Effect of Workforce Diversity on Employee Performance in Integrated Hitech Service Provider (Ihs) Tower, Abuja

Lead Author:

Atotileto, Victor Tunde

Affiliation:

Department of Business Administration, Bingham University Karu, Nasarawa State, Nigeria.

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Abstract

Diversity is a global phenomenon which aligns with the United Nations Sustaianble Development Agenda 2030, and is also very essential in ensureing the efficient and effective management of the workplace environment. However, diversity has not been fully embraced by most organizations in Nigeria particularly in the Federal Capital Territory. The study therefore seeks to examine the effect of workforce diversity on employee performance in the Integrated Hitech Service Provider (IHS) Tower, Abuja. The specific objectives of the study are to determine the effects of gender diversity, age diversity, ethnic diversity and educational diversity on employee performance in IHS Towers, Abuja. In line with the study objectives, four hypotheses were formulated. Data was collected using questionnaires, coded on excel sheet, and presented using statistical tools (frequency count, percentage and tables). The descriptive statistical tools were used for the analysis, correlation analysis and multiple regressions. The population for this study was 211 staff of IHS Tower, Abuja. Findings show that workforce diversity used in this study (gender, age, ethnic and educational diversity) has strong positive and significant effect on the performance of IHS Tower's Staff in Abuja. It was therefore recommended that organizational leaders should remove glass ceilings and revise the organization's pay structure to achieve pay equality as a unique approach to encourage excellent performance particularly by female staff and other minority groups.

Also, the Management of the organization should guarantee that considerable efforts are made to ensure that workers are adequately informed of existing diversity initiatives and programmes and also ensure that they educate or train existing and newly-hired employees based on the values of inclusivity and diversity. Finally, the organization should embrace diversity, ensure that they harness all benefits that come with diversity and establish an effective mechanism to mitigate the negative consequences that may arise from group social categorization.

Keywords: Diversity; Workforce Diversity; Employee Performance; Gender Diversity; Personnel Diversity; Productivity

Co-Authors

Leonard Anayochukwu Okonkwo Department of Business Administration, Bingham University, Karu, Nasarawa State. Nigeria.
Nkiruka Stella Okonkwo Centre for Gender, Humanitarian and Development Studies Redeemer's University, Ede, Osun State.

Introduction

Diversity has become a global phenomenon and is highly essential in efficient management of any group activity such as workplace environment. Workplace environment includes the external environment, organizational workforce and organizational work stuctures. Workforce of an organization refers to the individual differences and similarities associated with an individual's stage of development, gender, educational qualifications and background. The diverse nature of the personnel remains pertinent for business organizations, employees, governments and the society (Akinnusi, Sonubi & Oyewunmi, 2017). In the world of business, considering the rate at which economies are globally connecting, employees of different demographic characteristics, regardless of the type of organization, find themselves socialising and working together with a common goal of achieving their organizational objectives.

Diversity among employees may be in form of educational background, gender, age, marital status, religion, ethnicity, culture, social class, among others (Saxenaa, 2014). Personnel diversity is exemplified by employees' resemblances and dissimilarities with regards to stage of development, ethnic background, bodily competencies and deficiencies, shade, belief, and gender. Individuals are different (Abugu & Jerry, 2018); they differ in their

gender, tradition, colour, societal class, and mental characteristics as well as in their beliefs and preconceptions. Though having diverse personnel is required for organizations in modern times, coordinating such a vast network of staff is often difficult to manage (Saxenaa, 2014). Staff diverse background includes differences in stage of development, gender, beliefs, background, and bodily capacity (Mecheo, 2016). Technology, conversation, and transportation play pivotal roles in addressing workforce diversity.

An organization's diverse staff background is beneficial as it allows employees to perform their duties in unique ways thereby promoting creativity and innovation. As such, employers must therefore appreciate the importance of having a diversified work environment and initiating approaches to build and sustain the dynamic group in its diversified workplace (Sharma & Verma, 2021). Workforce diversity can boost productivity and put an organization ahead of the competition. Also, diversity within an organization allows managers to promote new abilities and processes that enhance team spirit among their employees (Abugu & Jerry, 2018). Managers must tap into the most crucial resource, particularly their employees' competencies, to benefit and maintain a competitive advantage over other organizations; they must expand their standpoints as well as utilize innovative tactics towards achieving fulfilment as a result of the rising wealth of diversity across the world. Diversity has the power to yield a variety of attractive outcomes such as the level of consciousness, intricacy, knowledge, training, and mental development that are viewed as essential elements of proficiency in the area of control of diverse backgrounds (Oyewunmi, 2016).

Most studies on workers' diversity control focus on age, gender, race, and ethnicity. For this study, four antecedents are studied including education, ethnicity, stage of development and gender. Recent studies show that most organizations seem to be recruiting more females and minority groups to guarantee variety in the labour force that reflects the country's demography. Such organizations also provide diversity in education and training so as to prevent sexual harassment, value differences (including racial and ethnic background, sex, time of life, incapacity, creed), and managing staff range (guidance, tutoring, domestic/worker pleasant guidelines, and opportunity labour plans) (Kelli, et al., 2015).

