

WORKFORCE DIVERSITY AND ITS EFFECT ON EMPLOYEES' PERFORMANCE AMONG SELECTED STAFF OF ECONOMIC COMMISSION OF WEST AFRICAN STATES COMMISSION IN ABUJA, NIGERIA

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Abstract

In an organizational setting, a diverse workforce consists of a mixture of various genders, ages, race, ethnic backgrounds, religious believes etc. Over the years, ECOWAS commission has adopted workforce diversity principle in managing and staffing their organizations, yet, it is not certain which of the diversity variables has significant effect on employees performance. The study examined the effect of workforce diversity on employees' performance among the selected staff of the Economic Community of West African States Commission in Abuja. The study adopted survey research design, while structured questionnaire rated in a five points linkers scale was administered to collect data meant for empirical data analysis. The hypotheses were tested using multiple regression analysis and data analysed by the use of econometric views. The findings of the study revealed that there is positive relationship between independent variables of age, gender, educational background and ethnic diversities and dependent variable of employees' performance. Specifically, gender diversity has a positive and significant relationship with employees' performance; age diversity has negative but significant relationship with employees' performance; ethnic diversity has positive and significant relationship with

employees' performance, and educational background has negative relationship with employees' performance. The findings indicate that having a diverse workforce and creating an inclusive workforce can improve employee's effectiveness. This means that workforce diversity is also an influencer On employees' performance. Following this conclusion, the study recommended that the management of Economic Community of West African States should continue to promote equal employment opportunity for career growth for all gender to help fortify age diversity. Management of ECOWAS commission should encourage teams made up of different age groups; employ a diverse workforce free of ethnic bias in order to improve employees' performance; as well as take advantage of granting study leave to encourage employees' skills.

Keywords: Workforce diversity, gender diversity, age diversity, ethnic diversity, educational background, employees' performance.

Introduction

Managing diversity is a strategic approach to enhancing the effectiveness of the organizational system of Small and Medium Enterprises (SMEs).

It makes reference to the actions sought by SME owners/managers to facilitate greater integration of employees from various contexts into the organizational system. The strategic nature of managing diverse employees is evident in the pursuit of long-term goals and corporate objectives. Many successful large firms (such as Dangote Cement Plc) have been able to manage diverse workforce for the achievement of their corporate objectives. For many SMEs, it has contributed to synergy in teams; leading to improved performance and job satisfaction among employees. Ibidunni, Falola, Ibidunni, Salau, Olokundun, Borishade, Amaihian, & Peter (2018) expressed that “workforce diversity, especially when it is based on gender and ethnicity, is very strategic to achieving employees' job satisfaction and commitment to their organization” (p. 1048).

Employee diversity is the variations of clashes in different contexts. This conceptual meaning provides inimical perspective to what employee diversity really stands for. Diversity at the workplace is more than clashes arising from varying elements. Employee diversity refers to the similarities and discrepancies in age, gender, race, religion, knowledge, academic qualifications, and culture among employees. However, there has been disagreement among researchers as to whether employee diversity involves variations in these variables. According to Ongori and Agolla (2017), diversity refers to the heterogeneity that must be nurtured, maintained, and valued in order to improve organizational effectiveness in today's competitive environment. Workforce diversity, according to Knippenberg, De Dreu, and Homan (2014), is thought to have differences and similarities based on self-categorization in relation to those in a group. Diversity may also be conceived as variations in physical abilities and intellectual attributes of employees relative to taking initiatives and making relevant decisions.

The strategic importance of managing diversity to SMEs in Kogi State is numerous. It is about leveraging the synergy that a diverse workplace offers. This has implication for the achievement of corporate objectives and job satisfaction of employees. This study focuses on its implication for job satisfaction of employees. Diversity among employees will yield good result when there is minimal notion about its negative consequence. The prominent result (when employees are aware that diversity is not

dangerous) is synergetic environment and job satisfaction. Ordu (2016) expressed that diversity management would help employees be more satisfied with their jobs and perform better. Madera, Dawson, & Guchait (2016) assert that managing diversity is a panacea for job satisfaction. The meaning of this is that similarities and discrepancies in age, gender, race, religion, knowledge, academic qualifications, and culture among employees affect job satisfaction. There is possibility that employees within a particular age bracket will be more satisfied with their jobs than others. Religion is another diversity variable that may determine how satisfied employees will be at workplace. Other diversity variables also have the tendency to predict the job satisfaction of employees in SMEs in Kogi State.

Employees' negative attitudes to work indicate low job satisfaction. Previous researches (Pitts, 2009; Wang, Bing, & Liu, 2014; Lu, While, & Barriball, 2015; Vanderschuere & Birdsall, 2019) have attributed low level of their job satisfaction to varying explanatory variables. In this study, the management of employee diversity in these SMEs is conceived as being ineffective or not strategic. SME owner-managers are observed adopting several means to ensuring their enterprises succeed with little or no attention on managing employees' diversity. According to Rahman, Ferdausy and Bhattacharjee (2014), SMEs cannot achieve success without special reference to its employees. The employees create synergetic environment that provide platform for this success.

The management of diversity has been found to have two dimensions (organizational dimension and individual dimension). Taylor (2011) stated that “two constructs that are commonly used to describe and measure diversity at work is diversity climate and inclusion” (p.3). The individual dimension of diversity management is the bane of this study; this is because employees are crucial for the success of SMEs in Kogi State. Meanwhile, review has shown the importance of positive diversity climate in the employee diversity management. Another serious problem at work place today is the perception of diverse employees about their non-inclusion or non-involvement in crucial organizational matters (Mor Barak, 2011). This makes the employees to feel not being valued. Taylor (2011) argued that “interactions, values, attitudes (such as prejudice

and openness), behaviors (such as discrimination and support), and organizational variables (such as supportive diversity policies and top management support) are relevant aspects of diversity management” (p.4).

Some of the diversity variables that the SME owner/managers need to manage are age, gender, race, religion, physical abilities, academic qualification, culture and intellectual attributes of employees. These variables may be considered as psychological and physiological elements of employee diversity. Past studies (Gellner and Veen, 2009; Weiliang *et al.*, 2011; Rehman, Ullah & Abrar-ul-haq, 2015) have revealed that employees’ diverse points have considerable relationship with performance. There is need to also scientifically validate the outcomes of these researches relative to the context of SMEs in Kogi State. Thus, physiological elements of employee diversity need to be investigated against their performance at the workplace. Some SME owner/managers are embracing diversity management approach in order to help stimulate team spirit of diverse employees. Enough researches have not been conducted to associate diversity management and team spirit (Pitts, Hicklin, Hawes & Melton, 2010; Kalev, 2016; Jehn, Chatwick & Thatcher, 2017). There is possibility that improved synergy will be achieved through the team spirit among employees.

It is possible that Psychological Diversity Climate (PDC) is critical to the success of SMEs in Kogi State. SMEs have collection of diverse employees. Al Doghan, Bhatti, & Juhari (2019) posited that psychological diversity climate is an employee's cognitive appraisal of his or her job environment which translates into a major perception about the business enterprise. Employees form these opinions based on firm’s policies, rules, practices, and conditions of employment. Unstable employees are employees who work temporarily with the intent of getting better job elsewhere. These employees are racio-ethnic minorities and immigrant (Gröschl, 2011; Madera, Dawson, & Neal, 2012). Although there is proof that PDC is linked to positive organisational attitudes (Chen *et al.*, 2012; McKay *et al.*, 2007; McKay *et al.*, 2011), few researchers have only investigated into the fundamentals that explain why PDC affects organisational attitudes. Employees who are satisfied with their jobs will develop positive

organisational attitudes. Thus, PDC will influence job satisfaction of employees. The above discussion reveals that there are gaps relative to empirical research on employee diversity and job satisfaction in SMEs in Kogi State. The researcher bridged this gap by undertaking this study.

