DIVERSITY IN THE WORKPLACE: IMPLICATIONS FOR COLLECTIVE ORGANIZATIONAL COMMITMENT IN NIGERIAN PUBLIC SECTOR ORGANIZATIONS

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ARTICLE INFO	ABSTRACT
	Objective: The objectives of this study are: 1. evaluate the effect of job-related diversity on collective organizational commitment in public sector organizations in Nigeria; 2. evaluate the effect of cultural diversity on collective organizational commitment in public sector organizations in Nigeria. The aim of the study is to examine diversity in the workplace to achieve collective organizational commitment in public sector organizations in Nigeria. **Theoretical Framework:** In this topic, the main concepts and theories that underpin the research are presented. The theory that is related to this work having reviewed some theories is the Social Identity Theory. Social identity theory is a social psychological theory that is utilized in organizations to obtain high employee performance. Social identity theory gives more understanding of diversity in terms of understanding the role of group divisions in organization. **Method:** The study relied on a self-developed structured questionnaire as the instrument for data collection. Using SPSS version 20 software, descriptive statistics and multiple regression analysis were used to assess the data and statistically analysed the data that had been collected. **Results and Discussion:** The findings revealed that job-related diversity has a significant effect on collective organizational commitment in public sector organizations in Nigeria ($\beta=0.077$, $p<0.05$), and that cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria ($\beta =0.030$, $p>0.05$). **Originality/Value:** Previous studies had focused on different types of diversity and their attributes, but have not adequately addressed the factors that can strengthen the relationships. This study to filled this gap by examining the impact of workplace diversity on organizational commitment in the Nigerian Public Sector Organizations. The research also highlighted the need for a combination of cultural and experiential factors to understand the challenges faced by employees in a diverse workplace.. Doi: https://doi.org/10.26668/businessreview/2024.v9i4.4559

DIVERSIDADE NO LOCAL DE TRABALHO: IMPLICAÇÕES PARA O COMPROMISSO ORGANIZACIONAL COLETIVO NAS ORGANIZAÇÕES DO SETOR PÚBLICO NIGERIANO

RESUMO

Objetivo: Os objetivos deste estudo são: 1. avaliar o efeito da diversidade relacionada com o trabalho no compromisso organizacional colectivo em organizações do sector público na Nigéria; 2. avaliar o efeito da diversidade cultural no compromisso organizacional colectivo em organizações do sector público na Nigéria. O objetivo do estudo é examinar a diversidade no local de trabalho para alcançar o compromisso organizacional coletivo em organizações do setor público na Nigéria.

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Referencial Teórico: Neste tópico são apresentados os principais conceitos e teorias que fundamentam a pesquisa. A teoria que está relacionada a este trabalho tendo revisado algumas teorias é a Teoria da Identidade Social. A teoria da identidade social é uma teoria psicológica social utilizada nas organizações para obter alto desempenho dos funcionários. A teoria da identidade social oferece mais compreensão da diversidade em termos de compreensão do papel das divisões de grupo na organização.

Método: O estudo contou com um questionário estruturado autodesenvolvido como instrumento de coleta de dados. Utilizando o software SPSS versão 20, foram utilizadas estatísticas descritivas e análise de regressão múltipla para avaliar os dados e analisar estatisticamente os dados coletados.

Resultados e Discussão: Os resultados revelaram que a diversidade relacionada com o trabalho tem um efeito significativo no compromisso organizacional colectivo em organizações do sector público na Nigéria (β=0,077, p<0,05), e que a diversidade cultural não tem efeito significativo no compromisso organizacional colectivo em organizações públicas. organizações do setor na Nigéria (β =0,030, p>0,05).

Originalidade/Valor: Estudos anteriores focaram nos diferentes tipos de diversidade e seus atributos, mas não abordaram adequadamente os fatores que podem fortalecer as relações. Este estudo preenche esta lacuna examinando o impacto da diversidade no local de trabalho no compromisso organizacional nas organizações do setor público nigeriano. A pesquisa também destacou a necessidade de uma combinação de fatores culturais e experienciais para compreender os desafios enfrentados pelos funcionários em um local de trabalho diversificado.

Palavras-chave: Diversidade Cultural, Diversidade Relacionada ao Trabalho, Compromisso Organizacional, Nigéria.

DIVERSIDAD EN EL LUGAR DE TRABAJO: IMPLICACIONES PARA EL COMPROMISO ORGANIZACIONAL COLECTIVO EN LAS ORGANIZACIONES DEL SECTOR PÚBLICO NIGERIANO

RESUMEN

Objetivo: Los objetivos de este estudio son: 1. evaluar el efecto de la diversidad relacionada con el trabajo en el compromiso organizacional colectivo en las organizaciones del sector público en Nigeria; 2. evaluar el efecto de la diversidad cultural en el compromiso organizacional colectivo en organizaciones del sector público en Nigeria. El objetivo del estudio es examinar la diversidad en el lugar de trabajo para lograr un compromiso organizacional colectivo en las organizaciones del sector público en Nigeria.

