Workplace Diversity Management and Performance: A Study of Selected Ministries Departments and Agencies (MDAs) of Government in Bauchi State, Nigeria

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Abstract: *This study focused on the relationship between workplace diversity management and performance of Selected Ministries, Departments and Agencies (MDAs) of government in Bauchi State, Nigeria. The study adopted diversity policies, affirmative action, diversity committees and work teams as dimensions of the independent variable. The study adopted a descriptive research design, with a structured survey questionnaire developed and administered to administrators and staff of the selected MDAs. The cross sectional research design was adopted and the study focused on the staff of selected MDAs (Bauchi State Board of Internal Revenue 285 and Office of the State Auditor General 121) in Bauchi State. A total of four hundred and six (406) employees from the two selected MDAs therefore formed the total population for this study. This number was derived from the establishment office of the Head of Civil Service, Bauchi State. The sample size of the study of one hundred and ninety six (196) was drawn from the target population using the Krecije and Morgan sample determination table. Research instrument was validated through expert's vetting while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated from quantitative methods was analyzed using descriptive analytical tools with the aid of the Statistical Package for Social Sciences (SPSS) version 23. The hypotheses of the study were tested using Spearman Rank Order Correlation. The study found out that a relationship exists between workplace diversity management and performance of Selected Ministries, Departments and Agencies (MDAs) of government in Bauchi State, Nigeria. Specifically, all dimensions of workplace diversity management had significant relationship with performance of Selected Ministries, Departments and Agencies (MDAs) of government in Bauchi State, Nigeria. The study recommended that MDAs should regularly conduct a comprehensive review and revision of existing diversity policies to ensure alignment with organizational goals and objectives. They should implement robust monitoring and evaluation mechanisms to track the impact of diversity policies on key performance indicators.*

Keywords: *Affirmative Action, Diversity Committees, Diversity Policies, Performance, Work Teams and Workplace Diversity Management*

INTRODUCTION

Many management researchers and practitioners are now interested in the topics of diversity and diversity management (DM), thanks to the globalisation of business and the shifting demography of labour markets around the world (Küskü, Aracı & Özbilgin, 2021). Workforce diversity has thus become a core strategic value that many organisations feel they have a duty

to achieve since it plays a crucial role in promoting justice and fairness in the workplace (Valecha, 2022). Bourabain, (2021) asserts that failure to manage diversity in terms of colour, gender, educational attainment, occupation, and ethnic and religious affiliation frequently results in disparities in salary, promotions, training, turnover, mutual acceptance, job satisfaction, and other types of inequity.

This study aims to determine how workforce diversity management affects employees' performance in light of this. The diversity management function, which includes training programmes, family-friendly policies, mentoring opportunities, and advocacy groups, has been characterised as a subset of human resource management (Park & Liang, 2020). The policies and programmes that make up the diversity management function differ significantly between organisations. Additionally, it has been suggested for organisations to accept and promote diversity in order to create and enhance favourable business environment perceptions, hire highly qualified personnel, and produce new ideas (Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall, 2016). Afsar and Umrani, (2020) believes that diversity management, which is a reality in the workplace, demands a sufficient examination of one's own personal views and values in addition to the learning of suitable skills that will enable one to deal with differences in beliefs and values of others. The idea's basic tenet is that businesses stand to gain from having a varied workforce, and as a result, it is in their best interests to identify and address the requirements of specific employees (Strine 2023). In actuality, senior executives of organisations all around the world now place a high priority on diversity management (Ferraro, Hemsley & Sands, 2023).

Diversity management, according to Kharroubi, (2021), refers to the collection of actions that go into integrating unconventional employees (women and minorities) into the workforce and using their diversity to the firm's competitive advantage. It is also a tactic to encourage the perception, acceptance, and application of diversity in the workplace. Recent years have seen a huge amount of study on diversity-related topics, with the number of papers tripling every five years. Given the demographic changes of the workforce in contemporary organisations, businesses must deal with it on a daily basis. As a result, the significance of this issue will only increase (Mikołajczyk, 2022).

