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WORKPLACE DIVERSITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN KATSINA STATE

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Abstract
Workplace diversity management and organizational performance of deposit money Banks in Katsina state. The study used primary data collection through mailed questionnaire administered to 296 sample employees by Yamane (1967) sampling technique. Structured questionnaires were administered to the employees of the 8 banks in Katsina State. The respondents were selected using simple random sampling technique. The data used for the study were gathered by the use of questionnaire and personal interview and observation and were analyzed by simple percentages, correlation analysis and regression analysis. The collected data was coded and entered into the Statistical Package for Social Sciences program (SPSS). Finding revealed that diversity team building, diversity recruitment and diversity training have positive and significant relationship on organizational performance. Based on the findings, the study the study recommended that the management should continue to uphold its diversity team building, diversity recruitment and diversity training in the banking industry in order to increase the benefits of workforce diversity and come up with motivational programs that recognizes younger employees in team success.

Keywords: diversity team building, diversity recruitment and diversity training, workplace diversity management and Organizational Performance

Introduction

It is common knowledge that every organization wants to outperform its rival companies in the area of economic growth, productivity, sales, market share and profitability. This is possible when the required management strategies are emplaced in the business. Organizational performance is defined as the extent to which an organization, with some informational, financial, and human resources, effectively places itself on the commercial market (Conţu, 2020). Human resources are the most important factor influencing organizational performance in the banking industry. Because all activities in the banking industry are undertaken by humans, the attitude, behavior, and experience of the personnel must define the level of services rendered to please clients in the banks. Organizational performance refers to three types of firm outcomes: (a) financial performance (profits, return on assets, return on investment, and so on); (b) product market performance (sales, market share, and so on); and (c) shareholder return

(total shareholder return, economic value added) (Richard et al., 2009).Workplace diversity is the way that people differ which can affect a task or relationship within an organization such as age, gender, race, education, religion, and culture (Usulor et al., 2023). Customer satisfaction is critical for the banking industry's effective performance; thus, how employees of different gender, race, age, ethnic group, religion, citizenship, sexual orientation, physical and mental condition work together to achieve set goals must be considered (Tajeddini et al., 2023). Managing diversity in the banking sector means attracting, retaining, motivating individuals with diverse backgrounds relating to race, gender, origin, language, marital status, and education (Cox & Blake, 1991). There are several measures of workplace diversity; the study used diversity team building, recruitment and training to proxy the variable. The choices of these constructs are necessary because they are perceived to derive performance in the banking sector in Nigeria.

Teams in an organization are made up of individuals who work together to complete tasks that are part of the bigger system's goals. Diversity within teams poses a contradiction because it has been shown that diverse teams perform better (Ashikali et al., 2021). Diversity recruitment is the hiring of professionals from a wide range of backgrounds in order to achieve cohesiveness and collaboration among team members in a business (Diaz et al., 2020). According to Magpili-Smith (2017), diversity training in particular aims to increase positive intergroup behavior and decrease negative intergroup behavior by allowing individuals to become aware of their own prejudices and biases, teaching individual's skills to address those biases, and encouraging individuals to use diversity for good work pursuits. As a result of technological advancement and the arrival of globalization has brought people closer together in order to do business in the world. Many firms are looking for new ways to service their clients, which includes being able to attract and retain the best and most qualified individuals regardless of color, gender, culture, geographical region, or other factors. This is why banks recruit and train workers from throughout the country to work as a team to meet client demand. However, issues of workplace diversity exist in the Nigeria banking industry, ranging from the neglect and discrimination of some well-educated vulnerable and physically challenged individuals to the deliberate exclusion of women from top positions of decision-making cadres (Chief Executive Officers, CEOs,) with very few women representing as employees at the lower level in the sector (Ezeanyim & Ezeanolue, 2020). This may have caused discomfort among the aforementioned consumers who patronized the bank because they may not have received equal treatment from the bank's staff while conducting business transactions in the bank.

