Strategic Management and Workplace Diversity of Selected Banks in Port Harcourt, Nigeria

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Abstract: *The Workplace Diversity Management creates and maintain a positive and all inclusive work environment where employees from all works of life can work seamlessly and peacefully with one another, as well as the management of the organizations irrespective of their ethnicity, gender, cultural and religious affiliations. The current study examines the strategic management approaches such as effective communication and shared responsibility that managers can adopt in solving issues arising from workplace diversity. Such issues includes but not limited to ethnicity diversity; age diversity; gender diversity etc. The study was based on a simple random sampling of 240 Managers of 7 deposit money banks in Port Harcourt, Rivers State, Nigeria. 240 questionnaires were administered directly to these managers, and 220 copies were retrieved, which represents 91.7% rate of return. The Spearman Rank Order Coefficient was used to test the hypotheses, to determine the degree of correlation between the dimensions of Strategic Management and measures of Workplace Diversity, using the SPSS statistical package. All the null hypotheses were rejected, and the alternate hypotheses accepted. The study concluded that managers should employ effective communication and shared responsibility as key strategies in overcoming issues of workplace diversity, and these can lead to more committed, better performing employees as well as high productivity for the organization.*

Keywords: *Strategic Management; Effective Communication; Shared Responsibilities; Ethnicity Diversity; Age Diversity; Cultural Diversity; Banking Industry*

1.0   Introduction

1.1   Background to the study

In every organisation including the banks, many factors are responsible for employee's motivation and demotivation to work. Some of these factors are beyond the control of both the organisation as well as the employees, and are generally classified as external environmental factors. There are also the internal factors that demotivate the employees from being productive and one of such factors are issues that surrounds workplace diversity. In this era of globalization, organisation recruit employees from every part of the world irrespective of race, tribe, religion, marital status, sex, culture etc. These employees finds themselves in organizations and one expects the challenge by management in ensuring that these employers are carefully and properly managed to avoid bias. This is because the survival of any organisation depends largely on the employers working in that organization. The perception and behavior of these employs affect greatly the extent to which the organization achieves its set goals, objectives and vision. No

matter how technically competent the employees may be, in as much as the management of an organisation does not put the diverse aspects of its employees into consideration, these competences are not enough to achieve organizational success. In their study (Cropanzano and Greenberg, 1997) believes that recruitment and benefits help to attract candidates to an organization, but positive organizational culture and environment drives employee satisfaction and retention. Therefore irrespective of their race, culture sex, nationality, educational qualification, etc, employees should be considered first as social beings and as such organizations should create an atmosphere in which the employees can interact with each other socially. Be it promotion decision, assignment tasks, allocation of bound to arise and thin should be treated fairly irrespective of age, race, tribe, religion etc. Workplace diversity management is a very crucial issue for both government and the private sectors because of the ease with which employees move freely across the globe, and they deserve equal opportunities whenever they find themselves. Six measures of Workplace diversity will be used in carrying out this research, which include: Race and Ethnicity diversity; Gender diversity; Age diversity; Disability diversity; Sexual orientation diversity and Cultural and National Origin diversity (L.M. Shore *et al*, 2009).

Today's organisation must be able to apply management strategies that will motivate its employees, no matter where they come from, to work together harmoniously. Strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. According to (Nag *et al*., 2007), it is the conduct of drafting, implementing and evaluating cross functional decisions that will enable an organisation to achieve its long term objectives. We shall be looking at dimensions of strategic management such as performance management, communication strategies, leadership initiators and shared responsibilities (Solomon, K.2013).

1.2   Statement of the Problem

In any organisation, there are bound to be conflict of interest amongst the employees as well as management. Such conflicts are on a larger scale when the organisation is made up of people from diverse background due to globalization. Conflicts such as cultural differences, organizational politics, nepotism, refusal to place talented employees in appropriate position as a result for bureaucratic challenges etc becomes inevitable. Nigeria banking sector have large employees from different cultural, political, religious background and as such faced with the challenges that goes with workplace diversity. The study is therefore to identify the management strategies that organizations can adopt in managing workplace diversity issues.

