

Diversity Management and Performance of Ministries in Edo State, Nigeria

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The increasing rate of tribalism, regional identities and discrimination among employers and employees in Nigerian organizations most especially public ministries has remained a recurring spike in Nigeria. The study selected ministry of agriculture, health and education in Edo State to examine the level of diversity practiced in terms of gender diversity of ministries in Edo state. The general objective of this study is to examine the relationship between diversity management and employee performance in Edo State ministries. The study specifically aims to identify the extent of relationship that exists between gender diversity and employee commitment of selected Ministries in Edo State. Descriptive research design was adopted in the study. The target population was 275 employees of ministries of agriculture, health and education in Edo State. A total of 275 copies of questionnaire were disseminated to the respondents of the study and only 262 were filled and returned which served as the sample size. The data were collated and analyzed using the Statistical Package for Social Sciences (SPSS). Percentages and frequency tables were used for the descriptive aspects. To test the hypothesis formulated, Spearman Rank Correlation Coefficient Analysis was adopted. The study revealed that diversity management such as gender diversity affects employee commitment. The study concludes that gender diversity is a critical workforce

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diversity management that determines employee commitment in an organization. The study recommends that there is need for creating awareness and conducting trainings bordering on management diversity since most of the staff did not think the organization has invested enough in sensitizing employee.

Keywords: Diversity management; gender diversity; employee commitment; and performance.

1. INTRODUCTION

The world's increasing globalization needs a lot of interaction among people from various backgrounds than ever before. This is so because, individuals no longer live and work in narrow surroundings; as they are currently a part of a worldwide economy competing in nearly all part of the world (Patel, 2016). On these grounds, organizations are aiming to become more diversified in order to gain competitive advantage by becoming more creative, innovative and open to useful change.

Today business workplace is changing at an increased speed and the change in the employees' demographics, increase of jobs in the economy, continuing growth of the globalization and requirement for efficient and effective collaboration have surfaced as significant forces driving the importance of diversity in organizations. With the increase of globalization and competition, the workforce in all industrialized countries has become progressively heterogeneous. Advances in technology and the advent of a worldwide economy have brought the people of the world existing in the same place, nearer to each other. Griffin & Moorhead (2014) pointed out that having a diverse workforce requires managers to identify and manage the varied attributes that exist among the employees in the organization. Therefore, businesses, educational systems and other entities are investigating ways to better serve their constituents to attract and retain the finest and most qualified employees (Gupta, 2013). Workforce diversity refers to those significant differences and similarities that are present among employees within an organization (Griffin & Moorhead, 2014). Nwinami (2014) opines that it embodies those uniqueness which includes; an individual's personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views which supposes and sustains an organizations core values. It also means those organizations that are turning out to be more varied with respect to its workforce composition based on

characteristics as age, ethnicity, expertise, etc. (Robbins & Judge, 2013).

Human resource is an important asset of any organization, and as such, having a diversified workforce is a primary concern for most organizations. Although, it has become necessary for organizations to employ a diversified workforce, at the same time, it has become quite challenging for organizations with increasing diversified workforce to reap the benefits of diversity while managing its potentially disruptive effects (Kreitz, 2008) (Kreitz, 2008; Sayers, 2012). Organizations have recognized the fact that it is through the collective effort of its diversified workforce that monetary resources are harnessed to achieve organizational goals. For organizations to reach its goals, the skills, knowledge, attitude and efforts of its workforce have to be sharpened occasionally to optimize the effectiveness of its workforce and to enable them to meet greater challenges. Organizations are made up of individuals and without the workforce; organizations cannot achieve its goals (Mullins, 2010). For this reason, the management of its human resources is also a crucial issue for organizational leaders (Sayers, 2012).