Marco Teórico: Este tema presenta los principales conceptos y teorías que sustentan la investigación. La teoría que se relaciona con este trabajo, habiendo revisado algunas teorías, es la Teoría de la Identidad Social. La teoría de la identidad social es una teoría psicológica social utilizada en las organizaciones para obtener un alto desempeño de los empleados. La teoría de la identidad social ofrece una mayor comprensión de la diversidad en términos de comprender el papel de las divisiones grupales en la organización.

Método: El estudio utilizó un cuestionario estructurado de desarrollo propio como instrumento de recolección de datos. Utilizando el software SPSS versión 20, se utilizaron estadísticas descriptivas y análisis de regresión múltiple para evaluar los datos y analizar estadísticamente los datos recopilados.

Resultados y Discusión: Los resultados revelaron que la diversidad relacionada con el trabajo tiene un efecto significativo en el compromiso organizacional colectivo en las organizaciones del sector público en Nigeria (β=0,077, p<0,05), y que la diversidad cultural no tiene un efecto significativo en el compromiso organizacional colectivo en el sector público. organizaciones. organizaciones del sector en Nigeria (β =0.030, p>0.05).

Originalidad/Valor: Estudios anteriores se han centrado en diferentes tipos de diversidad y sus atributos, pero no han abordado adecuadamente los factores que pueden fortalecer las relaciones. Este estudio llena este vacío al examinar el impacto de la diversidad en el lugar de trabajo en el compromiso organizacional en las organizaciones del sector público de Nigeria. La investigación también destacó la necesidad de una combinación de factores culturales y experienciales para comprender los desafíos que enfrentan los empleados en un lugar de trabajo diverso.

Palabras clave: Diversidad Cultural, Diversidad Relacionada con el Trabajo, Compromiso Organizacional, Nigeria

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1 INTRODUCTION

The Nigerian Government, through the Office of the Head of the Civil Service of the Federation (OHCSF), introduced new approach toward achieving a more committed workforce in its public service to ensure overall success in service delivery by public sector organizations. This approach, coupled with the diversity of the nation, has caused a rapidly changing environment in the public sector, thus making the management of workplace diversity of immense importance in determining workers commitment in achieving the aim contained in the new approach. Accordingly, this paper examines this diversity as it relates to collective organizational commitment which is a critical driver of success in such organizations.

Every organization, regardless of its sector, aims for an efficient service delivery which can only be accomplished through the organizations effective and efficient staffs. Many of such organizations' leaders concentrate in attracting and keeping brilliant people with the necessary abilities, expertise, and attitudes, regardless of their educational, ethnic, political, or cultural background, in the hopes that this would improve customer service performance.

Nigeria, with its complex diversity characterized by racism, religious beliefs and cultural background, provides an excellent setting for investigating the impact of workplace diversity on the employees in achieving organizational commitment. Accordingly, people start to exhibit some elements of discrimination and according preference to one another based on the common attributes such as location, gender, religion, age, and so on.

The Public sector, being the backbone of the government, must confront the challenges posed by these diversities while developing a sense of togetherness and collective purpose.

According to some literatures, employees' perceptions of workplace diversity treatments are crucial to improving, or not, their behaviors and dedication to the job (McKay et al., 2007). According to Gupta (2014), it is not enough to quantify workers' levels of happiness; rather, workplace diversity can impact the amount of dedication they demonstrate to the organization. For example, in the Nigerian health industry, employees' attitudes regarding the handling of diversity are vital not just to their job satisfaction but also to their loyalty to the business, (Ibidunni et al., 2018). Previously, the workforce was having very limited composition but now the modern workforce is highly varied in its composition because of economic factors including globalization and demographic factors like immigration, Wrench (2016).

The onset of globalization in the twenty-first century has resulted in increasing labour mobility throughout the world, necessitating another type of public sector reform targeted at

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improving service delivery by public sector organizations. This reform focused on employee diversity, (Gaio and Gonçalves, 2022). Governments began to realize that encouraging public sector institutions to embrace employees with diverse backgrounds, competencies, and experiences could lead to the creation of tremendous synergic opportunities, which would translate into improved efficiency and effectiveness in the delivery of public services. Haapakorpi et al. (2022). Furthermore, many governments envisioned that enacting workforce diversity policies in the public sector would aid the upholding of essential principles such as meritocracy, justice, representativeness, and transparency (Khassawneh and Abaker, 2022).

Diversity in this format was adopted by different countries, more so in the Western world. The concept was preceded by other diversity programs like affirmative action and equal employment opportunities.

Diversity may be classified into two dimensions: primary and secondary. The primary dimension relates to age, gender, and sexual orientation on which they are based, and so demonstrates the key distinctions between diverse individuals, (Aliyu et al., 2024). These fundamental disparities that have influence on early encounters, are immediately noticeable, and serve as filters through which individuals see the environment. In contrast, the secondary dimension relates to people's qualities such as religion, education, geographical location, wealth, and so on. They are characteristics that are not evident at first glance and become apparent only after certain encounters between persons. With these distinctions, individuals engage with one another in the context of life conflicts and the pursuit for a living in communities, societies, and established structures such as public and private organizations, (Aliyu et al., 2024). Consequent to the fore going, Ankita Saxena (2014) developed the following model to reflect the definition of workforce diversity, thus:

