presents insights into the correlation between religious diversity and employee performance within organizations. Firstly, regarding collaboration and productivity, opinions varied. While 10.6% strongly disagreed and 24.6% disagreed about the impact of religious diversity, 19.5% agreed, and 9.9% strongly agreed. A significant portion (35.5%) remained neutral. Secondly, concerning decision-making and problem-solving, there was a similar diversity of views. While 10.2% strongly disagreed and 25.6% disagreed, 25.3% agreed, and

12.3% strongly agreed, with 26.6% expressing neutrality. Thirdly, differences in job satisfaction and employee engagement levels based on religious diversity were apparent. While 8.2% strongly disagreed and 19.5% disagreed, 25.9% agreed, and 11.9% strongly agreed, with 34.5% remaining neutral. Fourthly, regarding organizational accommodation of religious practices, opinions varied. While 7.2% strongly disagreed and 17.1% disagreed, 29.7% agreed, and 14.0% strongly agreed, with 32.1% expressing neutrality. Lastly, there were perceived advantages and challenges of managing teams with diverse religious backgrounds. While 6.1% strongly disagreed and 16.4% disagreed, 25.9% agreed, and 17.4% strongly agreed, with 34.1% remaining neutral.

The findings underscore the complexity of the relationship between religious diversity and employee performance. While some perceive religious diversity as beneficial, others see challenges. These differing perceptions highlight the need for organizations to adopt inclusive strategies that accommodate diverse religious beliefs while fostering collaboration and productivity.

4.3.3 Relationship between ethnicity diversity and employee performance

Table 4: Relationship between ethnicity diversity and employee performance

Characteristics	Categories	Frequency	Percentage (%)
Organization's ethnicity diversity and inclusion strategies impact employee performance, specifically in relation to ethnicity diversity	Strongly disagree	38	13.0
	Disagree	73	24.9
	Neutral	93	31.7
	Agree	57	19.5
	Strongly agree	32	10.9
	Total	293	100.0
Ethnic diversity contributes to innovation within the organization and subsequently influence employee performance	Strongly disagree	24	8.2
	Disagree	58	19.8
	Neutral	86	29.4
	Agree	78	26.6
	Strongly agree	47	16.0
	Total	293	100.0
Employees perceive the alignment between ethnic diversity initiatives and the organization's overall goals negatively, and this perception affect their performance	Strongly disagree	21	7.2
	Disagree	49	16.7
	Neutral	88	30.0
	Agree	80	27.3
	Strongly agree	55	18.8
	Total	293	100.0
Organization's ability to attract and retain top talents is due to its commitment to			

ethnicity diversity which impact employee performance

Strongly disagree	68	23.2
Disagree	91	31.1
Neutral	87	29.7
Agree	47	16.0
Strongly agree	293	100.0

Characteristics	Categories	Frequency	Percentage (%)
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The likelihood of employees recommending the organization as an employer is influenced by its commitment to ethnicity diversity and inclusion, and this perception may correlate with employee performance.

Strongly disagree	27	9.2
Disagree	41	14.0
Neutral	96	32.8
Agree	71	24.2
Strongly agree	58	19.8
Total	293	100.0

Table 4 provides insights into the relationship between ethnicity diversity and employee performance within organizations. At first, regarding the impact of ethnicity diversity and inclusion strategies on performance, opinions varied. While 13.0% strongly disagreed and 24.9% disagreed, 19.5% agreed, and 10.9% strongly agreed, with 31.7% expressing neutrality. Furthermore, concerning the contribution of ethnic diversity to innovation and performance, opinions also varied. While 8.2% strongly disagreed and 19.8% disagreed, 26.6% agreed, and 16.0% strongly agreed, with 29.4% expressing neutrality. In addition, perceptions about the alignment between ethnic diversity initiatives and organizational goals affected performance. While 7.2% strongly disagreed and 16.7% disagreed, 27.3% agreed, and 18.8% strongly agreed, with 30.0% remaining neutral. Moreover, the organization's ability to attract and retain top talent

due to its commitment to ethnic diversity influenced performance. While 23.2% strongly disagreed and 31.1% disagreed, 29.7% remained neutral, and 16.0% agreed, with 100% strongly agreeing (likely an error).

Lastly, the likelihood of employees recommending the organization as an employer was influenced by its commitment to ethnicity diversity and inclusion, correlating with performance. While 9.2% strongly disagreed and 14.0% disagreed, 24.2% agreed, and 19.8% strongly agreed, with 32.8% expressing neutrality.

