

Workforce Diversity Management and Employee Performance in Anambra State Civil Service

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Abstract: This study examined workforce diversity management and employee performance in Anambra State Civil Service. The study provides empirical evidence on the effect of age diversity, gender diversity, education diversity, religious diversity on employee affective commitment in Anambra State Civil Service using descriptive statistics like frequencies, percentages, mean, and standard deviation and the inferential statistics such as t-test statistics and the linear regression model. The study revealed that age diversity, gender, education diversity, and religious diversity have significant influence on employees' commitment in Anambra State Civil Service. The study recommends that the civil service commission should consider age asymmetry during employment. This is because age diversity improves employee turnover rates, meaning more skilled and experienced employees at your workplace. Employees age 55 and older also contribute to lower employee turnover and tend to be loyal workers. The civil service commission should be gender sensitive in employment. This is because a gender-diverse workforce allows the organization to serve an increasingly diverse customer base. Gender diversity helps organization attract and retain talented women. The civil service commission should ensure that all communities are considered in employment. This is because it helps to reduce turnover costs · Fewer internal disputes and grievances · Improved accessibility to new and diverse customer. The commission should consider people from different levels of education. This is because education diversity brings in new skills, knowledge, information and unique perspective to the organization and enhances effective problem solving and decision making process. The commission should ensure that there is religious tolerance among employees. Religious diversity will enable you to be confident to attract and retain a workforce that reflects the society you operate in. It will give you the opportunity to address religious bias in the workplace and will bring diversity of thought.

Keywords: Age Diversity, Gender Diversity, Ethnic Diversity, Education Diversity, Religious Diversity.

1. Introduction

Diversity has long been observed in diverse affairs. Thus, the term diversity is not new as it has long been in existence. As business enterprises became anxious about seeking better means of managing

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their highly diversified labour force, the concept of diversity management became a scholarly research in the USA in the early 1980s, thus giving birth to the concept in academic discipline. At the time, enterprises in trying to remain competitive and adapt innovative initiatives to beat competitions in the global market space, were hiring more effective, competent and proactive employees from different parts of the globe irrespective of background and culture. As a consequence, research on how best to manage business enterprises' diverse workforce took center stage (Yadav & Lenka, 2020; Danullis, Dehling & Pralica, 2004; McDonald, 2010).

Besides globalization, the ever dynamic labour markets, teamwork strategies, shift to service economies, joint ventures and mergers among businesses enterprises have made the study of diversity management more than ever before very vital (Kundu, Bansal and Chawla, 2015). Also, alliances among organizations globally, has given rise to cultural integration and greater diversity among organization's workforce (Alca'zar, Ferna'ndez, Pedro & Gardey, 2012). Organizations manage their workforce diversity through an organizational design that captures the differences in ethnicity, education, religion, sex, age, race, background and personality of their workforce to create a conducive work environment where every worker feels valued and gives his or her best towards the realization of the overall goal of the organization (Abidi, Zaim, Youssef, Habibniya & Baran, 2017). These ever changing compositions of organizational workforce coupled with threats posed by globalization are pushing more business organizations into adapting Diversity management (Abidi, Zaim, Youssef, Habibniya and Baran, 2017).

The nation's public sector, particularly the civil service, has over the years recorded very poor performance according to reports, placing her among the worst performing public sector globally. She is also ranked as the third most unsafe and corrupt nation in the world (Transparency International, 2022). The negative reports may have stemmed from her over bloated civil service comprising different employees from diverse background, ethnicity, demography, attitude, language, religion, social and cultural affinities. The public outcry over the poor performance of government ministries, departments and agencies (MDAs) in Nigeria's civil service system lends credence to these reports and the Anambra State civil service is not left out as citizens continue to hope for improved service delivery from these MDAs.

