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IMPACT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE: A STUDY OF AIFCE AND FUTO, IMO STATE, NIGERIA

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Abstract

This study focused on the impact of workforce diversity on organizational performance of Alvan Ikoku Federal College of Education (AIFCE) and Federal University of Technology Owerri (FUTO) in Imo State. The problem of the study is that diversity has been an issue of concern to the management and other stakeholders in tertiary institutions. The research design that is adopted by the researcher is survey research design. Questionnaire was used to collect data. For the purpose of analysis, the researchers employed both percentages and t-test statistic in the exercise. The findings revealed that there is significant relationship between employee gender diversity and the productivity; there is significant relationship between employee educational diversity and efficiency; there is significant relationship between age diversity and [redacted] organizational effectiveness; and there is significant relationship between religious diversity and retention of

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organizational workers. The study concludes that workforce diversity has the capabilities of affecting positively and/or adversely different aspects of federal government establishments. Based on the findings, it was recommended that management should always consider the issue of gender when assigning responsibilities that are heinous to workers in organizations. Again, workers should seek education with all the determination necessary to achieve it in such a way that by virtue of being educated, they may always make uncommon contributions to corporate development even in the face of diversity.

Introduction

In Nigeria, organizations (especially federal tertiary institutions) are made up of people of different ethnic group, age, qualifications, gender, religion, culture, and background. Such diversities are taken to workplace by organizational members; hence they bring in different background in the performance of their functions. Such diversities may serve as a positive or negative factor towards goal achievement. If organizational goal must be achieve in the tertiary institutions, the diversity on employees must be recognized. That is why Alugbuo (2013) stated that human resource is recognized as the most important in an organization. According to Gozie (2022), if workers in federal tertiary institutions must perform their functions well and enhance positive organizational growth, there diversity must be utilized for positive organizational performance. It's a fact that diversity is advantageous if properly handled by tertiary institutions. This is because a tertiary institution's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. v3

When organizations actively asses their handling of workplace diversity issues, development diversity plans, multiple benefits are often reported. Dimkpa (2022) maintains that diversity is a tool for increased adaptability hence organizations employing a diverse workplace can supply a greater variety of solutions to problems in service, sourcing and allocation of resources. That is why Agulanna and Madu (2009) observed that when we think of an organization, we think of people (employees) and we think of goals to be achieved. Here employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands. Also, diversity according to Uromi (2019), assures an organization of broader service rangev3hence, a diverse collection of skills and experiences (e.g. languages,

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cultural understanding) allows a company to provide service to customers on a global basis. Reasoning in the same direction, Anyaoku (2019), is of the view that workforce diversity can lead to variety of viewpoints. v3

Indeed, a diverse workforce that feels comfortable communicating varying points of view provides a pool of ideas and experiences. Organizations that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Organizational strategies can then be executed; resulting in higher productivity and general performance. In the view of Kpadouwa (2022), diversity can affect a lot of things in an organization. It can enhance or reduce productivity, efficiency, effectiveness and group cohesion in an organization. It is also capable of doing same to issues of conflict resolution, and employee retention. It is therefore clear that diversity which increases creativity encourages personal growth and makes employees think more independently, has its challenges.

STATEMENT OF THE PROBLEM

Though it is true that workers of any institution may not be of the same sex; may not possess the same academic qualifications and experiences; may not be of the same age; may not belong to the same religion; may not have the same cultural identity; may not be of the same racial or ethnic background and may not even have the same nationality background, such indicators of employee diversity, in some cases has constituted major challenges to organizational progress. More so, Ibe (2023) asserts that diversity can breed bureaucracy in tertiary institution thereby leading to delay in decision making and can become a tool for disunity. High diversity of workforce can make it that everyone in the team may have a different opinion on the way organization affairs ought be run and managed. For that, Diversity can affect a lot of things in an organization. It can enhance or reduce productivity, efficiency, effectiveness and group cohesion in an organization.

