

Workplace Diversity and Human Resource Performance Among Non-Teaching Staff of Selected Private Universities in Ogun State

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ABSTRACT: *The proliferation of privately owned institutions in Nigeria has led to a range of challenges, including the issue of workplace diversity. The observed phenomenon is a naturally occurring event that can have varying effects on worker performance, depending on the effectiveness of its management. Numerous research studies have demonstrated the significant impact of non-teaching personnel management on their performance in private university settings. This study investigates the influence of workplace diversity on the efficacy of human resource management, expanding on the existing theoretical framework. The study utilised a survey research method, specifically targeting private universities in Ogun State that have obtained approval from the National Universities Commission (NUC). A representative sample of respondents was selected. The data was collected using a meticulously designed questionnaire. Regression analysis of ordinary least squares (OLS) and Pearson product correlation were used to analyse workplace diversity and human resources performance among non-teaching staff in a selected private university in Nigeria. The regression analysis conducted in this study revealed a statistically significant association between workplace diversity, encompassing factors such as age, education, and gender, and employees' performance in Nigeria. Ethnic diversity has a detrimental effect on workplace diversity. The study indicates that it is important for organisational management to establish and implement policies that support diversity in the workforce, considering the varied backgrounds of all individuals involved.*

Keywords: workplace diversity, organization, HR performance, private universities

INTRODUCTION

Organisations globally are established to fulfil predetermined goals. The achievement of these objectives depends on the efficient utilisation of resources. The human resource is considered the most important resource in organisations due to its critical role in effectively utilising other resources to achieve organisational objectives (Hassan, Naeem, & Muhammed, 2014). Researchers have attempted to understand how the effectiveness of employee performance can be improved over time due to their relevant characteristics (Olajide, 2014).

The contributions of employees within an organisation are of great significance. Effective management and fair treatment of workers can improve the overall effectiveness of the firm, resulting in increased profitability. Tesfaye (2010) suggests that organisations that effectively utilise their staff's capabilities can achieve cost savings by reducing recruitment efforts and also motivate employees to enhance their performance. Channer et al. (2011) and Isiah et al. (2017) have asserted that employee performance significantly impacts the sustainability and growth of organisations. Therefore, it is crucial to provide employees with adequate training, development opportunities, motivation, and support to sustain their performance levels.

Many global organisations have developed strategies to promote and manage diversity. Diversity management refers to the deliberate actions taken by organisations to promote the inclusion of employees from diverse backgrounds in both formal and informal structures. This is achieved through the implementation of intentional policies and programmes (Palmi, 2001; Nyambegera, 2002; Hays-Thomas, 2004; Özbilgin, Mulholland, Tatli, & Worman, 2008; Shifnas & Sutha, 2016).

Emuze and James (2013) suggested that organisations that embrace diversity to promote innovation, growth, and advancement are more likely to support and facilitate its implementation with increased emphasis, perseverance, and dedication. Workforce diversity has the potential to present both opportunities and challenges in the workplace, considering the current issues faced by companies (Osita-Ejikeme; Ugwuzor, 2014).

Nigeria is a diverse nation, with significant variations in culture, religion, ethnicity, language, climate, occupation, and education. The diversity in the country is demonstrated by the existence of over 400 ethnic groups and more than 1000 dialects (Okibe, 2022). The significance of workplace diversity, particularly within different organisations such as universities, cannot be overstressed. This study seeks to examine the relationship between workplace diversity and employee performance among non-teaching staff members in selected private institutions in Ogun State.

LITERATURE REVIEW

Concept of Diversity

Diversity encompasses differences in age, cultural heritage, physical abilities and disabilities, racial background, religious beliefs, gender, and sexual orientation (Xie & Shauman, 1998). Individuals display variations in gender, culture, race, social and psychological attributes, as well as in their perspectives and biases. Diversity in the labour force enhances its heterogeneity. In today's work environments, it is essential for all organisations to have a diverse workforce. Managing a diverse workforce poses a significant challenge for management (Asmita, 2015; Dahlin et al., 2018; Asimwe & Steyn, 2013; Asimwe & Zuena, 2023).

The presence of a diverse workforce is crucial for the success of all organisations. In today's business environment, organisations that hire talented and competitive employees, regardless of age, attitude, language, gender, religion, or caste, are the only ones able to effectively compete in the marketplace (Goyal, 2018).