There have been a number of literatures from which many deductions can be made. If a comprehensive review of the literature is done, one would realize that employee diversity can be classified or categorized in such a way that ensue proper understanding of what diversity really entails. It is in the realization of this that Williams and O’Reilly (1998) identified two main traditions in research works that have been conducted on work-group diversity and performance. They came up with social perspective and the information/decision-making perspective of employee diversity. Knippenberg *et al.* (2014) expressed that social category diversity in readily detectable attributes are sex, age, and ethnicity; while functional diversity which are more job-related, are educational background and tenure. Other job related factors are experience, intelligence and physical ability which transform into initiative and higher productivity. Ehimare & Ogaga-Oghene (2011) noted that the literature on workplace diversity contains two main bodies of work. One area focuses on the development of conceptual frameworks for understanding diversity and its impact on organizational behavior and performance (Jackson, Joshi, & Eisenhardt, 2003; Webber & Donahue, 2001). The other area presents generalized prescriptions for effectively managing workplace diversity (Mor-Barak, 2005).

It is imperative for small business firms to invest in diversity. Employee is especially crucial in today’s business environment, as SMEs interact with different cultures and clients. This makes it indispensable experience for modern organizations. It is a phenomenon that can never be stopped; rather it increases on a yearly basis (in terms of shapes or forms). The business benefits of workplace diversity have been widely contested ever since the idea was conceived (Ehimare & Ogaga-Oghene, 2011). And, even now, there is an ongoing debate as to whether there is indeed any discernable business benefit. It is however worthy of note that employee diversity functions as a vehicle for organizational success

through collection of wealth of experience and ideas. Lindblad (n.d) is of the opinion that the inclusion of diverse individuals fosters a rich exchange of new ideas among employees and helps organization leverage the unique character of its employee. Andrade (2010) discussed the benefits of employee diversity in the workplace as follows: **Increased Productivity:** Diversity and Inclusion brings in diverse different talents together working towards a common goal using different sets of skills that ignites their loyalty and increases their retention and productivity. **Increased creativity and Problem solving:** With so many different and diverse minds coming together many more solutions will arise as every individual brings in their way of thinking, operating and solving problems and decision making. **Attracting and Retaining talent** that add a competitive edge to any organization. Feeling included and appreciated increases loyalty and feeling of belonging. Language skills pool is increased and propels organization forward either to compete in the International global world or to increase its diverse customer base. **Help to build synergy in teams and enhances communication skills** that brings in new attitudes and processes that profit the whole team. Applying the proper diversity and inclusion management strategies does not only save money on **litigation expenses** generated by discrimination lawsuits but is the right thing to do for the business. **It increases market share and create a satisfied diverse customer base** by relating to people from different backgrounds. It does propel the organization and its status to claim its place and success in the global business world of the 21st century.

No SME ever exists without people from different and similar background. Professionals in the field of human resource must be happy gathering diverse employees for scientifically designed job, and manage such diversity for organizational success. The ability of any organization to plan and manage employee diversity may promote the tendency of achieving a desired goal. Some SMEs appears to be finding it difficult to be successful today, because of their ill-commitment to ensuring that employee diversity is part of their day-to-day business conduct. This backdrop may be tied to the fact that owner-managers of these SMEs do not know how to effectively practice diversity management, and what factors contribute to effective diversity management and task that can deal with diversity related issues in

their workplace. For effective diversity management practice, Kokemuller (2011) established that top management and front-line managers in a diverse organization have to set the tone for an effective culture, as this will promote nondiscriminatory work environment, and fair treatment of all workers in the hiring process, job conditions, work evaluations and promotions. Researches (Loriann and Carol, 2017; Jackson, 1991; Jehn, Neale and Northcraft, 1999; Tsui, Egan and O'Reilly, 1992; Zenger and Lawrence, 1989) purported that left un-managed; employee diversity is more likely to damage morale, increase turnover, and cause significant communication problems and conflict within the organization.

Age diversity refers to the acceptance of people of all ages in the workforce. Age diversity is a critical component of a productive and inclusive workplace. Business enterprises can take steps to adapt to an aging population and avoid workplace ageism.

Implementing age-diverse techniques in SMEs can help the enterprise to grow tremendously. The reasons why age diversity in the workplace is critical for businesses of all sizes are as follows: Age diversity improves performance: Having a diverse workforce boosts an enterprise's overall success. It can contribute to increased productivity. Age diversity also has implication for decision-making. It can reduce employee turnover: Employee turnover is both costly and detrimental to morale. Employee turnover rates are reduced as a result of age diversity, resulting in more talented and experienced personnel in the enterprises. Employees aged 55 and up also contribute to lower employee turnover and are more likely to stay with the enterprise. It drives innovation: An age-diverse workplace means a wide range of perspectives and experiences. Diverse viewpoints can be a driver of innovation. SMEs will develop creative and forward-thinking ideas by combining the various capabilities of all their personnel. It offers a variety of skillsets: Each generation brings its own set of talents to the table. While younger employees may have a better understanding of technology, elder employees may have superior interpersonal abilities. Combining these skills in a workplace with a wide range of ages benefits the enterprise as a whole.

Gender diversity is an overarching word that refers to gender identities that go beyond the conventional framework in terms of expression. Gender diversity serves as a reflection of people of various genders in an equitable or fair manner. It usually relates to an equal number of men and women, but it can also refer to persons of non-binary genders. Gender diversity on corporate boards has received a lot of attention, and numerous current programs are studying and promoting gender diversity in traditionally male-dominated professions like computing, engineering, medicine, and science (Clark, 2012). Some offered theories are said to be unfounded and even hazardous, while others are said to play a role in a complex combination of events (Taylor, 2012). Some studies show that higher diversity in the workforce is expected to bring higher returns, but other studies fails to support this claim. Gender diversity in boards increases diversity of ideas by introducing different perspectives and problem-solving approaches. This gives teams increased optionality and decision-making advantages (Dhir, 2015).

The fact that there are considerable disparities in religious belief and practice is known as religious variety. People outside even the smallest and most isolated groups have always acknowledged it. Religious diversity in the workplace has generally been treated as a private concern, with little or no attention paid to religious difference (Syed, Klarsfeld, Ngunjiri, & Härtel, 2017). Problems usually arise due to conflicts between organizational policies and employees' religious practices (Mathis et al., 2016). Religion places importance on intellectual beliefs (Byrd & Scott, 2014). Similarly, some employees may struggle to work on particular days and times due to religious obligations such as Sabbath and Ramadan (Hamblen, 2015). The opportunity for religious organizations to contribute to development lies principally with the high degree of religiosity of the Nigerian population and interest among religious leaders in interfaith cooperation. The challenge is to find a way to marry positive dimensions that include relatively high trust levels for religious leaders and their ubiquitous presence with priority development needs.

