EFFECT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF UNIVERSITY OF ILORIN TEACHING HOSPITAL

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ABSTRACT

Workforce Diversity finds significance in contemporary work environment in the face of expanding workforce migration, women’s participation among other drivers. Contemporary organisations are therefore rarely socially homogeneous. Workers from numerous social backgrounds essentially need to interface to accomplish objective. The study therefore examined the effect of workforce diversity on performance of university of Ilorin teaching hospital. This study adopted a descriptive research design via the structured survey instrument-questionnaire. Population of this study includes 3,557 staff of university of Ilorin teaching hospital. The study was analysed using standard multiple regression analysis the study found that most of the explanatory variables have positive effect on the performance of university of Ilorin teaching hospital. The adjusted R2 regression coefficient of organizational performance is 0.349 and p-value of 0.000. Based on the findings, the study concluded that workforce diversity has significant effect on organizational performance. Based on the findings of the study, the study recommended that management should continue to promote equal employment and opportunity for career growth based on gender, ethnic, educational and functional inclusivity and organizations must view attainment of organized diverse workforce as key to attaining harmony within the organizations.

Keyword: Workforce diversity, organizational performance, gender diversity, ethnicity diversity educational diversity, functional diversity

1. BACKGROUND TO THE STUDY

Diversity has been treated as a legality in recent years all over the world, where organisations have been prohibited by law to discriminate against any individual on any basis. Nevertheless, organizations have recently recognized that workforce diversity is not just a legal issue, but a philosophy that needs to be accepted in any organization to be successful. Due to increased globalization, growing innovation and the increasing complexity of employment, the diversity of the workforce has become essential to organizational life.

The modern workforce has undergone a drastic turnaround within the last three decades in terms of its composition on a number of attributes such as gender, race, religion, culture etc. From a global perspective, this change is largely informed by globalization. Human capital movement results in people working in places, organisations, countries whose cultural, political, religious inclinations are different from those in which they were brought up. As the world becomes interconnected via globalization, the number of people living and working outside of their native countries is increasing. As a consequence, those in the workplace are increasingly expected to interact with people from diverse cultural backgrounds; often this means people who speak different languages, lead different lifestyles, and come from widely disparate belief systems and cultural backgrounds (Tong, 2011). Considering the need to attain organization goals and compete successfully, organisations reach out beyond their immediate environments to source for individuals with the cutting-edge knowledge, skills, and attitudes required to drive the organizations. Workforce diversity is influenced greatly by the search for talent. This has made diversity of the workplace one of the most important management issues to emerge over the last thirty year (Jones & George, 2011).
Diversity of the workforce in Africa has been defined in terms of narrow and broader definition and is considered an important tool for managing human resources. Diversity issues in Africa have been shown to arise due to discrimination and exclusion from traditional organizations of cultural groups. It has been suggested that if diversity is a term that is open to all people, the detection of patterns of discrimination will become very difficult.

Management of diversity in the workplace has a major impact on Africa’s organizational performance. For the purpose of fostering better organizational efficiency, organizations in many parts of Africa consider it important to manage diversity. Because of highly inevitable self-interest, the collapse of effective organizational communication had resulted in conflicting relationships within the workforce. Some of the challenges faced in managing diversity in the workforce are political influence, cultural differences, the lack of talented workers due to the bureaucracy of a business, and a majority of organizations comply with diversity in the workforce due to legal considerations and not general gain, thereby restricting their participation in managing diversity.

2. STATEMENT OF THE PROBLEM

It is imperative to note that in spite of every effort made at different sectors of society, regional identity, nepotism, gender stereotype and disparities in education background continue to grow. Diversity imposed by differences in gender, ethnic, functions and education qualification appear to create an ideal breeding ground for discrimination, conflict and misunderstanding which usually undermine performance of organization. The discriminatory attitude of some workforce has been extended by workers in same diverse organization beyond limits, which dampens organizational performance. This is because people’s orientation can create stereotypes that mitigate against minorities and this can degenerate into crisis situations that hamper development initiatives if not well handled. This situation as evidenced in the Public Service, known for its high diversity, which has led to an increasingly poor performance in virtually all its constituents over the years.