Goyal (2016) argues that modern companies must have a diverse workforce to succeed in today's highly competitive work environments. Multiple studies have demonstrated the positive influence of workforce diversity on staff productivity (Saha & Patra, 2008; Sharma & Sharma, 2014; Dahlin et al., 2018; Asimwe & Steyn, 2013, 2014; Asimwe & Zuena, 2023). The researchers' conclusions and perspectives are primarily supported by policy-based arguments.

Employee Performance

Employee performance has received considerable attention from management scholars due to its significance for individuals and organisations. Masa'deh et al. (2018) argue that enhancing employee performance is crucial for optimising organisational operations, particularly in terms of efficiency and productivity. Employee performance is not solely determined by the final outputs achieved, but encompasses other factors as well. Employee efforts play a crucial role in the overall process, ultimately leading to the accomplishment of organisational objectives.

Employee performance refers to the results of employees' actions, which are influenced by their experience and skills. In organisational settings, employee performance is the combined result of the skills, efforts, and capabilities demonstrated by all individuals within the organisation. This collaborative effort improves productivity and helps achieve organisational goals. Enhanced organisational performance is achieved through efforts aimed at achieving goals, which require a corresponding improvement in staff performance (Ellinger et al., 2003).

Okoro and Washington (2012) define employee performance as the competent fulfilment of job-related duties. Zhuwao defines employee performance as the satisfactory completion of assigned tasks by a particular group of individuals, as assessed by a supervisor or organisation using predetermined criteria. This performance demonstrates the optimal use of resources in a dynamic environment. Matunwa (2016) defines employee performance as an individual's subjective assessment of their own job performance.

Markos and Sridevi (2010) suggest that employee performance is a reflection of their effectiveness and productivity, ultimately leading to the successful attainment of organisational objectives. This positive contribution ultimately contributes to the overall success of the organisation. Faiza and Nazir (2015) define employee performance as the observable behaviours displayed by employees that reflect their acquired knowledge and training. This statement suggests that it includes the effects on individuals' cognitive and emotional faculties.

Challenges of Workplace Diversity

According to Oyewunmi (2018), a significant challenge encountered by human resource management in organisations is the practise of excluding individuals or groups based on factors such as age, education, ethnicity, and income, among others.

Age Diversity

In their 2018 study, Kerga and Asefa examined the relationship between workforce diversity and employee performance in a telecommunications firm in Ethiopia. They found a significant positive correlation between these two variables. Workforce diversity is measured across multiple dimensions, such as age, gender, ethnicity, education, work experience, and marital status. A cluster sampling approach was used to obtain a sample of 74 participants. The data was collected using a structured questionnaire and analysed using descriptive statistics, correlation analysis, and regression analysis in the SPSS software.

Prasad (2017) found no significant impact of workforce diversity on organisational success in Ethiopian banks. This finding was attributed to the moderating effect of the work environment. The sample size of 271 was determined using a systematic random sampling method. The primary data was collected using a questionnaire, and the secondary data was obtained from multiple sources including files, historical documents, office manuals, circulars, and policy papers from the 37 banks included in the study. The data was encoded into SPSS software and then analysed using descriptive and correlation techniques.

Kunze, Boehm, and Bruch (2017) conducted a cross-organizational study to examine the association between age diversity, age discrimination climate, and performance outcomes. The study utilised the proposed structural equation modelling (SEM) methodology and found support for all theoretical relationships. The findings suggest a relationship between

age diversity and the presence of age discrimination within organisations. The adverse impact of this climate on the company's performance is evident in its effect on emotional commitment. These findings have significantly contributed to the existing literature on diversity and segregation by highlighting the importance of age segregation at the organisational level as a mediator in the relationship between age diversity and performance. The findings also indicate significant practical implications that are essential for the effective management of a workforce that is becoming more diverse.

Joseph (2018) conducted a study to investigate the influence of age diversity on employee performance in Singapore. The relationship between workers' age and organisational success was assessed using SPSS software for data analysis. The investigation found a negative correlation between workers' age groups and their performance. There are acknowledged variations in organisational culture, human resource practises, nature of work, and business processes among different firms. These variations are likely to affect the influence of different factors on employee performance, making it challenging to generalise observations across firms. academic and concise manner.