Figure 1

Workforce Diversity

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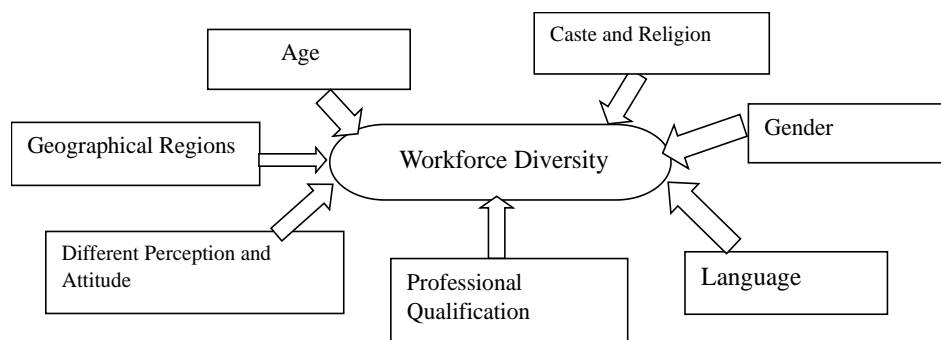
2 STATEMENT OF THE PROBLEM

The work environment is becoming more complex due to globalization and competition which has necessitated the need for a workforce that consist of people with varying age, experience, knowledge and backgrounds to maximize competitive advantage, Crevani (2019). In this regard, organizations must widen their perspective about workplace diversity which require leaders in modern organisations to ensure that diversity is incorporated in its daily operations.

Nigeria, with a population of over 200 million people of many tribes and religions, suggests that there is a big pool of talent from which organizations might draw to achieve their objectives. However, concerns of discrimination based on racism, nepotism, religious misunderstanding, and so on continue to persist in public sector institutions, notably in terms of employment. Cases of racial bias and other types of discrimination still occur in public sector organizations during recruiting, promotion, and other employer-employee relations procedures. Hence, organizational leaders are faced with the big challenge of managing its diverse workforce and the challenge of making sure that conflict of interest in policies and practice implementation are minimized, Akinnusi et al. (2017). Managing diversity in the workplace should be the concern of every organization.

Therefore, this study seeks to add to already existing literature on workplace diversity by examining the concept of diversity in workplace in terms of job-related diversity and cultural diversity and its impact on organisational commitment in the Nigeria's public sector organizations

3 AIMS AND OBJECTIVES

The main aim of this study is to examine diversity in the workplace to achieve collective organizational commitment in public sector organizations in Nigeria Other specific objectives are to:

1. evaluate the effect of job-related diversity on collective organizational commitment in public sector organizations in Nigeria;
2. evaluate the effect of cultural diversity on collective organizational commitment in public sector organizations in Nigeria.

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4 RESEARCH QUESTIONS

In line with the research objectives, the research questions are:

1. how does Job-Related diversity affect collective organizational commitment in public sector organizations in Nigeria?;

2. how does cultural diversity affect collective organizational commitment in public sector organizations in Nigeria?

5 RESEARCH HYPOTHESIS

Based on the research question, two null hypotheses were formulated as follows:

1. job related diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria;

2. cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria.

6 LITERATURE REVIEW

6.1 CONCEPTUAL REVIEW

Workplace diversity is a broad concept. In a simple term, it refers to similarities and differences that exist among employees in term of age, cultural background, physical abilities and disabilities, race, religion, gender and sexual orientation. However, many researchers have considered it a one-dimensional concept or studied just one perspective of workplace diversity while linking it with organizational performance, (Farmanesh et al., 2020; Gomez and Bernet, 2019; Hossain et al., 2020).

Many existing organizations today have a diverse workforce, which has led to new opportunities and challenges as well as rising complexity in recent years. According to Spanos (2022), managing diversity is now essential for reducing the difficulties associated with workplace diversity. Workplace diversity is a concept that is political, nebulous and cloudy in nature Jansen and Searle (2020). The concept of diversity covers acceptance and respect for one another in an organizational setting. It entails the understanding that everyone within the organization is different

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and unique. The term diversity is most used these days especially in an organizational setting partly because it is a concept that has a wide meaning and scope of definition.

As put by Brown et al. (2020), the term diversity is used by majority to mean either race or ethnicity of a group of people, but this view is limited of what diversity is. In explaining the principle of diversity with the consideration of its broad nature, Ashikali et al. (2021) describe diversity to exists in every society and workplace, and went further to state that diversity encompasses the culture and ethnicity as well as difference in physical abilities/qualities, languages, class, religious beliefs, sexual orientation and gender identity.

Van Vuuren et al. (2016) viewed diversity from the angle of identifying, tolerating and acknowledging individual differences present in an organization irrespective of the person's political or social cultural background, race, gender, age, ethnicity, sexual orientation etc. He supports his view by suggesting that every individual has that special quality inherent in him but share a number of characteristics from his environmental or biological background. He classified it into two dimensions, thus: primary and secondary dimensions.

Loden and Rosener (1991) cited in Mazur et al. (2020) defines diversity as that which differentiates one group of people from another along primary and secondary dimensions. Primary dimension of diversity has to do with those factors that exerts primary influence on our identity such as age, race, ethnicity, gender, sexual orientation and physical abilities and so on.