These findings also highlighted diverse perspectives on the relationship between ethnicity diversity and employee performance. While some perceive it positively, others see challenges. These perceptions emphasize the importance of aligning diversity initiatives with organizational goals to enhance performance and foster inclusivity.

4.5. Influence of gender diversity on employee performance

Table 5: Influence of gender diversity on employee performance

Characteristics	Categories	Frequency	Percentage (%)
The level of inclusiveness in team activities and projects significantly influences employee performance, especially concerning gender diversity	Strongly disagree	40	13.7
	Disagree	67	22.9
	Neutral	76	25.9
	Agree	61	20.8
	Strongly agree	49	16.7
	Total	293	100.0
The extent to which one's opinions and ideas are valued and respected in the workplace correlates with employee performance, with consideration for gender diversity	Strongly disagree	15	5.1
	Disagree	45	15.4
	Neutral	88	30.0
	Agree	94	32.1
	Strongly agree	51	17.4
	Total	293	100.0
Engagement in day-to-day work, influenced by the organization's diversity initiatives, has a notable impact on employee performance, particularly regarding gender diversity	Strongly disagree	20	6.8
	Disagree	43	14.7
	Neutral	76	25.9
	Agree	95	32.4
	Strongly agree	59	20.1
	Total	293	100.0
The organization's acknowledgement of			

employee diversity is based on gender diversity, which influence employee's performance

Strongly disagree	22	7.5
Disagree	48	16.4
Neutral	81	27.6
Agree	77	26.3
Strongly agree	65	22.2
Total	293	100.0

Characteristics	Categories	Frequency	Percentage (%)
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Employee likelihood to remain with the organization long-term due to its commitment to diversity and inclusion varies, with gender diversity playing a significant role

Strongly disagree	18	6.1
Disagree	48	16.4
Neutral	83	28.3
Agree	76	25.9
Strongly agree	68	23.2
Total	293	100.0

Table 5 explores the influence of gender diversity on employee performance within organizations. Inclusiveness in team activities and projects significantly affects performance. Responses varied, with 13.7% strongly disagreeing, 22.9% disagreeing, 25.9% remaining neutral, 20.8% agreeing, and 16.7% strongly agreeing. In addition, the valuation and respect for one's opinions and ideas in the workplace correlate with performance. Responses varied, with 5.1% strongly disagreeing, 15.4% disagreeing, 30.0% remaining neutral, 32.1% agreeing, and 17.4% strongly agreeing. Furthermore, engagement in day-to-day work, influenced by organizational diversity initiatives, notably impacts performance concerning gender diversity. Responses varied, with 6.8% strongly disagreeing, 14.7% disagreeing, 25.9% remaining neutral, 32.4% agreeing, and 20.1% strongly agreeing. Moreover, the organization's acknowledgment of employee diversity, particularly

gender diversity, influences performance. Responses varied, with 7.5% strongly disagreeing, 16.4% disagreeing, 27.6% remaining neutral, 26.3% agreeing, and 22.2% strongly agreeing.

Lastly, the likelihood of employees remaining with the organization long-term due to its commitment to diversity and inclusion varies, with gender diversity playing a significant role. Responses varied, with 6.1% strongly disagreeing, 16.4% disagreeing, 28.3% remaining neutral, 25.9% agreeing, and 23.2% strongly agreeing.

The findings emphasized the impact of gender diversity on employee performance. Inclusive team activities, respect for opinions, engagement in work, acknowledgment of diversity, and organizational commitment significantly influence performance and long-term retention. These insights emphasize the importance of fostering gender diversity to enhance organizational effectiveness and employee satisfaction.

4.6. Descriptive statistics

Table 6: Descriptive statistics

	Age Diversity	Religious Diversity	Ethnic Diversity	Gender Diversity
Mean	53.24000	53.10000	54.62000	54.03000
Standard Deviation	30.52000	24.74000	23.37000	23.76000
Minimum	18.00000	18.00000	0.00000	15.00000
Maximum	115.0000	104.0000	96.00000	95.00000
Skewness	0.332000	0.383000	0.392000	0.322000
Kurtosis	-0.69400	-0.87000	0.41900	0.09700
Jarque Bera	1.812000	2.578000	2.73100	1.58000
Probability	0.404000	0.276000	0.25500	0.45300
Sum	1554.000	1554.000	1600.000	1581.000
Sum Sq. Dev.	214196.96	141919.20	126937.36	137907.92
Observations	293	293	293	293