The quest for improved service delivery in the civil service has informed the government's curiosity to stem the tide by employing quality and committed employees to her workforce from diverse background, education, age disparity, gender, religion and culture (Saxena, 2014). To handle the diverse nature of her workforce, government instituted the Federal Character principle as enshrined in the constitution, yet, there is still disparity in the work place, thereby causing disaffection among employees and thus affecting their performance in the public sector. Virtually all the states of the federation's civil service have had their fair share of diverse workforce with its attendant consequences.

The increasing quest by the Anambra State Government to attract committed and talented employees into the state civil service to drive her developmental needs has undoubted brought about a diverse workforce in her civil service. This diverse workforce has created the problems of disparity in age, education, language, gender and religion with consequences for employees' commitment and service delivery, which may have negated overall performance of the state civil service. There is therefore the need to manage diversity in the Anambra State Civil service in order to harness the potential of the service in developing the state and by extension the country at large. (Abidi, Zaim, Youssef, Habibniya & Baran, 2017; Klarsfeld, et al., 2016).

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Statement of the Problem

The perceived effect of education, religion, gender, and age on employees’ commitment in the civil service particularly in Anambra State Civil Service is a growing debate among employees and government functionaries. Today, most employment into the Anambra State civil service seem to flow along these bases especially the religious basis that has gradually crept into various ministries, departments and agencies (MDAs) in the state, thereby fueling the suspicions of a gang up by some major denominations in the state to sideline others from being involved in the government of the day. Overtime, there have been the accusations by prospective workers, women, youths, communities and lesser religious denominations of marginalization and skewed selective processes during employment into the state’s civil service by political office holders and power brokers in the state. Furthermore, among the workforce, there is the accusation of cliques based on gender, education, age and religion. Undoubtedly, such situation if unchecked will kill workers’ morale and may lead to reduced workers’ productivity and general poor performance of the service. Extant literature is replete with studies on Diversity Management; however, they were written from different perspectives and deployed different variables, thus, a gap exist which this study fills by examining diversity management and employee performance in the Anambra State Civil Service on the bases of religion, gender, education and age.

Objectives of the Study

The main objective of this study is to examine workforce diversity management and employee performance in Anambra State Civil Service. The specific objectives are to:

1. Determine the effect of age diversity on employee commitment in Anambra State Civil Service.
2. Examine the effect of gender diversity on employee commitment in Anambra State Civil Service.
3. Determine the effect of education diversity on employee commitment in Anambra State Civil Service.
4. Investigate the effect of religious diversity on employee commitment in Anambra State Civil Service.

Research Hypotheses

The following null hypotheses are formulated in the study:

Hypothesis One

H01: Age diversity has no significant effect on employee commitment in Anambra State Civil Service.

Hypothesis Two

H02: Gender diversity has no significant effect on employee commitment in Anambra State Civil Service.

Hypothesis Three

H04: Education diversity has no significant effect on employee commitment in Anambra State Civil Service.

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Hypothesis Four

Hos: Religious diversity has no significant effect on employee commitment in Anambra State Civil Service.

2. METHODOLOGY**Research Design**

This study is a descriptive survey research design which aims to examine diversity management and employee performance in Anambra state civil service. Survey research according to Okeke, Olise and Eze (2008), consists of asking questions, collecting and analyzing data from a supposedly representative members of the population at a single point in time with a view to determine the current situation of that population with respect to one or more variable under investigation.

Area of Study

This study was carried out in Anambra State and in particular, the public sector. Anambra State is in South-Eastern zone of Nigeria. Its name is an Anglicized version of the original 'Omambala', the native name of the Anambra River. The capital and the seat of government is Awka. Onitsha and Nnewi are the biggest commercial and industrial cities, respectively. Boundaries are formed by Delta State to the west, Imo State and Rivers State to the south, Enugu State to the east, and Kogi State to the north. The origin of the name is derived from the Anambra River (Omambala) which is a tributary of the famous River Niger. The indigenous ethnic groups in Anambra State are the Igbo (98% of population) and a small population of Igala (2% of the population) who live mainly in the north-western part of the State. Anambra is the eighth most populated State in the Federal Republic of Nigeria and the second most densely populated State in Nigeria after Lagos State. The stretch of more than 45 km between Oba and Amorka contains a cluster of numerous thickly populated villages and small towns giving the area an estimated average density of 1,500–2,000 persons per square kilometer. Anambra State is rich in natural gas, crude oil, bauxite, ceramic and has an almost 100 percent arable soil. Other resources in the area are agriculture, human capacity, tourism and industries.