Chu, Lam, and Liao (2017) conducted a study investigating the correlation between age diversity and company performance in a developing economy. This study offers suggestions for the effective implementation of diverse strategies for managing human assets. This study sought to investigate the impact of age diversity on the overall performance of multinational corporations. This study examines the impact of age diversity in the People's Republic of China, an emerging economy. The findings indicate a positive and significant outcome. Moreover, it demonstrates a significant positive correlation between age diversity and company strategy, particularly in terms of productivity. Additionally, a significant correlation was found between diversity at age 38 and business productivity in Western social groups. No correlation was observed between firms belonging to East Asian social groups.

Backes-Gellner and Veen (2017) conducted a study analysing the positive effects of ageing and age diversity in creative organisations. The study specifically focused on the extensive data related to organisational effectiveness. This study investigated the influence of workforce age diversity on organisational efficiency. To test these hypotheses, we utilised a comprehensive dataset comprising panel data of employers and employees. The study's findings suggest that organisational efficiency can be positively influenced by the presence of a diverse age group. However, this effect depends on the organization's involvement in innovative tasks rather than routine ones.

Education Diversity

Daniel (2019) found a correlation between educational attainment and productivity levels. Higher levels of education are linked to higher levels of productivity. Glaeser, Scheinkman, and Shleifer (2015) found that higher levels of education are positively correlated with economic growth. Zeng, Zhou, and Han (2019) observed a negative correlation between the

performance of high-level managers and their advanced educational qualifications and work experience of 11 to 15 years. The decline can be ascribed to limited professional growth opportunities, resulting in temporary disengagement. According to Eduard (2015), employees with lower educational degrees are more prone to experiencing feelings of inferiority, which can adversely affect their performance.

Namachanja and Walter (2015) investigated the impact of staff management diversity on competitive advantage. The study specifically examined banks located in Kisii Town as a case study. The research aimed to assess the influence of employee diversity on competitive advantage. The research utilised a descriptive design and gathered data from a sample of 51 managers. This study employed both primary and secondary data, including the collection of qualitative and quantitative data. The study found that the company's hiring practises aim to promote gender diversity in the selection of managers. The company's commitment to diversity management programmes in public and private institutions is motivated by the goal of improving learning and effectiveness. The performance of an organisation is greatly impacted by the confidence, abilities, training, and exposure of its staff. The corporation strives to improve organisational performance by valuing age diversity and addressing emerging challenges equitably.

Tracy and David (2017) found that organisations often avoid hiring individuals who are perceived to have insufficient experience, training, or education. Hence, it can be deduced that a person's educational background is important in the workforce, as insufficient education can impede their job prospects and hinder their professional success. Daniel (2019) suggested a correlation between education levels and types, and migration rates, which may vary. The employment prospects for individuals without a tertiary education but with work experience may vary from those with the same level of education but possessing tertiary credentials.

Kyalo (2015) conducted a study to examine the impact of workplace diversity on worker performance in the banking sector of Kenya. Diversity is a valuable asset for firms, as it helps them achieve various objectives, including becoming an employer of choice, providing excellent client services, and maintaining a competitive advantage. The study aimed to evaluate the impact of workforce diversity on employee performance in the banking industry. This study aimed to evaluate the impact of educational background, ethnic diversity, gender diversity, and age diversity on the job performance of banking industry employees. This study employed a descriptive research design. The study focused on middle-level managers working at the central headquarters of all forty-three commercial banks in the country. The study utilised a stratified random sampling method to select a sample of 221 middle-level managers for analysis.

Ethnicity Diversity

Loeters (2017) conducted a study investigating the association between ethnic diversity and group performance. The study specifically explored the mediating impact of work value

diversity and the moderating influence of group tenure. The study focused primarily on analysing ethnic variation within different groups. The study included individuals who were members of research and development teams from six different companies. The findings did not support the expected association between ethnic diversity and group performance, when considering the influence of work-value diversity as a mediator. Furthermore, the findings did not provide support for the anticipated association between work value diversity and group performance, which was expected to be influenced by group tenure.