Although physical activity has been investigated as both a criterion and a predictor in relation to work-relevant correlates, measures of job performance have been completely absent from this literature (Calderwood, ten Brummelhuis,

Patel, Watkins, Gabriel, & Rosen, 2020). In general, efforts to identify predictors of employee physical activity have focused on individual differences and job characteristics, finding factors as varied as emotional intelligence, work-related social support and work stressor exposure (Johnson & Allen, 2013) to covary with physical activity (Calderwood et al., 2020). Unfortunately, these disparate predictors of physical activity have not yet been included within a single study, making their relative and unique contributions difficult to determine. Disparity relative to physical ability at the workplace refers to how physical activities are carried out. Diversity relative to physical ability may cause the enterprise to experience consistent employee conflicts within a group. This is because a set of employees may have increased physical ability compared to others, and this may affect the time to accomplish a task or meet target.

Job satisfaction (JS) is the good impression that an employee has about his/her job. It is a feeling that the employee is happy with the result when he evaluates his work (Vroom, 1964) or experiences a feeling of pleasure (Jin, McDonald, & Park, 2018). Job satisfaction occurs as organizational and individual desires do no conflicts. There is balance and respect for what the organization and individual employees intend to achieve. The employees do not pursue their objectives at the detriment of the organization, and the organization helps and supports the employees to get their meaningful and realistic objectives. Dissatisfaction occurs when standards do not overlap (Lu, While, & Barriball, 2015). In other words, job satisfaction is supposed to be high when an employee's job expectations are met; they experience fair actions by the managers during the implementation process, and the enterprise achieves its goals (Allan et al., 2018).

Work is completed with high productivity, and a high-quality product is generated as a natural consequence of job satisfaction. As a result, it could be in the organization's best interests if employees' job satisfaction is closely monitored (Allan, Dexter, Kinsey, & Parker, 2018). The willingness to make choices about a job is the most important factor affecting employees' job satisfaction (Albert et al., 2018; Ordu, 2016). When an employee remains the implementer of decisions in which he or she disagrees, he or she does not take responsibility for his or her actions. He or she can struggle to find significance in his

or her job if he or she is not involved in the decision-making process (Ordu, 2016; Dicke, Stebner, Linninger, Kunter, & Leutner, 2018). The employee who takes part in decision-making processes feels valuable, his psycho-social needs are met, working has a meaning and experiences job satisfaction (Wang, Bing, & Liu, 2014). As a consequence, the employee needs to attach meaning to his job in terms of job satisfaction (Ateş, & Ünal, 2021).

Another aspect that influences employees' job satisfaction is the management style. Good management strategies, such as stressing teamwork, valuing the employee's opinions, and respecting their rights and diversity, have an effect on their job satisfaction (Wang et al., 2014). The employee's attitude toward the job improves job satisfaction and reduces the likelihood of leaving (Lu et al., 2015).

Different authors, scholars, and schools have different ideas as to the differences in capital outlay, number of employees, sales turnover, fixed capital investment, available plant and machinery, market share and the level of development. These features equally vary from one country to the other. In Nigeria, the Third National Development plan defined a small scale business as a manufacturing establishment employing less than ten people, or whose investment in machinery and equipment does not exceed six hundred thousand naira. According to Oyelaran-Oyeyinka (2020), SMEs are broadly defined as businesses with turnover of less than N100 MM per annum and/ or less than 300 employees. Etuk, Etuk & Baghebo (2014) added that the European Union (EU) defined SME as any enterprise employing less than 250 employees, and went further to break down the SME into micro (less than 10 employees, small (from 10 to 49 employees) and medium (between 50 to 249 employees).

The Social Identity Theory (SIT) was developed by Tajfel & Turner (1985). So many research works have also used the theory to explain the effects of workforce diversity. Tajfel & Turner (1985) view these effects according to which individuals possess both a personal and a social identity, and according to the groups (women, worker, professional, and so on). The SIT assumes that people are attracted to groups that can enhance our self-esteem and are less attracted to groups that we perceive to be potentially

esteem damaging (Kim, 2016). Thus, once we have achieved membership in any specific group, our perceptions tend to be influenced by group homogeneity bias (Kim, 2016).

The convergence of economics, psychology, and sociology gave rise to social exchange theory. Hormans (1958), the theory's founder, claims that it was created to better understand human social activity in economic endeavors. While theoretical perspective views the exchange relationship between specific actors as "views actors (person or firm) as dealing not with another actor but with a market," social exchange theory views the exchange relationship between specific actors as "actions contingent on rewarding reactions from others" (Emerson, 1987, P.11).

The Resource Based Theory was developed by Barney & Clark (2007). The resource-based theory is concerned with performance heterogeneity among organizations (Barney & Clark, 2007). SMEs possess varieties of resources ranging from man, money, machine and materials. The characteristics of resources owned by firms decide organization output heterogeneity because resources may either encourage or hinder enterprises from efficiently formulating and executing business strategies (Yang, & Konrad, 2011). Resources that allow a firm to conceive and implement strategies that improve its efficiency and effectiveness are viewed as valuable, and can be a source of competitive parity (Barney, 1989). Resources that are valuable and rare, or scarce and owned by a small number of enterprises, may provide a competitive advantage (Yang, & Konrad, 2011).

The study adopts the Resource-based theory. This is because differences in diversity management practices are likely to explain organizational heterogeneity in access to the resources associated with employee diversity. The theory is relevant to this study because it explains firm heterogeneity in resources as given, and the question of where resources come from has not been addressed (Barney & Clark, 2007). Although the theory suggests that social complexity, causal ambiguity, and path dependence are reasons for resource inimitability, the specific processes of resource development are not well understood (Yang, & Konrad, 2011). Examining the implementation of diversity management practices provides an opportunity to explore these processes. For instance, research on the consequences of

diversity shows that increasing diversity on the negative side can lead to categorization processes and on the positive side can lead to elaboration processes (van Knippenberg, De Dreu, & Homan, 2004).

Managers' expectations affect their decisions on the next round of resource acquisition and exploitation. Therefore, studying the consequences of diversity management can facilitate understanding of resource evolution in organizations. Changes in diversity management practices change the organization's means of attracting and exploiting its human resources and, as such, alter the nature and characteristics of its resource base. Therefore, research on diversity management provides opportunities to explore the coevolution of diversity management capabilities and resources linked to diversity of employees.

Also, the social identity theory is applicable to this study. On the practical ground, many SMEs are observed to be guilty of hiring only those people who are perceived as fitting into the firm's existing culture. Owner-managers of these firms ignore the social identity of people working for them. They often strive to handle cultural differences by exerting pressure on new employees to assimilate to existing organizational norms, leaving aside the social differences among employees. The increased pressure to conform may force employees who are socially inclined to either leave the organization or modify their behavior. Where the Social identity of employees is given close attention, conflict and cooperation are easily managed, and this has effects on the performance of SMEs.

Empirical Review

Madera, Dawson, & Guchait (2016) conducted a study on psychological diversity climate: Justice, racioethnic minority status, and job satisfaction. They employed a survey that was completed by frontline managers from 164 hotel properties to examine how hotel managers' psychological diversity climate affects job satisfaction and the moderating effect of racioethnic minority status and the mediating role of organizational justice. They gathered data from 125 managers. The internal consistency and one-dimensionality of data were examined using confirmatory factor analysis (CFA) and the average variance extracted (AVE) with the AMOS 22 statistical software program. Correlations and descriptive statistics were also used for data analysis. They found that

employee job satisfaction is influenced by how employees perceive a diversity climate at work. They concluded that managers' psychological diversity climate does indeed influence how fair they view diversity management programs, which also influences their overall job satisfaction. They did not make any recommendations.

