



**DIVERSITY MANAGEMENT AND WORKFORCE EFFECTIVENESS IN THE
AGRICULTURAL AND RURAL MANAGEMENT TRAINING INSTITUTE,
ILORIN**

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ABSTRACT

Diversity is a growing reality requiring recognition and priority attention at work since it impacts on the employees' performance. The study examined the effect of diversity management on the employees' performance in the Agricultural and Rural Management Training Institute (ARMTI), Ilorin, Kwara State, Nigeria. The sample size of the study stood at 168 with the use of structured questionnaire as the instrument of data collection, while random sampling technic was employed for the study. This was consequent to the method's ease of usage and ability to precisely represent a large population. The used descriptive statistics included simple percentages and tables, while utilized inferential statistics were correlation; and multiple regressions. The findings of the study showed significant effect of ethnic dissimilarity on employees' performance [$t(136) = 0.381, p < 0.05$]; and also indicated that gender difference has a significant effect on employees' performance [$t(136) = 0.145, p < 0.05$] in ARMTI. The study concludes that there is significant effect of diversity management on workforce effectiveness in ARMTI. The study therefore recommends assignment of tasks to employees having relevant skills for the enhanced work performance and also team building activities so as to ensure bonding of staff with different ethnic background in the organization.

Keywords: *Employee Performance; Diversity Management; Globalization; Human Behaviour; and Workforce Diversity,*

INTRODUCTION

Technological developments and the rise in the world economy have necessitated the coming together of different people globally more than ever before as corporations, educational systems and other workplaces are finding ways to better serve their constituents. This does not only mean being able to attract and retain the best workforces, but also the most experienced ones given that establishments that are capable of developing and adopting the required policies and procedures for the achievement of this tend to sustain a competitive advantage among their rivals, while also increasing their effectiveness. However, to ensure success and maintain a competitive advantage, the workplace must be able to make use of the most important resource such as employees' skills as increase in richness of diversity requires expansion in the organization's outlook and creative strategies (Eshet, 2017).

Diversity is a growing reality that organizations, particularly the large ones are required to address clearly through their culture and no more in a masked way in the contemporal global economy and in our multicultural society as the development and management of a culturally diverse workforce impacts positively on the workplace income (Gibson, 2003). This should therefore be recognized, valued and dealt with as a source of creativity, richness and cross cultural recognition as diversity at work helps an organization not only to: come out on top of the talent competition; but to also realize costs savings with the regard to training and re-training; drive business growth by improving marketplace understanding; reflecting the structure of the community so as to best address a broader customer base, and build effective global relationships (Gibson,2003; Fenwick,2005).

Workforce' diversity is a multi-faceted phenomenon that continues to evolve as the world turns a global marketplace and this has kept increasing all over the organizations. Therefore the representation of minorities, women, and individuals of dissimilar age groups are going up globally, thus changing the employees' makeup in the workplaces. However, effective management of employees' diversity for the workers' enhanced work performance and the organizational effectiveness especially in the face of the present-day changes sweeping across the globe is a necessity. Today,

the market climate is evolving at a faster pace and the demographic change of workers, the rise in employment in the economy; the continued growth of globalization and the need for productive and effective collaboration have emerged as a major driving force behind the importance of diversity in organizations (Akpakip, 2017).

Diversity of the workforce is concerned with the various skills each employee brings into the organization as it has been shown that effective workplaces tend to be able to utilize enormous resources available to them with a view to ensure maintenance of diversity in their places of work, thus requiring managers at all levels to recognize and handle the different trait that occurs amongst workers as the advancement in technology coupled with the emergence of a worldwide economy have brought individuals residing in the different locations of the world nearer to one another (Griffin & Moorhead, 2014). Organizations are now striving to become more diversified in a view to gain competitive advantage through higher imaginative, inventive and openness to the useful change and businesses, school systems and other organizations are therefore exploring ways to better represent their citizens to recruit and retain the best and most skilled staff (Gupta, 2013).

