



## Workplace Inclusion and Employee Innovativeness of Deposit Money Banks in Rivers State

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**Abstract:** *The fast development in the Banking business has represented a few difficulties, for example, workplace inclusion which is a usual occurrence that has both negative and positive effects on employee innovativeness depending on how well it is managed. This has affected the deposit money banks, and even the Micro-Finance sector. It is in this context that this research explored the connection between workplace inclusion and employee innovativeness in deposit money banks in Rivers State. Diversity is progressively perceived and used as a critical hierarchical asset concerning whether the objective is to be a business of decision, to give excellent job performance and employee innovativeness, or to keep up an aggressive edge. The principle target of this examination was to determine the effect of workplace inclusion on employee innovativeness in deposit money banks in Rivers State. The study also tried to analyze the dimensions of education diversity, ethnic diversity, and gender diversity. Theoretically, the study adopted sociocultural theory which helps contextualize workplace learning in a diverse environment. With a population of nineteen (19) deposit money banks and a sample size of 170 employees using a cross sectional survey method. We found a significant relation between education and gender inclusion as against employee creativity and no relationship between ethnic inclusion and employee creativity. The investigation presumed that understanding the impact of inclusion in the work environment is essential for leaders, managers, and organizations who strive to be competitive, creative and innovative in the new world of work. The study further recommends that deposit money banks should consider increasing the skills and competence of their staff by providing them with a paid leave.*

**Keywords:** *Workplace inclusion, education, ethnicity, gender, employee innovativeness, employee creativity*

### Introduction

In the light of the present realities facing companies today, it might be deduced that workforce diversity may make open doors and in addition present difficulties for the performance and conduct of organizations. In Nigeria, and perhaps in Port Harcourt, Rivers State, a Nation with a few ethnic nationalities and dialects, and additionally various social and religious backgrounds, the issue of proper workplace inclusion management should even be more important to managers. Ceteris Paribus and expecting that ability, capacity and other alluring attributes are similarly disseminated all through a country's population and everybody has equal opportunity to work in associations, at that point there ought to be people of different elements of diversity at each dimension in organizations. In Nigeria where the populace is around one hundred and sixty million people of which the greater part are of working age, Managers of work associations will at that point be looked with a basic test of the best possible administration of diversity in the work environment.

Traditionally, the term workplace inclusion has been widely used to refer to allude to the

statistic organization of a workforce. Some examinations have seen diversity utilizing the compositional methodology, also called Surface-level diversity (SLD) or demographic diversity, which alludes to the degree to which a unit is heterogeneous on qualities, for example, sexual orientation, ethnicity, religion, age, functional background, and hierarchical residency (Tsui & Gutek, 2000; Fajana *et al.*, 2011). Notwithstanding the surface-level creation of the group, deep-level diversity (DLD), generally observed as contrasts regarding frames of mind, identity, and qualities, has additionally been researched (Barrick *et.al*, 1998; Harrison *et al.*, 2002; Thatcher *et al.*, 2003).

Workplace inclusion Management is the ability of a manager to achieve success for an organization by making the best of use of the similitudes and contrasts among workers as far as age, social foundation, physical capacities and incapacities, race, ethnicity, religion, sex, and additionally as far as identity, values, attitudes, perception and cognitive style. Individuals who think towards deep level diversity are bound to see themselves as comparable, as opposed to different, to individuals from their workgroup on unobservable qualities (Liao *et al.*, 2008).

Today, diversity and consideration endeavours poses challenge for all organizations. Officials comprehend that their organizations can't be fruitful on a worldwide stage in the event that they don't have a varied and comprehensive workforce. A diverse and inclusive workforce is important to drive development, cultivate creativity, also, control business procedures. Numerous voices lead to new thoughts, new administrations, and new products, and empower out-of-the box thoughts. Organizations never again see diversity and inclusion endeavours as independent from their different business rehearses, and perceive that a diverse staff can separate them from their competitors and can help capture new clients.

The diversity phenomenon is evolving because of the progression in innovation and globalization. This has likewise improved associations' survival and aggressive edge by pulling in key abilities and superior workers in deposit money banks as a result of high skills, employees expect basic part in the association using their insight to upgrade the organization's upper hand (Hiltrop, 2009). However, holding these talents acted genuine test like for worker retention in a dynamic employment market. Various studies have been done to set up the centrality of workforce diversity in associations yet fundamental thought has not been focused on its effect in the domain of employee innovativeness in deposit money banks, in Port Harcourt dynamic environment. It is on this note the author has tried to survey the degree to which workplace inclusion identifies with employee innovativeness.