Swaratsingh (2015) believed that to become marketplace leaders in the global enterprise marketplace, organizations must find ways of improving overall employee performance. Durga (2017) defined overall performance as the implementing an undertaking,

achievement, or accomplishment. Worker overall performance requirements include worker interactions, worker attitudes, worker turnover levels, creativity, and productivity levels (Jekelle, 2021). As workforce force diversity continues to thrive in the modern and competitive business terrain, a huge concern of most organizations is how to enhance efficiency as enterprises and profitable activities will merely succeed through a productive workforce geared towards achieving organizational performance. According to Jekelle (2021), though some workers may encounter significantly less collaboration from their co-workers in meeting their organizational goals, it is expected that each worker is able to influence their department's functioning particularly as firing is not an option.

Productivity is often used as an indicator to compare tangible outputs with proper resource intake, and can be measured through time or when evaluating mutual objects. Thus, an organization's productiveness ratio demonstrates how well its assets are leveraged to create production in comparison to the standard time it would have taken to complete a task. In order to succeed in business, organizations must have a competitive edge over their competitors. For instance, when productivity measures improve everyone's overall performance, the quantity and quality of production will improve while the products will become more common in the market. Consequently, the organization's income and market share both increase. The remaining goal of each organizational unit is for the employer to get to the top of the market and develop goodwill. Productivity measures can be used within an organization so as to review and examine the overall performance of every person, team, group, department, and division. It is also used to distinguish between the organization's overall performance from that of a competing organization. It can be utilized as a standard within the organization (Durga, 2017).

To benefit and maintain an advantagous edge over competitors, leaders should be capable of tapping from the greatest crucial resource, specifically abilities of its personnel, which is the reason for the involvement of different reseach groups in calculating the price of getting a diverse staff structure. In addition, leaders need to expand their viewpoints and engage innovative tactics to achieve fulfilment arising from the growing abundance of variety across the globe and the labour force (Abugu & Jerry, 2018).

Based on the preceding discourse, this paper is necessary to understand the dynamic adjustments taking place inside the workplace which is getting more complicated because of

industrialization and competitions that necessitate the need for a workforce to consist of personnel with age differentials, experiences, understanding, and backgrounds to maximize their performance and competitiveness.

This paper discusses diversity within the contexts of age, gender, ethnicity, and education; the differentials in age, gender, ethnicity and inclusion of educational diversity make this study unique and different from other studies.

Statement of the Problem

In recent times, the business setting has been undergoing shifts from manufacturing to a knowledge-driven world as well as from industrial to a more excellent service-oriented economy as a result of industrialization and technological advancements that have compelled progressive changes in work place arrangements (Akinnusi et al., 2017). Today, both male and female job seekers and employees are migrating from one organization, state, region, country and continent to another in search of better service conditions which significantly contribute to the variety of personnel in the work environment. A key aspect of diverse work environment in Nigeria is commonly ascribed to the demography (gender, age, ethnicity, educational background) of a workforce, whether in the private or public sector, posing challenges to management on how optimum employee performance can be achieved and sustained.

Considering the potentials and wealth of Nigeria in terms of its unique demographic characteristics and workforce (ethnic groups, age, gender and people of diverse culture), numerous studies have been carried out in different locations and across organizations such as the banking, educational and hospitality sectors, and across government and privately-owned institutions across Nigeria but none has been conducted using empirical studies which this current study aims to achieve. Using IHS Tower, a mobile telecommunication company based in Abuja, Nigeria as a case study, this paper aims to add new ideas to existing studies by investigating the practical and theoretical ideas on workplace variety as regards age, gender, ethnicity, and academic background and their connection with employee productivity.

Research Questions

  i.   To what extent has gender diversity affected the employee

performance in IHS Towers, Abuja?
  ii. How does age diversity affect employee performance in IHS Towers, Abuja?
  iii. How does ethnic diversity affect employee performance in IHS Towers, Abuja?
  iv. What effect does educational diversity have on employee performance in IHS Towers, Abuja?

Research Objectives

The prime objective of this paper is to study how workforce diversity impacts on the employee performance in IHS Towers, Abuja. The specific objectives are to:
  i. determine the effects of gender diversity on employee performance in IHS Towers, Abuja

  ii. assess the effects of age diversity on employee performance in IHS Towers, Abuja.

  iii. ascertain the effects of ethnic diversity on employee performance in IHS Towers, Abuja.

  iv. examine the effects of educational diversity on employee performance in IHS Towers, Abuja.

Research Hypotheses

The hypotheses are stated in null form as follows:
H_{01}: There is no significant relationship between gender diversity and employee performance in IHS Towers, Abuja.
H_{02}: There is no significant relationship between age diversity and employee performance in IHS Towers, Abuja.
H_{03}: There is no significant relationship between ethnic diversity and employee performance in IHS Towers, Abuja.