Similarly, according to Ezeanyim and Ezeanolue (2020), these have undermined the previous government's 35% gender affirmation measure, which resulted in women handling sensitive topics in the Nigerian economy. These have created challenges in promoting talent pool, inadequate staff motivation, commitment, and lack of social cohesion among employees in Nigerian banking, which may have resulted in queues in banking halls, technical glitches, and other customer complaints about dissatisfaction in the sector. This research, workplace diversity management, and organizational performance are all founded on this assumption to determine what is causing customer discontent in the industry. This is because when bank management disregards these principles, production declines, ineffectiveness increases, and the business may lose its sustained competitiveness.

Statement of the Problem

There are some benefits associated to workplace diversity. Some of such gains include acquisition of skills, experiences rapid adaptability, availability of a greater variety of alternative techniques for solving problems and perspectives, which can make businesses more innovative and responsive to change (Gomez & Bernet, 2019). Despite the benefit workplace diversity can be a challenge for companies because it requires managing different types of people with different backgrounds, experiences, and ideologies. When not managed effectively, workplace diversity can lead to tension and conflict within teams (Simons & Rowland, 2011). However, many researchers have argued about how workplace diversity can bring about performance in the banking industry. For example, Sanyang and Othman (2019) reveal that workplace diversity factors such as generational diversity, gender diversity, ethnic and racial diversity and educational diversity have positive and significant relationship with organizational performance. Gupta (2013) reveal that the overall workforce diversity enhances better decision- making, higher creativity, innovation, greater success in marketing, better distribution of economic opportunity and competitive advantage. Patrick and Kumar (2012) in their study revealed that organization culture, diversity openness, human resource management practices, institutional environments and organizational contexts, expectations, requirements, and incentives, perceived practices and organizational outcomes have positive relationship between management of workplace diversity and profitability in the information technology sector in India. While Ensari et al. (2017) in Turkey and found significant relationship between management of individual diversities and organizational profitability. To the best of researcher knowledge, no study has empirically investigated diversity team building, recruitment and training which created a variable gap that study seeks to fill by addressing the effect of workplace diversity management on organizational performance. Similarly, previous researchers such as Ensari et al. (2017), Gupta (2013), Othman (2019), Patrick and Kumar (2012) and Sanyang and Urbancová et al. (2020) used minimum scientific determination sample size of 100 to 150, which is not a representative sample size and creates a methodological gap addressed by the present study.

Literature Review

The Concept of Organizational Performance

Organizational performance is considered as the essence of an industrial enterprises' existence. However, in terms of performance, it is important not only to achieve results, but also maintain and develop the potential of an enterprise. When assessing performance, industrial management often omits the organizational success in managing human resources and developing human resources potential (Gyurák et. al., 2020). A meaningful utilization of the enterprises' human resources is a precondition for taking advantage of the human resources potential. In order to enable the employees in an organization to perform at the required performance level, it is indispensable for them not only to have created the necessary conditions but also to have the required competencies. However, it is also important that they are sufficiently motivated or engaged to perform. These factors affecting work performance can be influenced by targeted activities and practices of human resource management (Martina et. al., 2012). The basic precondition is that the organization disposes the human resources with necessary potential. In this respect, the recruiting and retaining the staff in line with workplace diversity practices plays an important role in ensuring the conditions for employees' performance (Baran & Kłos, 2014). Organizational success is achieved only by rethinking

strategies and systems of values that must represent the bedrock of the decision-making processes. The role of leadership at the level of the organization is highlighted by the fact that the achievement of the organizational objectives takes into account both the efficiency of the entire diversified work team's activity and the leader's abilities (Arslan et. al., 2022). Therefore, the role of leadership in contemporary context is highlighted by its necessity for both economic organizations, individuals and the entire world.