Additionally, Anshari, Syafrudin, Fitriyani and Razzaq, (2022) suggested that businesses are beginning to understand that diversity is not only a problem to solve but a reality to capitalise on in order to create a stronger, more successful corporation. In parallel, organisations in the public, private, and nonprofit sectors should give management of rising diversity more attention. Furthermore, Nguyen, Yadav, Pande, Bhanot and Hasan, (2022) noted that it is crucial to comprehend how diversity affects organisational outcomes including employee performance, satisfaction, and turnover. It makes sense that the perspective on diversity management has expanded from pursuing affirmative action programmes to utilising differences to increase organisational success, according to a new consensus among diversity scholars.

Workforce diversity has emerged as a crucial organizational concern as we move into the twenty-first century. According to Tamunomiebi and Ehior, (2019), most firms purposefully form heterogeneous work groups to foster an exchange of ideas because they understand that a variety of viewpoints must be applied to an issue. As a result, diversity management has become a crucial part of the overall business strategy of many companies. It makes sense that successful organisations are aware of the need for prompt action and are prepared and willing

to invest resources in managing workplace diversity. An organization with varied staff, according to one of the main principles of diversity, would have a better understanding of the global market, increase its profitability, become a sought-after employer, stay out of legal trouble, and act morally (Heikal, Ilham & Khaddafi, 2022). Finally, diversity factors like colour, ethnicity, and sexual orientation frequently have a significant influence on how people interact with one another.

Statement of the Problem

The changing workforce is a standout amongst the most remarkable and critical difficulties confronting numerous associations today. Workforce assorted qualities is a statistic marvel playing upon to the nearby associations as well as multinational partnerships and organizations in different nations around the globe (Moin & Hassan, 2021). According to Velu, (2021), driving edge associations have various one of a kind endeavors that recognize these associations from others incorporate differing qualities connected to vital vision; frameworks and techniques that bolster assorted qualities; continuous observing of work force enlistment, advancement, and improvement; hierarchical sense of duty regarding specialized correction; mindfulness training as an authoritative need; rewards in light of results; upgraded benefits; fortification of the estimation of differences in procuring and advancements; and thoughtfulness regarding unpretentious rein forcers of the homogeneous perfect (Ball, Bentley, Chakkalakal, Chinn, Elliott, Ernest & Warren, 2022). Different associations interface execution examination appraisals, pay, and even yearly rewards to the accomplishment of the objectives of differences projects.

The problem that arises around performance is the challenge for MDAs in Nigeria to execute it viably, regardless of the possibility that it is broadly perceived. Understanding that people from various societies, foundations, and experiences can contribute to meeting organisational needs symbolises the viability of managing diverse qualities (Lindgren, Madsen, Hofmann & Melin, 2019). Alyafei (2022) establishes the relations of the abnormal amounts around oversaw assorted qualities are powerful and guiding, at last delivering corporate societies that have new points of view.

Various empirical studies have been done on workforce diversity management strategies and performance. Globally, Malik (2022) carried out a study on the impact of workforce diversity on organizational performance in the education sector of Karachi Pakistan. Ngowi (2020) focused on an assessment of the effect of workforce diversity on employee performance at Tanesco in Tanzania. Mwangi (2021) conducted a study of workforce diversity management and employee performance in the context of the banking sector in Kenya. The study variables were the performance of male and female employees, performance of young and older employees and the performance of employees on the basis of the level of education. Bana (2019) conducted a study on the influence of diversity management strategies on employees' performance in public universities in Kenya. There are little or no studies that focus on the workplace diversity management and the performance of MDAs in Nigeria in General and in the north eastern states in Particular hence the need for this study.

The study will address the following research questions:
- What is the relationship between diversity policies and Performance of selected MDAs in Bauchi state Nigeria?

- What is the relationship between affirmative action and Performance of selected MDAs in Bauchi state Nigeria?

- What is the relationship between diversity committees and Performance of selected MDAs in Bauchi state Nigeria?