Generally, Nigeria is a country where the citizens cut across multicultural and multi religious fronts. This also reflects in most Organisation in the country including the banks. Therefore there should be concerted effort by researchers to fashion out policies in organizations that are capable of managing the challenges emanating from workplace diversity. All over the globe, researches have been conducted in the area of workplace diversity and how to manage the challenges thereof (Harold, A.P. *et al*., 2012) carried out research on managing Workplace Diversity using 300 I.T employees among top 15 IT firm is India; Innovative strategies for managing workplace diversity in Kenyan leading corporation in present global scenarios (Solomon, K. 2013), Fostering Effective Workforce Diversity Management in Nigeria Organizations: The challenge of Human Resources Management (Akinnusi D.M. *et al*., 2017)
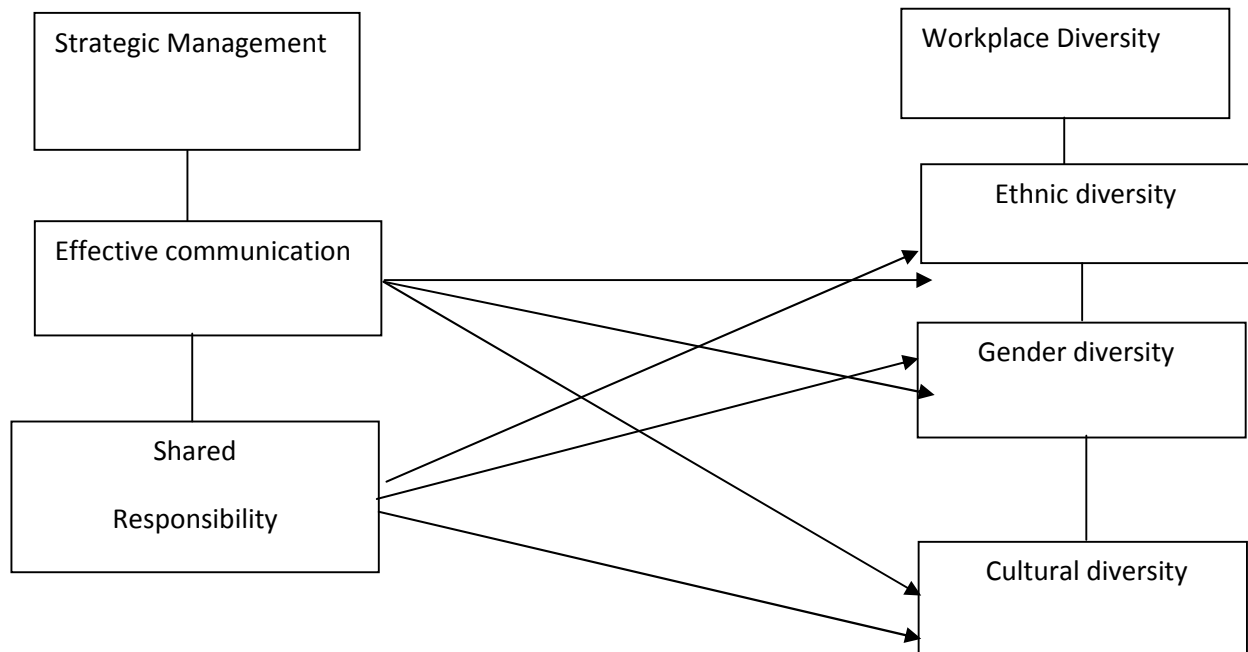
and so on. There is really no research on Workplace Diversity that has been carried out in Commercial banks in Port Harcourt Rivers State. This paper therefore seeks to bridge this gab by exploring strategic management practices that will be suitable to managing workplace diversity challenges in Nigeria banks domiciled in Port Harcourt Rivers State.

1.3   Aim and objectives of the Study

The aim of the study is to identify strategic management practices suitable for managing work place diversity issues of banks in Port-Harcourt Nigeria. The specific objectives of the study are:

1.   To examine the relationship between effective communication and race and ethnicity diversity of banks in Port-Harcourt.
2.   To examine the relationship between effective communication and gender diversity of banks in Port-Harcourt.
3.   To examine the relationship between effective communication and cultural diversity of banks in Port-Harcourt.
4.   To examine the relationship between shared responsibilities and race and ethnically diversity of banks in Port-Harcourt.
5.   To examine the relationship between shared responsibility and gender diversity of banks in Port-Harcourt.
6.   To examine the relationship between shared responsibility and cultural diversity of banks in Port Harcourt.

Conceptual Frame work

Source: Conceptualized by the Researcher, 2018

1.4 Research Questions:

From the objectives of the study, the following research questions were developed:

1. To what extent does effective communication affects race and ethnicity diversity of banks in Port Harcourt.
2. To what extent does effective communication affects gender diversity of banks in Port Harcourt.
3. To what extents does effective communication affects cultural diversity of banks in Port Harcourt.
4. To what extents does shared responsibility affect ethnic diversity of banks in Port Harcourt.
5. To what extents does Shared responsibility affects cultural diversity of banks in Port Harcourt.
6. To what extents does shared responsibility affects gender diversity of banks in Port Harcourt.

1.5 Research Hypothesis:

To provide tentative answers to the above research questions, these null hypotheses were proposed:

HO_1: No significant relationship between effective communication and ethnicity diversity in banks in Port Harcourt.