Diversity management in the field of human resource management has been seen as the key to promoting the success of any organization, enhancing service delivery and ensuring the morale of employees. The idea of diversity management is used to enhance the success of individuals, teams or organizations. Furthermore, it has been shown to produce a positive shift in any organization's performance and culture (Department of Education and Early Childhood Growth, 2011). Therefore, with the existing levels of globalization, the relationship of people from various cultures needs to be intensified as globalization has created an international economy in which profit and non-profit - making establishments need to create greater diversification for them to stay competitive. With the current rates of globalization, the people in the managerial positions need to accept the need for a multicultural working atmosphere due to the ever-changing working environment as there is need for improved interaction of employees from various backgrounds (Kelli, Mayra, Allen, & Karl Kepner, Derek, Farnsworth, 2015).

Organizational diversity plays an important role in helping and maintaining knowledge and experience, addressing skills shortages, expanding the recruitment base and increasing profits through attraction of more customers (Onrec, 2005). It helps each person feel more respected so that they can better perform their duties as organizations that struggle to manage diversity are exposed to risk through the failure to reap the business benefits of successful diversity management. According to Chatman and Spataro (2005), a number of activities can be undertaken by an organization to manage the diversity of its workforce. For instance, to ensure a diverse workforce that reflects the nation's demographics, private companies do recruit more women and people from minorities. In addition, they provide diversity training and education aimed at managing sexual harassment and valuing differences (such as gender, age, race, religion, ethnicity, disability, sexual orientation) and diversity management (providing mentoring, coaching, religion, family / employee friendly policies, and alternative work arrangements) (Kelli et al., 2015). According to Roberson and Kulik (2007), the trend of workforce or organizational diversity seemed to be identified for the first time in the mid-1980s and this was considered an opportunity for organizations' increased creativity in terms of reaching earlier untapped markets and talents, and generally to accomplish and maintain a competitive advantage. This is due to the fact that workers tend to enjoy all the positive benefits such as motivation, creativity, skill and knowledge transfer coupled with ample decision - making in an occasion where a workplace has an encouraging environment for practicing workforce diversity, and thus attract good decision from a comprehensive choice of alternatives (Isiaka, 2018). It was therefore contended by Erasmus (2007) that diversity management and workforce diversity are a forced integration that generates conflict and uncertainty in the workplace since leadership is not skilled enough in the discipline of diversity management and its principles. Consequently, managers do not know how to properly practice diversity management, and what factors actually promote effective diversity management and task capable of dealing with diversity linked issues in the organization despite the fact that some places of work do train their workers when hired, subjecting them to ethics test, online training and targeted anti-harassment training, yet when it comes to diversity, these

employees make decisions to break the rules with their behavior. This is not far from the fact that diversity within the organization evokes an array of emotions as some view this as something to be dealt with rather than a tool to utilize for improving the organization. Although, a number of individual do come to an agreement that the results of a diversity-conscious establishment enhance both employee and organization's value, yet research evaluating diversity for the sake of developing training interventions is non - existent (Dahm, 2003). It is thus against this background that this study is considered necessary as the key issues of workforce diversity are meant to address the problems of discrimination in terms of gender, age, ethnicity and education background. This is because there is a possibility for: higher labour turnover, difficulty in communication, and heightened interpersonal conflicts when diversity could not be well managed. All these can generally be confrontational to organization's performance, profitability and reputation.

Although diversity management appears drawing attention lately in the current business environments, and specifically in Nigeria, but the known previous studies in the country were unrelated in the areas of used case studies, and also in the time frame in which they were conducted. Up till now, it is doubtful whether any empirical study has been carried out before on diversity management and employees' effectiveness in Agricultural and Rural Management Training Institute (ARMTI) Ilorin, Nigeria. It is thus this gap that this study aims to fill. This is with the specific objectives to: (i) find out the effect of ethnic diversity on the employees' performance; (ii) assess the effect of gender diversity on employees' performance; and (iii) evaluate the social diversity on employees' performance in the study area.

ARMTI is a federal government of Nigeria's established Institute that has its head office located at Km. 18, Ilorin - Ajase-Ipo Highway, Ilorin, Kwara State. The Institute is meant for training and development of the required manpower in so as to manage the numerous agricultural and rural development projects in the country

LITERATURE REVIEW

Conceptual Clarifications

Concept of Diversity

Usually, diversity is the demographic description of the employees employed in an organization. Diversity, according to Cilliers (2007) refers the presence of individuals with subjective identities on the basis of unique

primary (inborn) and secondary (learnt) attributes, in one social system as these identities impact on both the individual and group's behaviours, while as well has influence at organizational levels, making persons to behave in terms of power relations, sub-group affiliations and intergroup dynamics. Erasmus (2007) considers the concept as the collection of various employee differences and similarities that are among individuals at work, that is, diversity is about the fact that people may differ, but they share many environmental and biological characteristics that are alike. This implies that people possess primary features which are inborn attributes and which determine the way they see their environment interpret things around them as primary differences are factors such as age, ethnicity, gender and race.