Esmail and Abel (2016) conducted a study investigating the influence of ethnicity and diversity on doctors' performance. This research study aimed to evaluate the impact of racism in the medical field, specifically focusing on the NCAA's efforts to comprehend the influence of ethnicity and diversity on staff performance. Research findings suggest a significantly higher likelihood of misconduct charges among doctors from ethnic minority backgrounds compared to their white colleagues, with a six-fold increase. Isobel Allen conducted a six-year inquiry commissioned by the General Medical Council (GMC). Although her findings support Esmail's claims, it seems that the GMC has not fully understood the root causes of the disproportionate representation of ethnic minority doctors in disciplinary proceedings.

Pitts and Jarry (2015) investigated the correlation between ethnic diversity and organisational performance. This study examined the impact of diversity on managerial and employee levels within public industries. The growing ethnic diversity in the workforce has led organisations to place greater emphasis on managing diversity effectively. Consequently, there is a growing recognition of the significance of understanding how diversity impacts employee interactions and work-related outcomes. The study found a contrasting relationship for street-level officials, which contradicts the initial premise. The study's findings align with previous research suggesting that increased variety can pose difficulties in orientation and negatively impact work-related outcomes.

Gender Diversity

Gender is a sociocultural construct that involves categorising an individual's attributes as either feminine or masculine (McDowell, 2018). Gender qualities are present in all workforces. Gender diversity is considered a formal strategy in organisations to achieve a balance between male and female representation. Joecks, Pull, and Vetter (2013) conducted a study to analyse the influence of boardroom gender diversity on organisational performance. The analysis revealed that gender balance in the boardroom has a positive impact on decision-making quality within organisations.

Chepkemoi, Rop, and Chepkwony (2022) investigated the relationship between gender diversity and employee performance in Bomet, Kenya. The study utilised a correlational research methodology, grounded in social identity theory as its theoretical framework. The sample included 3,320 individuals employed in various departments of the Bomet county government. The study's sample size was determined using Fisher's formula, yielding a sample size of 91. The data was collected using a standardised questionnaire. Correlation

and regression analysis techniques were employed for data analysis. The data were presented using frequency tables, means, and standard deviations. The study findings suggest a positive association between gender diversity and employee effectiveness. Gender diversity has been shown to influence employee performance in various ways.

Nakagwa and Schreiber (2014) aimed to assess the influence of female managers on firm performance. The study's findings suggest that gender diversity in the workforce promotes innovation and facilitates the creation of high-quality problem-solving solutions. The presence of both male and female individuals in managerial teams contributes to a diverse range of perspectives and insights. Busolo (2017) examined the influence of workplace diversity on performance in a study. The researcher examined gender, age, education level, and culture as significant variables for assessment. The investigation has found that effective leadership, high-quality management, job happiness, organisational culture, and competition are factors that contribute to improved performance and productivity for individuals of all genders.

Abdullah (2014) conducted a study to examine the relationship between gender diversity and employee performance, specifically focusing on a case study involving Malaysian airlines. This study utilised a descriptive research design to examine top and middle-level managers in the airline industry. The study found a significant positive correlation between gender diversity and employee performance in the aviation industry. This paper suggests that the field of human resource management should develop and execute strategies to promote and enhance workplace diversity.

Work Place Diversity and Employee Performance

Employee performance assessment involves evaluating how well an employee's work aligns with predetermined job standards (Nur, Halifah, et al., 2019). Andoh (2019) conducted a study investigating the influence of workplace diversity on employee performance. This study examined how four diversity context variables (age, gender, ethnicity, and educational background) moderate the impacts of certain factors. The researchers analysed a sample of 175 participants, which was a subset of the total population of 320 respondents. The study included academic and administrative staff members from four selected private universities in Ghana. The study's results suggest that the presence of diversity in the workplace has a notable influence on the performance of employees. Educational diversity has a more significant impact on employee performance in university settings than the other variables analysed in this study. Age and educational diversity were found to have a significant impact on employee performance in universities, while gender and ethnicity diversity did not show any noticeable influence on performance.