$H0_2$: No significant relationship between effective communication and gender diversity in banks in Port Harcourt.

$H0_3$: No significant relationship between effective communication and cultural diversity in banks in Port Harcourt.

$H0_4$: No significant relationship between shared responsibility and ethnicity diversity in banks in Port Harcourt.

$H0_5$: No significant relationship between shared responsibility and gender diversity in banks in Port Harcourt.

$H0_6$: No significant relationship between shared responsibility and cultural diversity in banks in Port Harcourt.

2.0 Literature Review

The concept of workplace diversity is laced with ambiguity, vagueness and supporting concepts (Janssen & Steyaert, 2003). Researchers have developed various `philosophies in this area of study in varying magnitude (Nkomo, 1995). Some of the philosophies are narrow while others are broad in nature. The narrow school of thought argued that the concept of workplace diversity should dwell strictly on given area such as race, gender, nationality, etc. (Cross *et al*., 1994). This because workplace diversity based on race, society and gender are quite different from workplace diversity due to organizational abilities, functions and cognitive orientation (Nkomo, 1995). Basically, discrimination is the main challenge associated with workplace diversity since the emphasis is on employee with diverse cultural background (Cross *et al*., 1994). It therefore implies that with adequate propagation of the concept of workplace diversity, it will be somewhat difficult for discrimination practices to set in the workplace. This is therefore a difficult task for managers to handle very well due to huge costs implications and time

constraints since firms tends to invest heavily in overcoming workplace diversity challenges (Daniel and Bushardt, 2005). When diversity issues are not properly managed, it can affect the productivity of the organization negatively. Issues such as Employee absenteeism, harassment, employee turnover, etc will certainly set in.

Therefore, for organization to effectively manage these issues that may arise from workplace diversity challenges, carefully scripted policies must be put in place by the strategic management teams of the organizations concerned. According to (Code, 2007), organizations can design concepts that should promote diversity behaviors among employees, some of such concepts include but not limited to team building activities; rewards for innovation and flexibility; organizing trainings on how to work together harmoniously irrespective of cultural background; control measures for set target and objectives, being a change ambassador etc (code 2007).

2.1   Baseline Theories

Workplace diversity concept is predicated on some baseline theories which helps to explain the intergroup relationships in the organizations employees. The theories helps to explain issues as it relates to employees in groups with different cultural, educational, social, gender backgrounds. One of the baseline theories for this article is the Realistic Conflict Theory (RCT) which states that whenever there are group of people pursuing the same limited resources, this will lead to conflict, negative stereotypes and beliefs, as well as discrimination between the groups. Such conflict can cause animosity toward the group which is turn can cause feud. Also, according to (Sherif, 1996), RCT states that peoples actions are driven by their self-interest where conflicts can arise between the members of a group, due to the tendency of trying to safeguard their own group interest at the detriment of others. In other words, group members of a particular group possesses the tendency of being hostile to different group members which often times lead to unnecessary hostilities by groups. Also there is the Social Identity Theory (SIT), which state that people tend to clash themselves into social categories that means a lot to them, which in turn determine the way people interact with those from their groups and other groups. This type of formation often result to group formations where mode of selecting group members may not be acceptable to some members of the group. This type of categorization can result to employee exclusion in the workplace. Self-interest will set in sooner or later with group leaders allocating resource more to group members that are loyal to them.

2.2   The Concept of Workplace Diversity.

Diversity can be seen as a broad scope of interests, backgrounds, experiences. It is also viewed in the way individuals and groups differs in ethnicity, race, socio-economic status, gender, exceptionalities, language, religion, sexual orientation, and geographical area. According to Carrell's study (as cited in Collins 2015) defines "workforce diversity as the ways that people differ which can affect a task or relationship within an organization such as race, education, gender religion, age and culture". Workforce diversity is the multitude of the individual differences and similarities found among personalities that works in an organization (Kreitner & Kinichi, 2004).

For Diversity to exist in an organization, employees must be different from one another in several ways (Thomas and Ely, 2001), if not diversity does not exist. But cannot be the same,

which means every individuals is not the same in one way or the other, which suggests that total diversity exists. But in reality, these extreme considerations are not real, but hypothetical and this is so because these settings are made up of levels of diversity in-between. The implication of this narrative is that, diversity cannot be considered as being absolute construct where an organization is or is not diverse, but should be thought of as a continuum.