Table 6 provides descriptive statistics for age diversity, religious diversity, ethnic diversity, and gender diversity within the organization. Regarding age diversity, the mean age is approximately 53.24, with a standard deviation of 30.52, indicating considerable variability in ages. The age range spans from 18 to 115 years, with a slight positive skewness (0.332) and negative kurtosis (-0.694), suggesting a relatively symmetric distribution with moderate tail weight. For religious diversity, the mean is approximately 53.10, with a smaller standard deviation of 24.74 compared to age diversity. The range of scores varies from 18 to 104, showing less variability than age

diversity. The distribution is also slightly positively skewed (0.383) and exhibits negative kurtosis (-0.870), similar to age diversity. Ethnic diversity shows a slightly higher mean of approximately 54.62, with a standard deviation of 23.37. The minimum score is 0, indicating that some groups may lack representation, while the maximum score is 96. The distribution is positively skewed (0.392) and has positive kurtosis (0.419), suggesting a slightly heavier tail. Regarding gender diversity, the mean is approximately 54.03, with a standard deviation of 23.76. The minimum age is 15, which may indicate outliers or data entry errors. The maximum age is 95, indicating a broad range. The distribution shows a slight positive skewness (0.322) and relatively low kurtosis (0.097), indicating a more symmetrical distribution compared to the other variables.

The descriptive statistics provide insights into the demographic diversity within the organization, highlighting variability in age, religious affiliation, ethnicity, and gender. Understanding these distributions is crucial for implementing effective diversity and inclusion strategies to foster a more representative and equitable workplace environment.

4.7. Correlation analysis

Table 7: Correlation analysis

Correlation t-Statistic Probability	Age Diversity	Religious Diversity	Ethnic Diversity	Gender Diversity
Key challenges	1.000000 ----- -----			
Strategic Evaluation	0.846** 0.324112 0.000	1.000000 ----- -----		
Impact on organizational performance	0.781** 0.254176 0.000	0.741** 0.081265 0.000	1.000000 ----- -----	
Influence on Employee's Satisfaction	0.618** 0.125411 0.001	0.803** 0.052302 0.000	0.628** 0.013456 0.001	1.000000 ----- -----

****= Significant correlation**

Table 7 presents the results of correlation analysis examining the relationships between age diversity, religious diversity, ethnic diversity, and gender diversity, as well as their impact on key organizational metrics. The analysis revealed significant positive correlations between various aspects of diversity and key organizational factors. Firstly, age diversity shows a strong positive correlation with strategic evaluation ($r = 0.846$, $p < 0.001$), indicating that organizations with

greater age diversity tend to have higher strategic evaluations. Secondly, religious diversity is positively correlated with both strategic evaluation ($r = 0.781$, $p < 0.001$) and impact on organizational performance ($r = 0.741$, $p < 0.001$), suggesting that religiously diverse organizations tend to perform better strategically and operationally.

Thirdly, ethnic diversity demonstrates significant positive correlations with strategic evaluation ($r = 0.628$, $p = 0.001$) and impact on organizational performance ($r = 0.628$, $p = 0.001$), indicating that ethnically diverse organizations are more likely to excel in strategic planning and overall performance. Lastly, gender diversity is positively correlated with all other diversity factors and shows the strongest correlation with influence on employees' satisfaction ($r = 0.803$, $p < 0.001$), implying that gender-diverse organizations tend to have higher levels of employee satisfaction.

These findings suggest that diversity, encompassing age, religion, ethnicity, and gender, plays a crucial role in organizational success, positively influencing strategic evaluation, organizational performance, and employee satisfaction. Understanding and leveraging diversity can lead to improved outcomes and a more inclusive work environment.

4.8. Regression analysis

Table 8: OLS regression analysis of variables with employee's satisfaction

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Age diversity	1.790001	8.489221	0.211003	0.835231
Religious diversity	0.820382	0.217133	3.777213	0.001256
Ethnic diversity	0.408185	0.173221	2.350245	0.029178
Gender diversity	-0.258237	0.2141678	-1.205735	0.242109
R-squared	0.294122	Mean dependent var		31.14578
Adjusted R-squared	0.291435	S.D. dependent var.		3.109532
S.E of regression	1.425211	Akaike info criterion		5.0123756
Sum squared resid	72.45021	Schwarz criterion		3.0510236
Log likelihood	68.10042	Hannan-Quinn criterion		4.0721357
F-statistic	119.6788	Durbin-Watson		3.1208742
Prob (F-statistic)	0.000000			

The regression analysis in Table 8 provides insights into the relationship between various diversity factors and employee satisfaction. Summary of the findings includes:

1. Age diversity coefficient is positive (1.790001), but not statistically significant ($p = 0.835231$), indicating that there is no significant relationship between age diversity and employee performance.
2. Religious diversity coefficient is positive (0.820382) and statistically significant ($p = 0.001256$), suggesting that there is a significant positive relationship between religious diversity and employee performance.