Therefore, this study tries to fill this gap as it examines the relationship between workforce diversity (in terms of age diversity, gender diversity, ethnicity diversity, level of educational, and functional/cadre diversity) and organizational performance in University of Ilorin, Teaching Hospital. It is in this context that the study was conducted to examine the effects on University of Ilorin, Teaching Hospital.

3. WORKFORCE DIVERSITY

Workforce diversity can be defined as a group of people who bring a variety of backgrounds, styles, perspectives, values and benefits as assets to the organization with which they interact (Makokolo, 2015). Kreitner and Kinicki (2001) defined the workforce diversity as the multitude of differences and similarities exist among employees in the organization. These similarities and differences represent the distinctiveness of workers in the organization.

Phelps (2013) defines diversity as the mutual and co-existence of employees from different social-cultural backgrounds within an established organization. The broader definition of diversity can include, among others, race, age, gender, religion, education, work experience, language, lifestyle, values, physical appearance, and economic status. Work diversity is a strategy that encourages and facilitates the incorporation of human diversity at all levels and uses policy and practice based on diversity and inclusion to direct this approach in the work environment.

Saxena (2014), workforce diversity is simply similarities and differences among the workforce in terms of cultural background, age, disabilities and physical abilities, gender, race, religion, and sexual orientation. Individuals are unique in their interests and points of view, not only in gender, sexual orientation, social culture, and intellectual attributes. For a long time, society had divided on these points of view. Diversity affects the heterogeneous driving function. Using enhanced workforce is a requirement for each organization, but managing such enhanced workforce is also a major administrative problem.

Diversity includes how people view themselves and others as well. Such results have an effect on their commitments. Human resource professionals need to deal effectively for problems such as mobility, communication, and change in order for broader groups of workers to function viably as an entity. The strength and success of an organization depends on its ability to grasp
diversity and interpret the consequences. Successful companies assess their handling of diversity issues in the work environment systematically, develop and review plans for diversity. An organization that employs a diverse workforce can provide more inclusive solutions to problems in resource allocation, procurement, and administration.

Avey, Nimricht and Graber Pigeon (2014), describe diversity as the distinction of societal personalities among individuals living collectively in a distinct service situation. Not only does diversity include differences in people on the basis of their affiliation with different groups in the workforce today, but it is also a method of acknowledging differences through behavior. Decent diversity applies to people from the organization's unmistakable social-social roots. It fuses social components including race, sexual orientation, gender, shading, physical ability, preparing ethnicity in history. Diversity according to (Barak, 2013) is the variety or multiplicity of demographic features that characterize a company’s workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion.

Workforce diversity refers to those significant differences and similarities that are present among employees within an organization (Griffin & Moorhead, 2014). Nwinami (2014) said it represent that uniqueness which includes; an individual’s personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views which supposes and sustains an organizations core value. It also means those organizations that are turning out to be more varied with respect to its workforce composition based on characteristics as age, ethnicity, expertise, etc.

4. DIMENSION OF DIVERSITY
Various scholars attempted a classification of workforce diversity differently, (Ashton, 2010) classified workforce diversity into two main dimensions namely Primary and Secondary dimensions. Often diversity is distinguished along the primary, secondary and tertiary or organizational dimensions. Differences among employees can be can be categorized into two aspects; primary differences such as; age, etc. and the secondary differences such as; educational background, communication style, etc. (Aydan, 2016).

5. PRIMARY DIVERSITY
This aspect reveals the key dissimilarities among diverse individuals as well as the highest impact on initial encounters, it could be quickly detected and it also serves as a filter through which people view the world. It includes visible identity characteristics such as; gender, age, sexual orientation, physical abilities, ethnicity, race, etc. (Sayers, 2012). Powell (2011) said they are those essential unchangeable personal characteristics that exert significant lifelong impacts and they shape our basic self-image sense of identity. In most situations, these dimensions are beyond our control as they affect our attitudes and beliefs about others and thereby influence our behaviors. Ashton (2010) The Primary dimensions includes age, gender and sexual orientation exhibit main differences through which various individuals will be identified. These dimensions can be easily noticeable at the initial encounters.