OBJECTIVES OF THE STUDY

The general objectives of this study focused on the impact of workforce diversity on organizational performance. Specifically, this study is conducted to:

i. Find out the relationship between employee gender diversity and the productivity.
ii. Investigate the relationship between employee educational diversity and efficiency.
iii. Determine the relationship between age diversity and organizational effectiveness.

iv. Find out the relationship between religious diversity and retention of organizational workers.

RESEARCH QUESTIONS

The research questions for this study are:

i. What is the relationship between employee gender diversity and the productivity?
ii. What is the relationship between employee educational diversity and efficiency?
iii. What is the relationship between age diversity and organizational effectiveness?
iv. What is the relationship between religious diversity and retention of organizational workers?

CONCEPTUAL REVIEW

Workforce Diversity

Some management and social science scholars have examined the concept of diversity and workforce diversity. The term diversity refers to the similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities race and sexual orientation (Jide, 2021). According to Iheanya (2022), work force diversity means that organizational workers are of various cultural, age, religion, educational, racial, national and gender differences. The essence of diversity is to employ workers with cultural and language skills that can lead to greater reach for the organization. Diversity experts believe that heterogeneous groups can contribute more creative ideas to the mix.

It is therefore the view of Nnaji (2018) that diversity leads to increase in productivity and competitive advantages. Again, Kalu (2021) is of the view that workforce diversity increases creativity within an organization because heterogeneous groups are cross-fertilizing one another within the organization. Employees from different backgrounds bring in a variety of solutions on how to achieve a common goal. As more diverse ideas are suggested, the chances of finding a workable answer are improved. In atmospheres when brainstorming is necessary, more ideas are formed because team members are culturally diverse.

Organizational Performance

Performance is an organizational outcome resulting from the combination of firm-specific resources, capabilities and routines (Uzoma, 2022). Performance is the

goal of all organization. Organizational performance covers all issues relating to productivity of firm, increase market for firms, increase customer base, and customer satisfaction (Adeola, 2017). For Ayodeji and Adebayo (2015) performance indicates the effectiveness of an organization. Various indicators such as effectiveness, efficiency, financial viability and relevance to stakeholders can be used to measure insurance marketing performance. Shen, Wang and Su (2011) posit that the overall organizational performance are however more difficult to develop especially when they involve benefits that not every consumer needs.

Impact of Workforce Diversity Variables on Performance of Organization

They include:

1. **Gender diversity and productivity:** Women have long struggled to obtain equal pay for comparable work and to remove the glass ceiling, an invisible barrier that keeps women and other minorities out of the top managerial ranks (Agu, 2023). Women also face gender discrimination and sexual harassment that is sexual advances or other unwelcome conduct of a sexual nature. Although much progress has been made to prevent such conduct, there is still a need for training and education. Women still struggled for equal treatment in the workplace (Ariyo, 2016). The researcher believes that there is a relationship between the sex of workers and their productivity. A lot of management authorities have written on productivity. Mondy and Premeaux (2023) define productivity as a measure of the relationship between inputs (labour, capital natural resources energy and so forth) and the quality of outputs (goods and services).
   Alugbuo (2004) writes on ways of improving productivity in organizations. According to him, productivity and the means to increase it have become a major focus of managerial attention today. The possible actions that may be taken to improve productivity in our organization are many. It includes the introduction of management Decision Support System (DSS); opining a central warehouse with automatic storage and retrieval; smoothening work flow to cut down on the number of employees needed at peak time; providing computer facilities in user areas in long term productivity; training and incentive programmes based on increase in long term productivity. Alugbuo (2004) observes that there are many factors influencing productivity. These are the make-up of the workforce; cost6 of

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energy; condition of facilities and investment in new plant and equipment; level of research and development; motivation and cost to industry of government regulations; inflation; tax policies and discipline.

2. **Employee education diversity and efficiency:** It is possible that the level of education one acquires has a relationship with the ability to achieve goals without wastage of resources. In as much as people have varied educational backgrounds, it affects efficiency in various ways. Efficiency has been variously described. Odiegwu (2016) maintains that efficiency was originally an industrial engineering concept that came of age in the early twentieth century. Management theorists like Frederick Taylor and Frank and Lillian Gilbreth designed time and motion studies primarily to improve efficiency. Work simplification efforts again focused primary on questions like "how fast can we do this task?" Work simplification also led to terminology like streamlined processes and efficiency experts, but the emphasis was still on time and motion. Odiegwu maintains that the words efficiency and effectiveness are often considered synonyms, along with terms like competency, productivity, and proficiency.