In another way round, individuals also own secondary characteristics which evolve through life experiences and over time, while these secondary attributes are factors such as a person's education, level of skill, and religion. Though no agreement exists on the diversity as a term, the central definition consists of demographic differences which encompass observable social or group identities. Nevertheless, diversity is a complex concept that has been conceptualized from numerous perspectives as there are three classifications of views which are: broad, narrow and balanced view (Erasmus, 2007). In all the given description of diversity, it can basically be said that the concept is all about those characteristics that cause us to be different or similar to one another in an organizational setting as diverse workforce comprise a mixture of workforces from different genders, ages, races, ethnic backgrounds, religious beliefs, etc. (Akpakip, 2017).

Workforce Diversity

Workforce diversity in places of work is bothered on the unlike abilities that every worker take along into the organization (Muthiora, 2017). Deepu and Suresh (2018) see workforce diversity as the workforces who come from various socio-cultural backgrounds and working within the organization. In relations to Cox and Blake (1991), workforce diversity means a set of variances among individual characters which include socio-cultural demographic variables and professional variables, which can be

discovered in the various levels of the organization. It denotes differences among workers in an organization on the basis of gender, age, race, culture, ethnicity, religion, educational background, physical and mental disability, and other socio-economic class, while also comprises perceptions that maintain organizational core values (Sikalieh, 2012).

At present, workplace diversity has turned out to be a key issue for successful management of any establishment as it is unavoidable and essential for sustainable organizational performance. Thus the success of any place of work lies on the ability to manage a pool of dissimilar employees possessing diverse talents that can bring in innovative ideas, views, and perspectives to their work environment. Diversity, however, is capable of resulting in enhanced decision making, improved task performance, work motivation and knowledge sharing among workers through the creation of a greater pool of talent in the organization (Deepu & Suresh, 2018). This is referred to as the variety of differences between workers in a workplace including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, and background. That is, the combination of workforce from various socio-cultural backgrounds working together in an organization (Evans & Henry, 2007). Thus, workforce diversity signifies the co-existence of workforces from numerous socio-cultural backgrounds within the organization.

Dimensions of Diversity

As stated by Aydan (2016), diversity as a concept is well known along primary, secondary and tertiary or organizational dimensions, while the differences among workers are categorized into two: primary differences such as; age, etc. and the secondary differences like; educational background, communication style, etc.

i. Primary Dimension:

This dimension shows the basic dissimilarities among different people and also the utmost impact on initial encounters, it could be hastily identified and it as well serve as a filter through which individuals view the world. It comprises visible identity characteristics like; gender, age, sexual orientation, physical abilities, ethnicity, race, etc. (Sayers, 2012).

ii. **Secondary Dimension:**

This includes characteristics that are acquired over the years in which one may decide to modify or even forsake during one's life time. This dimension is seemed to be less visible, bring to bear a more variable influence on personal, and add a more subtle richness to the primary dimension of diversity (Sayers, 2012).

iii. **Organizational Dimension**

This dimension deal with characteristics within the organization, such as; word location, organizational structure, part time or full time, organizational climate or culture, status, etc. (Sayers, 2012). The perspective indicates that there is tendency to have positive implications on work group outcomes when diversity is managed given that such groups will have a wide array of views, skills, and information

Diversity Management

Managing diversity refers the act of leveraging and adopting the cultural differences in persons' skills, ideas and innovation so as to contribute to a corporate goal, and doing this in such a manner that guarantees a competitive edge to the organization. As defined by Kirby and Richards (2000), this concept means the extent of intra-organizational representation of individuals with unalike group affiliations of cultural significance which is supposed to expand the plurality of experiences and perspectives within an organization and can serve as a strategic resource to the workplace in obtaining a competitive advantage. Diversity management is a power strategy meant for handling diversity issues in the place of work as it does not denote containing, stifling or controlling diversity; rather it refers management recognizing the utility of all feature of diversity and tapping the potentials (Scott & Byrd, 2012).