H_{04}: There is no significant relationship between educational diversity and employee performance in IHS Towers, Abuja Region.

Scope of the Study

The scope of this research is limited to already established proxies of workplace range: gender, age, ethnic and educational qualifications while employee performance was proxied by employees' productivity. These variables were chosen for this study because they

can be easily measured and can be better understood by the anticipated respondents.

The population for the study is restricted to the Staff of IHS Tower in Abuja, Nigeria. The study timeframe is from 2016 to 2022. The timeframe was selected due to the recent connectivity which has taken place among employees, organizations and economies of the world as well as the increasing migration of people or employees from one organization or region to the other due to poor working condition, and insecurity bedeviling businesses and workplace environment

Literature Review

Workforce Diversity

The present cost of globalization needs more interaction amongst individuals of diverse backgrounds than was done in the past especially as human beings now belong to a globalized society where competitions are extensive (Patel, 2016). Jones and George (2017) defined diversity as variances in time of life, gender, race, creed, sociocultural and economic background, and capacities/incapacities. According to Mkokolo (2015), workplace diversity refers to a collection of individuals that provide different experiences, personalities, opinions, principles, and paybacks to the organization where they are engaged as assets. Scott and Sims (2016) defined workplace diversity as a method for supporting and promoting diversity in the workplace. It refers to the variance in stage of development, sex, beliefs, origin, bodily capability, employee educational status and religious background (Mecheo, 2016).

According to Wentling and Palmarivas (2016), variety includes the know-how and an appreciation of the interdependence of humanity, cultures, and the different environments. Race, countrywide origin, domestic kingdom or country, pursuits, and many others contribute to diversity. There are many parameters of diversity among humans that encompass their education, gender, background, culture, age, personality, and cognitive style. Diversity enables humans to understand themselves and others. The concept of diversity in the workforce is not limited to the four dimensions in the study; it may include disability, household composition, income, occupation, physical location, racial and religious background, spiritual views, race, panache, and ethics. Individualism is reinforced by solid organizational values such as stage of development, operational landscape, gender, perceptions, traditions, marital status, locality,

revenue, and race (Kyalo, 2015). Jekelle (2021) identified a variety of antecedents, age, ethnicity, educational backgrounds, social-financial standing, and spiritual distinctions, among other qualities of staff range. Similarly, Scott and Sims (2016) opined that workplace variety is a strategy which encourages and facilitates a combination of social diversity at all levels and uses target-specific range and inclusive strategies to facilitate this method within the workplace.

Employee overall performance can be prompted definitely or negatively through personnel variety within an organization; thus, if well managed and treated, it can bring about higher choice-making, more creativity, and multiplied productivity (Maingi, 2015). Disagreements among co-workers can translate into individual and sensitive conflicts, harmful agency practices, employee morale, and overall performance of the organization. It can lead to a decrease in worker and institutional resourcefulness, advancement, worth, and overall productivity that can have an unfavourable effect on overall performance (Kelli et al., 2015).

Gender Diversity

Gender comes from the Latin phrase 'style', which signifies 'type' or 'race' (Bhushan, 2016). Gender variety may also advance the general performance of employees in the workplace if both males and females are given an equal opportunity (Kirton & Greene, 2015). The integration of more females in the labour force is a recent advancement in gender developments. However, to compete globally, a country must understand how to leverage its male and female talent pools. Administrative and secretarial work is the most "lady-friendly" large occupational group, with nearly three-quarters of female workers. The personal provider is the second-highest-ranking occupation, as determined by jobs in process, plant, equipment, the military, and professional trades. Although women are perceived to be less professional and qualified for many roles (Kundu & Mor, 2017), the proportion of women who have climbed through the organizational ranks and reached the board-of-director level has increased significantly in recent years (Nday, 2017).

Gender disparity in the labour force leads to reduced efficiency. Discrimination based only on gender does harm to morale, enthusiasm, and self-worth thereby leading to inefficiency. Passing someone over for a promotion due to an illegal activity which results from negative gender range control or discriminatory attitudes in the office based on the implied notion that females are unable to achieve better results than males is counter-productive. Certain

organizations do not want to employ females with children because of the fear of conflict of interest between work and family obligations. Such discriminatory acts can lead to emotions of resentment and loss of self-confidence that can make some staff to resort to self-destructive acts as a form of retaliation against their biased employers. Physical violence, property destruction, and propaganda fabrication are all examples of devastation (Gluck, 2015). Both masculine and feminine staffs have varied qualities and skills that contribute to sturdiness, unity, uniqueness, and invention, all of which are necessary for powerful and environmentally friendly individual or organisational performance (Bhatt et al., 2019).

Age Diversity

Most organizations consist of people of various ages living in residences, improving schools, game groups, or running enterprises. The phenomenon of age diversity is expected; people are unique in their generations which present new obstacles for organizations willing to recruit, retain, manage, and encourage exceptional personnel. In a new age setting, stronger working partnerships and social stability for everyone are developed and formed (Gupta & Aggarwal, 2021).