Diversity management is perceived as the key to cultivating performance of any organization, improving service delivery and ensuring fulfillment of employees. The concept of diversity management is used to better the performance of the individual, team or organization. In addition, it has been shown to create a positive change in performance and culture of any organization (Department of Education and Early Childhood Development, 2011). With the current rates of globalization, there is need for improvement of interaction of people from various/different backgrounds. Globalization has created a worldwide economy where profit and non-profit making organizations have the need to create greater diversification if they need to remain competitive. Those in managerial positions need to embrace the need for a multicultural working environment due to the constantly evolving workplace (Kelli, Mayra, Allen, Karl Kepner, & Derek Farnsworth, 2015).

Organizations that fail to manage diversity are exposing themselves to risk, through the inability to garner the business benefits of effective diversity management. Diversity in an organization plays an important role in aiding retain knowledge and experience, tackling skill shortages, widening recruitment base and increasing profits by attracting more customers (Odabas, 2004). Diversity makes every single person feel more valued thereby making them give the best in their duties. Scott&Byrad, (2012) rightly notes that there are a number of activities that an organization can engage in to manage the diversity of their workforce. Private organizations are hiring more women and people from minorities to ensure a diverse workforce that mirrors the demographics of the nation. Moreover, they provide training and education on diversity that aims at handling sexual harassment, valuing differences (such as race, gender, ethnicity, age, disability, religion, sexual orientation), and diversity management(offering mentoring, coaching, family/employee friendly policies, alternative work arrangements (Kelli et al., 2015).

To be successful, it is imperative that organizational leaders understand just how the social work environment have an effect on the employees' beliefs about work and they must have effective communication skills to be able to develop the self-esteem and confidence in all its members (Griffin & Moorhead, 2014). Hence, to achieve and maintain competitive advantage over competitors, managers must be able to draw from the most valuable resources i.e. the competencies of its workers. Based on the growing richness of diversity in the world and in the workforce, managers have to spread out their outlook and use innovative approaches to achieve success. In the light of the foregoing, this study sets out is to examine the relationship between diversity management and employee performance in Edo state ministries. Specifically it aims at ascertaining the extent to which gender diversity relates to employee commitment of selected Ministries in Edo State, Nigeria.

1.1 Review of Related Literature

1.1.1 Concept of diversity management

Diversity management has emerged as a power strategy for handling diversity issues. This is because valuing and managing diversity is becoming more and more essential for delivering higher level of performance and creativity,

enhancing problem solving and decision making.(Scott and Byrd (2012). They said that diversity management does not mean containing; controlling or stifling diversity rather it means management recognizing the utility of every feature of diversity and tapping the potentials. In the opinions of Evans and Henry (2007) diversity management is a planned methodical commitment of an organization to attract, recruit and retain a heterogeneous group of people. According to them, managing diversity means enabling employees to make use of their full potentials by making the work environment an equitable one where no employee takes undue advantage of others. Organizational leaders are responsible for creating effective diversity policies and ensuring its implementation. To effectively manage diversity means they must work to ensure that unfair discriminations are eliminated within the work environment (Robbins & Judge, 2013). Top executives play the role of communicating the value of diversity and a commitment to diversity within the organization while the managers ensure that the work environment is one that embraces diversity (Scott & Byrd, 2012).

Diversity management is grounded on the idea that people are key assets for organizational success. By recognizing that people are characterized by many intersected diversities that needs to be managed, a diversity management approach maintains that only the conscious management of these diversities can establish a real outstanding and lasting competitive advantage for the organization. For diversity program to be effective, it requires the commitment of organization's board of directors and managers. Seeing that these are the people who are responsible for extending the awareness of, and the attention and commitment to people's diversities to all employees, inducing them to respect, enhance, include and integrate these diversities in the workplace. It requires organizations to have intention and capacity to promote and shape a "cultural change" establishing a "culture of inclusion" (Cole & Salimath, 2013). Organizational culture means the cluster of principles, values and behavioral rules that a group has discovered, invented and adapted to solve issues concerning both external environment adaptation and inter-group integration (i.e. organizational identity, languages, symbols, ceremonies, accepted behaviors, procedures followed to attribute status and power). It is the set of assumptions that have worked sufficiently well such that it is considered