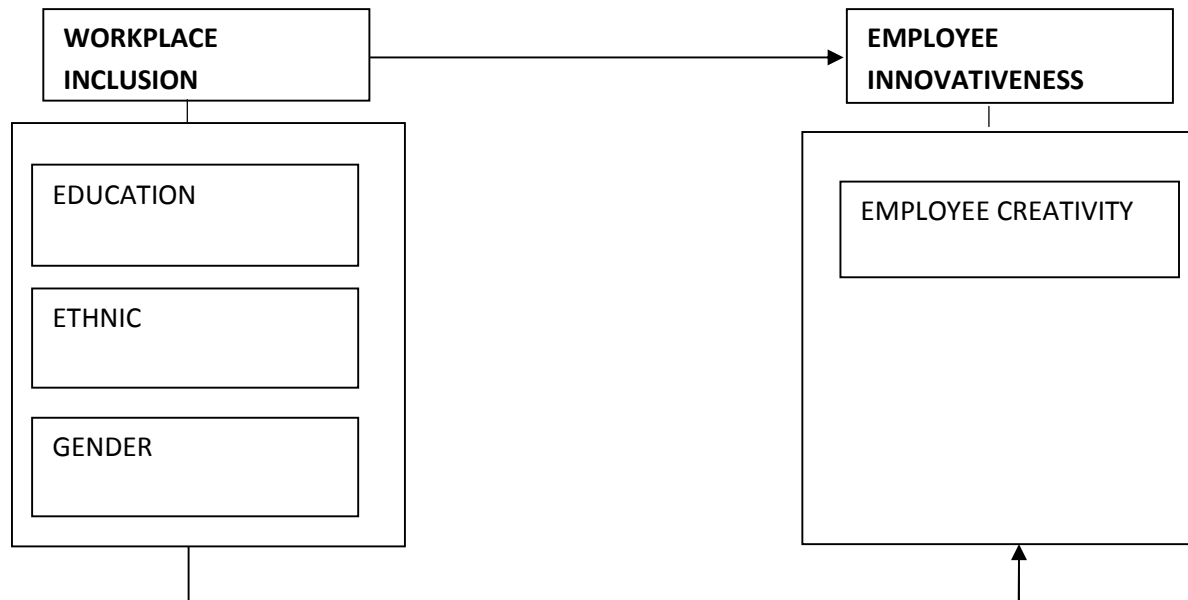
Various explorations have been led on work diversity and work diversity management. For instance, Mkoji and Sikalieh (2012), did a study on the impact of personality dimensions on organizational performance of Kenya Medical Research Institute (KEMRI); Elsaid (2012) did a study on the effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations; Otiye, Omboi and Mwalekwa (2011) did a study on effects of workplace diversity management on organizational effectiveness in Kenya commercial bank limited. However, none of these examinations focused on how education diversity, ethnic diversity, age diversity and gender diversity influence employee innovativeness. However, there exist a literature gap and our point of departure therefore is to investigate the relationship between workplace inclusion and employee innovativeness in deposit money banks in Port Harcourt.

**Research Problem**

Managing a diverse workforce in the bank has become a major concern for human resource because the survival of the association relies upon its ability to effectively harness and manage its diverse workforce. Deposit money banks in Port Harcourt among its basic beliefs of polished methodology, trustworthiness, inventiveness, development, cooperation, solidarity of direction, regard and devotion to client care, and corporate administration and so forth, lacks “diversity management”. Also, giving the expanding dynamic pattern of globalization and expanding assorted workforce in deposit money banks, understanding, overseeing and holding different personalities in deposit money banks is a test for human resource.

Again, Rapport, Bancroft & Okum, (2003), observed that impending decline of highly skilled workers who possess the needed knowledge and skills to function effectively and persistent risk of talented workers who leave the bank, because of absence of security of their job, and who also take a lot of know-how with them, which can take a long time to supplant and which opens the bank to danger of losing classified data to contenders. Managers of deposit money banks particularly in Port Harcourt metropolis have to ensure with all efforts to retain key employees as well as developing the under performers to be at their best to showcase their innovativeness. Based on this facts, this study therefore seeks to establish the relationship between workplace inclusion and employee innovativeness in deposit money banks in Port Harcourt.

**Conceptual Framework**



*Source: Conceptualized from review of related literature, 2018*

**Figure 1.1:** *Conceptual framework on the relationship between workplace inclusion and employee innovativeness of deposit money banks in Port Harcourt*

After review of literature on workplace inclusion and employee innovativeness, the researcher came out with figure 1 as a model of relationship between workplace inclusion (Al-Shammari, 1992) with dimensions as education, ethnic and gender inclusion while employee innovativeness (Britannica, 1998) which was propounded by Meyer, (1997) was measured with proactiveness and creativeness.

### **Objectives of the Study**

The general objective of this study is to determine the relationship between workplace inclusion and employee innovativeness in deposit money banks in Port Harcourt.

The specific objectives of this study are as follows;

- i. To determine the relationship between education inclusion and employee innovativeness in deposit money banks in Port Harcourt.
- ii. To establish how ethnic inclusion influences employee innovativeness in deposit money banks in Port Harcourt.
- iii. To find out the relationship between gender inclusion and employee innovativeness in deposit money banks in Port Harcourt.