Diversity management is a planned methodical commitment of a place of work so as to ensure an attraction, recruitment and retention of a heterogeneous group of individuals. This includes enabling workers to utilize their full potentials by making the work environment an equitable type where no employee has advantage over another. It also has to do with elimination of unfair discriminations within the work environment as this

is required for workers to deliver higher level of creativity and performance, improving problem solving and decision making (Robbins & Judge, 2013).

Workforce Effectiveness

Workforce or employees' effectiveness can be said to be a function of performance, that is, the value free maker of employees' behaviour (Borman, Ilgen, & Klimoski, 2003). It is therefore the employees' ability to generate the right results. Meaning that this has to do with employees working on those things that are able to add or create value of high quality. In another word, it is the capability to accomplish a purpose or produce an intended or expected result (Blackard, 2000).

Concept of Employees' Performance

Performance is the act of implementing an action, or an accomplishment. Cascio (2006) describes performance as working effectively, that is, the manner in which a person does his job, appraised by his effectiveness. This can be defined as an effective discharge of an employee's duty for good results. It is how well an individual is fulfilling the requirements of his job (Rue & Byars, 1993). Employee's performance means how well an organization' staff member is effectively fulfilling his/ her work requirement or discharging his/ her assigned duties with a view to ensure admirable results (Durga, 2017). In relations to Rahman, Hussain and Hussain (2011), employee's performance can be established on the basis of three distinct factors which are: work environment, ability and motivation, so stated by the formula; $\text{Performance} = f(\text{work environment} \times \text{ability} \times \text{motivation})$. Ability at this point is bothered on the worker's physical, emotional and intellectual aptitude to discharge his task. This means that the employee has the required skills and knowledge for the job.

Theoretical Framework

There exist different theories to explain the relationship between workforce diversity management and employees' performance in the organization. These theories include stereotyping and prejudice, pluralism, equity, multiculturalism theories, and etc. (Muthiora, 2017). However,

multiculturalism theory on which this study is anchored was reviewed and adopted.

Multiculturalism Theory

Multiculturalism refers a body of ideas or notions in political philosophy over the right way to respond to the religious and cultural diversity (Yousef, 2000). In accordance to the multiculturalism theory, it is quite possible for every member of different cultures to live harmoniously together with others. This is without the need for assimilation (Sunada, 2000). Mere acceptance of group differences was believed to fall short of considering minority groups' members as the same citizens; recognition and positive accommodation of group differences was necessary. However, multiculturalism is not only applicable to culture or cultural groups, but it is also appropriate to extensive aspects such as language, religion, ethnicity, nationality and race as separation of persons in the organization along this line is common. It is thus possible for people of minority of the society work in togetherness in any environment that they find themselves without necessarily having to get assimilated into the pre-dominant culture. They can as well maintain their collective practices and identities (Muthiora, 2017).

Multiculturalism theory was considered suitable for this study and then adopted due to its unlimited applicability not only to the culture, but also to the broad aspects like religion, race, ethnicity, and etc.

Empirical Reviews

Abdallah (2015) examined the effect of workforce diversity on employee work performance with a focus on the County Government of Mombasa. Data collection for the study was through self-administered questionnaires, while the gathered data were analyzed descriptively. The findings of the study showed that employees' ethnicity, gender and educational background did not have any significant effect on performance in the studied establishment.

Eshetu (2017) researched on t workforce diversity and employee performance with Addis Credit and Saving Institution as a case study. The collected data for the study from the primary sources were analyzed

quantitatively adopting descriptive and inferential method of analysis. The result of the study's analysis indicated a significant level of link between performance and the tested variables of diversity. It was shown that there was a significant relationship between gender, ethnicity and employees' performance, while educational diversity has no significant effect on work performance of the employees.

Furthermore, Qasim (2017)'s study on workforce diversity and employee's job performance: in education sector of Jalalabad, Afghanistan utilized on 260 participants, while linear regression and correlation were utilized as statistical tools for the data analysis of the study. The findings of the study revealed that workforce diversity has significant effect in employee's job performance.