The concept workplace diversity Management

The concept of workplace diversity includes acceptance and respect. This means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and fostering environment. In the United Kingdom and beyond, diversity in the population, the workplace and the marketplace are a fact of life that no manager can afford to ignore. This is because globalization, movement of labour across national boundaries, broader access to education, economic development and progressive diversity recruitment policies are just one of the profound shifts driving an increasingly diverse yet more inclusive business landscape (Daft et. al., 2010). Workplace diversity management is broadly defined as the systematic and planned commitment by the organization to recruit, reward and promote a heterogeneous mix of employees (Tajeddini et. al., 2023). It is a process intended to create and maintain a positive work environment where the similarities and differences of individual are valued so that all can reach their potential and maximize their contributions to an organization strategic goals and objectives (Tajeddini et. al., 2023).

In diversity, most of the time, laws secure the rights of individuals who come from different backgrounds; however, individuals have a tendency to recognize the distinctions that exist among different people and groups (Alozie, 2020). Many companies in the global space are not performing in terms of revenue generation as a result of cultural and diversity issues while others companies have increased the chances of ligation against the organization and are found guilty in law courts due to racial discrimination. For example, in July 2007 a well-known cosmetic giants L'Oreal was remorseful for not including white women from promoting its shampoo in France. As such thirty thousand euro (e30,000) fine against the firm Daft et. al (2010). This is why Alozie (2020) agreed that diversified organizations have opportunities for increasing productivity and efficiency in a highly competitive environment, helps them maintain competitive advantage and gain market share as well as contributes considerably to the success of employee diversity management, social responsibility, cost management, acquirement of funds, marketing, creativity, problem solving, innovations, and flexibility. However, in Nigeria especially Katsina state management of workplace diversity composed of homogeneous characters of gender, ethnicity, racial, religious, sex and other identity-based attributes by business establishment are low, weak and being identified and manifesting in the environment and business organistions (Qasim, 2017).

Diversity Team Building

Diversity team building involves a wide range of activities, designed for improving team performance. It is the best in a diversity team to ensure self-development, positive communication, leadership skills and the ability to work closely together as a diversified team to solve problem (Fapohunda, 2013). The value of diverse teams lies in their capacity to tackle

more complex problems and produce better solutions. Diverse teams have the potential to outperform homogenous teams as they draw on a greater pool of ideas and because their interaction will produce better solutions. Teams with diverse members have the capacity to see problems from many different perspectives, which ideally leads to a better understanding of that problem and the development of high-quality solutions. There is a large body of research data from workplace and laboratory studies showing that diverse teams produce more creative responses. However, the challenges for business is manage diverse teams effectively so as to harness these potential performance improvements (Köllen, 2021). Diversity comes with various challenges. Diverse team members who do not speak the team's shared language well are often not recognized for their high technical skills, instead being perceived as lacking ability. These negative attributions influence judgments on their trustworthiness. Leaders and managers are of course vital here, not only in raising awareness of language barriers and their consequences, but potentially using their privilege to uphold language discipline and guide code-switchers back to the shared language, if necessary. More broadly, staff throughout the diverse team should regularly highlight the task-related achievements of each team member in meetings to counteract the perceptions of them as incompetent, encouraging colleagues to look beyond their language proficiency and acknowledge their skill elsewhere (Tajeddini et. al., 2023)

Diversity Recruitment

Diversity recruitment is the recognition that employees of varying backgrounds not only enhance the company culture but enrich it. An inclusive workplace not only values difference but celebrates it and fosters an environment of collaboration and respect. Building a diverse workforce that reflects demographics of the customer base improves customer loyalty and retention because they are more comfortable doing business with people who they perceive have similar interests and needs (Catalin & Mihaela, 2013). Embracing a diversity philosophy where everyone feels valued, empowered and supported is the most effective way to retain employees which, in turn, becomes a highly useful recruiting tool as employees then become brand ambassadors for the company, spreading the company values to their inner circle. Highly satisfied employees result in higher productivity and improved quality outcomes (Kenny, 2019). This is because a diverse workforce promotes alternative perspectives that result in more creativity and innovation in the decision-making process. The significant of diverse workforce is not only recruiting experienced employees but also breaking through limited groupthink, which can restrict a team's ability to come up with creative and innovative solutions (Mayhew & Neely, 2006). A diverse team with different ways of thinking will come up with multiple viable solutions to keep a company moving forward. Diversity holds extra importance in the context of recruitment because it's something candidates immediately recognize when interacting with hiring manager and recruiters. Early talent wants to join a company where they can bring their whole selves to work and want to know that their perspectives will be valued and included (Catalin & Mihaela, 2013).