   However, in more formal management discussions, the words efficiency and effectiveness take on very different meanings. In the context of process reengineering, Lon Roberts (2014) defines efficiency as "to the degree of economy with which the process consumes resources-especially time and money", while he distinguishes effectiveness as "how well the process actually accomplishes its intended purpose, here again from the customer's point of view". Another way to look at it is this: efficiency is doing things right, and effectiveness is doing the right things. Ogu (2016) continues that efficiency and effectiveness can both improve speed, on-time delivery, and various other process baselines. A travel application which has six signatures (as opposed to two) causes the travel application process to be inefficient and ineffective. Many of the people who sign the application aren't effective in their job because they waste their time on things that don't add value for any of the stakeholders. They are not doing the right things.

   They are also inefficient because they are participating in a process that takes too long and therefore costs too much. Eliminating some of the signatures would make the process (and the signers) more efficient and more effective (Ogu, 2016). People who sign all those travel applications

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might justify it by saying, "these people have to be here anyway. It does not cost us anything extra for them to be signing the travel applications". There's something terribly wrong with that type of thinking. Esogwa (2023) maintains that measures of efficiency and capability for rapid adaptation are of great interest to all stakeholders: process owners, internal and external customers and suppliers, and executives. Inefficient processes are costly in terms of dollars, waste, rework, delays, resource utilization and so on. In order to make processes more efficient, people must ask themselves what, who, when, where and how questions (Esogwa, 2023).

3. **Age diversity and organizational effectiveness:** Today's diversity workforce reflects generational differences and differing perspectives about the relationship between age and ability or professional worth (Michael, 2020). While complaints about age discrimination are not as prevalent as complaint about gender and racial discrimination, managers must still promote awareness and understanding of age differences in the workforce. To set goals and achieve them, age matters. The degree of achievement of goals by organizational workers can be based on the degree of youthfulness of the workers. The concept of effectiveness, which takes into consideration creating value and pleasing the customers, became popular in the United States in the early 1980s when Americans perceived Japanese products such as cars and electronics to offer greater value and quality (Odiegwu, 2016).
4. **Religion diversity and retention of organizational workers:** In some government establishments, the researcher has observed situations whereby the regularization of appointment by certain chief executives is based on diverse religious inclinations. The issue of employee retention has attracted the contributions of various authors, writers and experts. This is the view of Nnaji (2018) who posits that retention is an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial cost involved in hiring and training new staff. Employee retention therefore refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given

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period). However, many consider employee retention as relating to the effort by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategy rather than the outcome.

5. **Cultural diversity and group cohesion:** It is the belief of Ogu (2021) that people of the same cultural heritage who work in a given organization have greater tendencies of achieving cohesion. Cultural diversity is a term used to mean that a team or group contains people from many different cultures and backgrounds. A diverse culture in a workplace means the organization employs workers from a wide away of background including ethnicity, race, gender and religion. It is also true that a number of other less common and more minor distinguishing traits contribute to a culture in which teams work with others who are not their mirror images (Njoku, 2014). According to him, group cohesion is the ability of group members to stick together.

THEORETICAL REVIEW

The researcher used various theories of diversity and theories relating to the variables in the research questions to handle this section. Other theoretical contributions bordering on the nature of employee diversity were also considered here.

Thomas Theory of Diversity Management

Dr. R. Roosevelt Thomas, Jr. initiated the diversity management movement in 1985. Thomas based his theory of diversity management on direct observations of the changing attitudes of young college students. He translated these observations into a theory of the nature of talent management in a changing world. Thomas theory of diversity management involves a few basic tenets regarding the relationship of increasing diversity to improving business outcomes. His work states among other things that managing the inevitable diversity of the changing workforce is an essential skill for both managers and leaders; better business results are the goal of diversity management; diversity management allows everyone to contribute naturally to organizational goals; successful diversity management does not privilege one group to the disadvantage of other groups. When Dr. Thomas out hired these simple principles, he sparked intense interest in the executives of hundreds of corporations seeking new insights into the changing demographic profiles of their companies. Organizations as diverse

as Proctor and Gamble, Avon, Corning, Digital Equipment Corporation and Xerox, accepted and endorsed Dr. Thomas' theory (Duru, 2011).