METHODOLOGY

This study utilized survey as research technique as a set of structured questionnaire was used in the collection of primary data. The questionnaire was administered directly on participants, while the responses were instantly collected with the exception of where the participants wished they were given more time. Descriptive techniques such as frequency, percentage and tables were employed for characterizing the responses. The questionnaire has two sections. The first section addresses demographic information and educational background of the respondents, while the second segment was intended to elicit information on the effect of diversity variables (ethnic, age and social diversities) on the employees' work performance. The questionnaire was adapted from the reviewed literature and afterward validated by an expert with the aptitude in questionnaire design particularly in the field of study. The study then employed multiple regressions and correlation as the used inferential statistics.

Population and Sample Size of the Study

The population of the study comprises the entire staff of Agricultural and Rural Management Training Institute (ARMTI) Ilorin, Kwara State, Nigeria, while the actual numbers of workforce could not be ascertain in course of the field work. Therefore a sample of One Hundred and Fifty Five (155)

was drawn to be the population. This was in agreement with the view of Hill, Brierley and McDougall (2003) that a sample size of One Hundred (100) and beyond is adequate for research findings. Hence, a total of One Hundred and Fifty Five (155) copies of a set of questionnaire were administered on the workers in ARMTI. However, out of 155 sets of questionnaires administered, 140 were given back, being 90 % rate of response.

Hypotheses of the Study

- H₀₁: ethnic diversity has no effect on the employees' performance in ARMTI;
- H₀₂: gender diversity has no effect on the employees' performance in ARMTI; and
- H₀₃: social diversity has no effect on the employees' performance in the study area.

RESULT AND DISCUSSIONS

This section focuses on the data analysis of the study and the presentation of the results.

Table1. Socio-Demographic Characteristics of the Respondents

Gender	Frequency	Percentage
Male	109	77.9
Female	31	22.1
Total	140	100.0
Age	Frequency	Percentage
18-30	79	56.4
31-40	52	37.1
41-60	9	6.4
Total	140	100.0
Length of Services	Frequency	Percentage
10 years and above	31	22.1
7 to 10 years	88	62.9
3-6years	21	15.0

Total	140	100.0
Educational Qualification	Frequency	Percentage
GCE/SSCE/NABTEB	13	9.3
NCE/OND	39	27.9
HND/B.SC/BA	78	55.7
M.SC/MA	10	7.1
Total	140	100.0

Source: Field's Survey, 2020

The table 1 above reveals the case summary of frequency of the respondent's gender with the valid percentages of their responses. It shows that 109 questionnaires were responded to and retrieved from male with 77.9%, and 31 questionnaires were retrieved from female representing 22.1%. This implies that majority of the respondents were males. The high proportion of males in the organization is an indication that gender diversity is partially welcomed. The distribution of the respondents by age is also presented by table 1. This study has 79 (respondents representing 56.4%) whose ages were between 18 and 30 years. 52 respondents (represented by 37.1% had ages between 31 and 40, while 9 respondents (6.4%) fell between the ages of 41- 60 years. It can however be inferred from the analysis that majority of the respondents were within the age bracket of 18 – 30 years which is very good for the organization (ARMTI). This is because this category of staff members is still very energetic to be actively involved in the operational activities of the establishment.

Furthermore, the distribution of respondents by their length of services in ARMTI shows that 31 (22.1%) of the respondents have 10 years' working experience or more. 88 (62.9%) have between 7 and 10 years of working experience, while the remaining 21 (15.0%) have between 3 and 6 years' working experience. The implication is that most of the staff in the organization have spent an appreciable number of years working in the establishment. Thus make these set of individuals to have in-depth understanding and knowledge on how things go or work in the organization. The distribution of respondents by educational qualification illustrates that 13 (9.3%) respondents had GCE/SSCE/NABTEB Certificate,

39 (27.9%) have NCE/OND, 78 (55.7%) had HND/BSc/BA degrees. The remaining 10 (7.1%) had MSc/MA degrees. This implies that most of the respondents are Graduates and well lettered individuals who were in the position to effectively offer accurate answers to the raised questions in the administered questionnaire based on their literacy level or intellectual capacity.