Diversity Training

With the dual effects of globalization and workforce mobility increasing, diversity training is becoming a more pressing priority for human resource department professionals (Mayhew & Neely, 2006). Mcguire and Bagher (2010) define diversity training as a process by which a workforce is educated about cultural, socio-economic, racial and religious differences among employees and taught how to embrace those differences so as to create and maintain an effective work environment. Gyurák et. al., (2020 p.32) also defined diversity training as

"instructional programs aimed at facilitating positive intergroup interactions, reducing prejudice and discrimination, and enhancing the skills, knowledge, and motivation of participants to interact with diverse others". Diversity training therefore educates and trains employees to embrace differences originating in the workplace, regardless of gender, age, race, religion, sexual orientation, ethnicity, demographic background, ability, health status (i.e., disability), and class or any other related dimension Lopez (2022). Mcguire and Bagher (2010) identify the primary goal of diversity training as facilitating the integration of minority groups into the workplace by attempting to confer on the workforce the skills, knowledge and motivation to work productively alongside dissimilar others and interact effectively with a diverse customer population. The intent of diversity training is therefore to reduce and end workplace discrimination and harassment of minority groups as occasioned in many organizations. It can be divided into awareness-based and skill-based training. Awareness-based training makes employees conscious of their biases, prejudices, and cultural assumptions with respect to minorities.

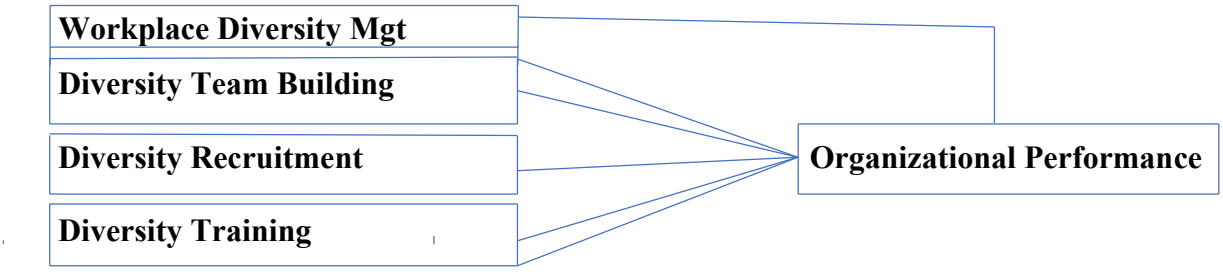
Review of Empirical Studies

A sizeable number of empirical studies have investigated the relationship between workplace diversity management and organizational performance around the globe. Inazu et al. (2021) report that education, building teamwork, gender; sexual orientation, race, ethnicity and culture have significantly and positively enhanced performance in Nigeria University Libraries system. Inegbedion et. al. (2020) in their study revealed that and teamwork and education significantly influence organizational efficiency. While Agrawal (2012) in his study surmised that effective teamwork requires members to recognize the team as a unit with common goals, values, and norms. This means that, the more team members identify with each other, the more likely they are to believe they hold similar goal. Odita and Egbule (2015) in their study show that there is a significant and positive relationship between the variables of workforce diversity such as diverse team building and group diverse training in organizational effectiveness. Qasim (2017) in his study found that workforce diversity has positive and significant effect on employee's job performance. Similarly, Kipsang and Kagwe (2022) also found education diversity, age diversity, culture diversity and gender diversity management are a significant predictor of employee performance at Center for Health Solutions in Nairobi, Kenya. And Delgado-Piña et al. (2020) in their study show that the presence of one or two women at the board of directors benefits the advancement of women to managerial positions. Also identified, is a positive significant relationship between gender diversity at different organizational strata and productivity. From the above findings, it is clear and important that diversity team building, diversity recruitment and training management practices will go a long way to enhance organizational performance in the banking sector in Katsina state.