Page Theory of Diversity Management

Arriving on the scene of diversity management many years after Dr. Thomas Dr. Scott Page stumbled into a theory of diversity management as a result of his intense work in complex problem solving and prediction. Whereas Dr. Thomas based his theory on observation, Dr. Page expanded the theory of diversity management by conducting experiments in group responses to complexity. Dr. Page's diversity-prediction and diversity-trumps ability theorems are based on the dynamic behaviours of groups in the process of problem solving, predicting, innovating, decision making and managing complexity. Like Dr. Thomas, Dr. Page formulated a set of principles regarding diversity management which are as follows: increased problem complexity drives the need for more diversity in the problem-solving group; diversity is not limited to superficial characteristics, it involves diversity perspectives, heuristics, categories and models; a logical approach to diversity management must rely on mathematics, science and empiricism, not anecdote and metaphor; problem-solving groups made up of diverse problem-solvers will outperform problem-solving groups made of the best problem solvers of non-diverse background; diversity trumps ability. Dr. Page substantiated all of his claims through extensive experiment and testing. Dr. Page's use of the scientific method to evaluate the efficiency and effects of diversity allowed him to create a set of diversity-management processes, which can be replicated in real-world situations to get the most value out of diverse groups (Duru, 2011).

EMPIRICAL REVIEW

Ikenna (2022) found out that when employees of diverse backgrounds work in an organization, the quality of outputs can be highly desirable by many stakeholders. According to him, diversity makes it possible for people of different nationalities, religions and experiences to work as a team thereby putting in their best for enhanced productivity.

In a study on the challenges of gender diversity to organizational effectiveness, Aladiya (2022) used percentages to analyze data and ANOVA statistic to test hypothesis. He discovered that male employees were more relevant for effectiveness that female employees in manufacturing entities.

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In a study on the relevance of educational diversity in the management of external influences in an organization, Utare (2023) used percentages only to analyze data and came up with the finding that those workers that were quite educated contributed very significantly to the abilities of their firms in coping with uncontrollable factors in the environment.

Badola (2019) researched on the role of motivation on efficient operations in the public sector of the Nigerian economy. He used percentages to analyze data and correlational analysis for hypotheses testing. The key finding was that whenever workers were touched at the point of their needs, they became less-wasteful of resources in the pursuit of organizational goals.

In a study on the impact of diversity on conflict management in business organizations, Paul (2021) used percentages to analyze data and chi-square for hypotheses testing. He found out that the more diverse people were in an organization, the more difficult it was managing conflicts among them.

In a study on the effect of religious inclinations on group cohesion in enterprises, Diya (2022) used percentages only to confront data analysis. The major finding was that people of same religions stick to each other more than people of varied religions. The researcher believes that differences in religion especially in public enterprises can affect overall corporate performance.

In a study on the impact of cultural diversity on corporate growth, Ozoemena (2023) used percentages to analyze data and she discovered that cultural diversity attracted various classes of customers and employees to business organizations. According to her, the attraction of various kinds of persons to a business organization was a sure way to improve the profitability, productivity and competitive abilities of the business thereby ensuring business growth and development.

In a study on the factors militating against the performance of Federal Government establishments in Nigeria, Musa (2023) used percentages to analyze data and t-test statistic to test hypotheses. He found out that among the key factors affecting the general performance of FG establishments included poor funding, ethnicism, poor motivation of staff and inability of successive governments to advance on the programmes of past regimes.

In a study on the impact of age diversity on the performance or parliamentary agencies in Nigeria, Ajonuma (2023) used a descriptive approach to confront the study. According to him, age diversity played a serious role in the quality of delivery of staff of parliamentary agencies like the Federal Road Safety Crops and

Nigeria Security and Civil Defence Corps. The older the staff, the more difficult it became to implement orders and commands from superiors.