We can categorize the dimensions diversity into Core and Secondary diversity dimensions. According to Das, and Wagar, (2007), the Core dimensions of diversity include sexual orientation, gender, age, ethnicity, culture, race, religion, and capabilities. While the Secondary dimensions are income levels, language, education, status etc. According to Carrell's study (as cited in Collins 2015) defines "workforce diversity as the ways that people differ which can affect a task or relationship within an organization such as gender, education, age, religion, race, and culture", which can be referred to as surface level dimension. There is also the Deep-level diversity which has to do with the differences between employee team members' psychological attributes. These attributes are cognitive abilities, knowledge, skills, values, attitudes, and non-performance oriented traits (Harrison, Price, Gavin, & Florey, 2002). As a result of globalization, Workforce diversity is a major management issue/challenge in today's organizations as was rightly predicted years ago by Hudson Institute (1987). The Hudson Institute found out that management of work force diversity by organizations is still evolving. Workplace diversity poses challenges to management organizations including the banking sector, especially when not properly handled (Spinks & Moore, 2007; Grantham & Ware, 2004). That may be the reason why many Scholars have argued that workplace diversity is capable of causing some form conflicts in the workplace which may be political or interpersonal. (William, Parker, & Turner, 2007; Noon, 2007).

2.3   Age Diversity

Age diversity is the difference and similarities in generations (age) among people. According to Owoyemi, Elegbede and Gbajumo (2011), it is made up of the different generation of employees with different, often conflicting value and attitudes. Fajana (2009) argued that age diversity refers to intergenerational behaviour among older and younger staff, which account for differences in observed workplace behaviour. Due to the active practices of globalization by modern day organisations, the workplace presents new behavioral patterns, while also criticizing previously accepted behavioral patterns. Efforts to effectively manage age diversity especially in countries like the USA, was to comply with legal requirements in these countries. (Harrison et al. 1998). Legislations such as Title VII of the Civil Rights Act of 1964 and the Age Discrimination in Employment Act of 1967 became federal laws enacted to protect employees against employment discrimination and age bias (Lynch 2015). In 2015, The United States Equal Employment Opportunity Commission (2016a, b) reported that age discrimination charges were more than 20,144, with some good number awarded judgments of more than a million dollars in that year alone. No wonder (Boehm *et al*., 2014) opined that Age diversity is one of the major aspects of the workplace diversity, since the current workforce offers a unique generational mix. Three types of age generation can be grouped in the workplace as Generation Y, Generation X, and Baby Boomers. Generation Y also referred to as millennial kids, are the ones conceived between 1977–2000. This generation are seen to have advantage of great skills and knowledge in science and technology, self-confidence and explores relationship above their age

(Owoyemi, Elegbede and Gbajumo (2011). This generation also brings new challenges as a result of their knowledge and advantage in technology (Nelson and Quick, 2009). The next generation is that of Generation X, also referred to as Baby buster generation, are the ones born between 1965 – 1976. Finally, there are the baby boomers category which were born between 1946 –1964. Before of their seemingly unfavourable age factor in the workplace, this group of workers strive to always obey rules and regulations in the workplace, and are considered idealistic. Employees in each of these three categories have their separate peculiarities in terms of attitude to work, how they reason and how they perceive their fellow colleagues in the workplace. Therefore management is expected to come up with management strategies to be able manage all of them without bias.

2.4   Gender Diversity

This concept has existed in history and various cultures from time immemorial. Before the 1990s, researches on gender diversity were mainly on discrimination and bias resulting from being different from the majority. In that era, women are mostly discriminated in the areas of pay and performance ratings (Tsui & O'Reilly, 1989; Bielby & Baron, 1986), and these were hinged on the similarity-attraction paradigm (Byrne, 1971). Some researchers have shown that the females' folks are the ones who mainly experiences isolation and stereotyping in the workplace (Kanter, 1977). Also, Tsui, Egan, & O'Reilly, (1992) found out that Gender diversity in the workplace, has more negative effects on men than women with respect to commitment to work, such as attachment to the organization. However, there are lots of theories that supports the concept of gender diversity in the workplace, such as similarity-attraction (Byrne, 1971), social identity (Tajfel, 1986), or discrimination (Meyerson & Fletcher, 2000). Recent studies has also added some theoretical dimensions with disadvantaged forecasts for gender diversity. For example, theory on status hierarchy (Chattopadhyay, 2003; Graves & Elsass, 2005), gender reproduction theory that tries to explain why masculine and feminine behaviors occur in different perspectives (Young & Hurlic, 2007), and finally, the theories of stereotypes and social roles (Duehr & Bono, 2006).