6. SECONDARY DIMENSION
Secondary variations such as; educational background, communication style, marital status, organizational function and place, ethnicity, geographic location, employment, work experience and work style are characteristics that are not visible in the first encounter and can even alter over different encounters. These dimensions are appeared to be less visible, exert a more variable influence on personal, and add a subtler richness to the primary dimension of diversity (Sayers, 2012). Usually people are less prone to these things because they are items on which we have made a choice and we have the power to change them. Organizational scholars refer to the secondary aspects of diversity as experience-based diversity. This type of diversity involves a wide variety of variations that are gained, discarded, and/or changed throughout one's lifespan and are therefore less important to one's core identity. Powell (2011) said the secondary dimensions are our personal changeable characteristics. Characteristics that we may want to change or even give up during our lifespan over the years we have acquired.

7. ORGANIZATIONAL PERFORMANCE
Performance can be referred to as the degree of achievement of the mission at workplace that
builds up an employee’s job; it is used to express the range of measurements of transactional efficiency, input and output efficiency. The concept of performance cuts across all spheres of operation within and outside the organization. In business, the analysis of performance whether financial, production, marketing, managerial, or in general activities, is very necessary because the outcome of the present decisions lie in the projection of the future (Oparanma, 2010).

Performance is something for which all organizations strive, regardless of their size. Small organizations want to get big, big organizations want to get bigger. Indeed, organizations have to grow at least a bit every year in order to accommodate the increased needs that emerge over time. Ely & Thomas (2001) describe the performance as the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. There are several ways to understand organization performance but for the purposes of this thesis, we will look at it as the ability of an organization to satisfy the desired expectations of two main stakeholders comprising of shareholders and customers. This is measured in terms of the following parameters; Shareholders’ satisfaction with financial returns or profits from organizational operations and customers’ expressed satisfaction with the quality of products and services of the organization.

Organizational performance is the concept of how effective an organization is in achieving the outcomes the organization intends to achieve (Mitchell, 2013). In addition, Watson, Kumar and Michaelson (2014) state that organizational performance captures organizational effectiveness plus the internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers). The aim of organisations is to see that they make profit in every venture of the business and for this reason, organisations are employing quality decision-making so as to boost the organisations in terms of motivating the morale of the employees and make them put more effort in discharging their duties and at the end of everything, make more profit.

8. THEORETICAL REVIEW

A plethora of theories have examined workforce diversity but the study adopted the similarity theory by Bynn Donn in 1979.

Byrne Donn (1979) promoted the concept of similarity or attraction. This alludes to individuals far-reaching desire to be drawn to other people with comparable goals. Fascination means having to be around the person or jumping at the chance to be around them. Distinctive similarity measures in both emotional and kinship and contexts have been studied. Impacts of comparability have a propensity for principles, states of mind, allure, and inclinations of behavior to be most rooted and predictable. Comparability of identification has shown weaker impacts on attraction, but at the same time essential. However, interactions that can be viewed as discriminatory on the basis of religion, race, age and gender that result in conflict, disruptive and negative effects on team cohesion among the organization's employees (Triana, Garcia & Colella, 2010).

The theory of similarity attraction assumes that people like to interact with those they consider as being like them based on demographic characteristics such as gender, race, etc. It is assumed that this attraction helps promote unity, interaction and collaboration with colleagues within their age group and even going for lunch breaks with their colleagues who are The Theory helps explain how factors such as educational background, cultural background can be a catalyst that carries a set of needs for a particular employee. The meaningful social and relational relationships with other employees may fulfill these needs. Employees may be motivated to work because of the good relations they have with their colleagues (Koontz & Weirich, 2010). Relationship needs are those needs that attract people to interpersonal interaction for social-emotional recognition, treatment and status. This theory explores the need for workers to be embraced by others, to gain mutual understanding on issues that are important to them, and to exert some impact in the company on those with whom they associate on a daily basis (Triana, Garcia & Colella, 2010).