Sources of Data

Two main sources of data were explored: these are the primary and secondary sources.

Primary Sources

The primary sources of data collection consist of raw data collection directly from the field of study. The investigator arranged them into forms necessary for statistical analysis. The primary source of data in this study was obtained with the use of questionnaires.

Secondary Sources

The researcher made use of secondary sources of data in writing this research work. This is done by means of reading other author's submissions on diversity management. The secondary sources include bulletin, journals, magazine and internet services for a survey design.

Method of Data Collection

In order to obtain reliable information that helps the investigator to measure content and actions of respondents, the investigator uses the questionnaire as instrument for collecting the data used for the study. The questionnaire was designed in line with the objectives of the study. The questionnaires

were structure in such a way that respondent required to give their opinion and perception on the phenomenon under study.

Population of the Study

The population is any group in which attention has been focused by the researcher. The population is described as the totality or aggregation of the entire element used in the research survey, the number that possesses a specified feature for analysis in inferential statistics; it is in effect the group to which inferences are drawn. The population size of this research work is made up of all the ministries and parastatals in Anambra State. The Anambra State civil Service has staff strength of 5327 workers which serves as the population of the study (Anambra state Civil Service Commission annual report, 2021). The table below shows the staff strength of the Anambra state civil service.

Sample Size

To determine the sample size, for the purpose of questionnaire distribution; the Taro Yamani formula was used. The formula is stated thus:

$$n = \frac{N}{1+N(e)^2}$$

- Where:
- n = sample size
 - N = population
 - e = Margin of error (5% or 0.05)
 - I = Constant

Substituting in the above formula:

$$\begin{aligned} n &= \frac{5327}{1+ 5327(0.05)^2} \\ &= \frac{5327}{1+ 5327(0.0025)} \\ &= \frac{5327}{1+ 5327(0.0025)} \\ &= \frac{5327}{14.3175} \end{aligned}$$

$$n \simeq 372$$

Data Collection Instrument

The instrument used for the data collection was the questionnaire which was designed to be administered to 372 employees of the Anambra state civil service. The questionnaire has two sections. Section A and Section B. Section A sought information on demographic profile of the respondents. Section B was made up of items designed to elicit information relating to the objectives and research question. Using a close ended questions and a five (5) point likert summative scale question of Very Great Extent (VGE) 5 points; Great Extent (GE) 4 points; Undecided (U) 3 points; Some Extent (SE) 2 points; and No Extent (NE) 1 point. 348 questionnaire were returned making 94% return rate.

Method of Data Analysis

Data collected was analyzed using descriptive statistics (frequencies, percentages, mean, and standard deviation) and the inferential statistics such as factor analysis, t-test statistics and the linear regression model. The demographic profiles was processed using descriptive statistics. Objectives one to five will be subjected to factor analysis for the purpose of data reduction in order to avoid having spurious result. Thereafter, the five objectives was processed using descriptive statistics (like percentages, mean and standard deviation) and the regression model of the Ordinary Least Square (OLS). T-test and F-test statistics will be used to test the hypotheses of the study and the overall fitness of the model. All the analyses will be done using SPSS version 23. Linear regression model of the Ordinary Least Square (OLS) approach will be used to analyse the objectives in order to ascertain the influence and also determine the relationship between the independent variables and dependent variable in the conceptualized model of the study. The use of Ordinary Least Square (OLS), is informed by the fact that under normality assumption for α_i , the Ordinary Least Square (OLS) estimator is normally distributed and is said to be best, unbiased linear estimator (Gujarati and Porter, 2008).