Conceptual Framework

Below is a presentation of conceptual framework showing the relationship between the independent variables, workplace diversity management, and dependent variable, organizational performance of the study.

Figure 2.4 Conceptual Framework



Source: Researcher, 2023

Theoretical Framework

There are several number of theories put forward to explain the relevancy of workplace diversity management (Gitonga, et. al. 2016). However, this study hinged on Blau's theory of Heterogeneity. This is because Blau's theory vividly explained the two variables of workplace diversity management and organizational performances and support various cultural groups integration in an organization to achieve a common goal of performance. Blau, (1977) argue in his theory of heterogeneity that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in diversity in-group attachments and shared perceptions. This enhances group cohesion and subsequent organizational outcomes. An important but ignored topic of study in the research on group diversity is the basis for work group formation. According to (Blau, 1977), many organizational groups, such as functional departments, may be experiencing greater gender and culture diversity as the increasing diversity of the workforce brings a more diverse set of workers to organizations". However, the inflow of diverse workers does not necessarily mean that all organizational groups will assemble in a diverse way Blau's, (1977) discussion of group heterogeneity and social structure may be instructive. On the one hand, Blau asserts that similarities on one nominal parameter (e.g., race) will promote social associations. On the other hand, he maintains that people will associate not only with members of their own groups but also with members of other groups.

Methodology

The study will use descriptive research design, which is cross sectional survey in nature. It helps the researcher to participate in the study by approaching the targeted population to gather data using questionnaire about a given phenomenon (Mugenda & Mugenda, 2013). The targeted population was 370 employees from low, meddle and higher level of all Deposit Money Banks in in Katsina state. However, due to financial and logistic constraint and time associated in visiting all the banks in the state, the study will select ten bank employees of 1.United Bank of African (UBA). 2.First Bank 3. Zenith Bank. 4. Union Bank. 5.Sterling Bank. 6. Unity Bank
7.Fidelity bank. 8.Access/Diamond bank. 9.Guarantee Trust Bank (GTB). 10.Eco Bank to observe the analysis. The banking industry is selected in Katsina state because it is a sector where diverse workforce can be easily found. A sample size of 296 was determined using the Yamane (1967) statistical formula n=N/(1+N(e)2 to maintain a 95% confident interval. The study sample will be selected using convenient sampling technique because it will enable the

researcher collect data quickly with low cost as it's readily available. This study collected primary data through structured questionnaires.

The structured questionnaires that contain closed-ended questions in a 5-points Likert scale ranging from strongly disagree to strongly agree. The study will adopt 370 questionnaires and will be administered to employees of the banks while provision for unreturned and invalidly filled questionnaires will be made. The researcher will forward the scale of the instrument for validation, and the questionnaires to the Professors in the Department of Business Management Federal University Dutsin-Ma, Katsina State for review and to verify the validity of the scale. After the questionnaire was reviewed and return, necessary corrections will be affected before it was administered. In addition, validation of the questionnaire instruments will also done using, Pearson Product Moment Correlation (PPMC). This study utilized Cronbach's α (alpha) as a coefficient of reliability from 0.93, strong, 0.71, relatively high, 0.67 adequate, 0.4, not satisfactory and 0.4 and low to measure the internal consistency for all variables in this study Workplace diversity management. The collected data will be coded and screened before analysis. The collected data will be coded and entered into the Statistical Package for Social Sciences program (SPSS) for analysis. Descriptive statistics and multiple regression techniques were used in data analysis. Multiple regression analysis was applied to test association of variables with each other and the extent of variance in the dependent variable as a result of unit change in the independent variable as indicated by the coefficient of determination factor (R2).