Andoh et al. (2019) conducted a study to examine the impact of workplace diversity on employee performance in selected private institutions in Ghana. The study's findings indicated that workplace diversity significantly impacted employee performance. Education and age exerted stronger influence than gender and ethnicity. The findings imply that a

thorough understanding of workforce diversity requires considering multiple aspects of diversity. Certain aspects of diversity have varying impacts on workers' performance, with some dimensions being more influential than others. Age and education, as dimensions of diversity, have unique characteristics when compared to gender and race. There is a positive correlation between age and experience, and it is widely acknowledged that education enhances an individual's task performance by providing additional skills.

Toriola et al. (2019) investigated the influence of workforce diversity on the productivity of academic staff. The study utilised a mixed research approach, combining quantitative and qualitative methods. The study examined 1109 academic staff members affiliated with six chartered private universities in Central Uganda. A sample population of 385 academic staff members was selected to complete the questionnaires. The data underwent analysis using one-way ANOVA. The study findings suggest that there is no statistically significant correlation between workforce diversity and academic staff productivity in chartered private universities in Uganda.

Theoretical Review

This study conducted a thorough analysis of three well-known theories: Attraction Theory, Social Identity Theory, and Vroom's Expectancy Theory. It built upon previous research that explored the connection between diversity and employee performance.

Attraction Theory

Byrne (1971) proposed that individuals are more likely to be attracted to others who share similar attitudes. This theory suggests that when individuals become more similar in terms of their demographics, they are more likely to feel attracted to and connected with each other. Individuals with shared backgrounds may exhibit greater similarity compared to those from different backgrounds. The common background among individuals promotes effective collaboration and the development of innovative solutions to diverse challenges.

The existence of similarities strengthens the value and conceptual robustness of an individual's ideas and values. However, conflicts can create doubts about the validity and stability of one's ideas and values, resulting in a sense of uneasiness. Research has demonstrated that individuals tend to gravitate towards people who possess similar characteristics when given the opportunity to engage with a diverse range of people (Berman et al., 2018; Cassel, 2016).

Research conducted within organisational settings has shown that there is significant diversity, which can lead to flawed work practises. Substandard work can negatively impact employees' overall performance. Different age cohorts have unique knowledge bases. Therefore, the inclusion of employees from diverse age groups will promote employee growth and improve their understanding of job duties. The hypothesis suggests that there is

a relationship between the similarity/attraction theory and employee performance, which can be used to support the presence of age diversity.

Social Identity Theory

Tajfel (1982) proposed a hypothesis suggesting that social categories account for the diversity observed within social groups. The existence of divergent traits within a group can lead to reduced group cohesiveness and member satisfaction. Mismanagement of differences can result in relational conflicts, which can negatively impact performance (Williams & O'Reilly, 1998; Tjosvold et al., 2018). According to this theoretical framework, individuals construct their identities by associating themselves with particular categories that they consider essential to their self-perception. Individuals often gravitate towards others who display similar behaviours, attitudes, and traits. Self-categorization is the cognitive process through which individuals perceive themselves as members of specific social groups (Kulik & Bainbridge, 2016).

The incorporation of individuals from various genders is an essential element of organisational recruitment and employment. This phenomenon arises from the potential for knowledge generation that occurs when individuals come into contact with each other, resulting in improved overall performance. The concept suggests that linking social identification and job performance enhances gender diversity.