Ikon and Okolie-Osemene (2017) conducted a study on workforce diversity and performance of Nigerian Breweries Plc, Enugu, Nigeria. Their general objective of the study was to examine workforce diversity and performance of Nigerian Breweries Plc, Enugu, while their specific objective was to ascertain the relationship existing between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu. They adopted descriptive survey design. The population of their study was 474 employees, from which the sample size of 217 employees was determined. They analyzed data using Pearson Product-Moment Correlation Coefficient. Their study found out that there was a strong, positive relationship between ethnic diversity and the service delivery of Nigerian Breweries Plc, Enugu.

Akpakip (2017) examined the effects of workforce diversity on employee performance in Nigeria. She adopted survey research design. A total of 81 copies of questionnaire were disseminated to the respondents of the study. The data were collated and analyzed using the descriptive statistics, Spearman Rank Correlation Coefficient Analysis was adopted, Regression Model and ANOVA. Her findings showed all aspects of workforce diversity used in the study have a significant relationship with employee performance except for ethnic diversity. She discovered that gender, age and educational diversity have strong influence on employee performance. She recommended that management continue to uphold its diversity policies and practices in order to increase the benefits of diversity, and that management should ensure that all employees are properly trained on diversity issues as these trainings will also help employees to change those unconscious behaviours that hinder diversity and inclusion practices.

Nyako (2017) conducted a study impact of workforce diversity on organizational performance in Calabar, Cross-River State. He used survey research design. He used simple linear regression model for analysis. He found a significant relationship between a portion of the

diversity factors and also individual diversity factors with the measures of organizational performance. Furthermore, he found that sexual orientation, gender and ethnicity are negatively identified with both employee efficiency and performance reward. He concluded that sexual orientation, age and tenure diversity are decidedly connected and are essentially related. He therefore recommended that organization executives utilize great systems to adequately manage workforce diversity and collective research effort should be done to find out the relevant factors that direct workforce diversity to create positive performance results.

Vanderschuere, & Birdsall (2019) reported on the possibility of Diversity Management to Improve Job Satisfaction. Their study explored whether diversity management mitigates lower job satisfaction levels among military veterans working for the federal government and whether veterans might be considered a stand-alone demographic in diversity scholarship. They used survey research design. Data were gathered from multiple respondents. The data were analyzed using descriptive Statistics and correlation matrix. They found that perceptions of fair and effective diversity management are associated with higher job satisfaction among veteran employees, but slightly less so than among nonveterans. Their results demonstrated that veterans are a unique employee demographic by showing statistically significant differences in job satisfaction between veterans and nonveterans while controlling for other demographics. They concluded that veterans exhibit distinctive workforce qualities, which justify their unique consideration when tackling common public management challenges, such as employee performance, motivation, retention, and job satisfaction.

Ateş & Ünal (2021) assessed the relationship between diversity management, job satisfaction and organizational commitment in teachers. They used survey research design. The population of their study was 10,915 teachers, and they sampled 675 teachers. They employed explorative and confirmatory factor analyses. The partial mediation role of perceived organizational support was confirmed in the relationship between diversity management, job satisfaction, and organizational commitment. Furthermore, they found that significant high-level positive direct relationship between variables was fastened down. They concluded that managing diversity

enforces teacher's perceived organizational support, and strengthened organizational support perception influences high-level positive direction both in their job satisfaction and organizational commitment. They recommended that school administrators make an effort to manage diversities between teachers instead of ignoring them and utilize them to accomplish the school's objectives.

SMEs in Kogi State may stand the chance to succeed when the initiative to manage the diverse workforce is supported by owner-managers. There is certain ground upon which the success of managing workforce diversity in any organization can be placed: **Task assignment:** Jackson et al. (1992) opined that the organization must assign this work to a senior manager. **HR decision:** The organization must capture diversity issue in the human resource management decisions concerning recruitment, selection, placement, staffing, appraisal and compensation-reward system. **Appraisal standard:** Performance appraisal must have a standards that are objective and unbiased, and equally known to all. The owner-managers must ensure that the performance appraisal method or criteria is effectively communicated to avoid chaos during reward. **Diversity management strategy:** The strategy (diversity) must be based on the will of the human resources, strength, and culture of the organization. **Communicating interculture:** Ongori & Agolla (2017) expressed that it will aid in managing a diverse workforce. Ongori & Agolla also added that an individual will be able to understand how cultural and ethnic differences shape the conflict process and coming up with conflict resolution strategies.

However, when employees are trained, there is likelihood that the skills in dealing with the day to day diversity dilemmas are enhanced. Mentoring programs and involvement of experienced advisors are also paramount to managing diversity. Ongori & Agolla (2017) posited that mentor should be able to advise employees on the whole concept of workforce diversity and the reasons why diversity should be managed in the workplace. These may lessen the time spent on addressing diversity issue, as ample time may be used in doing other managerial tasks. More importantly, the value system of individuals varies to a large extent. Ongori & Agolla (2017) put it that ones beliefs about work values, being able to identify work values of others from

different cultural backgrounds and examination of the leadership assumptions from a multicultural perspective is highly important.

Strategy gives direction on how a long term objective can be achieved. It is clear that companies that diversify their workforces will have a distinct competitive advantage over those that don't. In every competition, the adoption of strategy is highly important. This is because other firms are using strategy to win the competitive advantage. Further, it is clear that the greatest benefits of workforce diversity will be experienced, not by the companies that have learned to employ people in spite of their differences, but by the companies that have learned to apply strategies in the management of its diverse workforce. Patrick & Kumar (2012) found that the most preferred strategies to increase inclusiveness in organizations were by learning about cultural difference and by offering language training to the employees. Meanwhile, Bedi, lakra and Gupta (2014) highlighted the following as strategies for managing workforce diversity: By reducing prejudices and use of stereotypes: This involves recognizing that diversity exists and learning to value and respect fundamental differences, admitting to one's own biases and prejudices and committing to reduce them, and dismissing myths about diverse others when in a group of friends or associates. By minimizing miscommunication with diverse others: This involves educating oneself about differences by reading, listening, and broadening one's experience base about diverse people, communicating effectively by listening attentively and asking questions about what one did not understand, avoiding terms that spotlight certain groups and imply the individual is an exception, avoiding valuing one's message based on dress, mannerisms, accent, or eye contact. By building relationships with diverse others: This involves forming positive relationship with diverse others, seeking feedback from diverse others about how well one is communicating respect for them and valuing their diversity, and treating diverse others as invited guests by showing interest in them rather than treating them as strangers.