Test of Hypotheses of the Study

Table 2. Multiple Regression Analysis of Ethnic, Gender, Social diversity and Employee' Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.049 ^a	.921	.080	.58464			
Model			Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.111		3	.037	.108	.002 ^b
	Residual	46.485		136	.342		
	Total	46.596		139			
a. Dependent Variable: Employee performance							
b. Predictors: (Constant), ethnic, gender, social							

Source: Authors' Computation, 2020

Table 2 above shows that R squared is 0.002 which indicates that ethnic, gender; social diversity contributed 0.2% of the total variation to the employees' performance of the respondents. With F (3,136) = 0.108, p<.05, with an R² of .921. This therefore implies that there is joint significant relationship between ethnic, gender, social diversity and employee performance of in Agricultural and Rural Management Training Institute, Ilorin.

Table 3 Summary of Results from Correlation Analysis

	Mean	Std. Deviation	Correlation	t	Sig.
Employee Performance	3.8176	.57898	1.000	17.796	.000
Ethnic	1.2214	.41670	1.138	.381	.004

Gender	1.5000	.61749	.125	.145	.000
Social	1.9286	.60742	1.033	.360	.001

Source: Authors' Computation, 2020

Table 3 above revealed that none of the predicting variables of diversity was significantly related to employees' performance. However, based on the first hypothesis, the findings show that ethnic diversity has a significant effect on employees' performance with $[t(136) = 0.381, p < 0.05]$. The second hypothesis indicates that gender diversity has a significant effect on employees' performance with $[t(136) = .145, p < 0.05]$. Finally, the third hypothesis also illustrates that social diversity has a significant effect on employees' performance with $[t(136) = .360, p < 0.05]$.

Findings of the Study

From the analysis of the effect of ethnic diversity and employees' work performance in ARMTI; it could be revealed that ethnic diversity has an effect on employees' performance in the workplace. This result is at variance with the study conducted by Abdallah (2015) who observed that employees' ethnic background did not have any effect at all on the work performance of the staff of County Government of Mombasa that he studied.

The analysis of hypothesis two which is to determine the effect of gender diversity on employees' performance, it was confirmed that majority of the staff of ARMTI enjoy working with their colleagues even of the opposite sex or gender, thus enhances work performance. The workers are likewise enjoying equal opportunities at work regardless of the sex. It was found out that the management of the organization is not gender bias and no gender is treated less or higher than the other in ARMTI. This can be seen as a good omen for improved work performance in the workplace. This finding is in tandem with the findings of the study carried out by Eshetu (2017). The finding of his study established a significant level of relationship between gender diversity and employees' performance in the studied organization. Also, the analysis of the third hypothesis of the study indicates that social diversity has significant effect on the work performance of workforces in ARMTI as an employee's performance in the organization is also dependent

on his exposure in term of his socialization. Thus improves their managerial knowledge. This finding is in line with the result of Qasim (2017)'s research. The findings of the study revealed that significant relationship exists between social diversity and employees' performance in the establishments under his study.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Following the findings of the study, it could be conveniently said or inferred that individuals can enrich their performance by adopting different strategies, while the organizations too can develop their human resource policies for making their workforces better in terms of performances. Organizations can do this by ensuring effective diversity management so as to make all and sundry in the workplace to have a sense of fair and unbiased treatments. However, it can be concluded that: there is significant effect of diversity management on workforce effectiveness in ARMTI since ethnic dissimilarity, gender difference and social diversity have effect on the work performance of staff members in the workplace.

Recommendations

Based on the findings of this study, the following recommendations are made:

- i. To ensure bonding of staff with different ethnic background in the organization, assignment of tasks to employees having relevant skills for the enhanced work performance and also team building activities should always be done by the management of ARMTI.
- ii. In the organization, there should be continuous promotion of equal employment opportunity for all genders so as to encourage gender balance. The management should ensure creation of flexible working policies capable of helping females not to only manage their works, but also their personal life without any difficulty. With these, all workers are very much likely to be committed to duties for enhanced work performance.
- iii. To guarantee good exposures for diverse workforces in terms of differences in their level of social status, the management of the

organization should make it a point of duty to permit informal associations of its staff in such a way that the official duties will not be adversely affected. Thus will promote exchange of vital ideas as the well exposed staff members are known for possessing more interpersonal and administrative skills which when shared with others can do the organization a lot of good.

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