Model specification

The study used simple linear model specification of multivariable function to estimate the parameters of the model. This functional effect is operationalized using the following

Organizational Performance = F(Workplace Diversity Management)……..…(1)

Where:
Workplace Diversity Management = F(Diversity Team Building, Diversity Recruitment, Diversity Training)

Therefore, OP = f(DTB, DR, DT)……...……..…(2)

Where:
OP = Organizational Performance
DTB = Diversity Team Building
DR = Diversity Recruitment
DT = Diversity Training

The above function simply states that customer satisfaction is a function of continuous improvement, customer focus and employee training. This function is transformed into an econometric form as:

$yi = \beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + u$……...……..…(3)

Where: yi = Organizational Performance
β0 = Intercept
β1 = Parameter associated with x1
β2 = Parameter associated with x2

β3 = Parameter associated with x3
x1 = Diversity Team Building
x2 = Diversity Recruitment
x3 = Diversity Training
u = The error term or disturbance.

Therefore, the model becomes:

CSi = β0, + β1DTB,+ β2DR, + β3DT, + u, ...(4)

Thus, organizational performance is examined by the three explanatory variables and by other unobserved factors which are contained in the error term (u). The study is still primarily interested in the relationships between Diversity workplace Management and organizational performance, that is, this study is interested in the parameter β1, β2 and β3.

Discussion of Results

Demographic profile of respondents

For the purposes of this study, the first section of the survey questionnaire provides the profile of the respondents to be used as a building frame for the interpretation of the results. The respondent's profile is organized in terms of age, gender, work experience and level of education. The result of this demographic presentation is stated below using descriptive statistics analysis using in the form of frequencies and percentages.

Age Distribution of Respondents

The researcher wishes to know the age range distribution of the respondents. This is group four categories. The result is given below in table 4.1.

Table 4.1: Showing Age Range of Respondents

Age Range	Frequency	Percent (%)	Cumulative (%)
15-25 years	90	30.4	30.4
26-35 years	113	38.2	68.6
36-45 years	66	22.3	90.9
46 years and above	27	9.1	100.0
Total	**296**	**100.0**	

Source: Authors Survey Data 2023, SPSS output version 23.0

Table 4.1 above shows information on age range circulation of respondents. From the information, 90 (30.4%) of the respondents are between the age scope of 15-25 years, 113 (38.2%) of the respondents are between the age scope of 26-35 years, 66 (22.3%) of the respondents are between the age scope of 36-45 years. Finally, 27 (9.1%) are between the age scope of above 46 years and above. It was accordingly reasoned that bank staffs in the various deposit money banks are exceptionally in their youthful age and are actives in performing maximally. This result further revealed that most of the respondents were within the age category of 26-35 years followed by the age range of 15-25 years.

Gender Distribution of Respondents

The researcher is interested to know gender distribution of the respondents. This is group as

the gender is either male or female. The result is given below in table 4.2.

Table 4.2: Gender Distribution of Respondents

Gender	Frequency	Percent (%)	Cumulative (%)
Male	213	72.0	72.0
Female	83	28.0	100.0
Total	**296**	**100.0**	

Source: Authors Survey Data 2023, SPSS output version 23.0

Table 4.2 above show data on sex distribution of respondents. From the data, 213 respondents representing 72.0% of the respondents are male while 83 respondent representing 28.0% are females. The data indicates that majority of the deposit money banks were male. This result implies that the selected private banks encourage gender diversity, because their workforce constitutes wide percent of male and female which make male's percent more than their female counterparts.

Work Experience of Respondents

The respondents were ask of the length of years serve in the bank since their assumption on duty. The result is given below in table 4.3

Table 4.3: Showing the years of experience of Respondents

Year of Experience	Frequency	Percent (%)	Cumulative (%)
less than 5 years	117	39.5	39.5
5-10 years	120	40.5	80.1
11 years and above	59	19.9	100.0
Total	**296**	**100.0**	

Source: Authors Survey Data 2023, SPSS output version 23.0

From the above result in table 4.3, it revealed that 117 respondents representing 39.5% have serve in that particular bank between less than 5 years. 120 respondents representing 40.5% have serve in the selected bank between 5-10 years. Finally, 59 respondents representing 19.9% have serve in the selected bank from 11 years and above. Therefore, in conclusion, majority of the staffs have served in these deposit money banks between 5-10 years with 40.5% of the respondents are in that category.