- What is the relationship between work teams and Performance of selected MDAs in Bauchi state Nigeria?

LITERATURE REVIEW

Theoretical Review

Social Identity Theory

According to Hogg (2016), social identity theory (SIT) focuses on "the group in the individual" and assumes that one part of self-conception is defined by our belonging to social groups. That is, social identity is a person's sense of who they are based on their group membership(s). Being the greatest contribution on psychology by Henri Tajfel in 1979, he proposed that the groups (for example, social class, family, and football team) which people belong to were an important source of pride and esteem. Groups give us a sense of social identity: a sense of belonging to the social world (Scheepers & Ellemers, 2019).

Phadke and Mitra (2020) further observes that, in order to increase our self-image, we enhance the status of the group to which we belong. This can also be done by discriminating and holding prejudice views against the out-group (the group we don't belong to). Therefore, we divide the world into "them" and "us" based on the process of social categorization (that is, we put people into social groups). This is known as in-groups (us) and out-group (them) according to Scheepers and Ellemers (2019)

Social identity theory, applies to work teams so well in the sense that, teams are formed deliberately and carefully to meet work needs that an individual or a group of individuals cannot meet effectively. A team's performance is measured primarily by the products produced or the services rendered collectively (Eldor, 2020). Teams share certain characteristics like, clearly defined purpose and goals. A team is defined by a shared commitment both to the team's process and its products. This commitment to the team process is demonstrated through use of team norms and rules, willingness to pay-attention to a group process and a sense of mutual accountability both to the members of the team and the team as a whole.

Equity Theory

Equity theory proposes by Adams (2005) that a person's motivation is based on what he or she considers fair when compared to others (Birmingham & McCord, 2023). According to Mwangi (2021), when applied to the workplace, Equity theory focuses on an employee's work-compensation relationship or "exchange relationship" as well as employee's attempt to minimize any sense of unfairness that might result. As such, the theory deals with social relationships and fairness/unfairness, and it is also known as the social comparisons theory or inequity theory (Kimbrough, 2022). Equity theory of motivation, developed in the early 1960s by J. Stacey Adams, recognizes that motivation can be affected through an individual's perception of fair treatment in social exchanges. When compared to other people, individuals want to be compensated fairly for their contributions (the outcomes they experience match their inputs). Persons' beliefs in regards to what is fair and what is not fair can affect their motivation, attitude and behaviors.

Equity theory for instance, helps explain why highly paid union workers go on strike when no one else but the members understand why and why millionaire athletes feel that they are underpaid and don't feel they make enough money. However, the equity theory goes on to evaluate the outcome-to-input ratio comparison process and the cognitive and behavioral mechanisms to restore perceptions of equity (Rouziou, 2019). It also looks at ways to reduce inequity by such means as employees changing their inputs to a level that matches their

outputs. In addition, according to Prettner and Strulik (2020), there is evidence that supports the theory's prediction, that people respond to inequity by reducing work effort or increase effort to match the outcome.

According to Kollmann, Stöckmann, Kensbock and Peschl (2020), Equity Theory extends beyond the individual self and incorporates influence and comparison of other people's situations. A good example may include colleagues and friends. This forms a comparative view and awareness of Equity. This manifests as a sense of what is fair. Additionally, Lim (2020) also pointed out that in equity theory, people feel most comfortable when their relationships are maximally profitable and they are giving and getting exactly what they deserve from their relationships – no more and certainly no less.

According to Menand (2020), affirmative action refers to the extra effort made to hire and promote those in protected groups. Whenever people feel discriminated, they tend to fight for their rights or express their dissatisfaction in different ways. Affirmative action has been used over the years in fighting for people's rights. Equity theory helps to lower inequality and the feeling of dissatisfaction and therefore relates well with Affirmative action.