valid enough to be taught to new employees as the right way to perceive, think and feel in similar situations and internal. It can be said that diversity management promotes the fulfillment of an organizational culture of inclusion, a culture where diversities are recognized, valued and engaged. Effective management of diversity requires that the leaders first understand the cultural beliefs and values of the organization (Dansby, Stewart, & Webb, 2001). Diversity management is now a strategic imperative for many organizations as well as a crucial element for the survival of the organization. As such, different kinds of organizations are coming up with programs and opportunities to increase the involvement of all their workforce. The concept of diversity management recognizes that the organization can achieve better organizational results if it builds a non-discriminatory and equitable environment where people perceive fairness of outcomes, (distributive justice), fairness of the formal policies and procedures used for making such distribution decisions (procedural justice) and fairness of the quality of interpersonal treatment (interactional justice) in the environment.

1.2 Gender Diversity

Powell (2011) defines gender as the physiological inference of a someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviours, values, knowledge, skills, and interests areas are more suitable for or typical of one sex than the other. The study of gender diversity focuses on how individuals believe that males and females differ. These gender variations influence the manner in which individuals react to the behaviours of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination.

In the last decades, those organizational barriers that hinder women from advancing to the top in their career have been a vital area in organizational research. Singh and Vinnicombe [1] in their study discovered that women are almost if not completely absent when it comes to occupying senior positions in organizations. However, male directors often form an elite group at the top of the corporate world and only very few women are able to breakthrough these glass ceiling into this elite group, despite making inroads into middle management. This point out that gender in the board of directors in some big

organization is a barrier for career advancement. Singh and Vinnicombe [1] argued that this is a matter of concern, because the talents of women are not being fully utilized. The private sectors are seen and characterized as influential, powerful, financially important and generally not controlled by the state. Historically, the private sectors, including the board of directors have been male dominated where men have controlled the majority of high-level positions and especially those related to power [2]. In view of the foregoing, one of the most prevailing metaphors used to describe women's absence in senior organizational positions has been that of the 'glass ceiling'. Morais[3] citing Morrinson & Von Glinow (1990) said the phrase 'Glass ceiling' was made up in the 1960s. This is used to describe a subtle obstacle that is so clear but yet very powerful that it can hinder women from claiming up the managerial ladder. Glass ceiling was coined to describe those organizational practices and processes which creates difficulties and limitations in which women encounter when trying to attain the highest position of their particular field. Here, women may be unable to reach the top of the management hierarchy even though they can see it [4].

Although women work in organizations purporting to have policies that offers equality of pay and opportunities, and though they most of the time appear to be well qualified, the career ladder for women in large organizations appear to be often shortened, while the male ladder extends to top of the career tree. Women are often hived off into specialist or gendered positions, such as human resources- known as the 'velvet ghetto' [4]. These practices and processes do not only appear in large organizations and public service organizations but also in small and big firms, women are often absent at board level within family businesses, where sons continue to take precedence over daughters and where women's contribution is frequently marginalized. Men have thus become the 'somatic norm' in organizational roles involving management and decision making.

The glass ceiling appears to restrict women's access into top management positions only because they are women (Powell, 2011). Powell adds that in terms of pay, the average female full time worker continues to receive pay that is lower than that of their male counterparts. The economic status of women in most organizations remains lower than that of the men. This gap exists partly due to the lower average wages of

workers in female intensive occupations than that of workers in male intensive occupations. Glass ceiling is not a barrier that is based on women's lack of ability to handle upper level management positions. Instead, the barrier keeps women from advancing higher in an organization because they are women.