Educational Status of Respondents

The research intended to know the educational status of the respondents. This is group six categories which are Ph.D., Masters, first degree/HND, Diploma/NCE, SSCE and other certificates. The result is given below in table 4.4.

Table 4.4: Showing Education Qualification of Respondents

Education	Frequency	Percent (%)	Cumulative (%)
PhD	9	3.0	3.0
Masters	12	4.1	7.1
First Degree/HND	82	27.7	34.8
Diploma/NCE	96	32.4	67.2
SSCE	56	18.9	86.1
Others	41	13.9	100.0
Total	**296**	**100.0**	

Source: Authors Survey Data 2023, SPSS output version 23.0

The table 4.3 above revealed that small percentage has second degree of Masters and Ph.D. which is representing with 4.1% and 3.0% respectively. Those with B.sc/HND are represented by 27.7%. While those with diploma/NCE are 32.4%, those with SSEC certificate represent 18.9% and finally, those with other certificates are 13.9% of the total number of the respondent in the selected banks. Therefore, in conclusion, majority of the staffs are in between Diploma and first degree which are potential in performing maximally.

Multiple Linear Regressions

The study used multiple linear regression analysis so as to establish the mathematical model showing how the independent variables (diversity team building, diversity recruitment and diversity training) and dependent variable (organizational performance) are interrelated in selected deposit money banks. Multiple linear regression analysis is an analytical tool for the impact or influence of two or more independent variables on the dependent variable to prove whether or not there is a functional relationship or causal relationship between two or more independent variables with one dependent variable. (Khairi & Darmawan, 2021).

Model Summary of Multiple Linear Regression

Multiple regression analysis was conducted to determine whether the independent variables (diversity team building, diversity recruitment and diversity training) predict the dependent variable (organizational performance) and to examine which variables have contributed the most to the variation of the dependent variable (organizational performance).

Table 4.5: Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.531[a]	.281	.264	3.05404	.131

a. Predictors: (Constant), DT, DTB, DR
b. Dependent Variable: OP

Source: Authors Survey Data 2023, SPSS output version 23.0

From the table 4.5 the independent variables (diversity team building, diversity recruitment and diversity trainings) statistically predicted organizational performance of the selected

deposit money banks in Katsina State. The result in the model summary R = 0.531 indicated that there is a moderate correlation between independent variables and dependent variable. The value of R^2 = 0.281 which indicated that the independent variables explains or the model summary predictive ability is 28.1% of the variations on organizational performance with unexplained factors of 72.9%. In other words, there are other additional variables that are important in explaining organizational performance that have not been considered in this research. The summary information presented in the same table shows that the value of R-Square as a measure of model fitted by the significant variables was 0. 281(28.1%) an indication that there was variation of 28.1% on banks performance due to changes in diversity of team building, recruitment and training at 95% degree of confidence.

This shows that 28.1% changes in bank performance in the selected private banks from Katsina State in Nigeria could be accounted to workforce diversity. This shows that the model is fit and reliable for making an inference. The coefficient of determination essentially measures how far the model's ability to explain variations in the dependent variable is. To determine the value of the coefficient of determination, it is expressed by the value of Adjusted R Square. The value obtained is 0. 264, which means that 26.4% of the independent variables can explain the dependent variable.

Analysis of Variance (ANOVA)

In table 4.6, the F- test determines the extent to which the independent variables (diversity team building, diversity recruitment and diversity training) used in this study were able to explain the dependent variable (organizational performance).