Further researches have added theoretical perspectives with positive predictions or perspectives that were not clearly positive or negative. Among the previous gathering of studies, Lee and Farh (2004) expand on Bandura's (1977) social subjective hypothesis to anticipate that sex decent variety would direct the connection between gathering efficacy and gathering results. They found that the gathering efficacy-execution relationship was more grounded in blended sex bunches than in same sexual orientation gatherings. Most researches on gender diversity in organizations is premised on the assumption that diversity come along with issues such as in-group bias, or that diversity is a double-edged sword with challenges accompanying the perceived benefits. Since most work here is either founded on or recognizes hypotheses, for example, social character hypothesis and the closeness fascination point of view, there is an inclination to consider consistency emphatically in hypothetical forecasts. Therefore, more research is required that joins later hypothetical systems, for example, status qualities hypothesis and individual association fit. Specifically, investigate dependent on hypothetical points of view, as basic gap hypothesis (e.g., Balkundi *et al*., 2006) and Schwartz's esteem system (e.g., Sawyerr *et al*., 2005) that emphasis on impartial or positive forecasts, would be great

expansion to the writing on sexual orientation in associations. Also, research ought to go past analyzing the impact of sexual orientation creation on results and rather consider such factors as compelling administration of blended sex gatherings and logical qualities that diminish the impacts of stereotyping in blended sex settings.

2.5   Cultural Diversity

Culture is the characteristic ways of thinking, feeling and behaving shared among members of a noticeable group (Gibson & Gibbs, 2006, p.460). Cultural diversity is the nature of assorted or diverse societies, rather than monoculture, the worldwide monoculture, or a homogenization of societies, likened to social rot. Social decent variety can likewise allude to having distinctive societies and regard for one another's disparities. Social assorted variety can likewise be depicted as the variety of human societies or cultures in a specific region, or in the world as a whole (Wikipedia). Cultural diversity has become more relevant in organizational life and complexity of jobs due to increased awareness of globalization (O'Reilly, Williams and Barsade, 1998). Lots of scholarly definitions of cultural diversity have emerged over the years. For instance, Cox (2001) defined it as "the variety of social and social characters among people existing together in a characterized work or marketing setting". Businesses are beginning to appreciate cultural diversity more even though the issue of discrimination along cultural lines is prevalent in the workplace. Milliken and Martins (1996) observes that cultural diversity can be a "double-edged" sword in terms of improving the chances of group members' satisfaction in the diversity and creating the opportunity for creativity. Employees all over the world find themselves in organizations with different cultural background, due to internationalization and globalization. Therefore, management at all levels must apply concerted effort to implement management strategies in ensuring that the environment they work accommodates all and sundry. Hence organizations in most countries of the world are conscious of their strategies and policies as regards cultural diversity (Mor-Barak, 2005; Gorski, 2002).

2.6   Strategies for managing workplace diversity in an organization

Because employees in organizations such as the Nigerian banking sector are made up of diverse background, it is imperative that the management of the organization devise means to effectively manage the challenges that emanates from these organizations. Such diversity include acceptance, understanding as celebration of differences (Holt, 2010). One key challenge that can result from workplace diversity is ineffective communication. Managers should be able to communicate to every staff the same way irrespective of background, and this should reflect fairness. The manager should be able to communicate effectively with the employees in a manner that will promote employee motivation, retention and high performance (Smit *et al.*, 2008).

2.7   Effective communication

Communication is the process of transmitting information and understanding from one individual to another (Keyton, 2011). It includes the trading of contemplations, thoughts, feelings, and comprehension between a sender and a receiver. Communication is critical to building and keeping up connections in the work environment. Administrators invest energy imparting (sending or accepting data) to subordinates, however can't likewise expect that

important correspondence happens in all trades (Dunn, 2002). When a reminder, letter, fax, or email has been sent, many are slanted to trust that correspondence has occurred. However, correspondence does not happen until data and comprehension have gone among sender and the expected receiver.

Effective communication strategy is a very good strategy to tackle diversity issues such as age, gender, culture etc., in the workplace. According to their work, Lagacé *et al*., (2016) found some new proof that bolsters the contention that "non-ageist correspondence works on, including intergenerational contacts, multi-age point of view and non-disparaging/ageist messages …. reduces bias" (p. 72). Also, *De Guzman* et al., (2014) argued that the management of organizations must provide more opportunities for employee interaction, in the form of meetings and group forums so as to cultivate an age-friendly workplace. Also, according to (Panaccio and Waxin 2010), effective communication strategy should foster two way, transparent exchanges between employees of the organization.

Effective communication in the workplace is very important for the growth and increased productivity of the organisation (Mayhew, 2010), hence it is important for managers to bear in mind how employees from a diverse workplace perceive their communication patterns. This is because it is quite easy for employees to interpret management communication out of context which can cause misunderstanding (Holt, 2010). When there is misunderstanding from communication, it will affect the organization's workflow which can be detrimental to organizational performance. This is because employees will interpret messages wrongly, and carryout the direct opposite of what is intended in the communication. The overall implication of such ineffective communications are employee absenteeism, distrust, exclusion etc course hinders productivity in the organization (Lauring, 2007).