1.3 Concept of Employee Performance

Durga (2017) defines performance as the act of executing a task or an accomplishment or achievement. He adds that employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results. O'Flynn, et al. (2001) citing William and O'Reilly (1998) said that employee performance is defined using three criteria. First criteria, is that employees' output meets the standard of performance set by the organization's external customers. Secondly, employee performance can be defined in terms of how the social processes utilized in the performance of their jobs enhance or maintain the capability of the employees to work together on subsequent group tasks. Finally, that employee's personal needs are satisfied instead of them being frustrated by the group performance. Performance is an individual's behaviour and results. It is also seen as the way in which people get their work done (Armstrong, 2012). However, O'Flynn, et al. (2001) citing William (1998) argues that the performance of employees is not truly representative of what a group performance is. Rather, it is the personal experience of group members and the subsequent ability of the employees to perform in the future that also defines the employee's performance. O'Flynn, et al. (2001) citing Ancona (1992) argue that there are multiple dimensions when it comes to rating of performance seeing that different constituents have their different performance criteria and access to data. For instance, management may be more interested in looking at the output of the employees whereas; the employees make be interested in creating a productive environment for themselves. They make have daily information about their interactions with co-workers or group members and use this data to evaluate performance. Information and decision making theory predict that a positive outcome exist between employee performance in intellectual and complex tasks and information as employees have diverse knowledge, skills, experience and expertise which results in innovation, new product design and improved decision making.

Different scholars have developed different formulas or factors that are considered to determine performance such as; Employee Effective: Effectiveness is a function of performance (i.e. the value free maker of employee behaviour (Borman, Ilgen, & Klimoski, 2003). It is the capacity of the workforce to generate the right results. It has to do with employees working on those things that creates or adds value and their ability to produce high quality (Blackard, 2000).

Employee efficiency refers to either cost of achieving a task or the speed at which task is accomplished (Secord, 2003). Blackard (2000) sees efficiency as the general cost of the employee's effort in relation to the results achieved. Efficiency is making better use of time and/ or materials to achieve result (Khan, et al., 2015). Employee efficiency looks at the degree to which an employee is able to accomplish task with minimum resources available. Effective is the ability to accomplish a purpose or produce an intended or expected result. Employee performance, effectiveness or efficiency according to Vroom (1994) cited in Armstrong (2012) is a function of ability and motivation. Thus, employees need both ability and motivation for effective performance. This formula is also supposed by (Robert, Leonard, & Leonard, 2015) who stated that performance = f (ability x motivation) and it is a means by which human resource management conceptualize the determinants of performance. This means that if employees' motivation or ability is low, the resulting effect is that employees' performance will also be low.

Rahman, Hussain, & Hussain (2011) citing Stott and Walker (1995) stated that employee performance can be determined based on three factors; work environment, ability and motivation, thus expressed by the formula; Performance = f (work environment x ability x motivation). Ability here has to do with the employee's physical, emotional and intellectual capability to carry out his task. That is the employee possesses the skills and knowledge needed for the job. Robert, Leonard, & Leonard (2015) listed performance indicators as ability i.e. competencies, commitment and self-efficacy (self-efficacy is a motivational factor and it is that believe that an employee has concerning his or her ability to perform the task assigned to him/her); motivation- contingencies, goal-task clarity, feedback; system- technology, task interference opportunity, workplace layout. System factors

include factors such as poor relationship among employees, lack of adequate training, etc. Motivation looks at the employee's desire and commitment to his job.

