

Effect of Workforce Diversity on Organizational Performance, Using Federal Tertiary Health Institutions in the South-East, Nigeria

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Abstract: This study examined the effect of diversity management on organizational performance by using the Federal tertiary health institutions in the South-East, Nigeria as the study area. The dimensions of diversity identified for the study functional expertise, experience and work experience diversity. The design adopted for the study was descriptive survey design. From a population of 1,971 from the selected institutions in the study, a sample of 379 was determined through the application of Borg and Gall Statistical formula for determining sample size from a finite population. Major statistical tools of analysis in the study were Karl Pearson Correlation Coefficient and multiple regression analysis. All tests were conducted at 0.05 level of significance. Major findings from the study held that, functional expertise, experience and diversity had significant positive effect on organizational performance. However, gender, functional expertise and organizational experience predicted organizational performance more than other diversity dimensions. The study concluded that effective management of employees' diversity leads to enhanced organizational performance. It was recommended among others that organizations should deliberately make diversity policy to facilitate its effective management for better outcomes.

Keywords: diversity management on organizational performance, functional expertise, experience and work experience diversity

1.1 Background of the Study

Workforce diversity has important implications for the organizations that want to achieve their set objectives. It means then that to have a diverse workforce is one thing while its effective management is a different thing all together. But experience has shown that many organizations, especially those in the public sector, do not have workplace diversity policy as employment depends heavily on favouritism and nepotism tendencies. Even the Federal Character policy meant to guide employment and appointments in Federal Ministries, Departments and Agencies (MDAs) is hardly adhered to while considering people to be employed or appointed into positions of authority (Oyedemi, 2016). According to Ogbo, Kiford and Wilfred (2014), it is an act that has deprived such organizations of the right mix of workforce that would have facilitate equity, fairness and inclusiveness as well as the achievement of mission and vision statements of such organizations.

Workforce diversity management is considered one of the main challenges for human resource management in modern organizations where technological advances have become dominant factors of effectiveness and efficiency (Martin, Miguel, Pedro and Sanchez, 2013). Workforce diversity is a complex phenomenon to manage in an organization. The management of workforce

diversity as a tool for achieving increased organizational effectiveness and efficiency, cannot be overemphasized, especially with the current changes that are sweeping across the globe. Owing to this, it has become necessary to investigate the level of awareness of organization's concerning diverse workforce environment and how the organization can benefit from it.

Diversity in the workplace has been perceived by many as a double-edged sword in that it can increase opportunity for creativity as well as the likelihood that group members may be dissatisfied and fail to identify with the group. In line with the above opinion, some studies have found that various forms of diversity area associate with greater innovation, improved strategic decision-making and organizational performance. For instance, Ujunwa, Okoyeazu and Nwakoby (2012) found a positive link between foreign board members and performance of Nigerian quoted firms. Similarly, Goll, Johnson and Rasheed (2016) found from their study of demographic characteristics, business strategy and firms performance that significant positive relationship exists between work-related diversity dimensions and organizational performance. In another study of strategic consensus; management team and innovative performance by Camelo, Fernandez-Alle and Hernandez (2010), it was found that positive relation exists between educational diversity of management team and innovation performance of the organization. On the other hand, other research results have on the contrary shown that some organizational or workforce diversity increase conflict, reduce social cohesion and increase employee turnover thereby reducing performance of the organization. For instance, Jackson, Joshi and Erharat (2013) did a study organizational diversity and performance and found that heterogeneous organizational workforce makes staff cohesion and cooperation difficult, hence reduction in the rate of productivity. In a related development, Webber and Donahue (2001) found that ethnically diverse teams have more challenges to overcome because bonding is more often than not a problem for the team mates. Yet in another study done by Eulerich, Velte and Uum (2014) on impact of diversity on German companies, it was found that diversity of workforce such as gender, age, nationality and functionality have negative effect on performance because large age differences in particular reduces decision making processes.

Thus, the conflicting results about the effect of workforce diversity on organizational performance gave impetus to the current study requiring that it should be carried out under strict adherence to ethnics to mediate between the conflicting results in addition to identifying the diversity factors/elements that directly and substantially enhance organizational performance.

1.3 Objectives of the Study

The main objective of the study is to examine the effect of workforce diversity on organizational performance, using federal tertiary health institutions in the South-East, Nigeria as the study area. Specifically, the study intends to:

- (i) Evaluate the effect of functional expertise diversity management on the performance of federal tertiary health institutions in the South-East, Nigeria.
- (ii) Investigate the effect of work experience diversity management on the performance of federal tertiary health institutions in the South-East of Nigeria.