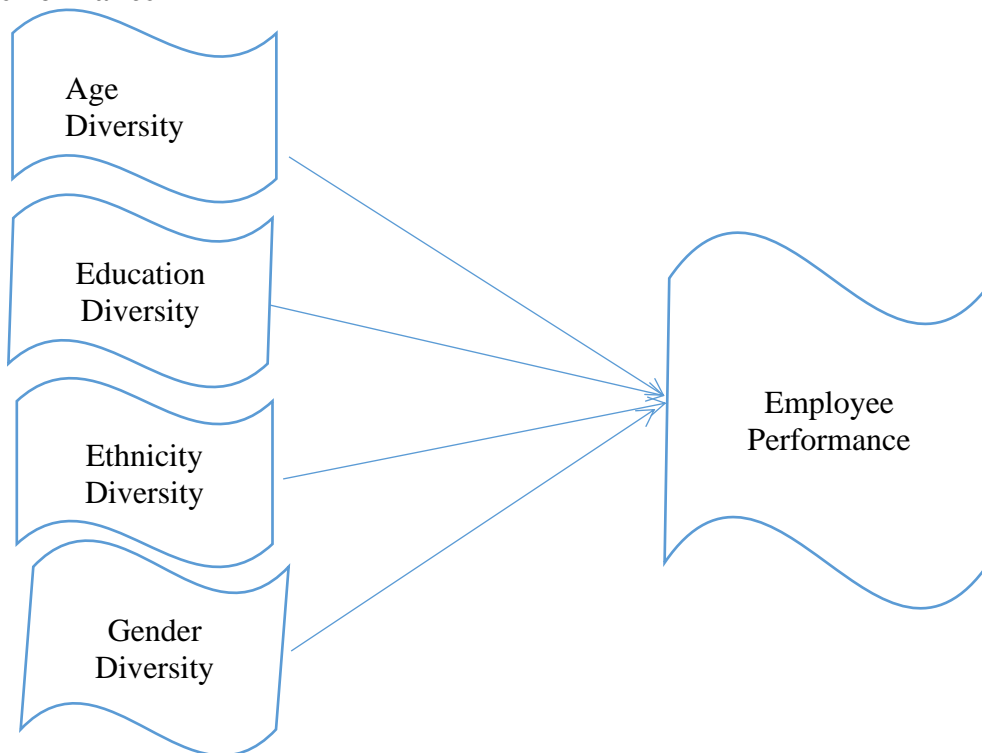
Vroom's Expectancy Theory

According to Banjoko (2002), Vroom's expectancy theory aims to explain the factors that influence an individual's motivation to achieve a particular goal or performance target. This theory posits that motivation depends on the perceived benefits and the individual's valuation of those expected outcomes.

The theory explains how individuals understand and interpret the relationship between effort, achievement, and incentives. Vroom's research centred on the factors that contribute to the activation of an individual's drive to exert additional effort, as this forms the basis of motivation. The author identified three subjective criteria for evaluating the given scenario.

Human behaviour is purposeful and intentional, rather than random. People engage in behaviour based on their perception of what is in their best interest (Robbins, 1989). Robbins (1989) posited that an individual's inclination to engage in a behaviour depends on their anticipation of the behavior's outcome and the individual's desire for that outcome. Hence, when employees hold the belief that their performance will be rewarded (expectancy) and that these rewards will satisfy their needs (valence), it is likely to result in improved job performance. The hypothesis was adopted to understand the factors that influence employee performance.

Figure 2.1: **Conceptual Framework on Workplace diversity and Employee Performance**



Source: Researcher's Idea (2023)

METHODS

This study employs a descriptive survey research design. The study sample comprised administrative staff members from three private universities in Ogun State, as shown in Table 1. The researchers used the sample size determination table developed by Krejcie and Morgan (1970) to determine the appropriate sample size for the finite population under investigation. The study utilised a sample of 291 individuals from a total population of 1,148. Stratified sampling was employed to enhance the representation of the population in the sample for each university. The questionnaire consisted of three components. The initial segment gathered data on employee demographic characteristics, including gender, age, job level, and institution. The second section comprised inquiries pertaining to diversity, encompassing factors such as age, educational background, and ethnicity. Participants used a 5-point Likert scale, with response options ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). In Section 3, employee performance inquiries were evaluated using a 5-point Likert scale. The Pearson's Product Moment Correlation Coefficient and Multiple Regression Analysis were computed using the Statistical Package for Social Sciences (SPSS).

Table 1: Population and Sample Size

S/No	Universities	Senatorial District	Year of Establishment	Population	Sample
1	Babcock University, Abeokuta	Ogun East	YR 1999	604	153
2	Crescent University, Abeokuta	Ogun Central	YR 2005	98	25
3	Covenant University, Ota	Ogun West	YR 2002	446	113
Total				1,148	291

Statistica Digest (2021)**Ethical Consideration**

The participants were provided with information regarding the nature and objectives of the study, with the researcher emphasising the importance of maintaining confidentiality and anonymity. The research was conducted at three privately owned universities located in the Ogun East, Ogun Central, and Ogun West Senatorial Districts. The selected universities were the initial educational institutions founded in their respective senatorial districts.