Table 4.6: ANOVA of the Variables

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	744.769	3	248.256	24.213	0.000[b]
	Residual	2993.866	292	10.253		
	Total	3738.635	295			

a. Dependent Variable: OP

b. Predictors: (Constant), DT, DTB, DR

Source: Authors Survey Data 2023, SPSS output version 23.0

Table 4.6 showed the analysis of variance (ANOVA) of the variables. The analysis of variance shows the overall significance of the model from statistical significance. The result of analysis indicated that the F ratio, F (3, 293) = 10.253, P = 0.000) was statistically significant at p,0.05 which implies the model is significant. This means that all independent variables have a significant role simultaneously on the formation of the dependent variable. That is, the significance value was less than 0.05 indicating that the model was significant at 95% confidence level or it shows that less than 5% probability of misrepresentation. It shows that the combination of the variables significantly predicts the dependent variable.

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Regression Coefficients for Multiple Regression; The multiple regression result is given below in table 4.7

Table 4.7 Regression Coefficients analysis

Regression Coefficients analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.499	2.791		9.135	.000
	DTB	.085	.078	.059	1.087	.278
	DR	.234	.106	.123	2.213	.028
	DT	.447	.053	.471	8.497	.000

a. Dependent Variable: OP

Source: Authors Survey Data 2023, SPSS output version 23.0

According to regression coefficient analysis result, the regression equation was derived from the model which was used to estimate the relationship between the independent variable (diversity team building, diversity recruitment and diversity training) and the dependent variable (organizational performance).

The values for the regression weights are as follows:
$OP = 25.499 + 0.085DTB + 0.234DR + 0.447DT + \mu$

The above table 4.7 shows the value of regression coefficient and the constant, which is the expected value of the dependent variable when the values of independent variables equal to zero. Results indicated that all of the independent variables (diversity team building, diversity recruitment and diversity training) have positive impact on the dependent variable (organizational performance) as expected. The result further revealed that all the explanatory variables was statistically significant at p-value less than 0.05 except diversity team building which was not significant. Similarly, the study revealed that workplace diversity management measures, significantly predict organizational performance with beta value of 0.085, 0.234 and 0.447 units respectively. The variable with the largest beta coefficient makes the strongest contribution in explaining the dependent variable (organizational performance). Therefore, the study found that diversity training is the most contributing workplace diversity management type in the prediction of organizational performance with beta value 0.447. The other two workplace diversity management types (diversity recruitment and diversity team building), in their descending order of standardized coefficients, are diversity recruitment (B=-0.234) and diversity team building (B=-0.085) that the variables are making significant to the prediction of organizational performance. The t-values in the coefficients indicate the variables statistical significance. A t- value of two or higher indicates statistical significance. Therefore, the all-independent variables t-value in the above table were greater than two and it indicates statistically significant except diversity team building which is less than two which is not significant.

Conclusion and Recommendations

This study investigated if diversity management (age, gender, job experience, educational background, and diversity measurements) has a positive and significant impact on

organizational performance. The empirical findings of this study revealed that workplace diversity management measures (diversity team building, diversity recruiting, and diversity training) have a beneficial impact on overall organizational performance in Nigerian deposit money institutions. The study concluded that every organization must embrace diversity, which requires diverse work teams with diverse skills, abilities, and capabilities to improve organizational performance. By extension, the study has enriched diversity management by demonstrating empirically that there is a causal relationship between diversity management and deposit money bank performance in Nigeria.

Based on the findings of the study, we make the following recommendations:

i. The study recommended that the management should continue to uphold its diversity team building, diversity recruitment and diversity training in the banking industry in order to increase the benefits of workforce diversity and come up with motivational programs that recognizes younger employees in team success.

ii. Executive and managerial teams within organizations should incorporate diversity policies into every aspect of the organization's functions and purpose.

iii. Assessing and evaluating the diversity process should be an integral part of organization's management system.

iv. Organizations should give recognition of staff who has acquired better qualifications, and encouraging or empowerment by permitting the work force to make self-appraisals.

v. Top level managers should make sure that diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance.

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