A heterogeneous age labour force produces considerable abilities, scholarly panaches, ethics, and inclinations that can lead to enhanced efficiency (Boehm and Kunze, 2015). According to Finn (2015), a collection of employees of varying ages creates an environment in which each era brings in many ability units. An age group of employees that is not properly managed can lead to bland and unimaginative ideas, old-fashioned attitudes on procedures, rigidity to change, among others. Younger age groups bring exceptional organizational management skills from a bygone era which remains highly significant currently, and may be well-versed in using high-tech devices and structures. Old-fashioned commercial enterprise skills are brought into the organization by older generations who can also coach younger employees, and pass on their knowledge and experiences (Starr, 2015)

Ethnic Diversity

Ethnicity is considered as shared traits including beliefs, linguistics, faith, and ethnicities that enhance an individual or a group's identity (Kumudha, 2018). Ethnic range entails linguistic, religious, racial, and cultural variety. In phrases of enterprise outcomes, including sales, profit, and marketplace percentage, a mild stage of cultural variety has limited influence on the overall performance of a group. However,

more cultural variety has a good influence on overall performance if, as a minimum, most group participants come from various ethnic backgrounds (Gupta, 2013). Ethnic origin can be an alternative or opportunity for traditional upbringing while cultural differences can result in superb innovative and overall revolutionary performance amongst participants via way of means of broadening the employees' factor of view within the organization (Timmermans et al., 2013).

Educational Diversity

Kakenya and Litunya (2019) defined educational diversity as the dissimilarities that exist amongst workforces regarding their level of education, education on related tasks, skills and competencies. A worker's schooling heritage is a quality indication of their understanding, abilities, and proficiency (Maingi, 2015). It is often believed that knowledgeable human beings can accomplish unique responsibilities more readily and effectively than uneducated human beings. A person's heritage may be based on the formal training, schooling, or employment they have acquired over the years. Tracy and David (2011) posited that most employers do not often accept individuals that do not have the vital schooling, preparation, understanding, abilities or competence to perform a function in the workplace thereby indicating that educational background is important for each employee and employer. Thus, people cannot achieve employment or function effectively if hired without suitable educational background.

Employees Performance

Durga (2017) defined overall performance as the action of overcoming adversity and attaining a goal. Overall employee performance refers to the way a worker efficiently and effectively fulfils the activity requirements or performs duties so as to create high-quality outputs. According to Odhiambo (2014), total performance in terms of human capital development is 'the powerful fulfilment of the responsibility for which one is recruited'. Zhuwao (2017) defined overall employee performance as a specific individual's successful task execution, whereas (Krishnan, et al., 2017) viewed it 'as successfully and appropriately utilizing existing resources in a given environment.'
Productivity is a beneficial degree of real output produced compared to the entry of sources and its miles measured throughout the time or in opposition to not unusual place entities. Therefore, the productiveness ratio expresses how efficaciously a business enterprise's sources are applied to gain output. Performance as a thing of

productiveness suggests the time used to carry out a task compared to the usual time. When the overall performance of all people is advanced through productiveness, the manufacturing volume and the goods are customary within the marketplace. Consequently, the income and marketplace percentage of the organization improves. A productivity extent chart may be used to evaluate the overall performance of each worker, team, group, branch, and department within the organization. It may be used as a benchmark within the organization to assess the general productivity of merchandise or services, and is also a useful device aimed at controlling available time and destiny (Sharma & Verma, 2019).

Productivity refers to a multitude of manufacturing efficiency measures. A productiveness statistic is an output-to-input ratio utilised in a manufacturing process, also known as output per unit of input. Productivity is a critical aspect of the ability of a company or country to deliver goods. More actual earnings augment people's ability to acquire products and services, enjoy leisure, improve housing and education, and increase the performance of businesses, resulting in higher living standards. There are various definitions of output, and which one to adopt is decided by the magnitude of productivity or data availability (Al-Shaiba, 2017).

Worker productivity is described by Ebert and Freibichler (2017) as the general overall performance of every individual's or group's overall performance and effectiveness. They describe how productiveness may be quantified in a staff's output within a fixed duration. Furthermore, the productiveness of an employee is assessed in connection with a mean for employees appearing a similar task (Hanaysha & Majid, 2018). Employee productiveness is one of the maximum crucial demanding situations in any organisation's day-by-day management, and without it, the general overall performance of the company might also additionally fail to perform its set goals (Ndichu, 2017). Employee productivity is an evaluation of the efficiency of an employee or a group of workers; such productivity can be measured in relation to the typical worker performing related duties (Rob, 2015).