Conceptual Framework

A conceptual framework is a survey instrument that comes in different forms and contexts. It is used to organize thoughts and make theoretical qualifications. A fair structure suggests the relationships between the variables under consideration and illustrates them visually or diagrammatically (Litster, Hurst & Cardoso, 2023). Conflict resolution is the dependent variable, and the independent variable is multi stakeholder approach.
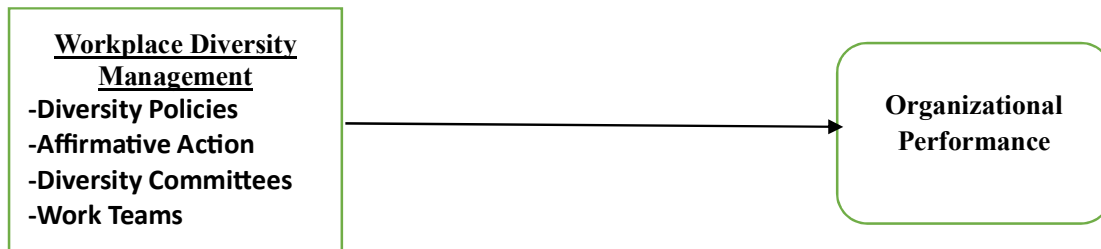
Fig.1 Conceptual framework showing the relationship between study variables
Source: Desk Research, 2023.

Concept of Organizational Performance

Performance is the competency of an organization to transform the resources within the firm in an efficient and effective manner to achieve organizational goals (Atmaja, Zaroni & Yusuf, 2023). According to Tamunomiebi, Adim and Adubasim (2018), organizational goals vary depending on the purpose for which they are established. Organizational performance involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently (Newman & Ford, 2021). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance relate to the efficiency and effectiveness of the firm. It is a contextual concept associated with the phenomenon being studied (Adubasim & Odunayo, 2019).

The organizational performance depends first of all on how it is managed and, secondly, on the active and correct involvement of the employees in fulfilling the strategic objectives of the companies (Newman & Ford, 2021). The fulfillment of strategic goals is achieved both by observing the plans and procedures established, as well as by creating and accumulating new

knowledge in all areas of the organization's activity. Some organizations will concentrate on their relationship with their customers (to increase customer satisfaction and retention by a better understanding of the customer's needs and preferences). Other organizations will focus on their products (continually developing new ideas and getting them to market quickly). The third group of organizations focuses primarily on themselves and their internal processes (sharing best practices between different units, reducing costs, and improving efficiency) (Kraus, Kanbach, Krysta, Steinhoff & Tomini, 2022). Anyway, different evident outcomes such as sales increase, efficiency, better productivity, return on investment, quality improvement, and others express organizational performance. Organizational performance is an index that measures the degree to which an organization or institute has achieved its goals (Durst, Hinteregger & Zieba, 2019). By another definition, Organizational performance is a tool for achieving better outcomes of organization, teams and individuals via considering certain standards and objectives. It is obvious that whenever individuals are aware of what they are expected to do, and are involved in setting those expectations, they make great effort to fulfill them as well (Howell & Brossard, 2021).

Concept of Workplace Diversity Management

Diversity is considered to be the things that make humans one of a kind. They all have one-of-a-kind tiers (Huang, Chen & Khojasteh, 2021). As for the idea, the difference is taken into consideration to consist of anyone. In many methods, differentiation begins with complementary and non-discriminatory programs by figuring out the paintings environment and organizational lifestyle so that differences are interdependent. It broadens our imaginative and prescient past the limitations of the law that covers the regulation and adds new impetus to identical possibilities and creates an environment in which a large contribution of all personnel will serve the gain of the organisation, the humans and most people (Headworth, 2023).