Mor-Barak (2015) define diversity in terms of narrow, broad and conceptual rule category-based definition. The narrow category definition is rooted in the United States of America's experience of mixed or racial diversity determined by discrimination legislation which includes gender, racial and ethnic groups, national origins, disabilities and age.
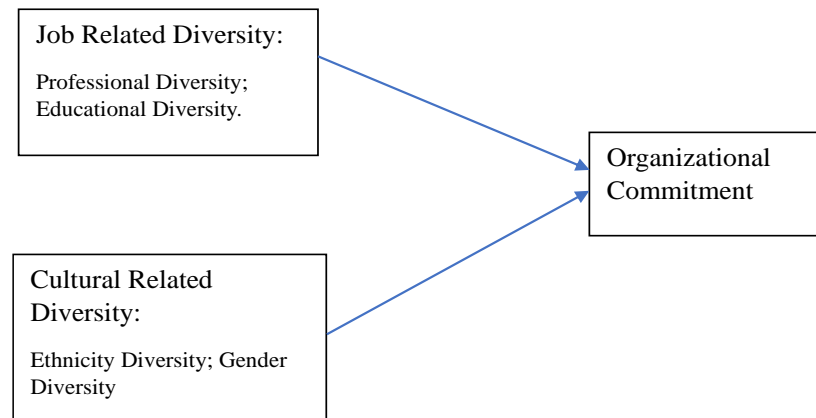
The broad-based category definition includes both visible and non-visible characteristics of diversity. The visible characteristics refer to the underlying attributes or dimension of diversity such as religion, education and tenure with the organization. The conceptual category-based definition of diversity assumes that members of a particular culture are likely to share common assets of values and norms that define their behaviours.

Scott and Byrd (2012) states that diversity management have emerged as a power strategy for handling diversity issues. Valuing and managing diversity is becoming more and more essential for delivering higher level of performance and creativity, enhancing problem solving and decision making. Zouaghi et al. (2020) citing Scott and Byrd (2012) said diversity management does not mean containing, controlling or stifling diversity rather it means management recognizing the utility of every feature of diversity and tapping the potentials.

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Diversity management is grounded on the idea that people are key asset for organizational success. By recognizing that people are characterized by many intersected diversities that needs to be managed, a diversity management approach maintains that only the conscious management of these diversities can establish a real outstanding and lasting competitive advantage for the organization. For diversity program to be effective, it requires the commitment of organization's board and managers, taking cognizance that these are the people who are responsible for extending the awareness of, and the attention and commitment to people's diversities to all employees, inducing them to respect, enhance, include and integrate these diversities in the workplace. It requires organizations to have intention and capacity to promote and shape a "cultural change" establishing a "culture of inclusion", Anderson-Gough et al. (2022).

According to O'Neill et al. (2021) diversity management is much more than hiring a heterogeneous workforce but more about ensuring that an environment that welcomes, appreciate and respects such diversity is created, such an environment where the needs of the employees are also taken into consideration. Diversity management means to recognize people's differences and then accept these differences as valuable. Diversity management goes beyond gaining knowledge on age, gender and race. As such, organization leaders must try to view diversity as a strategy that can enhance both employees' creativity and overall organizational growth, Jiang et al. (2023).

Successful organizations with a diverse workplace report that their employees perform better in terms of finances and innovation and are even more productive and efficient within the organizations, Hall et al. (2019). profitability is all achieved by organizations with a high percentage of female Chief Executive Officers. This is equally similar in Organizations with different races and ethnic groups having stronger sales, a bigger market share and client based with higher profitability, Beynon et al. (2019). Therefore, this research has taken the broad perspective of workplace diversity to examine its relationship with Organisational Commitment.

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Figure 2

Conceptual Review

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┌─────────────────────────┐
│ Job Related Diversity:  │
│                         │
│ Professional Diversity; │────────┐
│ Educational Diversity.  │        │
└─────────────────────────┘        ▼
                          ┌──────────────────────┐
                          │ Organizational       │
                          │ Commitment           │
                          └──────────────────────┘
┌─────────────────────────┐        ▲
│ Cultural Related        │        │
│ Diversity:              │────────┘
│                         │
│ Ethnicity Diversity; Gender │
│ Diversity               │
└─────────────────────────┘
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6.2 THEORETICAL FRAMEWORK

Workforce diversity is a very broad field which arguably, has been generalized across many boundaries. That is, management research, functional categories, social categories and psychological research. Diversity theorists have recently turned to the well-established field of social psychology for insights into how diversity affects individuals and groups in organizations. Social psychologists have examined the processes involved with social identity and intergroup relations and diversity scholars recognized that this research tradition can provide a solid background for emerging theories on workplace diversity

The theory that is related to this work having reviewed some theories is the Social Identity Theory. Social identity theory is a social psychological theory that is utilized in organizations to obtain high employee performance. Social identity theory gives more understanding of diversity in terms of understanding the role of group divisions in organization. Tajfel (1974) argued that social identity theory gives a deeper knowledge of effect of group behaviours, attitudes and interactions within organization.