1.4 Employee Commitment

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term Basis [5]. Currently employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best amongst all others (Mowday et al., 1982). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In the past, organizations provide job security to its employees to improve their commitment level in the organization and to improve their productivity (Abelson, 1976). Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success. The employee performance can also be increased when the employees are more satisfied with their job and duties as well. Their satisfaction may depend on the rewards system, the organizational culture and employee knowledge sharing (Mowday et al., 1982). Continuous research on employee commitment and its effect on employees' efficiency and organizational performance are being done since four decades.[6].In Pakistan, the enduring commitment to organization is traditional because here many people do not choose job as a profession or more properly a life-long profession. Meyer and Allen [7] classify employee commitment into three groups namely: (a) Affective Commitment; (b) Continuance Commitment; and (c) Normative Commitment. Employees who have a strong affective commitment continue to do work with the organization because they want to do so. Employees with continuance commitment remain with the organization because they need to do so. Employees with a high level of normative commitment stay with the organization because they think they ought to remain it. Many studies have proved that affective commitment is positively connected with employee commitment. [8,9] (Jaros 1997). Where there is a high level of employee commitment, there will be low turnover and that employee will perform better with less absenteeism [10].There are

certain things that really affect employee commitment like: work load, less acknowledgement and less compensation. Dorgan [11] defines commitment as the enhanced functional and operational performance, including quality as the main principal.

1.4.1 Relationship between diversity and employee performance

Employee performance is a multifaceted concept that has grown in importance and researchers seem not to have reached a consensus (Basaran, 1992). Finn (2015) believes that employee performance describes how an employee carries out tasks that make up the job in organizations. According to Akintayo (2010,) it is about behaviour, or what employees do, or what employees produce or the outcomes of their work. It is often determined by combination of declarative knowledge, procedural knowledge, motivation and commitment. Yet another view of employee performance is presented by Armstrong (2000) when he states that it is normally looked at in terms of the behaviour of employees, how they execute tasks given to them in the organization and how effective and efficient they are at doing them. The behaviour of employees which influences their performance in organizations includes their level of commitment, satisfaction, loyalty and intentions to quit (Armstrong, 2000).

Many business leaders are now beginning to believe that diversity has important bottom-line benefits to both the employees in particular and the organization general. Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance (Robinson, 2002). Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater employees' productivity and competitive advantages (Armstrong, 2000). Diversity is an invaluable competitive asset that any organization cannot afford to ignore (Robinson, 2002). Managing and valuing diversity is a key component of effective people management, which can improve workplace employee productivity (Black Enterprise, 2001).

1.4.2 Gender diversity and employee commitment

Employee commitment has become an integral part of organizational studies because of its importance in predicting employee performance. Joo and Park (2010) state that the concept of employee commitment has become a widely discussed concept in the literature of industrial/ organizational psychology and organizational behaviour. It deals with the level of attachment employees have for their respective organizations. It is the degree to which the employees feel devoted to their organization (Akintayo, 2010). Kuriumus (2016) posit that it is the attachment which is formed by individuals towards their employing organizations. The most commonly investigated type of employee commitment is attitudinal. It describes a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals [5]. Ongori [12] views the concept as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Diversity can improve organizational effectiveness. Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel and make them committed to the organization. The employees feel valued, rewarded and motivated while working in an organization that manages diversity. According to a research done worldwide three million employees indicated that diversity brings about commitment, job satisfaction and improved organizational performance. It was also found out that creating an inclusive and harmonious environment was a key driver in employees' engagement and commitment. Managing diversity creates greater employee engagement which at the end leads to reduced labour turnover [13,14].

1.5 Theoretical Framework

1.5.1 Equity theory

The equity theory was introduced by Adams [15] with the view that fairness and equity are very crucial elements of a motivated individual. This theory states that "individuals are driven by frankness, and if they identify inequalities in the input or output rations of themselves and their

referent group, they will seek to adjust their input to reach their perceived equity. Yousef [16] explains that the equity theory is a theory that centers on perceived fairness of an individual. An employee reflects on how much effort has expended and compares this to what has been got from it. This theory shows that employees strive to achieve equity between themselves and their co-workers. This equity will be achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. The equity theory is concerned with the perceptions people have about how they are treated as compared to with others. The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees.