Gap in Literature

The gap could be established on the topic, geographical location, and indices in the objectives. None of the past works covers the exact topic of this work, which is the impact of workforce diversity on organizational performance. This work used Alvan Ikoku Federal College of Education (AIFCE) and Federal University of Technology Owerri (FUTO), which were not used by past researches. The indices in the objectives, which include gender diversity the productivity; educational diversity and efficiency; age diversity and organizational effectiveness; and religious diversity and retention of organizational workers were not used by past works. The researcher, after going through various Nigerian and African journals, discovered great scarcity of articles in the area of workforce diversity as it affects Alvan Ikoku Federal College of Education (AIFCE) and Federal University of Technology Owerri (FUTO). This study is believed to have gone a long way, filling the gap.

RESEARCH METHODOLOGY v3

For the purpose of this3study, the research design that is adopted by the researcher is descriptive survey research design. The study population is 163. It covers the entire executive members of different workers union in Alvan Ikoku Federal College of Education (AIFCE) (71) and Federal University of Technology Owerri (FUTO) (92) (**Source:** AIFCE and FUTO, 2023). The Taro Yammer's formula was used to reduce the sample size and we have 134. The major tool used for this study was the questionnaire. The questionnaires were validated using content validity method. More so, test retest reliability method was used. For the purpose of analysis, the employed both percentages and t-test statistic in the exercise.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Out of the 134 questionnaire copies distributed by the research, only 120 questionnaire copies were properly filled and returned.

Item 1: Employee gender determines the level of productivity.

Table 1: Gender and corporate productivity.

Options	No of Responses	% of Responses
Strongly Agree	43	35.8
Agree	35	29.2
Disagree	33	27.5

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Strongly Disagree	6	5
Undecided	3	2.5
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.1 indicates that 35.8% of the respondents strongly agreed that employee gender determines the level of productivity, whereas 29.2% of the respondents agreed. Also, 27.5% of the respondents disagreed while 5% of the respondents strong disagreed. However, 2.5% of the respondents were undecided.

Item 2: Based on differences in gender, management gives out more tasking jobs to male workers.

Table 2: Male staff and hard jobs.

Options	No of Responses	% of Responses
Strongly Agree	39	32.5
Agree	29	24.2
Disagree	28	23.3
Strongly Disagree	10	8.3
Undecided	14	11.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.2 indicates that 32.5% of the respondents strongly agreed that differences in gender, management gives out more tasking jobs to male workers whereas 24.2% of the respondents agreed 23.3% of the respondents disagreed while 8.3% of the respondents strongly disagreed. Also, 11.7% of the respondents were undecided.

Item 3: Employee educational diversity helps for reduction in the financial cost of running tertiary institutions.

Table 3: Educational diversity and corporate efficiency.

Options	**No of Responses**	**% of Responses**
Strongly Agree	44	36.7
Agree	36	30
Disagree	34	28.3
Strongly Disagree	4	3.3

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Undecided	2	1.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.3 shows that 36.7% of the respondents strongly agreed that employee educational diversity helps for reduction in the financial cost of running tertiary institutions, whereas 30% of the respondents agreed but 28.3% of the respondents disagreed while 3.3% of the respondents strongly disagreed. However, 1.7% of the respondents were undecided.

Item 4: Based on educational diversity among workers, there is limited delay in tertiary institutions decision making.

Table 4.4: Educational diversity and organizational decision making.

Options	No of Responses	% of Responses
Strongly Agree	40	33.3
Agree	30	25
Disagree	29	24.2
Strongly Disagree	9	7.5
Undecided	12	10
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.4 shows that 33.3% of the respondents strongly agreed that employee educational diversity helps for reduction in the financial cost of running tertiary institutions, whereas 25% of the respondents agreed but 24.2% of the respondents disagreed while 7.5% of the respondents strongly disagreed. However, 10% of the respondents were undecided of the respondents disagreed. 10% of the respondents strongly disagreed, 7.1% of the respondents were undecided.

Item 5: Age diversity is a tool for achieving set organizational goals.

Table 5: Age diversity and corporate effectiveness.