According to Tajfel (1974), social identity theory provides the framework on the management of a group and that each individual belongs to specific group within institution. Social identity theory asserts that human beings come from a specific society and with time they attain some social characteristic that makes it easy to be categorized in the society according to their identity and perception. This means, the predominant character of individual on how one conducts himself is a mirror image of the background society. These social categories can be based on religion, sex, culture, nationality, occupation, race, class and other

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variables. Social categorization affects intergroup communication, behaviour, relations and socialization, Wilson and Leaper (2022). The theory asserts that group thinking is associated with the group line one associates. This influence the thoughts when a person is inside the group where they tend to think along the opinion of the group membership lines. It noticed that the dominant group has more influential power to change the less dominant group in the society according to their own version of thought within the society. That is "it imposes the dominant value system and ideology which is carefully constructed to benefit it, and to legitimate and perpetuate the status quo", Wilson and Leaper (2022). This theorem is fit to the study providing the blue print of discussion and understanding the concept behind the workforce diversity. Social identity theory hence explains the group think in gender groups, ethnical groupings and education-based grouping. This hinders decision making and cohesiveness affecting the organization performance. The theory does not have a strong anchor on performance of the organization but explains its effect to the diversity process.

6.3 EMPIRICAL REVIEW

The workforce is becoming diverse due to globalization and changes in global business, social and cultural trends. Many small/medium businesses and specifically multinational corporations have concluded that diversity is not merely an unavoidable side of social transformations; rather it is a factor and a reality that can bring about new perspectives and improve the creation of new goods and services, Rasticova and Ogg (2019); Vieira et al. (2023). Many empirical studies have examined the relationship between workforce diversity and organizational performance but there is a paucity of literature determining the elements or composition of workforce diversity and organizational performance. Only there are some conceptual studies that proposed the elements of cultural diversity to be examined with organizational performance such as, Ayega and Muathe (2018).

Prasad (2017) examined the effect of workforce diversity on organizational effectiveness on some selected banks in Ethiopia. The study used diverse sampling techniques to choose its respondents from three zonal towns of the region and its capital city; systematic random sampling was used to choose respondents from some select banks after commensurate sampling technique was used to determine the sample size of each town. Moreover, data were gathered via simple random sampling method.

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Kaur and Arora (2020), examined the impact of workforce diversity on organizational performance. He wanted to know if workforce diversity has a positive effect on customer related issues; and to determine the influence of education in managing workforce diversity to enhance high profitability index. The study made use of oral interview, secondary data and content analysis for the study.

Banono (2023) study on one hand found that workforce diversity (especially ethnicity, age and gender) as having a positive effect on teams as it increases the opportunity for creativity among members. Though, on the other hand the study, it negatively affected team members as it increases the likelihood that team members would be dissatisfied and fail to identify with the group. Their conclusion was that in the short term, there are several negative consequences associated with workforce diversity e.g. lack of commitment from group members, dissatisfaction, lack of identification with the group; perceived discrimination, work related friction; role conflict; role ambiguity; problems with social group integration, etc. whereas in the long term, they predicted negative consequences for organizational performance.

According to Dansby et al. (2017) and Greene and Kirton (2023) the findings of the researchers on workforce diversity have produce conflicting results. There are lots and mixed and contradictory evident surrounding diversity effects, Drissen (2023). The reason is that different dimensions of diversity are often seen to have different effect on team outcomes in different business and organizational contexts. Most of these studies that found negative effects employed social identity theory as an exploratory framework, arguing that people are drawn to similar and even work better when they are in groups whose members are similar to them This is often called similarity attraction paradigm, Greene and Kirton (2023).

E. L. Telyani et al. (2022) reported a negative association between age diverse workforce and the group job satisfaction, innovation. Companies that encourage and employ a diverse workforce, attracts and keep high talent employees. As a result, enlarge its customer loyalty, bearing in mind that customers feel connected to organization when they see and interact with people who are like themselves.

Prasad (2017) argued based on his findings that no connection exists between workforce diversity and organizations' effectiveness, only a minimal impact was discovered. In contrast, some studies have found a positive correlation between diversity and performance Santos et al. (2017). One of such studies is the findings of Chen et al. (2020) reporting a link between gender and employee performance. This means that all employees irrespective of the gender must meet the annual target that is set by the organization. On the other hand, the study found no effect of

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age diversity on workers performance. One reason for this is the fact that age diversity effect is not as pronounced as the numeric distinctiveness between male and female managers. According to Antoniou et al. (2009) the harmful effect of age dissimilarity seem stronger than the positive effects based on conclusions from previous studies by several researchers. It was discovered that groups with increased age dissimilarities are often characterized by a bad climate (e.g. lower job satisfaction, less cohesion), have less communication, a higher turnover rate (older people especially leave the group earlier), more problems in decision making and lower performance.

6.4 LITERATURE GAP

Studies on workplace diversity's impact on organizational commitment have been limited, with most studies focusing on the private sector. Previous studies had focused on different types of diversity and their attributes, but have not adequately addressed the factors that can strengthen the relationships. This study aims to fill this gap by examining the impact of workplace diversity on organizational commitment in the Nigerian Public Sector Organizations. The research also highlights the need for a combination of cultural and experiential factors to understand the challenges faced by employees in a diverse workplace.