An example is when employees compare the work they do to someone else that receives a higher salary than them. They may conclude that the person may be doing lesser work compared to them, while receiving a bigger compensation [17]. In such a scenario, the person evaluates their own effort-to-compensation ratio to that of another person, and the end result is a loss in motivation. When compared to others, individuals want to get paid fairly according to the contributions in the organization. Since motivation has a direct influence on performance, the study shall try to understand if the staff at NBA feels that there is equality in their output in regard to their input.

1.5.2 Empirical review

Ugwuzor (2011) investigated diversity management and organizational effectiveness in Indian organizations with a view to ascertaining the degree of diversity management and organizational effectiveness in public and private sector organizations. They elicited information from 60 middle-level managers from private and public firms in Delhi. Two scales (diversity scale and organizational effectiveness scale) were employed. Data were analyzed using t test and correlation. Results indicated that public and private sector organizations differed significantly in diversity management and diversity management was found to have a significant positive influence on organizational effectiveness of private firms.

Suttle, (2016) investigated diversity and its impact on organizational performance. They employed thematic analyses to the definitions of diversity in management literature to ascertain the extent to which the differentiation is consistent with theoretical or practical discussions of diversity management.

Elsaid (2012) examined the effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. The study explored the impact of gender, age, and education background on employee performance in the Egyptian pharmaceutical industry which is renowned to employ highly diversified workforce. The results indicated that only two variables, gender and education background, were significant in explaining the variance in employee performance when different work force work together, while surprisingly, age diversity does not.

Robbins and Judge (2013), said the relationship between age and employees' job performance is likely to be an issue of increasing importance during the next decade. According to them, the reasons for this are; first, the common believe that job performance diminishes with increasing age. Secondly, the present workplace is characterized by aging population. As such, quite a number of employers recognize that older workers signify a massive potential pool of high quality applicants. Thirdly, is the regulations set by some countries that outlaw mandatory retirement e.g. the USA. It is a common to assume that as people get older, their skills in terms of agility, strength, speed and coordination begins to decline and job could become boring and lack of intellectual stimulation all contributes to reduced productivity. On the contrary, researches conducted find that the age of employees and their job performance are not correlated and older workforce are more likely to take part in citizenship behaviour (Robbins & Judge, 2013). This commitment is seen more in older employees than younger environment seeing that they have lower rates of avoidable absence and thus equal rates of unavoidable

absence, e.g. sickness absences. Older employees often gets fulfilled in their work, report better relationships with their fellow employees and are committed to their organization's goals.

Kim, Bhawe, and Glomb (2013) while observing the response focused emotion regulation as an outcome of age diversity, found a positive correlation while sampling 274 work groups. The findings revealed that when people work in a unit that is age diversified, it involve the need for emotional labour and emotional restraint which are caused by the negative feelings towards members of different age groups. The social identity theory and related processes of sub-group formation and mutual discrimination (Tajfel& Turner, 1986), conflicts (task and 62 relationship conflict) have been projected as the likely results of demographic differences (Matthijs, Kooij, & Rousseau, 2015).

2. METHODS

The research design adopted is descriptive survey. The total population for this study comprises 275 employees selected from three Ministries from Edo State. These include Ministry of Agriculture - 91, Ministry of Health – 86, and Ministry of Education – 98. The selection of these Ministries is based on purposive sampling technique in which the researcher decided to study the whole population that possesses the particular set of characteristics. However, structured questionnaire was the primary source of data collection. Contents validation was carried out on the instrument and Cronbach alpha was used to ascertain its reliability. Trained research assistants were used in the administration and collection of data. Out of 275 copies of questionnaire distributed to employees of these ministries, 262 response rates were properly filled and returned and used for analysis. The data collected were analyzes using the Statistical Package for Social Sciences SPSS version 23. The hypothesis was tested using Spearman Rank Correlation Coefficient Analysis.