### **Research Questions**

The study sought to answer the following research questions;

- i. What is the relationship between education inclusion and employee innovativeness in deposit money banks in Port Harcourt?
- ii. To what extent does ethnic inclusion influences employee innovativeness in deposit money banks in Port Harcourt?
- iii. What is the relationship between gender inclusion and employee innovativeness in deposit money banks in Port Harcourt?

## **Literature Review**

### **Theoretical Framework**

#### **Sociocultural theory**

One concept that helps contextualize workplace learning in a diverse environment is the sociocultural theory. This view is drawn from Vygotskian perspectives of learning and development and emphasizes that learning occurs within a social world (Alfred, 2002). By recognizing the connection between learning, knowledge, and culture, we can examine how learning is environmentally based. This environment includes language and symbols as well as contextual indicators such as individual, cultural, social, institutional and historical locations. All of these are factors in our understanding of workplace learning as a social marvel (ibid). It is through activities, interactions and communicating that contexts are established and learning takes place. In the workplace, this involves interactions between and among workers, managers, customers and vendors, all of which lead to knowledge. Tynjälä claims: “While the association of work sets the unique circumstance and conditions for learning, it continues to be the equal connection between the individual and the work environment that decides learning”. Examples of sociocultural learning could involve social activities such as team building, pot lucks or group

projects where there is meaningful interaction that includes both social and cultural learning. Colleagues who engage in social activities within a diverse environment can enhance their understandings of themselves and each other as they interact and collaborate in a deferential and comprehensive work environment.

Workplaces looking to benefit from diversity must take responsibility for ethical workplace learning in a socio-culturally rich context. This involves addressing sociocultural development by exploring culture and diversity as well as helping workers recognize cultural identity and challenge workplace management of that identity (Fenwick, 2001). From an educational perspective, workplace learning must include sociocultural issues and be mindful of the need for new ways to accommodate and enhance a diverse workforce. Strategies for effective workplace learning include connecting the learner to the social context and viewing learning as a result of the learner interacting with a specific context as well as structural dimensions such as race, class, sexual orientation, ethnicity, power and oppression that account for social and cultural factors (Caffarella & Merriam, 2000). This connection between the individual and the working environment forms the basis of sociocultural theory, and in seeking to engage and educate a diverse workforce, attention must be paid to the specific situation and culture of the environment.

### **Concept of Workplace Inclusion**

The idea of inclusion has been incipient in the hierarchical literature for as far back as decade (Roberson, 2006), with practically identical surges of research happening prior in social work (Mor Barak, 2000) and social psychology (Brewer, 1991). Although this concept has earned expanded consideration lately, so far, inclusion remains another idea without consensus on the nature of this concept or its hypothetical underpinnings. This absence of accord hampers the utility of inclusion, both hypothetically and practically. Thus, in this audit, we first utilize Brewer's optimal distinctiveness theory (ODT) to develop a definition of inclusion and after that present a structure of incorporation that we use as a focal point for checking on the inclusion and diversity written works.

We characterize inclusion as how much a worker sees that the person is an esteemed individual from the workgroup through encountering treatment that fulfills his or her requirements for belongingness and uniqueness. Expanding on ODT, this definition departs from existing inclusion study by unequivocally concentrating on both belongingness and uniqueness. Specifically, we contend that despite the fact that the themes of belongingness and uniqueness are evident in the diversity and inclusion writing, as yet, research has not focused on the need of adjusting these two needs so as to cultivate inclusion.

Pelled, Ledford, and Mohrman (1999) defined inclusion as “how much a worker is acknowledged and treated as an insider by others in a work system.” Roberson (2006) argued that inclusion suggests to “the evacuation of snags to the full support and commitment of workers in organizations,” and Miller (1998) similarly described inclusion as the degree to which diverse individuals “are permitted to take an interest and are empowered to contribute fully.” Likewise, Lirio, Lee, Williams, Haugen, and Kossek (2008) alluded to inclusion as “when people feel a sense of belonging, and inclusive behaviors such as eliciting and valuing contributions from all employees are part of the daily life in the organization.”

Furthermore, Avery, McKay, Wilson, and Volpone (2008) expressed that inclusion is

"the degree to which employees believe their organizations engage in efforts to involve all employees in the mission and operation of the organization with respect to their individual talents." Wasserman, Gallegos, and Ferdman (2008) characterize a culture of inclusion as existing when "individuals of all social identity groups [have] the opportunity to be present, to have their voices heard and acknowledged, and to take part in center exercises for the benefit of the system." Finally, Holvino, Ferdman, and Merrill-Sands (2004) characterize a multicultural, inclusive firm as "one in which the diversity of knowledge and perspectives that individuals from various groups convey to the association has molded its methodology, its work, its administration and working frameworks, and its basic beliefs and standards for success."

### **Education Diversity**

Hoff (2014) discovered that businesses usually dismiss hiring employees whose training, experience, or on the other hand training is made a decision to be inadequate. This implies education foundation is basic to workers' employability level. Workers can't discover an occupation and perform well without sufficient education background. Besides that, Barrington and Troske (2001) found that an employee will be more productive depending on the level of his/her education. The more education the individual received, the more productive the worker will be. Benschop (2001) contended that urban areas with higher level of tertiary training level, employees will empower people of all education level secure higher wages. Christian, Porter and Moffitt (2006) found that a more prominent extent of educated workers in a city translate to higher economic growth.