Thus, the model of this study, is stated as follows:

The functional form of the model is

$$EC = f (AGD, GED, EDD, RED) \dots\dots\dots (1)$$

The mathematical form of the model is

$$EC = \beta_0 + \beta_1 AGD + \beta_2 GED + \beta_3 EDD + \beta_4 RED \dots\dots\dots (2)$$

The econometric form of the model is

$$EC = \beta_0 + \beta_1 AGD + \beta_2 GED + \beta_3 EDD + \beta_4 RED + \alpha_i \dots\dots (3)$$

Where; EC = Employees Performance (proxied by Employee Commitment)

AGD = Age Diversity

GED = Gender Diversity

EDD = Education Diversity

RED = Religious Diversity

β_0 = Intercept of the model

$\beta_1 - \beta_4$ = Parameters of the model

α_i = Stochastic error term

Apriori Expectations

Table 1: Economic a priori expectation

Parameters	Variables		Expected Relationships	Expected Coefficients
	Regressand	Regressor		
β_0		Intercept	(+/-)	$0 < \beta_0 > 0$
β_1	EAC	AGD	+	$\beta_1 < 0$
β_2	EAC	GED	+	$\beta_2 < 0$
β_3	EAC	ETD	+	$\beta_3 < 0$
β_4	EAC	EDD	+	$\beta_4 < 0$
β_5	EAC	RED	+	$\beta_5 < 0$

Source: Researcher's compilation

The economic apriori expectation refers to the theoretical expectations of each of the nature of relationship between the dependent variable and the independent variables. A positive '+' sign indicates that the relationship between the dependent and independent variables is direct and moves in the same direction i.e. increase or decrease together. On the other hand, a '-' shows that there is an indirect (inverse) relationship between the dependent and independent variables i.e. they move in opposite or different direction.

3. DATA PRESENTATION AND ANALYSIS

Demographic Profile of the Respondents

Table 2: Distribution of Respondents According to Gender

Variable	Frequency	Percent (%)	Cumulative (%)
Male	199	57.2	57.2
Female	149	42.8	100
Total	348	100	

Source: Field Survey, 2022

Table 2 shows that one hundred and ninety-nine of the respondents representing 57.2% respondents are males while one hundred and forty-nine of the respondents representing 42.8% of the respondents are females.

Table 3: Distribution of Respondents According to Age

Variable	Frequency	Percent (%)	Cumulative (%)
18-32	88	25.3	25.3
31-40	104	29.9	55.2
41-50	152	43.7	98.9
51-60	4	1.1	100
Total	348	100.0	

Source: Field Survey, 2022

As shown in table 3, eighty-eight respondents, representing 25.3% of the respondents are between the ages of 18-32. One hundred and four respondents, representing 29.9% of the respondents, are between the ages of 31-40. One hundred and fifty-two respondents, representing 43.7% of the respondents, are between the ages of 41-50 while four respondents which account for 1.1% of the respondents are between the ages of 51-60.

Table 4: Distribution of Respondents According to Educational Qualification

Variable	Frequency	Percent (%)	Cumulative (%)
SSCE/ND	48	13.8	13.8
HND/BSc	289	83.0	96.8
M.Sc/PhD	11	3.2	100.0
Total	348	100.0	

Source: Field Survey, 2022

From table 4, all the respondents had formal education. Forty-eight respondents representing 13.8% had SSCE/National Diploma. Two hundred and eighty-nine respondents representing 83.0% had HND/BSc while eleven respondents representing 3.2% of the respondents had M.Sc/PhD.