9. EMPIRICAL REVIEW.

Wycliffe and Leon (2019) study was to determine the relationship between workforce diversity and employee performance in public universities in
Kenya. The thesis was motivated by the theory of positivism analysis and the adoption of descriptive research design and correlation research design. The target population included the chairmen of public university departments in Kenya. Analysis of correlation and regression identified a statistically significant positive relationship between variables of workplace diversity and quality of employees. The conclusion drawn from the study findings is that age diversity, gender diversity, ethnic diversity, and academic background diversity positively influence employee performance, and the majority of employees in public universities are optimistic about labor diversity practices. The study suggested that management continue to maintain its policies and practices on workplace diversity in order to increase the advantages of diversity of the workforce.

Michael and Okolie-Osemene (2017) analyze the diversity and performance of Nigerian Breweries Plc, Enugu, while the study specifically identified the relationship between Nigerian Breweries Plc's ethnic diversity and service delivery. Descriptive survey structure was adopted by the report. The sample has a 474-employee population. Pearson Product-Moment Correlation Coefficient was used to analyze the data collected from the questionnaire. The study found that the relationship between ethnic diversity and Nigerian Breweries Plc, Enugu, was strong and positive. It was recommended that Nigerian Breweries Plc, Enugu should incorporate diversity management into its management structure to ensure that the provision of organizational services through ethnic diversity is enhanced.

Issa (2014) investigate the practical application of some of the approaches to managing diversity in Nigerian higher education especially in admission and employment. It also examines the understanding and appreciation of having a diverse workforce. The study adopted a single case study approach of Kwara State Polytechnic, Nigeria and used in-depth interview and documentary evidence as major sources of collecting data. It was found that the application of federal character and quota system in managing workforce diversity have some challenges in Nigerian higher education militating against its successful implementation. The study concludes with the argument that inappropriate application of a type of approach by an organisation might result in crisis and could be termed as ‘mislanning’ workforce diversity.

Omoankhanlen and Ohiria (2017), examine workforce diversity and hospitals for institutional sustainability in Port Harcourt, Nigeria Rivers State. The quasi-experimental design cross-sectional survey has been adopted for this study. The correlation coefficient of Spearman's rank order was used to test the three null hypotheses at a significance point of 0.0 5%. The study shows that a significant relationship between the dimensions and measurements of the predictor variables and the criterion variables respectively showed that the organizational structure as a moderating variable had a significant impact on the relationships between the predictor and the parameter criterion. It was recommended that; private hospital management should implement policies to ensure surface-level diversity orientation as it would promote employee adaptability in evolving business environments; private hospital management structures should be on a high level of diversity as this will improve organizational adaptability; private hospital management should adopt a strong approach.

Ruth, Chima and Nwede (2017) investigated workforce diversity and employee retention in deposit money banks in Port Harcourt, Rivers State. Quasi experimental research and method of cross-sectional survey was adopted. It was deduced that in Port Harcourt Rivers State, organizational culture regulates the relationship between diversity of the workforce and retention of employees in deposit money banks. The study suggests that deposit money banks should integrate diversity in the workplace as it increases loyalty within their core values. Deposit money banks management should also set up efficient and recognizable structures or guidelines, or manuals that recommend and encourage employee job security and career development programs, to improve engagement, dedication and desire to stay in the company.

10. METHODOLOGY

This study adopted a descriptive research design via the structured survey instrument-questionnaire. Descriptive studies have the purpose of finding new insights and to look at particular phenomena in a new light, and to clarify the understanding of an issue. Descriptive research design is intended at providing a
depiction of circumstances as they naturally occur. Population of this study comprise of staffs University of Ilorin, Teaching Hospital. The total population of this study was 3,554 based on the records collated from the hospital as at May, 2020. The population of the study were sampled using Creative Research System and 347 was derived as the sample size.