Employee efficiency is a motivating factor for the development and viability of an enterprise. Thus, employee productivity refers to the connection between an organization's yields and the input of non-human and human resources used in the manufacturing process. That is, efficiency is the percentage of yield to input. The higher the ratios of statistical value, the better the output (Onyije, 2015). Staff efficiency may be assessed in various ways, including employee dedication,

employee and customer happiness, quality and quantity service, and minimal labour turnover, to name a few (Mollel, Mulongo & Razia, 2017). Workforce variety helps to achieve a higher degree of efficiency, exchange creative ideas, and promote teamwork (Esty, Griffin & Hirsch, 2015).

Empirical Review

Khan and Jahan (2021) evaluated the relationships among employee group variety and perceived overall productivity in Bangladesh's banking sector which specialized in gender, age, and academic stage diversity. Using the survey method, data was gathered from 322 employees and analysed using the one-sample T-test and Chi-rectangular evaluation methods. Gender and educational stage variance had a substantial beneficial influence, while age variation did not affect employees' overall performance in Bangladesh's banking sector. Furthermore, employees have different interpretations for such effects based on their age, gender, and experience.

Obinna (2020) tested the connection between dating among gender variety and the overall worker performance of inns in Nigeria's Port Harcourt City using the questionnaire method. 565 personnel from inns in Port Harcourt were surveyed. A pattern length of 234 turned into the use of Taro Yame's formula. The device's reliability was completed using the Cronbach Alpha coefficient with all of the tools scoring above 0.70 while the hypothesis was examined using Spearman's Rank Order Correlation Statistics. Results showed the significant relationship between gender diversity and workers' overall effectiveness of inns in Port Harcourt.

Chrine et al (2020) researched on the effect of stage of development and gender variety on workers' overall effectiveness in an enterprise. The descriptive research layout followed with Zambia Compulsory Standards Agency (ZCSA) being a point of interest enterprise with 103 personnel in various units. A set of descriptive information, including occurrences, proportions, and preferred deviance was used to generate tables, graphs, and charts to give observation outcomes using SPSS version18. It was observed that each age and gender variety has an effect on the overall efficiency of a worker and outputs of the organization.

Using the survey method, Amir et al (2019) examined the connection and impact among various demographics: age, gender, and schooling history variety, and established overall employee performance on a number of personnel in the high school region in

Swabi district, Pakistan. A total of 440 school participants of Higher Education tor Districts in Swabi KP were observed. The findings showed that there is advantageous dating among unbiased factors (age, gender, schooling history, and cultural variety) and established variables (employee overall performance).

Sohail et al., (2019) examined the connection of demographic variables particularly age, gender, and schooling history range on employee overall performance. 440 college participants of Higher Education Sector Districts in Swabi were surveyed while data was evaluated using the SPSS software. The findings identified excellent dating among the unbiased and established variables.

Zhuwao, Ngirande, Ndlovu & Setati (2019) investigated the consequences of sex and cultural variety on the overall efficiency of personnel in a South African academic organisation. Questionnaires were administered while the stratified random design and Pearson Product Moment Correlation and Multiple regression evaluation methods were used. Results showed that sex and cultural variety are undoubtedly and substantially associated with overall worker performance.

Theoretical Framework

Human Capital Theory

Grund & Westergård-Nielsen (2005) observed that an institution with an age-diversified workforce can profit from each human capital. Personnel that are younger are more resilient, able and willing to acquire new knowledge; they introduce innovative concepts and technological advancements into the organization while elderly personnel give the company a variety of studies; and they have running morale, recognition of excellence, information about intra-organizational systems, and deeper understanding of relevant marketplaces and networking platforms because of their expert years. Social similarity may be crucial for organisational coherence, interaction, and communication to properly utilise human resources. As a result, where there is a social divide among employees, it can purpose much less communication, discontent, and indignant organisational average overall performance.

According to Schlick et al (2013), regardless of the truth that older personnel have years of experience, they select to investigate at a completely gradual tempo and characteristic reductions of their reasoning and remembrance capacities whilst searching at workers'

everyday average overall performance in phases of age diversity. As a result, transferring to new strategies for carrying out their task is much more likely to purpose conflict. This idea has been used to justify discrimination in opposition to older personnel, arguing that they're responsible for their damaging characteristic in the exertions marketplace in reality due to the fact they are older. Also, this principle indicates that having an older and a more youth full personnel in an enterprise can decorate each personnel and managerial efficiency. According to NIWGW (2009), while the adult personnel can nurture the younger ones, the latter can aggregate their talents and expertise with older personnel in a procedure termed 'opposite mentoring'. The observation is anchored on this principle which is often used to describe discrimination in opposition to adult personnel while suggesting that they may be held responsible for the downside role they perform within the labour marketplace due to the fact they fail to update their talents. Also, this principle indicates that having both adult and younger personnel in an enterprise can enhance personnel and organizational development especially in cases where adult staffs are able to groom the younger ones.