1.5 Hypotheses

The following null hypotheses were formulated to guide the objectives of the study as well as strengthen the analysis:

Ho₄ Functional expertise diversity management does not have significant positive effect on the performance of federal tertiary health institutions in the South-East, Nigeria.

Ho₅ Work experience diversity management do not have significant positive effect on the performance of federal tertiary institutions in the South-East, Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.2 Workforce Diversity

Employee diversity refers to a group of characteristics that reflect the degree to which each individual employee can be identified, the objective or subjective differences among them. Such characteristics are found in the domain of bio-demographic and work-related diversity and the elements include but not limited to: gender, age, ethnicity/race, culture, religion, functional expertise, education, organizational tenure, work experience, etc (Vanknippenberg and Schippers, 2007 in Shammugam and Marimuthu, 2018). To Muthoni (2017), workforce diversity in organization is concerned with the different characteristics, including abilities each employee brings into the organization and each organization is striving to ensure that such differences in the employees are properly coordinated and managed for better organizational outcomes.

Munjuri (2011) cited in Prasad (2015) defines workforce diversity as the ways that people differ in an organization, which can affect a task or relationship within the organization, such as employees' age, gender, race, education, religion, culture, etc. He observes that it is the exploration of the differences in a safe, positive and nurturing work environment that is termed diversity management. To Greenberg (2004), workforce diversity refers to the variety of differences between people in an organization, including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. In the same vein, the US National Partnership for Reinventing Government (NPR) Diversity Taskforce in conjunction with the US Department of Commerce in their sponsored benchmark study of diversity (2007) defines diversity as including all the characteristics and experiences that define each of us as individuals.

2.1.5 Organizational Performance

Bate and Holton (1996) define performance as a multi-dimensional construct, the measurement of which varies depending on a variety of factors. The multiangularity of the term has given impetus to the divergent connotations it has. To Armstrong (2004), performance simply means the record of outcomes achieved, while Kane (1996) sees it as something that a person leaves behind and that exist apart from the purpose. In the opinions of Byars and Rue (2000), it refers to the degree of accomplishment of the task that make up an employee's job. It reflects, they noted, how well an employee is fulfilling the requirements of his/her task. The performance of workers has become important due to the increasing concern of human resources and personnel experts

about the level of output obtained from workers due to poor remuneration. Measuring performance is of great importance to an incentive plan because it communicates the importance of established organizational goals. What actually gets measured and rewarded in performance, gets attention (Bohlander et al, 2001). Therefore, measuring employees' performance must include quality that can be measured by percentage of work output that must be redone or is rejected. Besides that, customer satisfaction that can be measured by the number of royal customers and customers' feedback and also timeliness, measured in terms of how fast work is performed by the employee when given a certain task and absenteeism/tardiness observed when employees absent themselves from work and achievement of objectives measured when an employee has surpassed his or her set targets, then considered to have performed well to achieve objectives (Hakala, 2008).

According to Richard, Deoinney, Yip and Johnson (2009), organizational performance encompasses three specific areas of firm outcomes namely; financial performance, product market performance and shareholders returns. However, they note that organizational effectiveness is broader because it involves both financial and non-financial performance.

2.2 Theoretical Framework

This study is being anchored on the Resource Based – theory of the firm developed by Barney in 1991, which is regarded as one of the theories of strategic management that is widely referenced particularly because of its practical relevance to contemporary management practices both in the private as well as the public sector organizations. The theory, for all intent and purposes, contends that the possession of strategic resources provide an organization with a golden opportunity to become effective and develop competitive advantages over its rivals.

With respect to diversity management, the main focus of resource based theory is how the implementation of diversity will affect organizational resources to produce desirable outcomes. Accordingly, there are four main categories of resources that organizations possess and they are: physical capital, financial capital, human capital and corporate capital resources. The resources can either assist or inhibit the operations of the organization. Organizations attempt to use the resources in ways that they will of course assist and improve performance in the organization. From a business perspective, organizations that are more diverse gain advantage compared to organizations that are more homogenous.

Diversity dimensions such as race/ethnicity, gender, age, experience, culture or religion within organizations, increase both financial and non-financial performance of the organization. This perspective views organization as consisting of a variety of resources, generally including the four mentioned above (Barney and Clark, 2007). Having said that resources can either enhance or inhibit organizations from efficiently and effectively conceiving and implementing organization's strategies, the attributes of resources held by organizations determine performance heterogeneity. Resources that allow an organization to conceive and implement strategies that improves its efficiency and effectiveness are viewed as valuable and can be a source of competitive parity (Barney, 1989).