Reliability Result

Table 2 displays the results of a reliability analysis performed to examine the correlation between workplace diversity and human resources performance among non-teaching staff at a specific private university in Nigeria. The Cronbach Alpha coefficients for employee performance, age diversity, education diversity, ethnicity diversity, and gender diversity are 0.835, 0.740, 0.763, 0.806, and 0.884, respectively. All tested constructs exhibited reliability.

Table 2: Cronbach Alpha Test Results

S/N	Variable	No. of Items	Cronbach's Alpha
1	Employee Performance	5	0.835
2	Age Diversity	5	0.740
	Education Diversity	5	0.763
3	Ethnicity Diversity	6	0.806
4	Gender Diversity	9	0.884

Source: Author's Computation (2023)

ANALYSIS AND DISCUSSION OF FINDINGS**Table 3: Descriptive Statistics**

Variables	EMP	AGD	EDD	ETD	GDD
Obs	280	280	280	280	280
Mean	3.7593	3.5714	3.8786	3.5286	3.85
Std. Dev.	0.6586	1.21309	0.90374	1.203	1.10991
Min.	2.4	1	2	1	1
Max.	4.8	5	5	5	5
Skewness	-0.127	-0.417	-0.668	-0.173	-0.936
Kurtosis	-1.234	-1.032	-0.192	-1.193	0.14

Source: Author's Compilation (2023)

Table 3 displays the descriptive analysis of workplace diversity and its influence on the performance of human resources within the non-teaching staff of a particular private university in Nigeria. The mean values for employee performance, age diversity, education diversity, ethnicity diversity, and gender diversity are 3.7593, 3.5714, 3.8786, 3.5286, and 3.85, respectively. The standard deviations of the recorded values, 0.6586, 1.21309, 0.90374, 1.203, and 1.10991, indicate the extent to which each value deviated from their respective means. The skewness values for employee performance, age diversity, education diversity, ethnicity diversity, and gender diversity are as follows: -0.127, -0.417, -0.668, -0.173, and -0.936, respectively. These values suggest a significant leftward skew. The kurtosis values for these variables are as follows: -1.234, -1.032, -0.192, -1.193, and 0.14. The values indicate that all variables exhibit platykurtic distributions, as they are below a kurtosis value of 3.

Table 4 Correlation on workplace diversity and human resources performance among non-teaching staff of selected private university in Nigeria

	EMP	AGD	EDD	ETD	GDD
EMP	1.0000				
AGD	.414** (.000)	1.0000			
EDD	.430** (0.000)	-.214** (0.000)	1.0000		
ETD	.852** (0.000)	.171** (0.004)	.343** (0.000)	1.0000	
GDD	.723** (0.000)	.253** (0.000)	.021 (.725)	.693** (0.000)	1.0000

Source: Author's Computation (2023)

Table 4 displays the findings of the Pearson correlation analysis that was conducted to investigate the association between workplace diversity and human resources performance within the non-teaching staff of a specific private university in Nigeria. The study identified significant correlations between employee performance and different types of diversity. The study found significant positive correlations between employee performance and various forms of diversity. Specifically, age diversity showed a correlation of 0.414, education diversity had a correlation of 0.430, ethnicity diversity had a strong correlation of 0.852, and gender diversity had a correlation of 0.723. This finding indicates a significant positive relationship between employee performance and the independent variables (AGD, EDD, ETD, and GDD).

Table 5: Regression Analysis on workplace diversity and human resources performance among non-teaching staff of selected private university in Nigeria

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	F Change	Sig. F Change
1	.828 ^a	.686	.681	.63141	149.914	0.000

a. Predictors: (Constant), GDD, AGD, EDD, ETD

b. Dependent Variable: EMP

Table 6: Coefficient of Variation

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	2.861	.413		6.934	.000
	AGD	.178	.011	.328	16.210	.000
	EDD	.214	.080	.173	2.677	.008
	ETD	-.282	.081	-.304	3.473	.001
	GDD	3.316	.152	1.953	21.803	.000

a. Dependent Variable: EMP

Source: Author's Field Survey, (2023)

Table 5 presents the results of a regression analysis conducted to examine the performance of human resources among non-teaching staff in a specific private university in Nigeria. The

R2 value in Table 4.3 is 0.686, suggesting that around 69% of workplace diversity can be attributed to the prediction of employee performance in Nigeria. The error term accounts for the remaining 31%. The F-statistics yielded a significant value of 149.914, indicating statistical significance of the model's joint predictive value.