3. Ethnic diversity coefficient is positive (0.408185) and statistically significant ($p = 0.029178$), indicating a significant positive relationship between ethnic diversity and employee performance.
4. Gender diversity coefficient is negative (-0.258237), but not statistically significant ($p = 0.242109$), suggesting that there is no significant relationship between gender diversity and employee performance.

Using the regression analysis to evaluate the hypotheses:

1. Hypothesis (H0): There is no significant relationship between age diversity and employee performance. Result: The regression analysis supports the null hypothesis (H0) as the coefficient for age diversity is not statistically significant ($p > 0.05$).
2. Hypothesis (H0): There is no significant relationship between religion diversity and employee performance. Result: The regression analysis rejects the null hypothesis (H0) as the coefficient for religious diversity is statistically significant ($p < 0.05$), indicating a significant positive relationship.
3. Hypothesis (H0): There is no significant relationship between ethnicity diversity and employee performance. Result: The regression analysis rejects the null hypothesis (H0) as the coefficient for ethnic diversity is statistically significant ($p < 0.05$), indicating a significant positive relationship.
4. Hypothesis (H0): There is no significant relationship between gender diversity and employee performance. Result: The regression analysis supports the null hypothesis (H0) as the coefficient for gender diversity is not statistically significant ($p > 0.05$).

4.9. Discussion of Findings

The regression analysis explored four hypotheses concerning the relationship between workplace diversity and employee performance. Initially, the results upheld the hypothesis asserting that age diversity lacks a significant relationship with performance in contrast to reports by Kunze et al., (2011). This finding suggests that while teams comprising individuals from diverse age groups may offer a range of perspectives and experiences, the mere presence of age diversity may not directly correlate with improved performance outcomes. Research indicates that effective management strategies tailored to leverage the strengths of various age groups may be necessary to unlock the potential benefits of age diversity within teams (Ranasinghe et al., 2024).

Secondly, the analysis contradicted the hypothesis suggesting no significant relationship between religious diversity and employee performance. Instead, it revealed a statistically significant positive relationship between religious diversity and performance similar to findings by Ali & Ghumro, (2020). This implies that workplaces fostering religious diversity may experience enhanced collaboration, creativity, and decision-making processes among employees. Such findings underscore the importance of creating inclusive environments that respect and accommodate diverse religious beliefs and practices (Lambert, 2022), thereby harnessing the potential benefits of religious diversity to drive organizational success.

Thirdly, the results challenged the hypothesis positing no significant relationship between ethnicity diversity and employee performance. Contrary to this assumption, the analysis uncovered a statistically significant positive relationship between ethnicity diversity and performance as reported by a study carried out by (Setati et al., 2019). This suggests that organizations embracing ethnic diversity may benefit from increased innovation, problem-

solving capabilities, and overall team effectiveness. It emphasizes the importance of promoting diversity and inclusion initiatives that celebrate and value employees' diverse ethnic backgrounds, fostering a culture of respect, collaboration, and mutual understanding within the workplace (Wambui et al., 2013).

Finally, the analysis supported the hypothesis stating no significant relationship between gender diversity and employee performance in contrasts with findings from Setati et al., (2019). This suggests that while gender diversity may offer various benefits such as a broader talent pool and diverse perspectives, its direct impact on performance may not be statistically significant. However, effective management practices that promote gender equality, mitigate biases, and create inclusive environments remain crucial for maximizing the potential advantages of gender diversity within organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, we present a summary of the findings, draw conclusions based on these findings, and offer recommendations. Our study aims to empirically examine the determinants of workplace diversity among employees of the University of Benin, Benin City, Nigeria. Various factors such as age diversity, ethnic diversity, religious diversity and gender diversity were investigated for their influence on employee's performance.

5.2 Summary of Findings

Utilizing primary data collected from 293 respondents, we employed simple percentage, tables, and ordinary least squares (OLS) econometric technique to estimate the specified model. The principal findings are as follows:

1. There exists a positive and insignificant relationship between age diversity and employee's performance.
2. The relationship between religious diversity and employee's performance is positive and significant.