It is observed from reviewed literature that there have been controversies regarding the influence of workforce diversity on organizational performance. Milliken and Martins (1996) understands that the influence of diversity on

organizational performance is essential. It is believed that diversity is related to organizational performance and success. The organizational performance considered for the purpose of this study is market share, production efficiency, profitability and competitive advantage. It appears that workforce diversity has a correlative impact on each of these variables, particularly in a complex managerial and organizational environment. Anderson & Metcalfe (2003) argued that the paucity of stout research examining the impact of diversity upon businesses has raised questions about the existence of any connection between workforce diversity and business outcomes. Though today, there is increased number of quality researches (Cox *et al.*, 1991; Webber and Donahue, 2001; Seyed-Mahmoud, 2014; Roberge and Rolf, 2010; Patrick and Kumar, 2012) which have proven that workforce diversity has both positive and negative effect on organizational performance. This made Choi & Rainey (2010) to express that previous empirical research on the effects of workforce diversity on organizational performance has found mixed results. Other researches (Kalleberg & Leicht, 1991; Weiliang *et al.* 2011; Rehman *et al.*, 2015) also proved the effect of individual workforce diversity factors on other organizational outcome.

Diversity factors may be comparatively explained by the atmosphere of a particular organization and the external environment in which it subsystemizes. Two organizations may likely witness varying course of workforce diversity due to state or regional factors. The observed fact that has been missing in previous researches is that workforce diversity varies based on economy, individual orientation and organizational culture from state to state, region to region and country to countries. This implies that research reports are likely to vary according to these factors. This may be a clarification to the studies (Bell and Berry, 2017; Klein and Harrison, 2017) with the position that previous researches analyzed the impacts of diversity taking into account the complex reality of organizations. The issue is that social and functional factors which are causal of diversity have predictive power on the organizational performance of SMEs. These factors determine the extent at which salient organizational behaviour is approved by organizational members, and this remains the reason it has become essential for effective workforce diversity management. The study of Choi & Rainey (2010) shows how managerial efforts and other

contextual variables (such as diversity management, organizational culture, and team processes) moderate the relationship between diversity and organizational outcomes.

Studies into the impacts of psychological diversity climates are now being conducted. Employee job satisfaction, lower turnover intentions, and increased organizational commitment, for example, are all attitudinal outcomes of positive diversity climates (McKay, Avery, Liao, & Morris, 2011; Chen, Liu, & Portnoy, 2012). Managers' psychological diversity climate was linked to job satisfaction one of the few studies, because having a pro-diversity climate decreased the stress of intergroup interactions (Madera, Dawson, & Neal, 2013). Effective diversity management contributes to job satisfaction in a variety of ways. Individual contributions include employee comfort and trust, morale, job satisfaction, effective communication, teamwork, high performance, and loyalty. Organizations that value differences and offer opportunities for their members to fully utilize their potential provide individual contributions such as morale, job satisfaction, effective communication, teamwork, high performance, and loyalty (Barutcugil, 2011).

Diversity management is required to contribute to employee job satisfaction in this study. Only one study linking diversity management to job satisfaction and performance has been presented in the literature. Pitts (2009) looked at the links between diversity management, job satisfaction, and perceptions of work group performance in his research. The study's results revealed that diversity management and job satisfaction, as well as perceived group performance, have a strong positive level relationship. However, in contrast to Pitts (2009), the impact of diversity management on job satisfaction is investigated in this study. Job satisfaction which is one of the most studied variables in organizational behavior may be defined as individual's feel for his job and the distinctive aspects of the job (Ordu, 2016).

Methodology

This study used a survey research design, which included surveying people and documenting their responses. The reason for adopting survey research design was to enable the collection of relevant data relating to the phenomenon under investigation. In this quantitative research, the researcher conducted a

survey to sample the whole population of employees in order to identify their views, beliefs, habits, or characteristics.

In this study, the research questions involved trying to investigate effects of physiological elements of employee diversity on job satisfaction at the workplace; the influence of PDC on job satisfaction of employees in SMEs in Kogi State; and the influence of psychological elements of employee diversity on job satisfaction in SMEs in Kogi State. The survey research design was chosen because it is easy and has the lowest cost implications for gathering large amounts of data. This research concentrated on SMEs in some metropolises in Kogi State. SMEs in the manufacturing, Trade (Wholesale and Retail), accommodation and food service activities, water supply, agriculture, fishing, education and other services activities sectors was the subject of interest for this study. The total population of SMEs is 1,027 (National Bureau of Statistics-Small and Medium Enterprises Development Agency of Nigeria, 2017).

Given the population of 1,027 SMEs in Kogi State, the study used the Paler-Calmorin and Calmorin's (2006) formulas. The method has been used in past studies. Since it is one of the best methods for determining sample size in probability sampling, this procedure was used. By using this formula and assuming the sampling error of 1% and 99% reliability a sample of 254 SMEs was stratified and randomly selected. It is assumed that the standard value at 1% level of probability is 2.58 with 99% reliability and a sampling error of 1% or 0.01. The stratified random sampling technique was used in this study. The most suitable data collection tool for analysis was a well-structured questionnaire. The researcher was not able to contact 254 employees of the selected SMEs in the state; the researcher thus enlisted research assistants who facilitated this process.

This study depended on primary data. A well-structured questionnaire was used to collect primary data. The study gathered literature from published sources such as journals, conference proceeding, theses, dissertation and text books. A pilot analysis was performed to determine the feasibility of the study and to correct errors in the data collection process.

The Cronbach Coefficient alpha (α) was used to determine the instrument's reliability. The coefficient alpha is the most widely used measure of a multiple-item scale's reliability, with Zikmund et al. (2010) considering a coefficient of 0.70 and above to be reliable. This is because the coefficients are above 0.70 or 70%.

Both descriptive and inferential analytical techniques were used to analyze the data collected for the analysis. Stepwise Multiple Regression (SMR) analysis was used. For objective one (the effects of physiological elements of employee diversity on performance at the workplace), stepwise multiple regression analysis was used. For objective two (the influence of PDC on job satisfaction of employees in SMEs in Kogi State), stepwise multiple regression analysis was used. For objective three (the influence of psychological elements of employee diversity on job satisfaction in SMEs in Kogi State), stepwise multiple regression analysis was used. Analyses was done using SPSS statistical package version 20.0.

The evaluation of the influence between dependent and independent variables were performed using the OLS regression technique. The first step consisted of defining the variables of interest. The study used a multi-item index to measure job satisfaction. This is the same measure used by Choi and Rainey (2014), and measuring job satisfaction through a multi-item index is common (see Choi, 2009; Kim & Min Park, 2014). Vanderschuere, & Birdsall (2019) demonstrated that the multi-item index is appropriate measure of job satisfaction. Psychological diversity climate was measured using the four-item scale developed by Pugh *et al.* (2008), with a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Diversity management was measured using a 3-item scale developed by Pitts (2009). These items was measured using a 5-point scale ranging from (1) strongly agreed (5) "To strongly disagreed". Physiological and psychological elements of employee diversity were measured accordingly. The general form for the model in the work is given as:

The coefficient of the variables measured the marginal effects of the independent variables on job satisfaction. The general form for the model in the work is given as:

$$EJS = f(X_1, \dots, X_n) \dots \dots \dots (1)$$

Where,
 EJS = Dependent variable (Employee Job Satisfaction); f = a function to be specified; X = a vector of explanatory variables that pertain to physiological elements of employee diversity
 In specific form, equation (1) translates into equation 2 thus:

$$EJS = a + \beta_1 AOE_1 + \beta_2 GOE_2 + \beta_3 ROE_3 + \beta_4 PAE_4 + \beta_5 AQE_5 + e \dots \dots \dots (2)$$