This study used physical instrument for collecting data so as to achieve the intended goals. In this study the questionnaire was administered to the hospital staff, to ensure confidentiality and willingness to respond, and were assured that their responses would be kept confidential. The questionnaire was sub divided into two sections. Section A of the questionnaire consisted of demographic information about the respondents. Section B of the questionnaire sought the individual responses, suggestions and recommendations in relation to organizational performance. The questionnaire was designed in close ended (structured) in order to curtail/restrain the respondents from derailing from expected results (Kothari, 2004). The structured questionnaire allowed for coding and quantitative analysis. In designing the questionnaire, Likert scaling technique was used from a 5 point (strongly agree) to 1 point (strongly disagree).

The study is modeled as follows:

\[ pf = \beta_0 \text{Constant term } + \beta_{gd} \text{Gender Diversity} + \beta_{ed} \text{Ethnicity Diversity} + \beta_{fd} \text{Functional Diversity} + \epsilon \]

where;

- \( pf = \) Performance
- \( \beta_0 = \) Constant term
- \( \epsilon = \) error term
- \( gd = \) Gender Diversity
- \( ed = \) Ethnicity Diversity
- \( fd = \) Functional Diversity

### 11. RESPONSE RATE

Survey copies of questionnaires were administered to staffs of University of Ilorin, Teaching Hospital. Out of three hundred and forty-three (347) questionnaires distributed, two hundred and ninety-three (293) questionnaires were retrieved from the field giving the questionnaire response rate of 85.4%. The response rate is considered adequate according to Asika (2004), who states that the response rate of 30% is acceptable for any survey. A non-response rate of 15.6% was recorded for the study, which occurred as a result of busy schedule, inadequate time and loss of questionnaire on the part of the respondents.

Table 1 Questionnaire response rate

<table>
<thead>
<tr>
<th>S/N</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Copies of Questionnaires administered</td>
</tr>
<tr>
<td>2</td>
<td>Copies of questionnaires returned</td>
</tr>
<tr>
<td>3</td>
<td>Copies of questionnaires not returned</td>
</tr>
<tr>
<td>4</td>
<td>Percentage of questionnaire used</td>
</tr>
<tr>
<td>5</td>
<td>Percentage of questionnaires not used</td>
</tr>
<tr>
<td>6</td>
<td>Total percentage</td>
</tr>
</tbody>
</table>

Source: Researcher’s Fieldwork Computation, 2020

Table 1 shows three hundred and forty-three copies questionnaires administered (347), copies of questionnaires returned (293) and copies of questionnaires not returned (50). However, 84.4% were used and 15.6% were not used which shows that, the returned rate was high and encouraging.
12. THE DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES

Table 2: Descriptive Statistics of the Perceptions based on Variable Questions

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Diversity</td>
<td>294</td>
<td>1.00</td>
<td>5.00</td>
<td>3.9114</td>
<td>.54611</td>
</tr>
<tr>
<td>Ethnicity Diversity</td>
<td>294</td>
<td>1.00</td>
<td>5.00</td>
<td>3.8988</td>
<td>.55483</td>
</tr>
<tr>
<td>Educational Diversity</td>
<td>294</td>
<td>1.00</td>
<td>5.00</td>
<td>4.0144</td>
<td>.62594</td>
</tr>
<tr>
<td>Functional Diversity</td>
<td>294</td>
<td>1.00</td>
<td>5.00</td>
<td>3.8553</td>
<td>.52393</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>294</td>
<td>1.00</td>
<td>5.00</td>
<td>3.9765</td>
<td>.55493</td>
</tr>
</tbody>
</table>