Options	No of Responses	% of Responses
Strongly Agree	42	35
Agree	34	28.3
Disagree	32	26.7
Strongly Disagree	7	5.8

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Undecided	5	4.2
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.5 indicates that 35% of the respondents strongly agreed that age diversity is a tool for achieving set organizational goals whereas 23.3% of the respondents agreed, 28.3% of the respondents disagreed, 26.7% of the respondents strongly disagreed while 5.8% of the respondents were undecided and 4.2% of the respondents were undecided.

Item 6: With difference in age, the younger workers save the elderly ones a lot of stress thereby reducing the work overload.

Table 6: Saving grace to elderly workers.

Options	No of Responses	% of Responses
Strongly Agree	43	35.8
Agree	35	29.2
Disagree	33	27.5
Strongly Disagree	6	5
Undecided	3	2.5
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.6 above shows that 35.8% of the respondents strongly agreed that with difference in age, the younger workers save the elderly ones a lot of stress thereby reducing the work overload whereas 29.2% of the respondents agreed but 27.5% of the respondents disagreed while 5% of the respondents strongly disagreed and 2.5% of the respondents were undecided.

Item 7: Diversity in religion has led to the development of spirit of tolerance among workers.

Table 7: Religion and tolerance among staff.

Options	No of Responses	% of Responses
Strongly Agree	39	32.5
Agree	29	24.2
Disagree	28	23.3
Strongly Disagree	10	8.3

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Undecided	14	11.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.7 above indicates that 32.5% of the respondents strongly agreed diversity in religion has led to the development of spirit of tolerance among workers whereas 24.2% of the respondents agreed while 23.3% of the respondents disagreed. 8.3% of the respondents strongly disagreed while 11.7% of the respondents were undecided.

Item 8: Based on the degree of tolerance of differences in religion, there is low employee turnover in tertiary institutions.

Table 8: Religion tolerance and employee stability of tenure.

Options	No of Responses	% of Responses
Strongly Agree	41	34.2
Agree	31	25.8
Disagree	30	25
Strongly Disagree	8	6.7
Undecided	10	8.3
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.8 indicates that 34.2% of the respondents strongly agreed that the degree of tolerance of differences in religion, there is low employee turnover in tertiary institutions, whereas 25.8% of the respondents agreed. Also, 25% of the respondents disagreed while 6.7% of the respondents strongly disagreed. However, 8.3% of the respondents were undecided.

Item 9: Cultural diversity has enabled workers to see the need to stick together.

Table 9: Cultural differences and cohesion.

Options	No of Responses	% of Responses
Strongly Agree	44	36.7
Agree	35	29.3
Disagree	33	27.5
Strongly Disagree	5	4.2
Undecided	3	2.5
Total	**120**	**100**

Source: Field Survey (2024).

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Table 4.9 indicates that 36.7% of the respondents strongly agreed that cultural diversity has enabled workers to see the need to stick together, whereas 29.3% of the respondents agreed. Also, 27.5% of the respondents disagreed while 4.2% of the respondents strongly disagreed. However, 2.5% of the respondents were undecided.

Item 10: The cohesion enjoyed by workers as a result of cultural diversity can be afflicted by cultural extremists in the organization.

Table 10: Group cohesion and cultural radicalism.

Options	No of Responses	% of Responses
Strongly Agree	44	36.7
Agree	36	30
Disagree	34	28.3
Strongly Disagree	4	3.3
Undecided	2	1.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.10 indicates that 36.7% of the respondents strongly agreed that cohesion enjoyed by workers as a result of cultural diversity can be afflicted by cultural extremists in the organization. Again, 30% of the respondents agreed. Also, 28.3% of the respondents disagreed while 3.3% of the respondents strongly disagreed. However, 1.7% of the respondents were undecided.

Item 11: Racial diversity has necessitated the establishment of a mechanism for resolving conflicts in tertiary institutions.

Table 11: Key implication of racial diversity.