There is an inclination to not be able to see the distinction within the diffused mind and overlook that extraordinary parts often start to play out (Weiss & Thurbon, 2021). Occupational differences rise up inside the correction, workout and professional experience, and demographic characteristics together with age, race, ethnicity, gender, popularity and sexual orientation. Valentino (2022) argue that possible examine the complexity of distinction via seeing those differences thru 3 lenses, specifically the lens of social difference, the lens of cultural distinction and the lens of action. Social differentiation specializes in the difference that "member" produces inside the manifestations of race, gender, fame, age and sexual orientation (Tuite, 2020). Frequently, communities and groups offer different opportunities and sources inside and between those sectors, so they want regulation to save you discrimination and to sell equal possibilities. Cultural diversity makes a speciality of the culture wherein they've grown up, or lived and worked in affecting know-how, beliefs, beliefs, meaning, conversation styles, social relationships, work ethics and corporation and human control (Berg-Nordlie, 2022). This app permits for custom illustrations and promotions with organized exceptional. The neuroscience video display units the diversity of expertise, skills, talents and paintings-related reports, together with the ways in which humans get entry to and use statistics and information. Academic education, disciplinary education and planning time, the function, experience or level of employment all form the abilities and understanding related to the task. This lens is in hazard of making decisions and disciplining jargon. These factors of distinction discover companies that become aware of, create and remedy issues (Weiss & Thurbon, 2021).

Relationship between Workplace Diversity Management and Organizational Performance
Diverse teams and workforces have been found to enhance organizational performance by promoting creativity and innovation. When individuals with different backgrounds, perspectives, and experiences come together, they bring a wider range of ideas and insights. This diversity of thought can lead to more innovative problem-solving, the development of unique solutions, and the ability to adapt to changing market demands.

Tamunomiebi and John-Eke (2020) study showed similarly with workplace diversity management contributes to improved organizational performance through enhanced decision-making. Diverse teams are more likely to consider a variety of viewpoints, challenge assumptions, and engage in robust discussions. This diversity of perspectives can lead to more well-rounded and informed decision-making processes, reducing the risks of groupthink and enhancing the quality of decisions made within the organization (Rieger, Bredius, Tintarev & Pera, 2023).

Kuknor and Bhattacharya (2022) posit workplace diversity management positively impacts organizational performance by fostering a more inclusive and engaging work environment. When employees feel valued, respected, and included, they are more likely to be motivated, committed, and satisfied with their work. High levels of employee engagement have been associated with increased productivity, reduced turnover, and higher levels of customer satisfaction. An inclusive culture that embraces diversity can attract and retain top talent, leading to a stronger and more competitive workforce.

The study had the following hypotheses

HO1: **There is no significant relationship between diversity policy and organizational Performance.**
HO2: **There is no significant relationship between affirmative action and organizational Performance.**
HO3: **There is no significant relationship between diversity committee and organizational Performance.**
HO4: **There is no significant relationship between workteam and organizational Performance.**

METHODOLOGY

The study was carried out using the cross sectional research design. The population of this study comprises of all the staff of selected MDAs (Bauchi State Board of Internal Revenue 285 and Office of the State Auditor General 121) in Bauchi State. A total of four hundred and six (406) employees from the two selected MDAs therefore formed the total population for this study. This number was derived from the establishment office of the Head of Civil Service, Bauchi State. The sample size of the study of one hundred and ninety six (196) was drawn from the target population using the Krecije and Morgan sample determination table. The study made use of primary data collection (questionnaire) which were administered to the respondents by the researcher. Descriptive and inferential statistics was used to analyze the data collected using the SPSS software to analyze the questionnaire statements and test the hypotheses.

DATA ANALYSIS AND RESULTS

The Spearman rank order correlation tool was used to analyze the primary data with a 95 percent confidence level. The tests specifically address the null forms of hypotheses H01, H02 and H03, of which were bivariate. To conduct the analysis, we used the Spearman Rank (rho) statistic. The probability of accepting the null hypothesis at (p>0.05) or rejecting the null hypothesis at (p0.05) is determined by the use of the 0.05 significance level as the criterion.