Resource-based theory suggests that differences in managers' views regarding the value of diversity for organizational effectiveness affects the adoption of diversity management practices. Also, when diversity is perceived to highly relevant to organization's strategy, manager may adopt diversity practices more comprehensively to acquire and exploit this valuable resource. Therefore, exploring the link between strategy and diversity management can facilitate understanding of the heterogeneity of diversity management practices across firms.

Resource-based theory states further that main effect of diversity management practices on performance is that there have been fairly consistently positive outcomes notwithstanding the fact that some null findings have also been reported. Indeed, scholars such as Pitts (2009) and Barney and Clark (2007) have argued that human resource being the most critical of the four main resources recognized in resource-based theory must be utilized fully in order to gain performance advantage. It is an opinion which lends credence to the postulation that diversity management practices help organizations to derive value from a diverse employee base.

The negative consequences of diversity, such as prejudice, discrimination and inter group conflict, imply a cost to an organization while the bright side of diversity, variety of information, flexibility, enrich decision making due to different background, creativity and innovation, suggests) the potential for diversity to create value. For resource-based theory therefore, the primary concern/goal of diversity management practices is to reduce costs and/or to exploit the benefits of diversity.

Relevance of Theory to the Study

According to Barney (1991), a response to superior performance is causal support within the resource-based view, later raised to status of resource-based theory. In his opinion, the theory is a superior explanatory basic model that explains that an organization performance can be explained by the way its remarkable and most essential resources among which is human resource, are managed. This understanding guides the managers' strategic thinking and it explains why organizations can, over time, expand their service scope or markets, strengthen the brands, achieve higher service delivery to the people or earn enhanced profit margins and maintain the lead among other organizations who produce the same products or render the same services.

The relevance of the theory to the study can be seen from the point of view that diversity management focuses on reduction in stereotype, prejudice and discrimination among the members of the workforce, rather, it emphasizes the need to exploit their rich different background to create value for the organization. As could be seen this is not very much different from what resource-based theory stands for. It has been argued that human resource is the most critical of all resources used in an organization because it coordinates and controls every other thing that makes the organization to function in the desired direction. Accordingly, effective diversity management as has been postulated in the framework of resource-based theory would ordinarily lead to efficiency in the utilization of human resource to reduce costs by exploiting the benefits of diversity to deliver services efficiently and effectively to the deserving members of the public.

2.4 Empirical Review

Muhu and Zewdie (2021) did a study on the effect of diversity management on organizational performance: the case of Ethio-Telecom South West Region. The study adopted descriptive survey research design. Through path analysis, the result showed that organizational diversity management constructs or dimensions (ethnicity, gender and religion) are positively related to organizational performance. The study concludes that diversity management positively influenced employees' productivity, satisfaction, creativity and innovation as well as better decision-making that fosters organizational enhanced performance. In another study, Kundu and Mor (2017) investigated workforce diversity and organizational performance of an IT industry in India. The study adopted descriptive survey research design. The major statistical tools of analysis were factor analysis, correlation, analysis of variance (ANOVA), mean and regression. The result showed that employees' perception of promotion of gender diversity was found to be positively related to perceived organizational performance. The study concluded that employees, irrespective of their diversity backgrounds positively acknowledged diversity and diversity management in the organization.

Imbambi, Aketch and Awiti (2020) investigated the relationship between ethnic diversity and employee performance in public universities in Western Kenya. The study adopted descriptive survey method. The target population included the chairpersons of departments of four public universities in Western Kenya. The results show statistically significant positive relationship between ethnic diversity and employee performance. The study concludes that ethnic diversity positively influences employees' performance in public universities in Western Kenya and majority of the employees in public universities are positive about ethnic diversity practices in their institutions. Shaudhry and Sharma (2016) studied the role of gender and ethnic diversity on the performance of employees in selected companies in India. The study adopted survey method and the result showed that there is positive relationship between gender and employee performance, as their value of correlation coefficient is between 0.21 and 0.40. The study concludes that there is significant positive relationship between ethnic diversity and employee performance in the studied organizations. Amakiri and Perewari (2021) investigate the implication of managing cultural diversity on organizational innovativeness. Through a content analysis approach, it was found that team which has variety of diverse characteristics can collectively spark a height of inventiveness and likely exude better capacity to resolve intricate glitches and offers superior solution. The study concludes that organization thrives creatively and innovatively in a culturally diverse workforce tolerant environment.

In a related study, Warmate, Jaja and Zeb-o-bipi (2020) carried an investigation into gender diversity and organizational performance of 3 Star hotels in South-South, Nigeria. The study adopted survey method and found from its analysis of data that there is significant relationship between gender diversity and organizational performance of 3 Star hotel in South-South, Nigeria. The study concludes that gender diversity significantly predicts organizational performance of 3-Star hotels in South-South, Nigeria.