Methodology

This study used the quantitative (survey) research method. The study populace comprised all the personnel in the various departments of IHS Tower in Abuja. IHS Tower is a Telecommunications firm with the following departments and their respective number of staff: Operations - 106, Human Resources - 4, Network Operations Centre - 54, Legal - 3, Government Relation - 3, Rollout - 6, GICL/Fibre/Rural Telephony - 9, Community Relations - 1, Project Management Office - 4, Finance - 2, Facility - 1, HSE - 1, IT - 6, Security - 2, and Supply Chain - 9. The total staffs of IHS Tower are 211 employees.

A systematically-organized 'close-ended' questionnaire consisting of two sections: A and B was used on the five-point Likert Scale to measure respondents' amount or degree of agreement with study questions. Descriptive and inferential statistics, Pearson's moment correlation and multiple linear regressions were employed to analyse the collated data using the Statistical Package for Social Sciences (SPSS) Software *Version 28.*

A total of 202 questionnaires out of the 211 questionnaires administered were valid from the total questionnaires returned and was considered for statistical analysis.

Reliability Test

To determine the construct reliability, a reliability test was undertaken using Cronbach's Alpha. Also, the study adopted the Hair et al. (1998) Criterion which posits that the proposed construct reliability assessed should not be lesser than 0.70.

Table 1 Reliability Analysis

Variables	Cronbach's a	No. of Items
Gender Diversity	$a \geq 0.87$	4
Age Diversity	$a \geq 0.83$	4
Ethnic Diversity	$a \geq 0.71$	4
Educational Diversity	$a \geq 0.82$	4
Employee Productivity	$a \geq 0.78$	4
Recommended a	$a \geq 0.70$	

Source: *Reliability Test using SPSS version 28*

Model Specification
The model specification is stated below:
Independent Variable = Workforce Diversity
Dependent Variable = Employee Performance (Employee Productivity)
IV: Independent Variable

WD: Workforce Diversity
GD = Gender Diversity
AD = Age Diversity
ED = Ethnic Diversity
EB = Diversity in terms of Educational Background
DV: Dependent Variable

EP: Employee Performance
EP: Employees Productivity
$Y = a + bx + \mu$……………………………………………………1
Where:
Y   = dependent variable
a   = constant
x   = independent variable
b   = coefficient
μ   = Error term

This model can also be stated in the statistical form below.

$EP = \alpha + \beta_1 GD + \beta_2 AD + \beta_3 ED + \beta_4 EB + \mu$ ……………………..2

$EPr = \alpha + \beta_1 GD + \beta_2 AD + \beta_3 EED + \beta_4 EB + \mu$ …………………..3

Data Analysis and Result

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EP	202	1.00	5.00	3.6163	1.35771
GD	202	1.00	5.00	3.2871	1.34334
AD	202	1.00	5.00	3.4010	1.32690
ED	202	1.00	5.00	3.6733	1.32134
EBD	202	1.00	5.00	3.7290	1.34057
Valid N (listwise)	202				

Source: *SPSS Output version28*

Table 2 highlights the implicit, smallest, biggest, and recognized deviations of the study variables. Tiers for the variables have also been supplied. EP has a mean price of (1.00), a maximum price of (5.0), and an average price of (3.6163) with a well-known deviation of (1.35771). Gender variation GD has a minimum of (1.00) and a maximum of (5.00), with 3.2871 and 1.36334 as the mean and standard deviation respectively. AD has a price range of (1.00) to (5.00), with a mean suggests the price of (3.4010) and a well-known deviation price of (1.32690).

The price of ethnic variety ED ranges from (1.00) to (5.00), with a mean implied price of (3.4010), scholarly heritage variety EBD has (1.00) and (5.00) as the minimum and maximum fees respectively, (3.7290) as the mean imply fee with a trendy deviation fee of (1.32134), a mean imply fee of (3.36733) with a trendy deviation fee of (1.32134), a mean implies fee of (3.7290) with a trendy deviation fee of (1.32134), a mean implies fee of (3.7290) with a (1.34057). EP has the best trend deviation of 1.84565, suggesting that it contributes the most to the model, whilst other variables have lower trend deviations, indicating that they contribute the least to the model

Correlations Analysis

Table 3 Correlations Analysis

Correlations

		EP	GD	AD	ED	EBD
EP	Pearson Correlation	1	.729**	.634**	.649**	.574**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	202	202	202	202	202
GD	Pearson Correlation	.729**	1	.749**	.770**	.643**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	202	202	202	202	202
AD	Pearson Correlation	.634**	.749**	1	.652**	.565**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	202	202	202	202	202
ED	Pearson Correlation	.649**	.770**	.652**	1	.584**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	202	202	202	202	202
EBD	Pearson Correlation	.574**	.643**	.565**	.584**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	202	202	202	202	202

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

Source: SPSS Output version28.