Table 1 Correlation Matrix for Workplace Diversity Management and Organizational Performance

			Organizational Performance	Diversity Policy	Affirmative Action	Diversity Committee	Work Team
Spearman's rho	Organizational Performance	Correlation Coefficient	1.000	.876**	.740**	.745**	.578**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	169	169	169	169	169
	Diversity Policy	Correlation Coefficient	.876**	1.000	.730**	.665**	.478**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	169	169	169	169	169
	Affirmative Action	Correlation Coefficient	.740**	.730**	1.000	.819**	.755**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	169	169	169	169	169
	Diversity Committee	Correlation Coefficient	.745**	.665**	.819**	1.000	.905**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	169	169	169	169	169
	Work Team	Correlation Coefficient	.578**	.478**	.755**	.905**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	169	169	169	169	169

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

The table above illustrates the test for the three previously postulated bivariate hypothetical statements.

HO1: There is no significant relationship between diversity policy and organizational Performance.

The correlation coefficient (r) shows that there is a significant and positive relationship between diversity policy and organizational performance. The *rho* value 0.876 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between diversity policy and organizational performance.

HO2: ***There is no significant relationship between affirmative action and organizational Performance.***

The correlation coefficient (r) shows that there is a significant and positive relationship between affirmative action and organizational performance. The *rho* value 0.740 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between affirmative action and organizational performance.

HO3: ***There is no significant relationship between diversity committee and organizational Performance.***

The correlation coefficient (r) shows that there is a significant and positive relationship between diversity committee and organizational performance. The *rho* value 0.745 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between diversity committee and organizational performance.

HO4: ***There is no significant relationship between work team and organizational Performance.***

The correlation coefficient (r) shows that there is a significant and positive relationship between work team and organizational performance. The *rho* value 0.578 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents an average correlation indicating an average relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work team and organizational performance.

Discussion of Findings
The findings revealed a strong and positive significant relationship between workplace diversity management and organizational performance in selected MDAs using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that diversity policy, affirmative action, diversity committee and work team all had significant positive relationship with organizational performance of selected MDAs. These findings supports the views of Tamunomiebi and John-Eke (2020) whose study showed similarly with workplace diversity management contributes to improved organizational performance through enhanced decision-making. Diverse teams are more likely to consider a variety of viewpoints, challenge assumptions, and engage in robust discussions. Similarly, Rieger, Bredius, Tintarev & Pera, (2023) found out that diversity of perspectives can lead to more well-rounded and informed decision-making processes, reducing the risks of groupthink and enhancing the quality of decisions made within the organization.
Furthermore, Kuknor and Bhattacharya (2022) found out that workplace diversity management positively impacts organizational performance by fostering a more inclusive and engaging work environment. When employees feel valued, respected, and included, they are more likely to be motivated, committed, and satisfied with their work. High levels of employee engagement have been associated with increased productivity, reduced turnover,

and higher levels of customer satisfaction. An inclusive culture that embraces diversity can attract and retain top talent, leading to a stronger and more competitive workforce.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the relationship between workplace diversity management and performance within selected MDAs of government is dynamic and contingent upon the effective implementation of diversity policies, affirmative action initiatives, diversity committees, and work teams. By embracing diversity as a strategic asset and fostering a culture of inclusion and equity, organizations can unlock the full potential of their workforce and drive sustained performance excellence. Moving forward, it is imperative for MDAs to prioritize diversity management as a core component of their organizational strategy and commit to fostering an environment where all individuals can thrive and contribute to the achievement of shared goals and objectives.

The study made the following recommendations

i. MDAs should regularly conduct a comprehensive review and revision of existing diversity policies to ensure alignment with organizational goals and objectives. They should implement robust monitoring and evaluation mechanisms to track the impact of diversity policies on key performance indicators.

ii. MDAs should from time to time evaluate the effectiveness of current affirmative action initiatives in promoting diversity and inclusion within the workforce. They should consider expanding outreach efforts to attract a more diverse pool of candidates for recruitment and promotion.

iii. They should strengthen the role and mandate of diversity committees to actively identify and address diversity-related challenges within the organization. Efforts should be made to encourage participation and engagement from diverse stakeholders in committee activities to ensure representation and inclusivity.

iv. MDAs should enhance the composition and functioning of work teams to leverage the diverse skills, perspectives, and experiences of team members. They should foster a culture of collaboration, mutual respect, and open communication within work teams to enhance productivity and innovation.

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