7 METHODOLOGY

Based from this constructivism point of view which is quantitatively inclined, survey research design is adopted in this study. This is because the nature of the study requires a first-hand information for analysis and hence adequate philosophical grounding. Accordingly, data was collected from the ten selected Nigerian public sector organisations in conformity with the adopted research design.

The researcher used the survey research design in this study to allow him obtain first-hand information over the data that is collected and used for analysis in this study. Survey research design is considered appropriate, efficient and flexible because it enables the researcher to minimize bias and maximize reliability of data that is collected and further used for analysis. Survey research involves the use of primary instruments like questionnaire, interviews and observations. This study utilizes the instrument of five-point Likert Scale

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questionnaire. The questionnaire items were based on the research questions which also agree with the research objectives and research hypotheses.

The population of the study consists of middle level workers from salary Grade Level 7 to 14 as well as officers on the Directorate Cadre (GL 15 to 17) because these workers have worked in the system long enough to understand the effect of workforce diversity on organizational performance.

The researcher used the non-probability sampling method which Anyanwu (2018) defines as a non-random process by which the researcher selects his sample on the basis of understanding of the universe, its components and the nature of his research objectives. The researcher therefore used judgmental (purposive) non-probability sampling techniques in the study. This sampling technique enables the researcher to conduct the study as one who understands the study population, its components and the nature of the study objectives.

Table 1

Study Population

STUDY ORGANISATIONS	POPULATION	SAMPLE SIZE OF EACH ORGANIZATION $n = \dfrac{N}{1 + N(e)^2}$
National Planning Commission, now (Federal Ministry Budget and Economic Planning)	475	217
National Insurance Commission	475	217
Corporate Affairs Commissions	465	215
Nigerian Postal Service	480	218
Nigerian Communications Commission	475	217
National Identity Management Commission,	480	218
National Pension Commission	470	216
Nigerian National Petroleum Company Ltd.	495	221
Bureau of Public Enterprises	475	217
Nigerian Deposit Insurance Corporations	460	213
Total	4750	2169

Source: Author computation
Therefore, sample size is 2169

The researcher used primary source of data collection. This helped to beef up the content of the work. The primary source of data collection is questionnaire. The copies of the questionnaire were distributed to the selected workers in the ten (10) Nigerian public sector organisations under study with the assistance of staff of the Department of Administration & Human Resources.

For the instruments for data collection, only the quantitative method of data collection was used for this study. In this study the researcher used five points Likert Scale questionnaires.

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Therefore, the study adopted the use of a questionnaire as the instrument of data collection. Specifically, it was the semi-structured questionnaire which was made up of open and close ended questions that was used to collect quantitative data needed for the study. The semi-structured questionnaire comprised both closed and opened ended questions and was divided into two sections. Section A consisted of questions that solicited for responses on the socio-demographic characteristics of the respondents - age, gender, marital status, educational status, length of employment, and department. Section B elicited responses to questions on workforce diversity variables and organizational performance variables.

The statistical software package named SPSS 20.0 was used as software for the analysis. According to the problem/requirement, statistical techniques such as Pearson Moment Product Correlation Coefficient and multiple regression analysis in Ordinary Least Square (OLS) were used to test the hypotheses. The frequencies were converted to percentages (%), enables the researcher to compare the responses meaningfully. Translating frequency counts into percentages showed the number per hundred compared, using a common base of "100" for comparison.

In order to carry out Pearson Correlation model, the Statistical Package for Social Sciences (SPSS) was used to determine the outcome. The procedure entails a description of the dependent and independent variables. SPSS was run and the output shows the constant (b_o) coefficient of regression where (β) was obtained. The output shows that P- values the coefficient that resulted in either rejecting or failure to reject the hypotheses at 5% level of significance.

The P-value therefore indicates the probability of getting result that shows the critical value. The null hypothesis was rejected if the p-value is less or equal to the critical value. The output of the study equally shows the coefficient determination (R^2), which measures the proportion of the dependent variable that can be explained by the regression model. The P-value of less than or equal to critical value if the null hypothesis was rejected, there was a slope between the variables. In this case, linear relationship which exist when the P-value or significance level is less than or equal to the critical value.

The null hypothesis was rejected if p-value < 0.05, hence the alternative hypotheses was accepted. Also, if p-value > 0.05, the null hypothesis was agreed upon and the alternative hypothesis was declined.

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7.1 MODEL SPECIFICATION

This study adopts the model specified by Okeke et. al. (2023) in their study on effect of Workforce diversity on organizational performance in Higher Educational Institutions with modifications as thus;

Inst perf = f(WDM)　　　(i)

Inst perf = f(EJS)　　　(ii)

WDM = f(JRD, CD)　　　(iii)

Model 1:

EJS = f (JRD, CD)　　　(1)

$$EJS = \beta_0 + \beta_1 JRD + \beta_2 CD \qquad (2)$$

Where:

WDM = Workforce Diversity Management
Inst perf = Institutional performance
EJS = Employee job satisfaction
JRD = job-related diversity
CD= cultural diversity

7.2 DATA ANALYSIS

After data collection, the data is coded, presented and also analyzed. The researcher first presented tables that were generated from the computer as the output. Descriptive analysis; frequencies and percentages were gathered to explain characteristics of the research in the organizations. Pearson correlation coefficient was used to determine how the variables under study related with each other, while regression analysis was used to determine their effect on

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institutional performance of public sector organizations in Nigeria (dependent variable namely; employee job satisfaction and the independent variables namely: job-related diversity).