Where, a = Constant, AOE = Age of Employee, GOE = Gender of Employee, ROE = Religion of Employee
 PAE = Physical Ability of Employee AQE = Academic Qualification of Employee $\beta_1, \beta_2, \beta_3$ are regression coefficients which determine the contribution of the independent variables
 e = residual or stochastic term (which reveals the strength of $\beta_1 AOE_1, \beta_2 GOE_2, \beta_3 ROE_3, \beta_4 PAE_4$ & $\beta_5 AQE_5$; if e is low, this implies that the amount of unexplained factors is low, then the residual R and R^2 will be high and vice versa. A priori, $\beta_1 > 0; \beta_2 > 0; \beta_3 > 0; \beta_4 > 0; \beta_5 > 0$

$$JSE = f(X_1, \dots, X_n) \dots \dots \dots (3)$$

Where, JSE = Dependent variable (Job Satisfaction of Employees); f = a function to be specified
 X = a vector of explanatory variables that pertain to Psychological Diversity Climate, In specific form, equation (1) translates into equation 2 thus:

$$PFS = a + \beta_1 PDC_1 + e \dots \dots \dots (4)$$

Where, a = Constant, PDC = Psychological Diversity Climate, β_1 is regression coefficients which determine the contribution of the independent variable, e = residual or stochastic term

$$EJS = a + \beta_1 VOE + \beta_2 IAE + e \dots \dots \dots (5)$$

Where, a = Constant, VOE = Values of Employee, IAE = Interactions among Employee, β_1, β_2 are regression coefficients which determine the contribution of the independent variables
 e = residual or stochastic term (which reveals the strength of $\beta_1 VOE_1, \beta_3 IAE_3$; if e is low, this implies that the amount of unexplained factors is low, then the residual R and R^2 will be high and vice versa. A priori, $\beta_1 > 0; \beta_2 > 0$

Table 4.4a Multiple regression on physiological elements of employee diversity and employee job satisfaction

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .957 ^a | .916 | .916 | .38659 |
| 2 | .960 ^b | .922 | .921 | .37395 |
| 3 | .962 ^c | .925 | .924 | .36819 |
| 4 | .962 ^d | .926 | .925 | .36535 |

Predictors: (Constant): Physical abilities of employee, Gender of employees, Age of employee, Academic qualification of employee.

Dependent Variable: Employee job satisfaction

Table 4.2.1a shows the effects of four variables (such as physical abilities of employee, gender of employees, age of employee, and academic qualification of employee) on employee job satisfaction in Kogi State. The adjusted R-squared compares the goodness-of-fit for the regression models that contain differing numbers of the independent variables (physical abilities of employee - 0.916, gender of employees - 0.921, age of employee - 0.924 and academic qualification of employee - 0.925). The result of the coefficient of determinations shows that physical abilities of employee ($R^2= 0.916$), gender of employees ($R^2= 0.922$), age of employee ($R^2= 0.925$) and academic qualification of employee ($R^2= 0.926$) have explanatory power over employee job satisfaction in Kogi State. It is seen

that 91.6% variation in employee job satisfaction in Kogi State is explained by physical abilities of employee. 92.2% variation in employee job satisfaction is explained by gender of employees; 92.5% variation in employee job satisfaction is explained by age of employee; and 92.6% variation in employee job satisfaction is explained by academic qualification of employee. The unexplained variations (in physical abilities of employee – 8.4%, gender of employees – 7.8%, age of employee – 7.5% and academic qualification of employee -7.4%) show that there are other variables that can predict employee job satisfaction in Kogi State. Invariably, all the coefficient of determinations (R^2 value) proved that these variables have strong effects on employee job satisfaction in Kogi State.

Table 4.2.1c: Coefficients on physiological elements of employee diversity and employee job satisfaction

| Model | | Unstd Coefficients | | Std Coefficients | T | Sig | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|-------|--------------------------------|--------------------|------------|------------------|---------|------|---------------------------------|-------------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 5.849 | .051 | | 115.734 | .000 | 5.749 | 5.948 | | |
| | Physical abilities of employee | -1.013 | .020 | -.957 | -51.892 | .000 | -1.052 | -.975 | 1.000 | 1.000 |
| 2 | (Constant) | 5.880 | .049 | | 118.933 | .000 | 5.783 | 5.977 | | |
| | Physical abilities of employee | -.883 | .036 | -.835 | -24.518 | .000 | -.954 | -.812 | .275 | 3.639 |
| | Gender of employees | -.159 | .038 | -.144 | -4.232 | .000 | -.233 | -.085 | .275 | 3.639 |
| 3 | (Constant) | 5.863 | .049 | | 119.678 | .000 | 5.767 | 5.960 | | |

| | | | | | | | | | | |
|---|------------------------------------|--------|------|-------|----------|-------|---------|-------|------|--------|
| | Physical abilities of employee | - .948 | .042 | -.896 | - 22.730 | .00 0 | - 1.030 | -.866 | .199 | 5.03 2 |
| | Gender of employees | - .225 | .043 | -.204 | -5.206 | .00 0 | -.310 | -.140 | .202 | 4.96 2 |
| | Age of employee | .140 | .047 | .127 | 2.954 | .00 3 | .047 | .234 | .166 | 6.03 0 |
| 4 | (Constant) | 5.84 4 | .049 | | 118.25 4 | .00 0 | 5.747 | 5.941 | | |
| | Physical abilities of employee | - .778 | .088 | -.735 | -8.828 | .00 0 | -.951 | -.604 | .044 | 2.78 4 |
| | Gender of employees | - .189 | .046 | -.171 | -4.121 | .00 0 | -.279 | -.099 | .176 | 5.68 3 |
| | Age of employee | .133 | .047 | .121 | 2.824 | .00 5 | .040 | .226 | .165 | 6.05 6 |
| | Academic qualification of employee | - .192 | .088 | -.188 | -2.195 | .02 9 | -.365 | -.020 | .041 | 2.13 5 |

Dependent Variable: Employee job satisfaction

Table 4.2.1c shows the coefficients of the variables and employee job satisfaction. The coefficient of physical abilities of employee (unstandardized beta- -1.013) shows a negative relationship with employee job satisfaction in Kogi State. The coefficient of physical abilities of employee (standardized beta- -0.957; p-value = 0.01) shows greater contribution to employee job satisfaction. The physical abilities of employee has high coefficient than the gender of employees; given the physical abilities of employee (unstandardized beta- -0.883) and the gender of employees (unstandardized beta- -0.159). It is seen also that physical abilities of employee has more contribution to employee job satisfaction compared to gender of employees; given the physical abilities of employee (standardized beta- -0.835; p-value = 0.01) and the gender of employees (standardized beta- -0.144; p-value = 0.01). The results show that both physical abilities of employee and gender of employees have negative linear relationship with employee job satisfaction.

The results in table 4.2.1c show that physical abilities of employee also has the highest coefficient (unstandardized beta- -0.948) compared with gender of employees (unstandardized beta- -0.225) and age of

employee (unstandardized beta- 0.140). Physical abilities of employee also has the highest contribution to employee job satisfaction; given the physical abilities of employee (standardized beta- -0.896; p-value = 0.01), gender of employees (standardized beta- -0.204; p-value = 0.01) and age of employee (standardized beta- -0.127). The result proves that age of employee has positive relationship with employee job satisfaction.