Dahlin, Weingart and Hinds (2005) discovered that businesses normally dismiss utilizing workers whose training, experience, or education is judged to be inadequate. On the other hand, this meant that training foundation is important to employees. Workers' can't discover work and perform well without satisfactory education background. Besides that, Emiko and Eunmi (2009) also found that various levels and types of education might expect different mobility rates. For example, the occupations accessible to those with working background yet does not have an ensured tertiary paper may contrast from those who possess such education level. Mobility may contrast over these occupations, causing the mobility of individuals with working experience to be not the same as those with non-working experience but possesses a degree certificate.

According to Emiko and Eunmi (2009) study, an individual will be more productive depending on the level of their education. The more education the individual worker received, the more productive the worker will be. Harrison and Klein (2007) investigated this thought and found that urban areas with higher level of tertiary training employees will empower people of all education level have higher wages.

### **Ethnicity Diversity**

The development of a multicultural workforce was the focal point of the 90's and is increasing more energy into the new time (Zgourides, Johnson & Watson, 2002). Along with the increase in diversity has been an addition in the utilization of work groups as a rule, with goal of using more noteworthy cooperation and collaboration to enhance and add both employee satisfaction and business performance. Even though the nature of workforce composition is quickly ending up progressively blended as far as gender, age, ethnicity, parallel intrigue has been expanding about the impact of such diversity in our educational institutions. The multicultural increase in organizations is because of multicultural increment of our general public and, in this way,

additionally invades familial, instructive, and religious circles. According to Zgourides, Johnson and Watson (2002), the distinctions in social qualities were prescient of group scores, which can be interpreted as the advantage of having ethnically extraordinary perspectives for group critical thinking brought about expanded group execution after the groups figured out how to use these distinctions to their benefit.

Timmermans, Ostergaard, and Kristinsson (2011) discovered that advancement is an intelligent procedure that regularly includes correspondence and association among workers in a firm and draws on their diverse characteristics from all dimensions of the organization. Diversity in credited qualities, for example, ethnic foundation, nationality, sexual orientation, and age can have negative full of feeling ramifications for the firm. Members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, perceived discrimination among others. (Timmermans *et al.*, 2011). However, when minority group grows, a portion of the issues vanish. As per Timmermans *et al.*, (2011) research, ethnicity can be utilized as an intermediary for social foundation and diversity in ethnicity can be required to be certain for creative execution, since it widens the perspectives and points of view in the firm (Richard, 2000). In addition, in light of Timmermans *et al.* (2011) research a few dimensions of diversity in ethnicity may be sure connected with advancement, high level of diversity in ethnicity may be negative since it can make strife and coteries because of social classification (Dahlin, 2005).

### **Gender Diversity**

Gender-based imbalances in associations are strengthened and supported by generalizations and inclinations that portray positive qualities and in this way a higher status to the males (Leonard & Levine, 2003). At the end of the day, associations like to enlist males employees contrasted with women since they are seen to have better execution and capacity to deal with their jobs. Besides, according to Emiki & Eunmi (2009), significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. The exploration and research additionally express that the most established test is defeating the prospect that ladies are not equivalent to man. Kossek, Lobel, and Brown (2005) states just 54% of working-age ladies are in the workforce overall contrasted with 80% of men. Besides, ladies keep on having the high ground on the „invisible care" economy, which identifies with consideration giving and household work.

However, as indicated by Kochan *et al.*, (2002), giving an equivalent opening for work to ladies is imperative to enhance execution of workers in an association. These societal commands killed formal approaches that victimized certain classes of specialists and raised the expenses to associations that neglected to implement fair employment practices. Segregation on enlisting employees dependent on sexual orientation has brought about a company's procuring specialists who are paid higher wages than elective employees, however are not any more productive (Barrington & Troke, 2001).

Based on the exploration from Joshi and Jackson (2003), a positive relationship was found between team gender diversity and intra-team cooperation, in any case, just inside locales that were relatively diverse in terms of gender. Furthermore, team gender diversity was decidedly identified with group performance, but again this was true only within regions characterized by relatively high gender diversity. Overall, areas with more noteworthy sexual

orientation diversity at administrative and also non-managerial dimensions were increasingly agreeable.

### **Employee Innovativeness**

Innovativeness, is a key capability which provides competitive advantage in banking sector and in many other industry. Advancement, in its least difficult frame, is characterized as commercialization process which is changing over the plan to product/or service, recently enhanced generation/conveyance method or a new social service. Accordingly, development is the acknowledgment of another or enhanced product (goods or services) or process, another promoting technique or authoritative strategy in interior applications, work environment association or outer relations (Tirupati, 2008). For advancement, product, process, showcasing technique and organizational strategy must be new or essentially made strides for the company. In this unique circumstance, advancement exercises cover recently created or adjusted products, procedures or strategies (OECD and Eurostat, 2006).