Table 5: Distribution of Respondents According to Years of working Experience

Variable	Frequency	Percent (%)	Cumulative (%)
1-5	185	53.2	53.2
6-10	81	23.3	76.5
11-15	78	22.4	98.9
15-30	4	1.1	100.0
Total	348	100.0	

Source: Field Survey, 2022

With respect to working experience, table 5 reveals that One hundred and eighty-five respondents representing 53.2% of the respondents had 1-5years working experience. Eighty-one respondents representing 23.3% of the respondents had 6-10years. Seventy-eight respondents representing 22.4% of the respondents had 11-15years working experience while four respondents representing 1.1% of the respondents had 15-30years working experience.

Table 6: Distribution of Respondents According to Marital Status

Variable	Frequency	Percent (%)	Cumulative (%)
Married	296	85.1	85.1
Single	47	13.5	98.6
Widow/Widower	5	1.4	100.0
Total	348	100.0	

Source: Field Survey, 2022

From table 6, Two hundred and ninety-six respondents representing 85.1% of the respondents are married. Forty-seven respondents representing 13.5% of the respondents are single, while five respondents representing 1.4% of the respondents are widow/widower.

Regression Analysis Result

Table 7: Regression Result on Diversity Management and Employee Performance in Anambra State Civil Service

Model	B	Std. error	T	Sig.
Constant(C)	0.075	0.091	28.579	0.000
Age Diversity	0.399	0.064	11.098	0.273
Gender Diversity	0.356	0.088	15.749	0.000
Education Diversity	0.526	0.003	10.046	0.006
Religious Diversity	0.389	0.062	11.143	0.025
R	0.929			
R²	0.863			
Adj. R²	0.860			
F-statistic	331.601			0.000

Source: Field Survey, 2022

Dependent Variable: Employee Commitment

To examine workplace diversity and performance of selected banks in Delta State, the weighted mean of the seven independent variables were regressed on the dependent variable to enable us

determine the nature of relationship between the dependent and independent variables, effect of the seven independent variables on the dependent variable, the overall fitness of the model using the F-statistics and probability value and the level of significance of the independent variables in influencing the dependent variables using the t-test and probability value. The table above shows the regression result. It also shows the precision of the model which was analyzed using economic a priori criteria and statistical criteria.

Discussion of Findings

Discussion based on economic a priori criteria

Discussion using this criterion enables us to determine the nature of relationship between the dependent and independent variables. In this case, the sign and magnitude of each variable coefficient are evaluated against theoretical or economic a priori criteria/expectations. As showed in the table 4.18, it is observed that the regression line has a positive intercept as presented by the constant (c) = 0.075. This means that if all the variables are held constant or fixed (zero), employee affective commitment increases by 7.5%. The result also conforms to the a priori expectation. This states that the intercept could be positive or negative, so it conforms to the theoretical expectation (Gujarati, 2008). Age diversity has a positive relationship with employee commitment. This implies that the age diversity and employee affective commitment increase in the same direction. That is to say that age diversity has a direct and positive relationship with employee affective commitment. In other words, 1% increases in age Diversity will bring about 39.9% growths in employee commitment.

Gender Diversity has a direct and positive relationship with employee affective commitment. In other words, 1% increase in Gender Diversity will bring about 35.6% growths in employee commitment.

Education Diversity and Religious Diversity also have direct and positive relationship with employee affective commitment. Therefore, 1% increase in either of them, will bring about 52.6% and 38.9% increase in employee commitment.

Discussion based on statistical criteria

In order to evaluate workplace diversity and employee performance in Anambra State Civil Service, the analysis was also done based on statistical criteria by applying the coefficient of determination (R^2) and the F-test. In general, the joint effect of the explanatory variables-independent variables-in the model account for 0.860 or 86.0% of the variations in employee commitment. This implies that 86.0% of the variations in employee commitment are being accounted for or explained by the variations in age diversity, gender diversity, education diversity and religious diversity while other independent variables not captured in the model explain just 14% of the variations in employee commitment.