Finally, the results in table 4.2.1c show that physical abilities of employee also has the highest coefficient (unstandardized beta- -0.778) compared gender of employees (unstandardized beta- -0.189), age of employee (unstandardized beta- 0.133) and academic qualification of employee (unstandardized beta- -0.192). Physical abilities of employee also has the highest contribution to employee job satisfaction; given physical abilities of employee (standardized beta- -0.735; p-value = 0.01), gender of employees (standardized beta- -0.171; p-value = 0.01), age of employee (standardized beta- 0.121) and academic qualification of employee (standardized beta- -0.188). The result proves that academic qualification of employee has negative linear relationship with employee job satisfaction.

Table 4.2.2a: Multiple regression on psychological diversity climate and job satisfaction

| Model | R | R Square | Adjusted R Square | Std. Error of the |
|-------|---|----------|-------------------|-------------------|
|-------|---|----------|-------------------|-------------------|

| | | | | |
|---|-------------------|------|------|----------|
| | | | | Estimate |
| 1 | .928 ^a | .861 | .860 | .49890 |
| 2 | .930 ^b | .864 | .863 | .49331 |

Predictors: (Constant): Top management actions towards diverse workforce actions towards diverse workforce, Management of employees with the management of employees with diverse backgrounds
Dependent Variable: Job satisfaction of employees

Top management actions towards diverse workforce and the management of employees with diverse backgrounds were considered as dominants within the psychological diversity climate. Table 4.2.2a shows the effects of top management actions towards diverse workforce and the management of employees with diverse backgrounds on job satisfaction of employees in Kogi State. The adjusted R-squared compares the goodness-of-fit for the regression models contain differing numbers of the independent variables (top management actions towards diverse workforce- 0.860 and the management of employees with diverse backgrounds - 0.863). The result of the coefficient of determinations shows that top management actions towards diverse workforce ($R^2= 0.861$) and the management of employees with diverse backgrounds ($R^2= 0.864$) have explanatory power

on job satisfaction of employees in Kogi State. It is seen that 86.1% variation in job satisfaction of employees in Kogi State is explained by top management actions towards diverse workforce and 86.4% variation in job satisfaction of employees is explained by the management of employees with diverse backgrounds. The unexplained variations (top management actions towards diverse workforce - 13.9% and the management of employees with diverse backgrounds -13.6%) show that there are other variables that can predict job satisfaction of employees in Kogi State. The coefficient of determinations (R^2 value) shows that top management actions towards diverse workforce and the management of employees with diverse backgrounds have strong effects on job satisfaction of employees in Kogi State.

Table 4.2.2c: Coefficients on psychological diversity climate and job satisfaction of employees in SMEs

| Model | | Unstandardized Coefficients | | Std Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|-------|--|-----------------------------|------------|------------------|---------|------|---------------------------------|-------------|-------------------------|-----------|
| | | B | Std. Error | | | | Beta | Lower Bound | Upper Bound | Tolerance |
| 1 | (Constant) | 5.582 | .061 | | 91.694 | .000 | 5.463 | 5.702 | | |
| | Top management actions towards diverse workforce. | -1.047 | .027 | -.928 | -38.969 | .000 | -1.100 | -.994 | 1.000 | 1.000 |
| 2 | (Constant) | 5.497 | .069 | | 79.948 | .000 | 5.362 | 5.632 | | |
| | Top management actions towards diverse workforce. | -1.124 | .040 | -.996 | -28.060 | .000 | -1.203 | -1.045 | .440 | 2.274 |
| | The management of employees with diverse backgrounds | .104 | .041 | .091 | 2.570 | .011 | .024 | .184 | .440 | 2.274 |

Dependent Variable: Job satisfaction of employees

Table 4.2.2c shows the coefficients of the variables and Job satisfaction of employees of SMEs in Kogi State. The coefficient of top management actions towards diverse workforce (unstandardized beta- -1.047) shows a negative relationship with job satisfaction of employees of SMEs in Kogi State. The coefficient of top management actions towards diverse workforce (standardized beta- -0.928; p-value = 0.01) shows greater contribution to job satisfaction of employee in Kogi State. The top management actions towards diverse workforce has high coefficient than the management of employees with diverse backgrounds; given the top management actions towards diverse workforce (unstandardized beta--1.124) and the management of employees with diverse backgrounds (unstandardized beta- 0.104). It is seen also that top management actions towards diverse

workforce has more contribution to job satisfaction of employee of SMEs compared to the management of employees with diverse backgrounds; given top management actions towards diverse workforce (standardized beta- - 0.996; p-value = 0.01) and the management of employees with diverse backgrounds (standardized beta- 0.091; p-value = 0.01). The inclusion of the management of employees with diverse backgrounds in the model made top management actions towards diverse workforce to have increased negative contribution; leaving the management of employees with diverse backgrounds to enter the model with positive sign. The result proves that the management of employees with diverse backgrounds has positive linear relationship with job satisfaction of employee.

Table 4.2.3a: Regression on psychological elements of diversity and job satisfaction

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .956 ^a | .915 | .914 | .37678 |
| 2 | .958 ^b | .917 | .916 | .37259 |

Predictors: (Constant): Values of employee, Interactions among employees
 Dependent Variable: Job satisfaction

Table 4.2.3a shows the influence of two variables (such as values of employee, interactions among employees) on job satisfaction in Kogi State. The adjusted R-squared compares the goodness-of-fit for the regression models that contain differing numbers of the independent variables (values of employee - 0.914 and interactions among employee - 0.916). The result of the coefficient of determinations shows that values of employee ($R^2= 0.915$) and interactions among employees ($R^2= 0.917$) have explanatory power over job satisfaction in Kogi State. It is seen that 91.5%

variation in job satisfaction in Kogi State is explained by values of employee; and 91.7% variation in job satisfaction is explained by interactions among employees. The unexplained variation (in values of employee - 8.5% and interactions among employees -8.3%) shows that there are other variables that can predict job satisfaction in Kogi State. Invariably, all the coefficient of determinations (R^2 value) shows that these variables have strong effects on job satisfaction in Kogi State.

Table 4.2.3c: Coefficients on psychological elements of diversity and job satisfaction

| Model | | Unstandardized Coefficients | | Std Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|-------|-----------------------------|-----------------------------|------------|------------------|--------|------|---------------------------------|-------------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | .101 | .050 | | 2.025 | .044 | .003 | .200 |
| | Values of employee | .951 | .019 | .956 | 51.356 | .000 | .914 | .987 |
| 2 | (Constant) | .072 | .051 | | 1.411 | .160 | -.028 | .172 |
| | Values of employee | .695 | .102 | .699 | 6.842 | .000 | .495 | .895 |
| | Interactions among employee | .275 | .107 | .262 | 2.562 | .011 | .064 | .487 |

Dependent Variable: Job satisfaction

Table 4.2.3c shows the coefficients of the variables and job satisfaction of SMEs in Kogi State. The coefficient of values of employee (unstandardized beta- 0.951) shows a positive relationship with job satisfaction of SMEs in Kogi State. The coefficient of values of employee (standardized beta- -0.956; p-value = 0.01) shows greater contribution to job satisfaction in Kogi State. The values of employee has high coefficient than interactions among employees; given the values of employee (unstandardized beta-0.695) and interactions among employees (unstandardized beta- 0.275). It is seen also that values of employee has more contribution to job satisfaction of SMEs compared to interactions among employees; given values of employee (standardized beta- 0.699; p-value = 0.01) and interactions among employees (standardized beta- 0.262; p-value = 0.01). The inclusion of interactions among employees in the model made values of employee to have decreased positive contribution; leaving interactions among employee to enter the model with positive sign. The result proves that interactions among employees have positive relationship with job satisfaction.