Employee innovativeness or employee innovative work behaviors are characterized as contribution in behaviors such as opportunity exploration, idea generation; championing and application to kick start the innovation process (De Jong & Hartog, 2010). Employee innovativeness can adequately encourage the advancement in the firm and in the long run add to bank performance. Banks need to approach innovation in new ways, i.e. by enhancing the employee innovativeness if they are to keep pace with rapidly changing market conditions. Without employees' efforts, focus and intention, banks would have difficulty achieving and initiating entrepreneurial and marketing activities. Banks with higher innovation activities reported to have higher job satisfaction and profits returned than banks with traditional innovation processes. Employee innovativeness has to be connected with progressively beneficial, cost cutting, right estimating, more grounded client connections and low turnover.

All in all, development exercises in a business are completed with specialized and organizational areas and products and processes (Cunliffe, 2008). As indicated by a few writers, the idea of development which can be assessed in two classifications as product and process advancement goes past this fundamental characterization and analyzed under four classes (product, process, marketing and organizational development) in Oslo Handbook (OECD, 2005). The development which is viewed as the primary source (Xu *et al.*, 2008) of competitive advantage and developing the competitiveness of endeavors is inspected under the components of product, process, marketing, vital and social innovation put forward by Wang and Ahmed (2004).

### **Employee Creativity**

Creativity has become increasingly valued across a variety of tasks, jobs, and industries. In a dynamic workplace, an ever increasing number of managers are understanding that they require their workers to be effectively engaged with their work and display imaginative practices so as to stay focused Mumford *et al.*, (2002). Nowadays, understanding the elements of innovativeness in associations is a high need in organizational behaviour study (Zhou & Shalley, 2008). As per Amabile (1998), employee innovativeness is grouped by three parts: aptitude, imaginative reasoning abilities, and inspiration. Managers can impact these segments for better and more regrettable through working environment practices and conditions. Expertise and inventive reasoning aptitudes are more troublesome and tedious to accomplish than inspiration. Intrinsic



inspiration invigorates abnormal state of ingenuity and innovative exertion in work settings where inventiveness is plainly esteemed. While a few theories of inventiveness propose that imaginative work is principally supported by characteristic inspiration (Amabile, 1998), developing exploration proof recommends that extrinsic rewards can complement intrinsic motivation.

### **Workplace Inclusion and Employee Innovativeness**

Workplace inclusion enhances innovation, a broad outlook, improved problem identification and description, various options and solutions (Parnes, Noller & Biondi, 1977). The notion of diversity embraces recognition and respect. It is a method for recognizing individual differences and understanding that every individual is unique. These differences can be based on everything including political beliefs, religious beliefs, socioeconomic status, and even ideologies. Overseeing diversity includes moving past enduring the diversity of people and tolerating and praising the rich attributes of diversity which each person has (Bank Negara Malaysia. 2005).

Effective diversity administration implies following practices that includes acknowledging and tolerating the humankind, natural environment, and interdependence of cultures; giving appreciation for the individualistic encounters, knowledge, aptitudes, and qualities; recognizing and understanding that separation dependent on close to home, social, and institutions makes benefits for a few while increases troubles for other people; and building relationship crosswise over contrasts to cooperate and dispose of these segregations (Bank Negara Malaysia, 2005).

The hugeness and effect of cultural diversity expanded massively the same number of associations moved far from household, and international strategies to operate as a global organization (Thassanabanjong, Miller, & Marchant, 2009). Administrators must take in the business decorums, social customs, and cordialities of their worldwide partners alongside understanding their attitudes, national character, and administrative perspectives, so as to catch business chances for cooperation; in this manner, diversity can assist associations with entering the international arena (Nzonzo, 2011).

### **Required Tools for Managing Diversity**

Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must comprehend segregation and its results. Second, managers must perceive their own social inclinations and preferences (Koonce 2001). Diversity isn't about contrasts among groups, but instead about contrasts among individuals. Every individual is interesting and does not speak to or represent a specific group. Finally, managers must be willing to change the association if essential (Koonce 2001). Associations need to figure out how to oversee diversity in the working environment to be fruitful later on (Flagg 2002).

Shockingly, there is no single recipe for success. It for the most part relies upon the manager's capacity to comprehend what is best for the association dependent on collaboration and the elements of the working environment. According to Roosevelt (2001), overseeing diversity is an exhaustive procedure for making a workplace that incorporates everybody. While making a fruitful various workforce, a compelling supervisor should concentrate on close to personal mindfulness. The two managers and partners should know about their own predispositions.

Therefore, firms need to create, implement, and keep up progressing training in light of

the fact that a one-day session of training won't change individuals' practices (Koonce 2001). Managers should likewise comprehend that decency isn't really fairness. There are dependably special cases to the standard.

Overseeing diversity is about more than equivalent business opportunity and affirmative policy regarding minorities in society (Losyk 1996). Managers ought to anticipate that change should be moderate, while in the meantime reassuring change (Koonce 2001).