In a related study, Ahmad and Rahman (2019) examined the effect of workforce diversity on employees' performance in Allama Iqbal Open University of Pakistan. The study used survey design method. The result revealed that age gender and ethnicity diversity have negative relationship with employees' performance but experience diversity has positive effect on employees' performance in the organization. The study concludes that dimensions of diversity

have different effects on performance in the organization. Similarly, Foma (2014) examined the impact of workplace diversity on organizational performance. The study adopted survey method and the result show that workplace diversity is positively related to organizational performance. It was concluded that workplace diversity is very important in every organization and it is essential that management in every business focus and prioritize diverse hiring due to many benefits that it brings.

Dapper, Ezenwuba and Jacobs (2019) conducted a study on workforce diversity and organizational effectiveness of selected multinational firms in Rivers State, Nigeria. The study used descriptive survey design as the approach. The result showed that differences in workforce skill set enhances the competitiveness of multinational firms. The study concluded that workforce diversity is more of a facilitator of organizational effectiveness than it is an inhibitor. In another study, Mousa (2021) did a study on whether gender diversity affect workplace happiness for academics: the role of diversity management and organizational inclusion. The study's design was descriptive survey. The result showed no relationship between gender diversity and organizational inclusion and the author confirmed that gender diversity, diversity management and organizational inclusion can effectively predict workplace happiness. Akpakip (2017) did a study on effect of workforce diversity on employees' performance in Nigerian Banking Industry, using First bank Nigeria PLC, Ota branch as the study area. The study made use of survey research design. Major statistical tools of analysis were Spearman rank order correlation and multiple regression analysis. The results showed that all aspects of workforce diversity used in the study have strong influence on employees' performance. It was equally found that age, gender and education had stronger influence on employees' performance. The study concluded that effective diversity management is the surest way to organizational competitiveness and consequently growth.

In a related study, Mbah, Onodugo and Agbaeze (2018) examined the impact of ethnic diversity on team performance in federal health institutions in the South-East, Nigeria. The study made use of descriptive survey design. The result of the analysis showed that ethnic diversity has significant positive impact on team performance. The study concluded that workers have preconceived overt and implicit preferences on who they would like to work with and therefore, increasing ethnic diversity may result in disunity and lack of cohesion within the workforce. In another study, Agbeze, Nkwonta and Obiefuna (2019) examined the effect of workforce diversity on performance of manufacturing firms in South-East, Nigeria. The study made use of descriptive survey design. The result revealed that gender, language and educational background had significant positive effect on diversity time, productivity and output respectively of the employees of selected manufacturing firms in South-East, Nigeria. The study concludes that workforce diversity is a vital dimension in the progress of manufacturing firms and for an organization to succeed, it is important for know the benefits of having a diverse workforce.

Nida and Nida (2018) did a study on workforce diversity and organizational performance. The design for the study was descriptive survey. The result of the analysis shows that diversity management has significant positive effect on organizational performance. The study concludes that diversity is very important so that market as well as effectiveness of organizational performance may be sustained. In another study, Khan, Sohail, Sufyam, Uddin and Basit (2019) investigated the effect of workforce diversity on employee performance in higher institution sector of Pakistan. The study adopted descriptive survey design and the result of the analysis show that there is positive relationship between independent variables (gender, age, educational

background and ethnic diversity) and dependent variable (Employee performance). The study concludes that effective diversity management leads to employees' job satisfaction.

METHODOLOGY

3.1 Research Design

The study made use of descriptive survey design. The choice of the design was informed by the fact that the data were collected from a sample of the population in order to describe the condition or relationships that exist between variables (Nworgu, 2006).

3.2 Area of the Study

The study took place in the South-East geopolitical Zone of Nigeria. The south-East is one of the six geopolitical zones representing both a geographic and political region of the Nigeria. It comprises five states- Abia, Anambra, Ebonyi, Enugu and Imo.

3.3 Population of the Study

The population of the study consists of all the federal tertiary health institutions in South-East, Nigeria. The sampling frame consists of senior employees and consultants of the federal tertiary health institutions located in South-East, Nigeria. The Institutions include: Federal Medical Center, Umuahia, Abia State, University of Nigeria Teaching Hospital Ituku-Ozalla, Enugu State, Nnamdi Azikiwe Teaching Hospital, Nnewi, Anambra State, Federal Medical Center Owerri, Imo State and Alex Ekwueme Federal University Teaching Hospital Abakaliki.