Some suggestions on how communication problems may be tackled without rancor were made by Ribbink (2003). He argued that learning how the source culture best receives communication should be paramount in the thinking of managers because employee receives communication in different ways. Some prefer messaging by emails, some are one –on-one in the open and others in the secret. Ribbink (2003) also argued that international employees in the organisation should be trained early enough so that they could fit into the system fast. This also has to the natives of the country so both the international and native employees could flow very well. Managers should assign mentors to employees in diverse workplace as this will enable new employees fit into the workplace seamlessly. Also, managers should practice open-door communication where employees can feel free to approach superiors for guidance and counseling. Managers should avoid using informal languages in communication as this may be misinterpreted by some employees that may not properly understand such informal communication patterns. In order words, every organisation need to develop a formal communication pattern, and should communicate clearly, the mission, goals and objectives of the organization to employees. Therefore effective communication if properly applied should enable employees achieve the objectives of the organisation (NIWGW, 2011). The Nigerian banking sector fortunately cannot be said to be out of date in terms of effective communication from the top management to the least staff. This therefore implies that when properly harnessed, the banks in Nigeria should be able to manage workers with diverse backgrounds properly to enhance the overall productivity of that sector.

2.8   Shared Responsibility

For the Nigerian banking sector to succeed under the present discussion, responsibilities should be clearly spelt out among management and employees, and such responsibilities must be properly communicated across to parties' concerned (Rosen and Lovelace, 1994). There should be wide consultation among employees and management before implementing strategies for managing workplaces diversity. Employees tend to take ownership of what they do where responsibilities are shared and communicated properly in the organization. By so doing, it gives them ample opportunity to contribute their quota in the growth of the organization and also enough experience suitable for career development. They see themselves blending properly into the organization they work. (Rosen and Lovelace, 1994). When organizations engage in programs such as Corporate Social Responsibility (CSR), employees come together to partake in such projects for target communities. Such bonding is good since employees contribute meaningfully to the group task. Employees perceptions of cooperate social responsibility have positive impact on organization output as it tends to enhance the commitment of individuals in the organization (Brammer *et al*., 2005). Employees also share responsibilities among themselves, and this helps to balance family and work life in the organization.

3.0   Research Methodology

Research methodology is a way to systematically solve the research problem (Kothari, 2013). It covers research design, population of the study, sampling procedure & sample size determination, validity and reliability of the instrument, method of data collection, operational measure of the variables and method of data analysis. Research design on the other hand is the conceptual structure within which research is conducted, and this is made up of the blueprint for the collection, measurement and analysis of data (Kothari, 2013). Data for this study were generated from both primary and secondary sources. The former are data generated first-hand to solve specific problems. They are usually collected from the field under the control and supervision of an investigator. Primary sources include interviews, questionnaire, observations, archives, speeches, etc. In this study, the researcher made use of questionnaires. While the later are existing data that have been collected by other researchers for other purposes but which are essential to the current research. Secondary data also refers to data that is used for a purpose other than for which it was originally generated. It may be descriptive or explanatory (Saunders, Lewis, & Thornhill 2007), raw (unprocessed) or summarized. Secondary data for this research was collected by reviewing textbooks, journals, articles, magazines, publication and relevant documented materials from the banks.

3.1   The Population of the Study

Population is the total number of units from which data can be collected", such as individuals, artifacts, events or organizations (Parahoo, 1997). In this study, the target population covers managers and employees of 21 deposit money banks in Port Harcourt, Rivers State Nigeria. The accessible population for the study consists of 7 selected deposit money banks in Port Harcourt gotten through simple random sampling method. These include Zenith Bank, Diamond Bank, First Bank plc, Access Bank, First City Monument Bank, United Bank for Africa and Ecobank Bank Plc.

S/N	Selected Banks	Number of branches	Managers
1	ZENITH BANK	18	36
2	FIRST BANK	22	44
3	FCMB	12	24
4	DIAMOND BANK	10	20
5	ACCESS BANK	14	28
6	UBA	24	48
7	ECOBANK	20	40
	TOTAL		**240**

The variables were operationalized thus:

Independent Variable Measuring instrument: Strategic Management has Effective Communication and shared Responsibility as it's dimensions, and was measured with a 4- item questions on a 5-point Likert scale ranging from *5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.* Dependent Variable Measuring Instrument: Workplace Diversity is the dependent variable. It has Ethnic Diversity, Gender Diversity and Cultural Diversity as it's measures, and was measured with a 4 – item questions on a 5-point Likert scale ranging from *5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree.*