Table 3 above shows the Gender Diversity (GD), Employee Performance (EP), Age Diversity (AG), Ethnic Diversity (ED), and Educational Background Diversity (EBD). It expresses the degree of correlation as well as the relationship's direction. The correlation

outcome is displayed in the table below. **Table 3** also shows a substantial and pleasant connection between gender variety and worker performance at 1% significance level, with a co-green correlation of 0.729. This means that within the IHS Tower in Abuja, gender variety has a strong affirmative connection with employee performance. This implies that age range strongly and positively correlates with worker performance inside the IHS Tower, Abuja. Furthermore, at 1% degree of impact, a substantial and encouraging connection exists between ethnic diversity and worker performance with the correlation co-green of 0.649. This suggests that cultural variety has a strong affirmative connection with workers overall performance in IHS Tower, Abuja. Finally, there is a solid and good relationship between variation in terms of educational history and overall worker performance at the 1% significance level with a correlation coefficient of 0.574. This suggests variations in academthatic experience have strong positive connection with worker overall efficiency in IHS Tower, Abuja.

Regression Result

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756ª	.572	.563	.89703
a. Predictors: (Constant), EBD, AD, ED, GD				

Source: *SPSS Output version 28*

Table 5 ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	211.996	4	52.999	65.864	.000ᵇ
	Residual	158.520	198	.805		
	Total	370.516	202			
a. Dependent Variable: EP						
b. Predictors: (Constant), EBD, AD, ED, GD						

Source: *SPSS Output version 28*

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.656	.213		3.086	.002
	GD	.409	.088	.410	4.655	.000
	AD	.150	.074	.147	2.034	.043
	ED	.163	.077	.158	2.106	.036
	EBD	.136	.063	.135	2.155	.032
a. Dependent Variable: EP						

Source: SPSS Output version 28

Decision Rule: 5% level of significance

Table 4 above shows the coefficient of the regression R^2 with a value of (0.572) connoting that (57.2%) of the variation in EP can be described by the following diversity: gender, age, ethnicity and educational background. Other associated aspects that are no longer protected within the regression version, known as errors, can account for the final 0.428 (42.eight per cent).

The Anova desk seen in **Table 5** above highlights the model's suitability because   p-cost (0.000) is significantly lesser than the 5% degree of importance (0.05), the F-information cost (65.865) is extensively used at 5%. This demonstrates that the version is very suitable. Thus, the null hypotheses could be disallowed indicating that staff variety has an extensive impact on workers' total performance at IHS Tower in Abuja.

The co-efficient table (**Table 6)** shows that the co-efficient of gender diversity (0.409) is affirmative as well as substantial in improving employees' performance in HIS Tower, Abuja Region. EP = 0.656 + 0.409log_GD shows that gender diversity will improve by 40% for every 1% increase in performance of HIS Tower, Abuja employees. The co-efficient table reveals that the co-efficient of age diversity (0.150) is positive and significant in improving employees' performance in IHS Tower, Abuja. For example, EP = 0.656 + 0.150log_AD shows that age diversity will improve by 15% for every 1% increase in performance of

IHS Tower, Abuja employees. Furthermore, the co-efficient table shows that the co-efficient of ethnic diversity (0.163) is affirmative and substantial in improving employees' performance in IHS Tower, Abuja Region. EP = 0.656 + 0.163log_ED shows that gender diversity will improve by 16% for every 1% increase in performance of HIS Tower, Abuja employees.

Finally, the co-efficient table shows that the co-efficient of diversity in terms of educational background (0.136) is positive and significant in improving employees' performance in IHS Tower, Abuja Region. EP = 0.656 + 0.136log_EBD shows that diversity in terms of educational background or qualification will improve by 13% for every 1% increase in performance of IHS Tower, Abuja employees.

Test of Hypotheses

Ho₁: Gender diversity has no significant effect on employees' performance in IHS Tower, Abuja.
Results from the co-efficient table **(Table 6)** shows that gender diversity with a co-efficient value of (0.409) has an affirmative impact on employees' performance   because the p-value (0.000) is lower than the substantial rate of (0.05). Therefore, it   means that gender diversity impacts employee performance in IHS Tower, Abuja. This results in the acceptance of the opportunity speculation, which asserts that gender   diversity   significantly   impacts   workers'   overall performance at IHS Tower, Abuja, and   rejects the null speculation.

Ho₂: Age diversity has no significant impact on overall performance in the IHS Tower, Abuja Results from the co-efficient table **(Table 6)** shows that age diversity with a co-efficient value of (0.150) has an affirmative impact on employees' performance because the p-value (0.000) is lower than the substantial rate of (0.05). Therefore, it means that age diversity impacts employee performance in IHS Tower, Abuja. This results in the attractiveness of the opportunity conjecture, which asserts that age diversity significantly impacts worker overall performance in the IHS Tower, Abuja location, and the null hypothesis is therefore not accepted.

Ho₃: Ethnic diversity has no significant impact on overall performance in the IHS Tower, Abuja. Results from the co-efficient table (**Table 6)** demonstrate that ethnic diversity with a co-efficient value of (0.163) has an affirmative impact on employees' performance because the p-value (0.000) is lower than the substantial rate of (0.05), and therefore indicates the impact of ethnic diversity on employee performance in IHS Tower, Abuja. This will result in the acceptance of

the opportunity speculation which asserts that ethnic diversity significantly impacts worker overall performance in IHS Tower, Abuja, and the rejection of the null assumption.