Options	No of Responses	% of Responses
Strongly Agree	40	33.3
Agree	30	25
Disagree	29	24.2
Strongly Disagree	9	7.5
Undecided	12	10
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.11 indicates that 33.3% of the respondents strongly agreed that racial diversity has necessitated the establishment of a mechanism for resolving conflicts in tertiary institutions. Again, 25% of the respondents agreed. Also, 24.2%

of the respondents disagreed while 7.5% of the respondents strongly disagreed. However, 10% of the respondents were undecided.

Item 12: There are still some workers who fan embers of discord in the organization over differences in race.

Table 12: Fanning embers of discord in government offices.

Options	No of Responses	% of Responses
Strongly Agree	38	31.7
Agree	28	23.3
Disagree	27	22.5
Strongly Disagree	12	10
Undecided	15	12.5
Total	**120**	**100**

Source: Field Survey (2024).

Table 4.12 indicates that 31.7% of the respondents strongly agreed that there are still some workers who fan embers of discord in the organization over differences in race. Again, 23.3% of the respondents agreed. Also, 22.5% of the respondents disagreed while 10% of the respondents strongly disagreed. However 12.5% of the respondents were undecided.

Discussion of Findings

The fact that employee gender determines the level of productivity of tertiary institutions as shown on table 4.6 indicates that management would not give more cumbersome assignments to the female workers. This is supported by the revelation on table 4.7 which indicates that based on the differences in gender, management gives out more tasking jobs to male workers. It is the belief of Aku (2021) that the issue of gender is a natural determinant of the kind of work an employee must be given by his/her superiors. There are tasks that may specially demand the services of male workers.

Given that employee educational diversity helps for reduction in the financial cost of running tertiary institutions as shown on table 4.8, it implies that by virtue of the training and development offered by way of educating workers at various levels, wastages in the achievement of organizational goals will always be reduced. This is because workers have become more skilled and even those that are unskilled can be supervised by those that are either skilled or semi-skilled. No

wonder table 4.9 shows that based on educational diversity among workers, there is limited delay in corporate decision making. The researcher believes that exposure to education is necessary for corporate decision; hence Obilor (2019) sees decision making as a serious activity which hinges on choosing from among various and sometimes confusing alternatives.

The fact that age diversity is a tool for achieving set organizational goals as shown in table 4.11 is an indication that the younger one is the higher the expectation that one will be more effective in the achievement of organizational goals. It is the view of Chuma (2018) that young age has a relationship with agility and youthfulness. This assertion is further supported by the revelation on table 4.12 which shows that with differences in age, the younger workers save the elderly ones a lot of stress thereby reducing work overload for the elderly ones.

Indeed, religion diversity is a major and an interesting issue in any discussion involving public offices. The fact therefore that diversity in religion has led to the development of spirit of tolerance among workers as shown in table 4.15 is not surprising to the researchers as Ugonna (2013) posits that Nigeria is a multi-religious, multi-lingual and multi-tribal nation – a situation that only demands religious tolerance among workers of unity institutions as in federal government owned organizations. No wonder table 4.15 shows that based on the degree of tolerance of differences in religion, there is low employee turnover in tertiary institutions.

CONCLUSION

The researcher concluded that workforce diversity has the capabilities of affecting positively and/or adversely different aspects of federal government establishments. It can affect the productivity of such organizations, it can affect their abilities to achieve goals without wastage of resources and it can affect the core achievement if corporate objectives. Workforce diversity can challenge the abilities of organizations to retain their employees, it can encourage group cohesion and it can be a tool for devising means of handling conflict resolutions.

RECOMMENDATIONS

Based on the findings, the researcher recommended that:

1. Management should always consider the issue of gender when assigning responsibilities that are heinous to workers in organizations.
2. Workers should seek education with all the determination necessary to achieve it in such a way that by virtue of being educated, they may always make uncommon contributions to corporate development even in the face of diversity.

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3. Management should not over-labour the younger workers because of the vitality and agility they possess.
4. Workers should always see the need to achieve group cohesion despite their diverse cultural backgrounds.
5. Religion diversity should not be allowed to lead to intolerance among workers in federal organizations.
6. Workers should see each other as a member of a common race, the Nigerian race.
7. Management should avoid favoritism when resolving issues whose roots can be traced to diversity of the workforce.

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