3.2 Test of Validity and Reliability of Instrument

Validity involves the degree to which you are measuring what you are supposed to measure in your study. More simply, the accuracy of your measurement (Adams *et al*., 2007). To achieve the study objective, the researcher developed questionnaires which were validated via a pilot survey conducted for 35 managers of the selected banks that were randomly selected from the identified banks, as well as 4 scholars in the field of management sciences in order to ensure that the objectives of the study is in line with the questions captured in the questionnaire. The instrument is valid because the questions are directly related to the construct under investigation. The resulting substantive questionnaires tested the dimensions of strategic management and workplace diversity parameters that are relevant to the study. The questionnaires were then distributed to a total of 240 managers, 2 each for the business managers and operations managers of the selected bank branches, which represents the sample frame. 220 of the questionnaires were completed and returned, which amounts to 91.7% return rate.

Reliability estimates the consistency of the measurement or more simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Adams et al, 2007).The reliability of the instrument was determined using the Cronbach alpha test. Below is the result of the Cronbach Alpha Test for the dimensions and measures.

Table 1 Cronbach Alpha Test Result

S/n	Variables	Cronbach Alpha Coefficient
1	Effective Communication	0.98
2	Shared Responsibility	0.98
3	Ethnicity Diversity	0.97
4	Gender Diversity	0.96
5	Cultural Diversity	0.97

Source: SPSS Output (2018)

Summary of Test Hypotheses

The hypotheses were tested using Spearman Rank Order Coefficient of the SPSS package because the data are in ordinal scale form**.** The results are presented in the tables below:

Correlations

			EFFECTIVE COMMUNICATION 4	ETHNICITY DIVERSITY 4
Spearman's rho	EFFECTIVE COMMUNICATION 4	Correlation Coefficient	1.000	.819[**]
		Sig. (2-tailed)	.	.000
		N	220	220
	ETHNICITY DIVERSITY4	Correlation Coefficient	.819[**]	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

Correlation

			EFFECTIVE COMMUNICATION 3	GENDER DIVERSITY 3
Spearman's rho	EFFECTIVE COMMUNICATION 3	Correlation Coefficient	1.000	.791[**]
		Sig. (2-tailed)	.	.000
		N	220	220
	GENDER DIVERSITY3	Correlation Coefficient	.791[**]	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

Correlation			EFFECTIVE COMMUNICAT ION 3	CULTURAL DIVERSITY 3
Spearman's rho	EFFECTIVE COMMUNICATION 3	Correlation Coefficient	1.000	.870**
		Sig. (2-tailed)	.	.000
		N	220	220
	CULTURAL DIVERSITY3	Correlation Coefficient	.870**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

Correlations

			SHARED RESPONSIBILI TY2	ETHNICITY DIVERSITY 2
Spearman's rho	SHARED RESPONSIBILITY2	Correlation Coefficient	1.000	.870**
		Sig. (2-tailed)	.	.000
		N	220	220
	ETHNICITY DIVERSITY2	Correlation Coefficient	.870**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

Correlations

			SHARED RESPONSIBILI TY3	GENDER DIVERSITY 3
Spearman's rho	SHARED RESPONSIBILITY3	Correlation Coefficient	1.000	.836**
		Sig. (2-tailed)	.	.000
		N	220	220
	GENDER DIVERSITY3	Correlation Coefficient	.836**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

Correlations

			SHARED RESPONSIBILITY1	CULTURAL DIVERSITY 1
Spearman's rho	SHARED RESPONSIBILITY1	Correlation Coefficient	1.000	.842**
		Sig. (2-tailed)	.	.000
		N	220	220
	CULTURAL DIVERSITY1	Correlation Coefficient	.842**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

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

4.0   Analysis and Discussion of Results

The aim is to reduce the data to an interpretable form so that the variables of the study can be used to draw the logical conclusion for study. According to Mehran et al (2014) highlighted the benchmark for rejecting and accepting null hypotheses using SPSS as follows:

- When the significant level of correlation (Sig., 2-tailed) is less than the coefficient of error (0.05), the null hypothesis is therefore rejected.
- When the significant level of correlation (Sig., 2-tailed) is greater than the coefficient of error (0.05), accept the null hypothesis.

The table below shows a summary of the tested hypotheses.
The SPSS output shows that the significant level of correlation (0.000) for all tests is less than the alpha value (0.01). Based on Mehran et al (2014) decision rule, all the null hypotheses were rejected. The alternate hypotheses were therefore accepted.