Ho₄: The range of educational history has no significant effect on staff overall performance in IHS Tower, Abuja. Results from the co-efficient table (**Table 6)** shows that diversity in academic qualifications with a co-efficient value of (0.136) has an affirmative impact on employees' performance because the p-value (0.000) is lower than the substantial rate of (0.05), and therefore indicates that diversity in academic qualifications influences employee performance in IHS Tower, Abuja. As a result, the opportunity speculation which argues that variation in academic history has a substantial influence on worker overall performance in IHS Tower, Abuja becomes more appealing, and the null speculation is therefore not accepted

Discussion of Findings

This study discovered that staff variety significantly influences workers' overall performance in IHS Tower, Abuja. Other findings are as follows:

i. The first hypothesis discovered that gender diversity with a co-green of (0.409) and a p-fee of (0.000) lower than 5%, significantly impacts workers' overall performance in the IHS Tower, Abuja. The null hypothesis is therefore not accepted while the opportunity is accepted. The findings are corroborated by those of Khan and Jahan (2021), who revealed that gender and academic degree variety significantly affected staff overall performance. Also, Obinna (2020); Jayawardana and Priyashantha (2019); Zhuwao, Ngirade, Ndlovu and Setati (2019) are other findings in line within the study.

ii. The second hypothesis found that age diversity with a coefficient value of (0.150) and a p-value of (0.043) lower than 5%, has an affirmative and insignificant impact on employee performance in IHS Tower, Abuja. The null hypothesis is therefore not accepted while the alternative hypothesis is accepted because it aligns with Hapompwe, Mulenga, Siwale, & Kukano (2020). Whose perspective is hooked up that each age and gender variety impacts an employee's general performance and organisational output in the long run? Chrine, Michael, Jaqueline, and Crispin (2020) are also researching to support this discovery.

iii.   The third hypothesis established that cultural diversity with a co-efficient of (0.163) and a p-value of (0.036) lower than 5%, has both positive and significant effects on employee performance in IHS Tower, Abuja. The null hypothesis is therefore not accepted while the alternative hypothesis is not rejected. Furthermore, the outcome of this research is supported by the findings made by Mande, Imbambi, & Aketch (2020). Their result indicates that ethnic diversity positively influences employee performance. Sohail, Khan, Sufyan, Uddin, Basit, (2019); Ahmad & Rahman, (2019) are inline as well.

iv.   The fourth hypothesis found that variety in the educational background with a co-efficient of (0.136) and a p-value of (0.032) lower than 5%, positively and significantly affects employee performance in IHS Tower, Abuja. The null hypothesis is therefore not accepted while the alternative hypothesis is accepted. This result is consistent with the findings of Jekelle (2021) who discovered that though academic heritage range contributed the greatest to the disparity in worker process overall performance, age and gender diversity were also key factors. In addition, Amir, Khan, Muhammad, Maaz, and Abdul (2019), Mohammad and Mohammad (2019) discovered that differences in educational qualification significantly improve worker process overall performance.

Conclusion

From the findings, it was discovered that an institution with a good combination of male and female workers has higher potentials to achieve more than an institution that is dominated by the same sex. This is because males and females have different orientation that influence their actions; thus, an organization which promotes gender diversity will thrive more as it will be able to receive innovative ideas from both genders.

It was also found that though a combination of workers broadly impacts the overall personnel performance, gender and age have a remarkable and widespread impact on workers' overall performance at IHS Tower, Abuja. Similarly, ethnic diversity has an extensive impact on workers' overall performance whereas diversity in academic background significantly and comprehensively impacts workers' overall performance at IHS Tower, Abuja.

Recommendations

In line with the study objectives and key findings, the following recommendations are made for both management and staff of HIS Tower, Abuja:

i. IHS Tower, Abuja should embrace and promote gender diversity across its various units.

ii. IHS Tower, Abuja should promote age diversity and leverage mentoring and networking between adult and young employees to enhance their organizational efficiency.

iii. IHS Tower, Abuja should encourage cultural diversity in all units and ensure proper representation in management positions.

iv. IHS Tower, Abuja should seek best strategies to eliminate glass ceilings and revise the organization's educational structure to encourage all diverse qualifications.

v. There is need for the management of IHS Tower, Abuja to revise the organization's pay structure to achieve pay equality as a unique approach to encourage excellent performance among all staff particularly by female staff and other minority groups.

vi. Management of IHS Tower, Abuja should guarantee that considerable efforts are made to ensure that workers are adequately informed of existing diversity initiatives and programmes as well as ensure that they educate or train existing and newly-hired employees based on the values of inclusivity and diversity.

Finally, the organization should not simply be satisfied with having a workforce, but should embrace diversity and ensure that they harness all benefits that come with diversity while putting in place a machinery to mitigate the negative consequences that may arise from group social categorization.

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