The total elements that made up the population is One thousand, nine hundred and seventy-one (1,971) staff who are purposively identified because they are the categories of element that provided the needed information required for the objectives of this study. The following are the breakdown of the figures from each federal tertiary health institutions:

1. University of Nigeria Teaching Hospital (UNTH) Ituku-Ozala – 390
2. Nnamdi Azikiwe University Teaching Hospital Nnewi (NAUTH) – 377
3. Alex Ekwuemeke Federal University Teaching Hospital Abakaliki – 346
4. Federal Medical Center Owerri (FMCO) – 312
5. Federal Medical Center Umuahia (FMCU) – 288
6. National Orthopaedic Hospital, Enugu – 258

3.4 Sample Size Determination and Sampling Technique

The sample for the study was determined through the application of a formula developed by Borg and Gall in 1973. The estimation procedure is as follows:

$$n = (Z_{\alpha})^2(e)[N]$$

Where:

n = Sample size to be estimated

N = Entire population of interest

$Z_{(\alpha)}$ = Confidence level (1.960) at 0.05

e = Error margin (0.05)

α = Significance level

Substituting in the formula, we have:

$$\begin{aligned}n &= (1.960)^2(0.05)(1971) \\&= 3.8416 (98.55) \\&= 378.59\end{aligned}$$

$$n = 379 \text{ (Nearest whole number)}$$

Thus, the sample size for the study is 379 senior employees of the institutions in the study. But in order to determine the number of employees to be selected and interviewed from each institution, we applied proportionate sampling technique as follows:

$$n_i = \frac{nh_i}{N} \times n$$

Where:

n_i = Sample size for the i th institution

nh_i = Population of the i th institution

N = Overall population of the study

n = Study's sample size.

Substituting in the formula, we have:

1. University of Nigeria, Nsukka Teaching Hospital:

$$n_1 = \frac{390}{1971} \times 379 = 75$$

2. Nnamdi Azikiwe Teaching Hospital, Nnewi:

$$n_2 = \frac{377}{1971} \times 379 = 72$$

3. Alex Ekwueme Federal University Teaching Hospital, Abakakili:

$$n_3 = \frac{346}{1971} \times 379 = 72$$

4. Federal Medical Center Owerri:

$$n_4 = \frac{312}{1971} \times 379 = 60$$

5. Federal Medical Center Umuahia:

$$n_5 = \frac{288}{1971} \times 379 = 55$$

6. National Orthopaedic Hospital Enugu:

$$n_6 = \frac{258}{1971} \times 379 = 50$$

Table 3.1: Population and Sample Distribution

S/N	Institution	Population	Sample Allocation	Percentage of Total
1.	University of Nigeria Teaching Hospital	390	75	19.8
2.	Nnamdi Azikiwe Teaching Hospital	377	72	19.1
3.	Alex Ekwueme Federal University Teaching Hospital	346	67	17.7
4.	Federal Medical Center Owerri	312	60	15.8
5.	Federal Medical Center Umuahia	288	55	14.5
6.	National Orthopaedic Hospital Enugu	258	50	13.1
	Total	1971	379	100.0

Source: Field Survey, 2023

Table 3.1 shows that samples were allocated to institutions proportionately, depending on the population of staff in each institution. Systematic sampling method was used because of its unique attributes of random start and sampling interval which allows it to spread the sample evenly across the population of interest.

3.5 Instrument for Data Collection

An item structured instrument developed by the researcher to reflect a five (5) point Likert scale format of strongly agree, agree, disagree, strongly disagree and undecided was used to elicit information from the respondent on all issues bordering on diversity and its effect of organizational performance.

3.9 Method of Data Collection

The research made use of direct questionnaire administration approach because of its obvious advantages over other methods. One, it affords the researcher the opportunity of assessing whether the respondents actually understood the questionnaire items. Two it affords the researcher the opportunity of making clarification or explanations on the instrument if the need arises. Third, it reduces the volume of non-response rate which is often associated with surveys of this nature.

3.10 Method of Data Analysis

The data generated from the study were analyzed quantitatively through the following statistical tools: summary statistics of percentages in frequency tables, descriptive statistics; inferential statistics of correlation and multiple regression analysis. The data were in ordinal and nominal form but were transformed (converted) to become useable in quantitative analysis. All tests were conducted at 0.05 level of significance, being the probability at which we would be willing to accept type I error.