Final Result	Significance	Hypotheses
Rejected	Significant	**Ho$_1$:** There is no significant relationship between Effective communication and ethnicity diversity Of banks in Port Harcourt
Rejected	Significant	**Ho$_2$:** There is no significant relationship between Effective communication and gender diversity Of banks in Port Harcourt
Rejected	Significant	**Ho$_3$:** There is no significant relationship between Effective communication and cultural diversity Of banks in Port Harcourt

Rejected	Significant	**Ho₄:** There is no significant relationship between shared responsibility and ethnicity diversity Of banks in Port Harcourt
Rejected	Significant	**Ho₅:** There is no significant relationship between shared responsibility and gender diversity Of banks in Port Harcourt
Rejected	Significant	**Ho₆:** There is no significant relationship between shared responsibility and cultural diversity Of banks in Port Harcourt

It can be seen that bivariate analysis was employed in the test for hypotheses to ascertain relationships between the variables. The study employed the Spearman Rank Order Correlation Coefficient with the aid of SPSS version 23.0 to ascertain the relationship between two variables. This is because the data are in ordinal scale form, and also we are testing for the degree of correlation between the variables in the study to determine the strength of their correlation.

Decision rule for accepting and rejecting null hypotheses. Mehran *et al.*, (2014) highlighted the benchmark for rejecting and accepting null hypotheses using SPSS as follows: (a) when the significant level of correlation (Sig., 2-tailed) is less than the coefficient of error (0.05), reject the null hypothesis. (b)When the significant level of correlation (Sig., 2-tailed) is greater than the coefficient of error (0.05), accept the null hypothesis.

In hypothesis one, two and three, the SPSS output showed a significant correlation between effective communication and ethnicity diversity, gender diversity and cultural diversity of banks in Port Harcourt. This finding came from the responses of respondents. The respondents believes that with effective communication principles, Management keeps communication confidential when such is requested by employees irrespective of cultural affiliation, gender or ethnicity. This is in tandem with the findings of Solomon Kinyanjui, (2013), where he found out that effective communication is the most important aspect of managing workforce diversity (age diversity, ethnicity diversity, gender diversity). He went further to suggest that Corporations adopt different effective forms of communication in order to be effective in their dissemination of information to their workforce.

In hypothesis four, the SPSS output show a significant relationship between shared responsibility and ethnicity diversity of banks in Port Harcourt. Most of the respondents believe that Employees perform better when job descriptions are clearly defined in an objective manner by the managers to employees irrespective of their ethnic, gender and cultural inclinations, and that Management of their organization does not discriminate employees based on these identified inclination. This result conforms with that of Michael, Deanne, Paul and Janique (2003), where they posited that where the employees are given equal opportunities irrespective of the ethnicity diversity, they tend to work very well amongst themselves and as a result, the outputs are high. .

In hypothesis five, the SPSS output show a significant relationship between shared responsibility and gender diversity of banks in Port Harcourt. This finding is in line with the findings of Ehimare & Ogaga-Oghene (2011), as they state that demographic components of workplace diversity (ethnicity, age and gender) allow management to share the responsibilities among the employees in order to enhance employee performance.

In hypothesis Six, the SPSS output show a significant relationship between shared responsibility and cultural diversity of banks in Port Harcourt. This finding supports the findings of Ehimare & Ogaga-Oghene (2011), when they state that demographic components of workplace diversity (ethnicity, age and gender) allow management to share the responsibilities among the employees in order to enhance employee performance.

5. Conclusion

The concept of globalization has made it imperative for organizations to have staff from diverse background along ethnic, religious, religious lines. This also come with several challenges. Therefore Management of these organizations including banks must live up to this challenge by coming up with strategic management approaches such as effective communication, shared responsibility, etc to effectively manage these issues. Hence the study is on Strategic Management and Workplace Diversity of banks in Port Harcourt, Rivers State, Nigeria.

All the tested null hypotheses were rejected, and the six alternate hypotheses were accepted, which states that there is significant relationship between effective communication and the measures of workplace diversity (age, gender and ethnicity) of bank employees in Port Harcourt. Also there is significant relationship between shared responsibility and the measures of workplace diversity (age, gender and ethnicity) of bank employees in Port Harcourt

6. Recommendations

- The managers of organizations especially the banks in should ensure to assign responsibilities equally to employees of diverse background to encourage inclusiveness in the organization.
- Equality in the workplace should as a matter of fact be enshrined in the constitution of the Federal Republic of Nigeria, and all over the world that will give legal framework to protect employees from diverse background from discrimination in the workplace.
- The managers of organizations especially the banks should communicate effectively with their employees in a manner that will to check nepotism and favoritism.
- Gender, age or cultural diversities must not be a yardstick for appointments/recruitments into positions in the bank, be it management or employee position.
- Management must apply concerted effort to respect the cultural days/festivals for its employees and management alike, as this have a way of boosting their morals and inclusiveness in the organization, which in turn increase their productivity tendencies.

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