Table 2

Correlational Analysis of Study Variables

		JRD	EJS	OC	CD	IP
JRD	R	1				
EJS	R	-0.036	1			
OC	R	-.004	0.047	1		
CD	R	0.098*	0.281*	-0.076*	1	
IP	R	0.061	0.258**	-.117**	0.632*	1
	N	2009	2009	2009	2009	2009

*Correlation is significant at the 0.05 level (2-tailed).
**Correlation is significant at the 0.01 level (2-tailed).
Key: Variable Definition
EJS Employee Job satisfaction
OC Organisational Commitment
CD   Cultural Diversity
JRD Job-related diversity
IP Institutional Performance
Source: Researcher's compilation, 2023

Table 2 above, portrays the correlation coefficient (workforce diversity on Institutional Performance) for the extent of relationship measure within the variables recognized in this study. Value of correlation ranges from -1 to +1, where 0.75 - 0.99 indicates a very strong connection between the intersecting variables, 0.5 - 0.74 implies strong relationship within the intersecting variables, 0.35-0.49 indicates a weak association among variables as presented above.

7.3 TEST OF HYPOTHESIS

Regression model analytical techniques were adopted to test the four null hypotheses so as to provide answers to the research questions and achieve the research objectives. Table 5 Regression Model Coefficients Shows How Job-related diversity and Cultural diversity affect dependent variable employee job satisfaction.

Table 3

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1.	.398ᵃ	.158	.155	1.06145

a. Predictors: (Constant), Job related diversity, Cultural diversity

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As seen from table 3 above, the R-square of 15.8% shows the joint explanatory strength of workforce diversity management variables (Job related diversity and Cultural diversity) and institutional performance (employee job satisfaction). Leaving about 84% impact to other extraneous variables not featured in the model.

Table 4

Regression ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	144.157	3	48.052	42.650	.000[b]
Residual	766.140	680	1.127		
Total	910.297	683			

a. Dependent Variable: employee job satisfaction
b. Predictors: (Constant), Job related diversity and Cultural diversity

Also, from the table 4 of the regression model ANOVA. The F-test p-value is observed to be 0.000 which less than 0.05 (5%) significant level and thus simplifies that all the workforce diversity variables are jointly having a significant impact on employee job satisfaction

Table 5

Regression Model Coefficients[a]

Model	Unstandardized coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
Constant	1.367	.184		7.413	.000
Job related diversity	.077	.037	.074	2.091	.037
Cultural diversity	.030	.040	.027	.749	.454

a. Dependent Variable: employee job satisfaction
Note: Regression Model coefficients table 5 above is used to interpret Research hypotheses 1 and 2

7.3.1 Research Hypothesis One

H_{01}: Job related diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria.

The second variable is used to activate the first null hypothesis. The variable Job-related diversity has a regression coefficient 0.077. This implies that the Job-related diversity has a positive impact on the collective organizational commitment in public sector organizations in Nigeria. Therefore, suggesting that, with an increase in Job related diversity of the public sector organizations in Nigeria could result to about 0.077 unit increase in collective organizational commitment as perceived by the respondents. Furthermore, Job related diversity has a p-value of

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0.037 which is less than 0.05 (5%) level of significance thus implies that the coefficient is statistically significant. Hence, the null hypothesis "Job related diversity has no significant effect collective organizational commitment in public sector organizations in Nigeria" is rejected.

We therefore conclude that the relationship observed between the Job-related diversity and the collective organizational commitment is generalizable. This study is in line with the studies carried out by the following researchers; Perera and Dayarathna (2019), Cheraisi et al. (2020), Arif and Uddin (2016), Syed Saad Hussain Shah (2012), Valenitne and Rosemarie (2021), Akob (2021), and Čizmić et al. (2021) who carried out their research independently and came to the conclusion that job related diversity is positively and significantly related to organizational performance.

7.3.2 Research Hypothesis Two

H_{02}: Cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria.

The fourth variable is used to activate the second null hypothesis. The variable cultural diversity has a regression coefficient 0.030. This implies that Cultural diversity has a positive impact on the collective organizational commitment in public sector organizations in Nigeria. Therefore, suggesting that, with an increase in Cultural diversity of the public sector organizations in Nigeria could result to about 0.030 unit increase in organization collective organizational commitment as perceived by the respondents. Furthermore, Cultural diversity has a p-value of 0.454 which is greater than 0.05 (5%) level of significance thus implies that the coefficient is statistically insignificant. Hence, the null hypothesis "Cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria." is not rejected. We therefore conclude that the relationship observed between the Cultural diversity and collective organizational commitment in public sector organizations in Nigeria is not generalizable but of a positive type.