3.11 Model Specification

The study explored the relationship between dimensions of diversity and organizational performance. Accordingly, the functional relationship between the dependent and independent variables are stated as follows:

$$\text{Organizational Performance} = f(\text{GD, AD, ED, FED, OED}) \quad - \quad - \quad (1)$$

Specifying equation (1) in an econometric form, we have:

$$\text{OP} = \alpha_0 + \alpha_1\text{GD} + \alpha_2\text{AD} + \alpha_3\text{ED} + \alpha_4\text{FED} + \alpha_5\text{OED} + \mu_t \quad - \quad - \quad (2)$$

Where:

OP = Organizational Performance

α_0 = The intercept

μ_t = The stochastic error term

GD = Gender diversity

AD = Age diversity

ED = Ethnicity diversity

FED = Functional expertise diversity

OED = Organizational experience diversity

α_i 's = The coefficients of the independent variables

The a priori or expected signs of the coefficients are:

$$\alpha_1 > 0, \alpha_2 > 0, \alpha_3 > 0, \alpha_4 > 0 \text{ and } \alpha_5 > 0$$

or

$$\alpha_{i's} > 0$$

Thus, showing that all the independent variables are expected to have positive relationship with the dependent variables.

DATA PRESENTATION AND ANALYSIS

In this chapter, the analysis were carried out in three main sections, namely; the analysis of respondents' personal data, answer to the research questions and test of hypotheses. Whereas frequency tables and summary statistics of percentages were used to analyze the respondents' demographic characteristics and answer the research questions which were structured in Likert scale format, respectively, Pearson correlation and multiple regression analysis were deployed in verifying the claims of various null hypotheses formulated to guide and strengthen the analysis. All tests were conducted at 0.05 level of significance.

4.1 Demographic Characteristics of the Respondents

In this section of the analysis, we analyzed the demographic features of the respondents to provide detailed information about the background of the respondents in the study. This, we presume, will help in determining the suitability or otherwise of the categories of staff chosen for the study. It provides the opportunity to assess whether the respondents have the required capacity and knowledge to effectively discuss all issues relating to workforce diversity in the public sector organizations and how diversity management can influence organizational performance.

Table 4.1: Gender of the Respondents

S/N	Gender	Frequency	Percent	Valid Percent	Cumulative
1.	Male	239	63.1	63.1	63.1
2.	Female	140	36.9	36.9	100.0
	Total	379	100.0	100.0	

Source: Field Survey, 2023

The analysis of respondents' gender presented in Table 4.1 shows that there are 239 male respondents in the study and it represents 63.1 percent of the sample. The implication is that there are overwhelmingly more males than females in the study.

Table 4.2: Age Bracket of the Respondents

S/N	Age Bracket	Frequency	Percent	Valid Percent	Cumulative
1.	18 – 27	12	3.1	3.1	3.1
2.	28 – 37	71	18.7	18.7	21.8
3.	38 – 47	122	32.3	32.3	54.1
4.	48 – 57	97	25.5	25.5	79.6
5.	58 and above	77	20.4	20.4	100.0
	Total	379	100.0	100.0	

Source: Field Survey, 2023

The analysis of respondents age showed that age bracket 38 to 47 years has the highest number of respondents, 122 which represents 32.3 percent of the entire sample. It is followed by age bracket 48 to 57 with 97 persons 58 years and above with 77 persons which represents 25.5 percent and 20.4 percent of the sample respectively. The analysis showed that the sample is made up of people who are relatively young.

Table 4.3: Educational Qualification of the Respondents

S/N	Educational Qualification	Frequency	Percent	Valid Percent	Cumulative
1.	OND/Equivalent	16	4.1	4.1	4.1
2.	First Degree/Equivalent	157	41.3	41.3	45.4
3.	Masters Degree	113	29.7	29.7	75.1
4.	Doctorate Degree	58	15.5	15.5	90.6
5.	Professional Cert.	35	9.4	9.4	100.0
	Total	379	100.0	100.0	-

Source: Field Survey, 2023

As could be seen from Table 4.3, 157 respondents representing 41.3 percent of the sample have first degree or its equivalent, 171 of them representing 45.2 percent of the sample have masters degree and above while 16 and 35 persons representing 4.1 percent and 9.4 percent of the sample have OND or equivalent and professional certificate respectively. The implication of the results is that the sample is made up of people who are fairly literate and as such, they can discuss all issues relating to the subject matter of the study.

Table 4.4: Respondents Organizational Tenure (in years)

S/N	Years in Service	Frequency	Percent	Valid Percent	Cumulative
1.	Below 5 years	22	5.7	5.7	5.7
2.	5 – 10 years	68	17.9	17.9	23.6
3.	11 – 15 years	119	31.3	31.3	54.9
4.	16 years and above	170	45.1	45.1	100.0
	Total	379	100.0	100.0	-

Source: Field Survey, 2023

The analysis of respondents' years in service in their various organizations showed that 119 of them representing 31.3 percent of the sample and 170 workers representing 45.1 percent of the sample as well have worked in their various organizations for 11 to 15 years and 16 years and above respectively. In otherwords, 289 respondents representing 76.4 percent of the entire sample have worked in their organizations for upward of 11 years and above. It is apparently an indication that the respondents are in a position to effectively discuss all matters relating to workforce diversity and organizational performance in federal health institutions across the states of the South-East, Nigeria.