Another essential prerequisite when managing diversity is advancing a sheltered place for partners to impart (Koonce 2001). Social meetings, where each part should tune in and get the opportunity to talk, are great approaches to make discourse. Managers should actualize strategies, for example, mentoring projects to give partners access to data and openings. Additionally, partners ought to never be denied essential, useful, basic criticism for finding out about errors and victories (Flagg 2002).

### **Challenges of Diversity in the Workplace**

There are difficulties to dealing with a differing work populace. Managing diversity is more than just recognizing contrasts in individuals. It includes perceiving the estimation of contrasts, fighting segregation, and advancing comprehensiveness. Managers may likewise be tested with misfortunes in staff and work efficiency because of partiality and separation, and in addition dissensions and lawful activities against the association (Devoe 1999). Negative frames of mind and practices can be boundaries to authoritative diversity since they can hurt working connections and harm confidence and work efficiency (Esty *et al.* 1995). Negative dispositions and practices in the work environment incorporate bias, stereotyping, and discrimination, which ought to never be utilized by the board for procuring, maintenance, and dissolution practices (could prompt exorbitant case).

### **Advantages of Workplace Inclusion**

Among the upsides of inclusion in the work environment are: expanded imagination, expanded profitability, new frames of mind, new dialect aptitudes, worldwide seeing, new procedures, and new answers for troublesome issues.

1. **Creativity Increases** at the point when individuals with various methods for taking care of troublesome issues cooperate towards a typical arrangement. There is no one best response to any question - - the more thoughts you can acquire from various individuals, the almost certain you are to build up a serviceable answer. Different societies can offer shrewd choices Americans probably won't have considered. This is a gigantic preferred standpoint of diversity in the work environment.
2. **Productivity Increases** exponentially when individuals of all societies pull together towards a solitary motivating objective. Remote officials are to a great degree fruitful in the American corporate world in view of globalization and internationalization. Individuals from China and India benefit U.S. firms with their outstanding quantitative abilities. And, European citizens - Swiss, Germans, British, and French- - do well here in abnormal state occupations. Increased efficiency is a conspicuous favorable position of diversity in the work environment.
3. **New attitudes** are conveyed to the business table by individuals from differing societies. For example, Americans might need to consider receiving the point of view different societies have about time. Our way of life trusts that "time is cash" and "getting to the main concern" is

principal in business. Be that as it may, in most different nations around the globe "time is for building connections" and an indispensable piece of becoming acquainted with the other party you are thinking about working with before beginning an exchange. What amount of leverage would work environment diversity be in the event that we pursued this training all the more nearly?

4. **Language skills** are clearly required in the present progressively worldwide economy—and differing specialists frequently have this proficiency. If an organization needs explicit learning or dialect abilities, it might employ outside nationals for help. In a few markets, universal employment searchers have the preferred standpoint. For instance, organizations breaking into European, Asian or Latin American markets will require remote aptitude. Cutting edge firms specifically are venturing into nations abroad. In the United States, we like to trust that English is "the dialect of the world." While that might be valid for business, our local tongue positions second on the planet behind Chinese and only somewhat in front of Hindustani. To genuinely construct associations with the other individuals of the world, we should speak their dialect. It is a gigantic favourable position of working environment diversity if we empower individuals from different societies can enable us to comprehend their words as well as the importance behind what they are saying.
6. **New processes** can result when individuals with various thoughts meet up and team up. In the present quick moving world, there is never again space for considering, "We have constantly done things along these lines and can't change." American employees must convey numerous abilities to the earth, think diversely, and adjust rapidly to new circumstances. The individuals who meet these criteria are probably going to do well, paying little respect to culture- - even in extreme financial occasions.

## Methodology

The cross-sectional survey method, a form of quasi-experimental research design, shall be considered most appropriate for this study because, the cross sectional survey is an analogous to the taking of a snapshot of some situation and analyzing it (Baridam, 2001). Also, the population shall be large and diverse, thus the appropriateness of the cross-sectional survey, widely used in administrative and social sciences, taking cognizance of the complex connections that exist between the variables.

The population of this study includes employees of nineteen (19) Deposit money Banks in Port Harcourt, Rivers State, Nigeria. The population is strictly employees in the banks in view of the responses required in the study which can only be meaningfully provided by those employees. The population consist of four hundred and forty seven (447) employees of nineteen (19) Deposit money bank in Port Harcourt gotten from the human resources department of the banks.

The choice of respondents from each bank is determined through Simple random sampling with each bank representing a cluster to arrive at a desired sample size. The instrument used for the data collection is the "Questionnaire". The number of employees in each deposit money bank is obtained through the Human Resources Department of these banks. Some resource persons was also used to facilitate the process. The questionnaire copies is randomly distributed to all employees of these 19 deposit money banks in Rivers State.

The Target population consist of the employees in the 19 deposit money banks in Port Harcourt. A total of 19 deposit money Banks qualify for sampling and all of them is sampled. A total of 447 employees is being expected.