2.1 Data Presentation and Analyses

A total of Two Hundred and Seventy-five (275) questionnaire items were prepared and distributed accordingly to the target entities, and Two Hundred and Sixty-two (262) were retrieved with an aggregated response rate of 95.3%.For each of the target entities, the response rate is displayed in the table below:

2.1.1 Response rate for each ministry

S/N	Target Entities	No. Questionnaire distributed	of	No. Questionnaire retrieved	of	%of Response
1	Ministry of Agriculture	91		85		93.4
2	Ministry of Health	86		83		96.5
3	Ministry of Education	98		94		95.9

Source: Researcher's Field Work, 2021

Gender Diversity							
There is equal opportunity for career growth and advancement for women in my organization	82(31.25)	131(50)	33(12.5)	16(6.25)	0 (0)	4.06	A
Opposite gender can perform well and I enjoy working with them	94(35.75)	127(48.5)	29(11)	12(4.75)	0(0)	4.16	A
Employees have not been discriminated by employer during promotional opportunities based on gender	131(50)	66(25)	49(18.15)	16(6.25)	0(0)	4.19	A
Dissimilarity in gender leads to poor effectiveness	82(31.25)	79(30)	66(25)	20(8)	15(5.7)	3.71	A
Workforce of the same gender can easily form working groups	46(7.50)	145(55.5)	40(15.25)	31(11.15)	0(0)	3.78	A

Table 1. Descriptive statistics

	GENDDV
Mean	52,40000
Media	40,00000
maximum	145,0000
Minimum	0.000000
Std. Dev.	45.80666
Skewness	0.651165
Kurtosis	0.651165
Jarque-Bera	2.227962
Probability	2.387610
Sum	0.303066
Sum Sq. Dev.	1310.000
Observation	25

2.1.2 Test of hypothesis

H₀₃: There is no positive relationship between gender diversity and employee commitment of selected ministries in Edo State.

H_{a3}: There is a positive relationship between gender diversity and employee commitment of selected ministries in Edo State.

The variables in this hypothesis are gender diversity (GENDDV) and employee commitment (EMPCMT), these were used in the correlation analysis and its test of significance.

2.1.3 Correlation coefficient and test of hypothesis

2.1.3.1 Results for gender diversity and employee commitment

			Genddv	Empcmt
Spearman's rho	Genddv	CorrelationCoefficient	1.000	.024*
		Sig. (2-tailed)	.	.015
		N	262	262
	Empcmt	Correlation Coefficient	.024*	1.000
		Sig. (2-tailed)	.015	.
		N	262	262

*. Correlation is significant at the 0.05 level (2-tailed)

The correlation coefficient of 0.024 implies that there is a low significant positive relationship between gender diversity and employee commitment. At both 1% and 5% the test showed that the positive relationship between the variables is statistically significant since the calculated p-value of 0.015 is less than the critical p-value of 0.05.

From the above, we can infer that as there is a rise in gender diversity, there is a rise in commitment to work by employees in the work place. This implies that rise in gender diversity influences employee commitment to work which will enhance greater productivity.

3. RESULTS

From the test of the hypothesis carried out using the Spearman’s method on the transformed variables, the researcher found that there is a positive moderate and significant relationship between gender diversity and employee commitment. This goes to mean that in a place where there is a good mix of both genders, there is bound to be high commitment among employees. This conforms to the research carried by Gluck [18], Forgas and George [19]and Mowday et al. [5] whose results showed that gender balance has a strong positive relationship with employee commitment within organizations.

4. CONCLUSION AND POLICY RECOMMENDATION

The study concluded that gender diversity at selected Ministries in Edo State were the primary contributors to employee performance. Gender equality brings about a balanced gender mix of employees that possess an assortment of expertise and abilities, and such diversified teams created improved output thereby improving the performance. Educated people

perform certain tasks more easily and efficiently compared to illiterate or lesser educated. Based on the conclusion, the study recommended that organization should make frantic efforts on creating awareness and conducting trainings bordering on management diversity since most of the staff did not think the organization has invested enough in sensitizing employees.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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