Table 4.12: Summary of Analysis of Variance (ANOVA) for the Model

ANOVA ^b					
Source of Variation	df	Sum of Squares	Mean Square	F-ratio	Sig.
Regression	4	257.169	64.292	20.320	.000 ^a
Residual	145	458.731	3.164		
Total	149	715.900			

a. Predictor: (constant), functional expertise diversity and experience diversity.

b. Dependent variable: Organizational Performance

As could be seen from Table 4.12, F-Statistic with a value of 20.320 is significant because $P \leq 0.05$ is greater than $P_{0.000}$ which is the significance level chosen for the test. The implication is that overall, regression model is statistically significant, valid and fit for predictions. It shows further that significant and positive relationship exists between the dependent and independent variables.

Table 4.13: Summary of Regression Results

Model	R	R.Square	Adjusted R-Square	Standard Error of the Estimate	Durbin Watson
I	0.792	0.711	0.689	0.50231	2.017

a. Predictor: (constant), functional expertise diversity and experience diversity

The regression analysis presented in Table 4.13, shows that regression coefficient represented by 'R' has a value of 0.792 and it means that 79.2 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination represented by 'R²' with a value of 0.711 shows that 71.1 percent variation in organizational performance can be explained by the various dimensions of diversity management in the study. The table shows also that with Durbin Watson Statistic of 2.017, the model did not contain any serial auto-correlation thereby confirming the position of multicollinearity statistic described earlier in the analysis.

Table 4.14: Coefficients of the Predictor Variables and t-values of the Estimate

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sign
	β	Std. Error	Beta		
1 (Constant)	-.187	.207	-	-.763	.445
Functional Expertise diversity	.543	.067	.713	2.721	.013
Experience diversity	.485	.074	.709	3.410	.005

a. Dependent Variable: Organizational Performance

Table 4.14 presents the coefficients of the independent variables, the t-values and the various corresponding probability levels. As could be seen from the table, variables

with very high coefficients are clear expression of their relationship with the dependent variable. That is, variables such as functional expertise and experience diversity have more positive influence on organizational performance. The signs of the coefficients confirmed the a priori position of the model.

4.3 Test of Hypotheses

In this section, we tested all the hypotheses formulated to guide and strengthen the objectives of the study. The validation exercise was accomplished through the results of the multiple regression analysis. The hypotheses were meant to confirm the results of the research questions so. That it would be made clear whether such results occurred by chance or statistically significant at 0.05 level of significance.

Re-Statement of the Study Hypotheses

1. H_0 : Functional expertise diversity management does not have significant positive effect on the performance of federal tertiary health institutions in the South-East, Nigeria.

H_1 : Functional expertise diversity management has significant positive effect on the performance of federal tertiary health institutions in the South-East, Nigeria.

2. H_0 : Work experience diversity management does not have significant positive effect on the performance of federal tertiary health institutions in the South-East, Nigeria.

H_1 : Work experience diversity management has significant positive effect on the performance of federal tertiary health institutions in the South-East, Nigeria.

The estimated regression equation (Model) can be written as:

$$OP = 187 + 0.713FEDM + 0.7090EDM$$

Interpretation of Test/Regression Results

In this section of the analysis, we interpreted the coefficient of beta (β), t-value and other parameters of validation in the model so as to facilitate decision taking for the hypotheses. As could be seen from Table 4.14, the values or coefficients of the independent variables represented by beta (β), show the relative influence of each dimension of diversity in the study on organizational performance as specified in the model.

The coefficient of functional expertise diversity management represented by β_4 in the model is 0.713 and it means that when the variable is increased by any one more unit, the

dependent variable, organizational performance will increase by 71.3 percent if other variables in the model are held constant. Similarly, that t-value of 2.721 and its corresponding probability level of 0.013 is a confirmation that the coefficient is significant. Consequently, we rejected the null hypothesis and conclude that functional expertise diversity management has significant positive effect on organizational performance in the South-East, Nigeria.

Finally, the coefficient of organizational tenure and experience diversity management represented by β_5 has a value of 0.709 and it means that when the variable is increased by one additional unit, the organizational performance will also increase by 70.9 percent if other variables in the model are held constant. The t-value of 3.410 and its corresponding probability level of 0.005 are indications that the coefficient is significant because $P_{0.005}$ is less than $P \leq 0.05$. Consequently, the null hypothesis was rejected while the alternative hypothesis which suggests that organizational tenure and experience diversity management have significant positive effect on organizational performance was accepted.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The analysis of the respondents' background information suggests that they are suitable for the study given their educational background and organizational tenure among other demographic features. Such demographic characteristics indicated that they could effectively discuss all issues relating to workforce diversity management and organizational performance. On the other hand, the answers provided to the research questions showed that effective diversity management leads to organizational enhanced performance.