Darwin and Palanisamy (2018) study on employee diversity and employee performance showed that age, gender, and ethnic diversity have no significant impact the performance of employees. The findings revealed that employees had a neutral perception about Workforce diversity. The employees neither think highly of Workforce diversity as a benefit to them nor criticize it as something to be avoided. Whereas the positive effect of age diversity falls in line with expectations drawn from models of information processing in groups. Other researchers

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who have considered Cultural diversity as an index of workforce diversity in relation to organizational performance such as Arif and Uddin (2016), Munasinghe and De Alwis (2017) and Soud et al. (2020) also concludes that Cultural diversity is positively related to organizational commitment but the relationship is not significant.

Table 6

Summary of Hypothesis Finding

SN	Hypothesis	Level of Significance	Conclusion	Type of relationship
1	H01	5% Level of sig.	Rejected	Positive
2	H02	5% Level of sig.	Not Rejected	Positive

8 DISCUSSIONS

Two (2) distinct empirical results have emerged from the validation of hypotheses above.

The first hypothesis test revealed that Job related diversity has significant effect on collective organizational commitment in public sector organizations in Nigeria. Given that job related diversity by way of training and retraining can boost organizational performance of such talents as shown on table 4.5. It implied that job related diversity is a core requirement for improved productivity. This is complemented by the fact that management make implementable policies to guide sound job related diversity for improved innovation. A study by Alike, Choi et al. (2019) investigated the effect of education diversity on employee satisfaction, innovative climate, and employee competence. The results of their research revealed that diversity positively influences all factors including innovative climate, employee satisfaction, and employee competence, and these factors will lead to operational efficiency and enhance innovation. Some studies also provided different results, as Ely and Thomas (2001) highlighted that individual and group performance are positively connected to functional diversity, but bonus outcomes are negatively related to it. Finally, educational diversity is negatively related to individual and group performance.

It is however worrisome that sometimes management introduces sentiments in job-related diversity. This finding is in agreement with Don-Solomon and Fakidouma (2021), Kent Baker et al. (2020), Lavkush Mishra (2022), Chin* et al. (2018), Agbaeze et al. (2017), A. and Manasrah (2017), Nasir et al. (2019), Yousef Obeidat et al. (2017). This suggests that organisations especially public organisations in Nigeria that want employ workers should pay

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attention to diversity of prospective employees. They must ensure that once employed, such employees are being trained and re-trained to understand and appreciate the individual and collective diversity in them. Adequate resources should be invested in human capital development to ensure well trained employees that will contend with changing technological environment to meet the demands of globalization.

The second hypothesis revealed that Cultural diversity has significant effect on collective organizational commitment in public sector organizations in Nigeria. The study also revealed that cultural diversity is positively related to organizational performance (organisational commitment) as shown in table 4.13. This means that a unit change in cultural diversity will in the same way lead to the same unit change to collective organizational commitment, everything being equal. On that note Ayega and Muathe (2018) proposed the relationship between cultural diversity and organizational performance. They proposed that cultural diversity is a broad concept that include ethnicity, social status, age, and gender. In addition, they proposed that organizational performance is based on a firm's profitability, market share, and customer service quality.

This study is related to research carried out by Arif and Uddin (2016), Munasinghe and De Alwis (2017) as well as Soud et al. (2020). The finding of their independent study revealed that cultural diversity and collective organizational commitment are positively related, although the relationship is not significant.

9 CONCLUSION

It is concluded in the study that the magnitude of diversity expressed within the organization's workforce, poses both as an advantage, if managed and effectively channeled, and as a disadvantage, if poorly managed or coordinated. In terms of a wide range of experience, talents, role interpretations, and approaches to work or tasks, diversity broadens the organization's possibilities and features. In this vein, workforce diversity provides for improved creativity and learning within the workplace. Members from different groups and backgrounds, when they collaborate, are able to offer a more comprehensive interpretation and approach toward the organizations problem or challenges. Workforce diversity therefore provides a more elaborate framework enriched with a number of perspectives, ideas and functional dispositions that when effectively tapped and harnessed by the business, impacts positively on its level of

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performance – sustaining collaboration between the groups, enhancing organizational processes and supporting the accomplishment of the organization's objectives and goals.

Organizations with diverse employees are better suited to serve diverse external customers in an increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic, and cultural environments. A diverse workforce is a reflection of a changing world and marketplace. Each employee in a diverse workplace possesses unique strengths and weaknesses derived from their diverse culture, diverse ethnicity, diverse gender, diverse educational background, and in addition to their individuality. When a diverse workforce is trained and managed properly, diversity in the workplace can leverage the strengths and complement the weaknesses of each worker resulting to synergistic performance, making the impact of the workforce greater than the sum of its parts. Diversity management benefits organizations by creating a fair and safe environment where everyone has access to the same opportunities and challenges, thereby displaying their creativity and innovativeness.

10 RECOMMENDATIONS

Based on the findings, the researcher recommended thus:

1. Organizational leaders/managers should formulate policies that guard against gender discrimination based on individual features such as gender, ethnicity, religion, education, culture, etc. in their organizations in order to encourage innovation.

2. The government should formulate policies that ensure equal mix of both men and women in not only the managerial positions of the firm but also the junior roles across all of its departments. Since women have outstanding attributes that positively affects the strategic decisions of an organization.

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