3. Ethnic diversity relationship is positive and has a significant influence on employee's performance
4. Gender diversity shows a negative but insignificant relationship with employee's performance.

5.3 Conclusion

This study contributes to understanding the factors influencing employee performance in both public and private sectors. Employee performance is crucial for organizational success, and our findings underscore the importance of professionalism and competition in this regard. Religious diversity and ethnicity emerge as significant factors influencing employee performance, suggesting the need for attention to these aspects in policy-making and management practices. Hence, organizational prosperity may hinge on addressing employee performance issues adequately. Enhancing productivity requires investments in employee training, job security, and promotion opportunities regardless of age, gender, ethnicity, or religion. Collaboration between government and public sector management is essential for ensuring job security and promoting better service delivery.

5.4. Recommendations

Based on our findings, we propose the following recommendations:

- I. University management and other sectors should ensure equality and fair treatment among employees of different backgrounds to foster growth and enhance organizational performance.

- II. Promotion opportunities should be offered based on merit, irrespective of age, gender, ethnicity, or religion.
- III. Government and public sector management should prioritize job security to improve service delivery and productivity.

5.5. Suggestions for Further Studies

- I. Further studies should explore the reasons and importance of workplace diversity and employee performance in other regions of Nigeria, beyond Edo State.
- II. By implementing these recommendations and pursuing additional research, organizations can enhance workplace diversity, employee performance, and ultimately, organizational success.

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APPENDIX
RESEARCH TOOL
WORKPLACE DIVERSITY AND EMPLOYEES' PERFORMANCE IN THE
UNIVERSITY OF BENIN

Demographics

1. Gender:

- Male
- Female

2. Age:

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or Above

3. Educational Background:

- High School or Equivalent
- Bachelor's Degree
- Master's Degree
- Doctoral Degree
- Other (please specify): _____

4. Department/Unit:

- Administration
- Academic
- Research
- Support/Services

- Other (please specify): _____

5. Years of Employment at the University of Benin:

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years

6. Ethnicity:

- [Open-ended response]

7. Job Position/Title:

- [Open-ended response]

Impact of age diversity on employee performance.

Section A: Age diversity and employee performance

1. The presence of a diverse age range within teams affects productivity levels
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
2. Age diversity influence collaboration and knowledge sharing among employees
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

3. There are perceived disadvantages and challenges of managing teams with diverse age groups
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
4. Age diversity impact decision-making processes and problem-solving capabilities in the workplace
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
5. There are differences in job satisfaction and employee engagement levels based on age diversity within organizations
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Correlation between religion diversity and employee performance.

Section B: Religion diversity and employee performance.

6. Religious diversity within team's impact collaboration and productivity among employees
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
7. Religious diversity influence decision-making processes and problem-solving capabilities in the workplace
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
8. There are differences in job satisfaction and employee engagement levels based on religious diversity within organizations
 - Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

9. Organizations accommodate religious practices and beliefs to enhance employee performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

10. There are perceived advantages and challenges of managing teams with diverse religious backgrounds in terms of overall performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Relationship between ethnicity diversity and employee performance

Section C: Ethnicity diversity and employee performance

11. Organization's ethnicity diversity and inclusion strategies impact employee performance, specifically in relation to ethnicity diversity

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

12. Ethnic diversity contributes to innovation within the organization and subsequently influence employee performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

13. Employees perceive the alignment between ethnic diversity initiatives and the organization's overall goals negatively, and this perception affect their performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

14. Organization's ability to attract and retain top talents is due to its commitment to ethnicity diversity which impact employee performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

15. The likelihood of employees recommending the organization as an employer is influenced by its commitment to ethnicity diversity and inclusion, and this perception may correlate with employee performance.

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Influence of gender diversity on employee performance

Section D: Gender diversity on employee performance

16. The level of inclusiveness in team activities and projects significantly influences employee performance, especially concerning gender diversity

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

17. The extent to which one's opinions and ideas are valued and respected in the workplace correlates with employee performance, with consideration for gender diversity

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

18. Engagement in day-to-day work, influenced by the organization's diversity initiatives, has a notable impact on employee performance, particularly regarding gender diversity

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

19. The organization's acknowledgement of employee diversity is based on gender diversity, which influence employee's performance

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

20. Employee likelihood to remain with the organization long-term due to its commitment to diversity and inclusion varies, with gender diversity playing a significant role

- Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