In order to ascertain if such answers provided by the respondents occurred by chance or that they are statistically significant, the answers were subjected to various statistical tests using Karl Pearson Correlation Coefficient and Multiple regression analysis. Preliminary results from the tests which were conducted at 0.05 level of significance showed that F-Statistics with a value of 20.320 is significant and it is an indication that the model is statistical significant, fit and valid for any predictions because $P \leq 0.05$ is grater than $P_{0.000}$. The regression coefficient represented by 'R' in the model with a value of 0.792 means that 79.2 percent relationship exists between the dependent (organizational performance) and independent variables (dimensions of diversity as identified in the study). Similarly, the coefficient of determination represented by ' R^2 ' in the model with a value of 0.711 shows that 71.1 percent variation in the dependent variable can be explained by the independent variables. The rest of the findings are specifically summarized below:

1. Employees' functional expertise diversity management has significant positive effect on the performance of federal tertiary health institutions in South-East, Nigeria.
2. Work Experience diversity management has significant positive effect on performance of federal tertiary health institutions in the South-East, Nigeria.

5.2 Conclusion

The study examined the effect of diversity management on performance of federal tertiary health institutions in the South-East, Nigeria. From the results/findings made from the study, far reaching conclusions are made. Gender diversity was one of the diversity dimensions, examined in the study and it was found that its effective management significantly predicts organizational performances in the institutions studied. It is always good to have both sexes in good proportions in any organization. Such a policy makes for healthy competition among the workers thereby promoting organizational enriched outcomes. Gone are the days when women are limited by glass ceiling, modern days organizations encourages healthy rivalry and it has made for efficiency in service delivery for the service rendering organizations just as the results of the present study has indicated.

Another dimension of diversity that was investigated in the study is age. The result showed that its effective management has significant positive effect on organizational performance. Age diversity is a critical factor in achieving organization's set goals and objectives. A mixture of young and old employees has always been advocated in any organization because as the younger generation are easily adaptable to modern technologies, the experience of the older generation equally matters. Therefore, age diverse workforce has many advantages which are not available to age homogeneous workforce. Age diverse workforce makes it possible for workers of different age bracket to cross-fertilize ideas on how to move the organization forward. Just as different age groups provide different values for the organization and these values complement each other towards improved organizational performance.

Highly ethnically diverse organizations are in a better position to be creative and innovative. It has also been revealed that having a diverse ethnic groups in an organization means that task execution can be carried out more professionally and more efficiently because of the ethnic bias in it and ethnic diversity benefits team performance due to a more diverse pool of skills and knowledge that leads to complementarity and mutual learning. In all, effective ethnic diversity management leads to enhanced organizational performance.

Functional expertise diversity has positive effect on organizational performance because it helps to generate ideas at the same time toward the navigation of problems within the

organization. It is advantageous to any organization because it ends in using best approach from the experts of diverse backgrounds. However, functional expertise diversity do not influence organization's performance automatically rather, it requires concerned efforts from the human resource management to make its impact on the organization. It equally permits the blending of complementary knowledge, competences and skills to make best use of available resources in the organization for improved outcomes to be achieved.

Concerning experience and organizational tenure diversity, the study revealed that they support organization's performance on many fronts. One, because of the diverse nature of the employees experience, there are unique perceptions and they are brought to the table during interactions on duty posts. Two, employees diversity in experience and organizational tenure leads to new and improved methods in service delivery. Three, combining diverse expertise with longtime experience leads to enhanced service delivery to the people. Therefore, experience matters a lot while considering what could be done to achieve desired organizational performance. But overall, in managing employees' diversity, heterogeneity may initially produce less cohesion in decision-making process, however, the variety of outlooks that emerge from diverse group structure encourages managers to consider more perspectives and thereby leading to informed decision-making and superior outcomes for the organization in the long-run.

5.3 Recommendations

The study has revealed that employees' effective diversity management leads to enhance performance of the organization. In the light of the above, the following recommendations were made:

1. Organizations are advised to employ individuals with functional expertise from different backgrounds. It helps in generating ideas and at the same time provides a broad forum for solution to problems in the organization when the need arises.
2. Work Experience diversity is very necessary in achieving desired performance level in an organization. We suggest that it should be encouraged to facilitate organizational improved performance.

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