Sample size was determined using Taro Yamane’s formula

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = Sample size

N = Population

e<sup>2</sup> = level of significance (0.05)

$$= \frac{447}{1 + 447(0.0025)}$$

$$= \frac{447}{1 + 1.1175}$$

$$= \frac{392}{2.1171}$$

Sample size (n) = 211 employees

Bowley’s (1964) formula was used to determine the number of employees to be selected from each bank. The formula is stated as:

$$nh = n \frac{N_h}{N}$$

N

Where nh = number of units allocated to each hotel

n = the total sample size

N<sub>h</sub> = the number of employees

N = the population

In this study, n = 211 and N = 447. The table below shows the number of units allocated to each bank.

$$S_1 = 26/447 \times 211 = 12$$

$$S_2 = 21/447 \times 211 = 10 \text{ and so it applies for the rest of the samples.}$$

**Table 1: Population and Sample Size of the Study**

Commercial Banks	No. of Staff	Sample
Access Bank	26	12
Citibank Nigeria Ltd	21	10
Diamond Bank	22	10
Ecobank Nigeria	25	12
Fidelity Bank	21	10
First Bank	22	10
First City Monument Bank (FCMB)	28	13
Guaranty Trust Bank	24	12

Heritage Banking Company Ltd	22	10
Keystone Bank	24	12
Skye Bank	26	12
Stanbic IBTC Bank Ltd	22	10
Standard Chartered Bank Nig Ltd	23	11
Sterling Bank Plc	25	12
Union Bank of Nig plc	27	13
United Bank for Africa (UBA)	23	11
Unity Bank Plc	22	10
Wema Plc	23	11
Zenith Bank	21	10
<b>Total</b>	<b>447</b>	<b>211</b>

Source: Survey Data 2018 (CBN, 2016)

Since our data was collected in ordinal form, spearman rank order correlation was used for our data analyses

Spearman Rank Order Correlation formula

$$r_s = 1 - \frac{6\sum d_i^2}{n(n^2-1)}$$

where  $d_i = x_i - y_i$  is the difference between ranks.

The study being predominantly quantitative, generated data using the structured questionnaire; a total of two hundred and eleven (211) (which is the actual sample size obtained for the study using the Taro Yamane’s formula) copies of the questionnaire were distributed to target banks within a specified time-frame; copies were manually distributed through established contacts in the selected banks, thereafter retrieval was also accomplished through same contacts in the banks. Retrieval of distributed copies recorded a success of 170 copies, thus accounting for 80.5% of the total number intended for the study and used for the analysis.

### Hypotheses Testing

**H01: There is no significant relationship between Education Inclusion (ETI) and Employee Creativity (EC)**

**Table 2: Spearman’s correlation of Education and Employee Creativity**

			ETI	EC
Spearman's rho	ETI	Correlation Coefficient	1.000	.751
		Sig. (2-tailed)	.	.000
		N	170	170
	EC	Correlation Coefficient	.751	1.000
		Sig. (2-tailed)	.000	.

N	170	170
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**Source:** Data output, 2018

The data (table 2) reveals a significant relationship between education, which is a dimension of workplace inclusion and employee creativity which is a measures of employee innovativeness. The result is interpreted as follows:

**Education Inclusion (ETI) and Employee Creativity (EC):** The results of the analysis reveal that there is a significant relationship between education and employee creativity which is a measure of employee innovativeness. This is as the rho value = .751 and level of significance where  $P = 0.000$  indicate a substantial level of association between both variables; hence based on the decision rule of  $P < 0.05$  for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between education and employee creativity.

These finding corroborates with the findings of Burnard (2006), who posit that the role of creativity in the economy is being seen as crucial to help countries for accomplishing higher work, monetary accomplishment (Davies, 2002) and to adapt to expanded rivalry. It is therefore that innovativeness can't be disregarded or smothered through tutoring (Poole, 1980) or its improvement be left to "possibility and mythology" (NESTA, 2009). It is overwhelmingly thus that there is a call for its inclusion in instruction as a "basic fundamental ability" (Craft, 1999) which should be created to plan who and what is to come (Parkhurst, 1999) with the goal that they can "get by and additionally flourish in the twenty-first century" (Parkhurst, 2006).

**H02: There is no significant relationship between Ethnic Inclusion (EI) and Employee Creativity (EC)**

**Table 3: Spearman's Correlation of Ethnic Inclusion and Employee Creativity**

		EI	EC
Spearman's rho EI	Correlation Coefficient	1.000	.233
	Sig. (2-tailed)	.	.050
	N	170	170
	EC	.733	1.000
	Correlation Coefficient	.733	1.000
	Sig. (2-tailed)	.050	.
	N	170	170

**Source:** Data output, 2018

The data (table 3) reveals no significant relationship between ethnic inclusion, which is a dimension of workplace inclusion and employee creativity. The result is interpreted as follows:

**Ethnic Inclusion (EI) and Employee Creativity (EC):** The results of the analysis reveal that there is no significant relationship between ethnic inclusion and employee creativity which is a measure of employee innovativeness. This is as the rho value = .233 and level of significance where  $P = 0.050$  indicate a no association between both variables; hence based on the decision rule of  $P > 0.05$  for the tests, the null hypothesis is hereby accepted as the result shows no significant relationship between ethnic inclusion and employee creativity.