Table 6 displays the coefficients of the estimated parameter. The analysis reveals a statistically significant increase of 2.861 units in employee performance when workplace diversity is controlled for. Age diversity positively and significantly impacts employee performance, as indicated by a coefficient of 0.178. These findings indicate that a higher level of age diversity is associated with a positive impact on employee performance, with each additional unit of age diversity resulting in a 0.178 unit increase in performance. Education diversity positively affects employee performance by 0.214 units. The results indicate that a higher level of educational diversity is linked to a positive impact on employee performance in Nigeria, with each unit increase in diversity corresponding to a 0.214-unit increase in performance. The study revealed a significant and negative correlation ($r = -0.282$) between ethnic diversity and employee performance in Nigeria.

This finding indicates that an increase of one unit in ethnicity diversity is linked to a decrease of 2.82 units in employee performance. The coefficient for gender diversity in Nigeria is 3.316, suggesting that a one-unit increase in gender diversity corresponds to a 3.316 unit increase in employee performance.

DISCUSSION AND IMPLICATION OF FINDINGS

This study investigates the correlation between workplace diversity and human resources performance among non-teaching staff in a specific private university in Nigeria. The analysis indicated a positive correlation between the variables. The regression analysis revealed a statistically significant relationship between age diversity and employee performance. This finding implies that the age distribution of a workplace influences employees' performance. The authors concurred with the conclusions of Kerga and Asefa (2018), Chu et al. (2017), Backes-Gellner and Veen (2017), and other scholars. However, their stance differed from the conclusions drawn by Joseph (2018), Kunze et al. (2017), and other scholars.

The presence of educational diversity in Nigeria has had a notable and direct influence on the performance of employees. This finding indicates that the education employees receive, whether formal or informal, has a multifaceted and cross-functional influence on their performance in the workplace. Educational diversity in Nigerian organisations has a substantial and noteworthy positive impact that should not be overlooked. This finding is consistent with prior research conducted by Daniel (2019), Kerga and Asefa (2018), Namachanja and Walter (2015), Tracy and David (2017), Kyalo (2015), and other scholars. However, these findings contradict the empirical research conducted by Prasad (2017) and Loeters (2017).

The findings suggest that employee performance is adversely affected by ethnic diversity. This finding indicates that neglecting ethnic diversity within an organisation can impede employee commitment. Ethnic diversity is associated with greater heterogeneity in worker behaviour. This study is consistent with the research conducted by Prasad (2017), Loeters (2017), Joseph (2018), and Kunze et al. (2017), but it contradicts the findings of Kerga and Asefa (2018), Esmail and Abel (2016), and Nakagwa and Schreiber (2014). Research conducted in Nigeria has revealed that gender diversity has a beneficial effect on the performance of employees. This conclusion is supported by several studies conducted by Chepkemoi et al. (2022), Kerga and Asefa (2018), Joecks et al. (2013), Nakagwa and Schreiber (2014), and Abdullah (2014). The study indicates that it is crucial for organisational leaders and managers to actively address gender diversity in the workplace.

CONCLUSION AND RECOMMENDATIONS

This study employed regression analysis using ordinary least squares (OLS) and Pearson product correlation to examine the relationship between workplace diversity and human resources performance in a specific private university in Nigeria. The regression analysis conducted in this study revealed a significant correlation between workplace diversity, encompassing factors such as age, education, ethnicity, and gender, and employees' performance in Nigeria. Research has found that ethnic diversity has a detrimental effect on workplace diversity. The study's results indicate that it is advisable for organisational management to establish and implement policies that support workforce diversity, while considering the diverse backgrounds of all individuals involved. This approach has the potential to enhance interpersonal relationships among individuals within the organisation.

Organisations should implement a diverse management strategy that takes into account the age, education, and gender of employees in order to improve their performance. This approach has the potential to enhance individuals' dedication to the organisation. Organisations should carefully evaluate the influence of ethnic diversity on the job performance of non-teaching staff in private universities in Nigeria. By recognising this variable, organisations can develop a policy that promotes fair and equitable treatment, fostering a harmonious work environment among employees.

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