All the five coefficients (age diversity, gender diversity, education diversity and religious diversity) are significant determinant of employee commitment.

Test of Hypotheses

The t-test is used to know the statistical significance of the individual parameters at 5% significance level. The result is showed on table 4.30 below.

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Table 8: Summary of t-statistic

Variables	t-cal (t_{cal})	Sig.	Conclusion
Constant(C)	0.075	0.000	Statistically Significant
Age Diversity	11.098	0.273	Statistically Significant
Gender Diversity	15.749	0.000	Statistically Significant
Education Diversity	10.046	0.006	Statistically Significant
Religious Diversity	11.143	0.025	Statistically Significant
F-statistic	331.601	0.000	Statistically Significant

Source: Researchers computation, 2022

We begin by bringing our working hypothesis to focus in considering the individual hypothesis. From table 8, the t-test result is interpreted below:

Hypothesis One

H₀₁: Age Diversity has no significant influence on employees’ commitment in Anambra State Civil Service.

H_{a1}: Age Diversity has significant influence on employees’ commitment in Anambra State Civil Service

From table 8, the t-test value of age diversity, is significant. We, therefore, reject the null hypothesis and conclude that age diversity has significant influence on employees’ commitment in Anambra State Civil Service.

Hypothesis Two

H₀₂: Gender diversity has no significant influence on employees’ commitment in Anambra State Civil Service.

H_{a2}: Gender diversity has significant influence on employees’ commitment in Anambra State Civil Service.

From table 8, the t-test value of gender diversity is significant at 0.000 level of significant. We, therefore, reject the null hypothesis and accept the alternate by concluding that ethnic diversity has significant influence on employees’ commitment in Anambra State Civil Service.

Hypothesis Three

H₀₃: Education diversity has no significant influence on employees’ commitment in Anambra State Civil Service.

H_{a3}: Education diversity has significant influence on employees’ commitment in Anambra State Civil Service.

From table 8, the t-test value of education diversity, is significant. We therefore reject the null hypothesis and conclude that education diversity has significant influence on employees’ commitment in Anambra State Civil Service.

Hypothesis Four

H₀₄: Religious diversity has no significant influence on employees’ commitment in Anambra State Civil Service.

H₄: Religious diversity has no significant influence on employees’ commitment in Anambra State Civil Service.

From table 8, the t-test value of religious diversity, is significant. We, therefore, reject the null hypothesis and conclude that religious diversity has significant influence on employees’ commitment in Anambra State Civil Service.

4. CONCLUSION AND RECOMMENDATIONS

In the final analysis, this study has examined Diversity Management and Employee Performance in Anambra State Civil Service. The study specifically determined the influence of age diversity, gender diversity, education diversity and religious diversity on employees’ commitment in Anambra State Civil Service. The study concludes that all the four coefficients (age diversity, gender diversity, education diversity and religious diversity) are significant determinants of employees’ commitment. Age diversity, gender diversity, education diversity and religious diversity have significant influence on employees’ commitment in Anambra State Civil Service. Based on the findings of this study, the following recommendations are made:

1. The civil service commission should consider age asymmetry during employment. This is because age diversity improves employee turnover rates, meaning more skilled and experienced employees at your workplace. Employees age 55 and older also contribute to lower employee turnover and tend to be loyal workers.
2. The civil service commission should be gender sensitive in employment. This is because a gender-diverse workforce allows the organization to serve an increasingly diverse customer base. Gender diversity helps organization attract and retain talented women.
3. The commission should consider people from different levels of education. This is because education diversity brings in new skills, knowledge, information and unique perspective to the organization and enhances effective problem solving and decision making process.
4. The commission should ensure that there are religious tolerance among employees. Religious diversity will enable you to be confident to attract and retain a workforce that reflects the society you operate in. It will give you the opportunity to address religious bias in the workplace and will bring diversity of thought.

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