These findings contradict with the findings of Cox and Blake (1991), who argued that ethnic diversity may bring along broader access to informational, social and cultural networks, which thusly invigorates imagination, innovativity, and critical thinking abilities within organizations. Likewise ethnic diversity harbors the two chances and dangers (for meta-investigations, Jackson, Joshi and Erhardt, 2003; Van Knippenberg and Schippers, 2007; Webber and Donahue, 2001). Starting with circumstances, a few examinations exhibit that ethnically diverse groups can beat ethnically homogeneous groups (McLeod & Lobel, 1992; Watson, Johnson, & Merritt, 1998; Watson, Johnson, & Zgourides, 2002). Then again, ‘threats’ have also been reported. For example, in view of ethnic diversity, group procedures might be impeded by struggle (Pelled, Eisenhardt, & Xin, 1999), poor team cohesion (Riordan & Shore, 1997), resulting in poor team performance and employee unwellbeing (Jackson *et al.*, 2003). In light of these blended discoveries, ethnic diversity is regularly alluded to as a twofold edged sword (Williams & O’Reilly, 1998). Accordingly now and again, ethnic diversity may cultivate inventiveness and innovatively prompting a higher quality execution in ethnically various groups (Wittenbaum & Stasser, 1996). In different cases, ethnic diversity may negatively impact team-processes, team performance and employee well-being (e.g. Jackson, Joshi & Erhardt, 2003).

**H03: There is no significant relationship between Gender Inclusion (GI) and Employee Creativity (EC)**

**Table 4: Spearman’s Correlation of Gender Inclusion and Employee Creativity**

		GI	EC
Spearman’s rho GI	Correlation Coefficient	1.000	.742
	Sig. (2-tailed)	.	.000
	N	170	170
EC	Correlation Coefficient	.742	1.000
	Sig. (2-tailed)	.000	.
	N	170	170

**Source:** Data output, 2018

The data (table 4) reveals a significant relationship between gender inclusion, which is a dimension of workplace inclusion and employee creativity. The result is interpreted as follows:

**Gender Inclusion (GI) and Employee Creativity (EC):** The results of the analysis reveal that there is a significant relationship between gender inclusion and employee creativity which is a measure of employee innovativeness. This is as the rho value = .742 and level of significance where P = 0.00 indicate a high level of association between both variables; hence based on the decision rule of P < 0.05 for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between gender inclusion and employee creativity.

These findings corroborates with the findings of Miller and Del Carmen Triana, 2009; Ostergaard, Timmermans and Kristinsson, 2011; Pitcher and Smith, 2001; Teruel, Parra and Segarra, 2013; Torchia, Calabro and Huse, 2011), who finds that gender diversity has been

frequently found to have a positive effect on innovation and also the balance between the two genders and is associated with diversity in knowledge, experiences and skills. Diverse information and encounters can supplement one another and with that encourage advancement and development (Quintana-Garcia and Benavides-Velasco, 2008).

## Conclusion

Understanding the impact of inclusion in the working environment is essential for leaders, managers, and organizations who strive to be competitive, creative and innovative in the new world of work. By recognizing the importance of sociocultural in a diverse workplace, and additionally the role of leaders and managers, progressive organizations can incorporate best practices for managing diversity and enjoy the benefits that this will bring. Our universe of work is changing, including how we learn at work furthermore, the job of organizational leaders in creating inclusive environments that capitalize on individual strengths. There are many guidelines and suggestions for effective diversity management, and organizations that plan for diversity as well as recruit, train and motivate their work teams will place themselves advantageously to gain economic, managerial, social and educational returns on their diversity investment. Integrating these perspectives will allow companies to realize the range of benefits and opportunities that diversity brings and provide a more full comprehension of such an important and timely issue.

## Recommendations

- i. The study recommends that deposit money banks should consider increasing the skills and competence of their staff by providing them with a paid leave.
- ii. The study observed that there might be increased conflicts with diverse ethnic communities working in the same organization. The study therefore recommends that the management of deposit money banks should put more focus on workplace inclusive management.
- iii. It was additionally discovered that different languages used to communicate create problems among employees. The study therefore recommends that deposit money banks in Nigeria should think of a policy indicating that staff should only use English at their workplaces.
- iv. The study also recommends that all deposit money banks in Nigeria should ensure that they give both male and female staff equal opportunities during recruitment and in other areas like growth and opportunities.
- v. The study observed that the more established age has a culture of doing things out of experience without considering technological advances and the young people are over ambitious and fail to see the future of their organization. The study therefore recommends that workplace diversity management practices to bring together the work experience of the old and the technological capabilities of the young to improve employee performance.

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