Four variables (such as physical abilities of employee, gender of employees, age of employee, and academic qualification of employee) of physiological diversity elements were investigated on employee job satisfaction in Kogi State. This is based on the identification of these variables by Rehman, Ullah & Abrar-ul-haq (2015). Results proved that each of the variables was having more than 50% explanatory power. Findings showed that physical abilities of employee, gender of employees, age of employee and academic qualification of employee have strong effects on employee job satisfaction in Kogi State. The *sig.*-value (< 0.01) provided evidence against the null hypotheses. Thus, physical abilities of employee, gender of employees, age of employee and academic qualification of employee indicate significant effects on employee job satisfaction in Kogi State. Having revealed the findings in this respect, the linear relationship was ascertained.

Empirical evidence showed that physical abilities of employees have negative linear relationship with job satisfaction in Kogi State. This may be that there is disparity with respect to employees' commitment task. An employee who has physical ability may choose not to put in best where others

are doing great jobs. Increase in this negative attitude may induce other employees who have been utilizing their physical abilities for productivity to reduce their job satisfaction. There parameters that may be instrumental to this reduction is that all employees have equal hour work, same pay and are guided by same organizational culture. This finding supports the assertion of Calderwood et al. (2020) physical activity correlates with job performance. This is because an employee who is satisfied with his job will be induced to boost performance. The gender of employees also has negative linear relationship with job satisfaction in Kogi State. This may be subject to discrepancies in terms of gender consideration at work. For instance a male gender may be place on low pay compared to the female gender, and still do more work. In another instance, the male gender may be assigned overtime job with no significant pay; thereby maintaining the same status with the female gender on the payroll. This study clarifies the position of Amaihian & Peter (2018) that gender is very strategic to achieving employees' job satisfaction. The study also advances the finding of Akpakip (2017) that gender diversity have strong influence on employee performance. Age has positive linear relationship with employee job satisfaction. This may mean that increase in age will result to increase in the job satisfaction of employees. This appears to be incredible on the practical sense. The outcome of this investigation may be predicated on the current Nigerian economic situation where getting jobs has become almost impossible. Employees who are getting older may be obsessed with the fact that getting jobs in other private organizations may be difficult given their present age. The academic qualification of employee has negative linear relationship with the employee's job satisfaction. This may be that some employees also run a part-time course or study concomitantly with their jobs. It is possible that employees who have successfully completed his/her programme will develop a negative attitude towards the present job. An employee who has higher academic qualification will have lower satisfaction with present job, and seek better job within the organization or elsewhere.

Top management actions towards diverse workforce and the management of employees with diverse backgrounds were considered in the context of psychological diversity climate. Finding showed that top management actions

towards diverse workforce and the management of employees with diverse backgrounds have strong effects on the job satisfaction of employees in Kogi State. The *sig.*-value (<0.01) proves that the null hypotheses must be rejected; showing that the effects are also significant on job satisfaction of employees in Kogi State. Top management actions towards diverse workforce entered the model with negative sign. This implies a negative linear relationship. The *sig.*-value (< 0.01) revealed that top management action towards diverse workforce has a negative linear relationship with job satisfaction of employees of SMEs in Kogi State. This is to say that the top management has no tolerance for issues relating to destructive diversity. The lesser the top management tolerate issues around workforce diversity the higher the job satisfaction of employees. To this end, employees are also aware of the destructive nature of unmanaged workforce diversity, and the action of top management is highly fundamental. The action of top management precedes the effective management of employees with diverse backgrounds. This could have led to the positive linear relationship between effective management of employees with diverse backgrounds and job satisfaction of employee.

Scientific inquiries were also made on psychological elements of diversity and job satisfaction. Variables such as values of employee and interactions among employees were associated with psychological elements of diversity as revealed in previous studies (Ehimare & Ogaga-Oghene, 2011; Taylor, 2011; Ongori & Agolla (2017). Finding showed that values and interactions among employees both have strong effects on job satisfaction in Kogi State. The findings further showed that values and interactions among employees have positive linear relationship with job satisfaction.

Conclusion

Diversity management includes activities that strive to create better inclusion of employees from varied backgrounds within an enterprise's structure through action, policies and programs. SME owners and managers are conversant with the constructive nature of employee diversity. They are increasingly realizing that supporting diversity in the workplace provides a number of positive implications for both the enterprise and its employees. It is crucial for any SMEs trying to make changes to promote diversity to have a

thorough awareness of some of the most pressing diversity elements. Physiological and psychological elements of diversity were investigated in this study, as well as the psychological diversity climate. Physical abilities of employee, gender of employees, age of employee, and academic qualification associate with the physiological diversity among employees. This is because of the continuous divergence increases with respect to physiological variety.

This study provides empirical evidence that physical abilities of employee, gender of employees, age of employee and academic qualification of employee can strongly affect employee job satisfaction in Kogi State. Employees' physical abilities have a significantly negative association with job satisfaction in Kogi State. There is most certainly a mismatch among employees with respect to their commitment to tasks. When others are doing a fantastic job, some employees with physical abilities may opt not to put out their best effort. Variations in gender perspectives at work may have an impact on this. A male gender, for example, may be paid less than a female gender despite doing more work. Men may be given overtime tasks with little or no pay. This affects their job satisfaction. Employee job satisfaction has been associated age. As employees get older, they are more satisfied with their jobs. Employees who are getting older may become fascinated with the thought that, at their current age, searching for jobs is tough. Employee job satisfaction is associated with academic qualifications. An employee with a higher academic qualification will be less satisfied with his/her current job and will seek better job elsewhere.

The management of diverse workforce is crucial for enterprise's success. This is why SME owners and managers must take good course of action to ensure sound psychological diversity climate. Positive attitude on the part of SME owners and managers towards managing employees with diverse backgrounds is instrumental to job satisfaction. Psychological diversity elements have strong effects on job satisfaction in Kogi State. It was ascertained that values and interactions among employees can induce job satisfaction.

Based on the findings of the study, the following recommendations are made that: SME owners and

managers should focus on physiological diversity elements as it strongly affects job satisfaction at the workplace. The aspects of physiological diversity elements that should be focused on are physical abilities of employees, gender diversity, age diversity and academic qualification of employees. Evidence abound that physical abilities, gender and qualification diversities inversely relate with job satisfaction of employees in Kogi State. SME owners and managers can take advantage of age diversity because older employees seem to be satisfied with their jobs. SME owners and managers should take cognizance of the psychological diversity climate as it strongly influences job satisfaction of employees in Kogi State. Relative to this, the top management actions towards diverse workforce must be ethical and the management of employees with diverse backgrounds must be effective. Increased effort to ensuring effective management of diverse backgrounds should be considered critical to enhancing the job satisfaction of employee. SME owners and managers should effectively manage psychological diversity elements so as to influence the job satisfaction in Kogi State. Efforts should be made towards establishing increased values and interactions among employees to stimulate their job satisfaction in Kogi State.

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