Source: Researcher’s Fieldwork Computation, 2020

The descriptive statistics of the respondents’ perceptions is presented in Table 2. A theoretical mean of 3.7 was taken as a criterion to judge the items on all the variables. Therefore, any item in section of the instrument with a mean of above 3.7 score equal was regarded to be significant and reliable, while item with less than 3.7 was regarded as not significant and not reliable. Concerning gender diversity, the information from 294 respondents; the range of organizational image is from 1 to 5 points, with a mean of 3.9114 and standard deviation of 0.54611. By implication, the respondents are, on average, agreed with questions on gender diversity. The variable on ethnicity diversity, the responses from 294 respondents; the range ethnicity diversity is from 1 to 5 points, with a mean of 3.8988 and standard deviation of 0.55483. By implication, the respondents agreed with questions on ethnicity diversity. Concerning educational diversity, the responses from 294 respondents; the range of question items on educational diversity is also from 1 to 5 points, with a mean of 4.0 and standard deviation of 0.62594. By implication, the respondents are, on average, agreed with questions on educational diversity. Regarding functional diversity, the responses indicates that from 294 respondents; the range of question items on supervision is from 1 to 5 points, with a mean of 3.8553 and standard deviation of 0.52393. By implication, the respondents agreed with questions on functional diversity. Lastly, regarding organizational performance, the information from 294 respondents; the range of question items from 1 to 5 points, with a mean of 3.9765 and standard deviation of 0.55493. By implication, the respondents are, on average, agreed with questions on organizational performance.

**HO:** Workforce diversity has no significant effect on organizational performance.

Multiple regression was used to explore the effect of employee engagement (proxied by organizational image, employee recognition, employee working condition and job supervision) on profitability.

13. MODEL SUMMARY

The findings of coefficient of correlation R and coefficient of adjusted determination R² is as shown in Table 3

Table 3

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.591*</td>
<td>.349</td>
<td>.340</td>
<td>1.95421</td>
</tr>
</tbody>
</table>
a. Predictors: Predictors: (Constant), Gender Diversity, Ethnicity Diversity, Educational Diversity and Functional Diversity

Source: Researcher’s Fieldwork Computation, 2020

The findings established that coefficient of correlation R was 0.591 an indication of strong correlation with the variables. The findings also established that coefficient of adjusted R2 was 0.349 which translates to 34.9%. This explains that 34.9% changes of organizational performance can be explained the following variables; gender diversity, ethnicity diversity, educational diversity and functional diversity

14. ANOVA

An ANOVA was conducted at 95% level of significant, the findings of F Calculated and F Critical are as shown in Table 4

Table 4

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>587.927</td>
<td>4</td>
<td>146.982</td>
<td>38.488</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>1096.032</td>
<td>287</td>
<td>3.819</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1683.959</td>
<td>291</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Gender Diversity, Ethnicity Diversity, Educational Diversity and Functional Diversity

Source: Researcher’s Fieldwork Computation, 2020

Also, the result of regression as contained in Table 4.21: ANOVA, shows that the estimated F-test was 38.488, significant at 1 per cent [p<.000] which is less than p-value of 0.05 (p<0.05). This by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (organizational performance). Furthermore, the table below further summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (587.927) in comparison to the residual sum of squares with value of 1096.032, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. Hence, the model was well specified.

15. REGRESSION COEFFICIENTS

In order to establish the individual influence of independent variables on dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 4.5

Table 4.5

<table>
<thead>
<tr>
<th>Coefficients</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Unstandardized Coefficients</td>
<td>Standardized Coefficients</td>
<td>T</td>
<td>Sig.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-------</td>
<td>------------</td>
<td>------</td>
<td>-----</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>10.242</td>
<td>1.429</td>
<td>7.168</td>
<td>.000</td>
</tr>
<tr>
<td>Gender Diversity</td>
<td>-.139</td>
<td>.051</td>
<td>-.140</td>
<td>-2.736</td>
<td>.007</td>
</tr>
<tr>
<td>Ethnicity Diversity</td>
<td>.125</td>
<td>.058</td>
<td>.106</td>
<td>2.155</td>
<td>.032</td>
</tr>
<tr>
<td>Educational Diversity</td>
<td>-.249</td>
<td>.055</td>
<td>-.218</td>
<td>-4.487</td>
<td>.000</td>
</tr>
<tr>
<td>Functional Diversity</td>
<td>.622</td>
<td>.053</td>
<td>.598</td>
<td>11.802</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance

Source: Researcher’s Fieldwork Computation, 2020

The findings in Table 4.10 shows that when holding all other variables constant, organizational performance would be at 10.342. A unit decrease in gender diversity while holding all other factors constant, organizational performance would be at 0.139, the p value was 0.007<0.05 an indication that gender diversity significantly influenced organizational performance.

A unit increase in ethnicity diversity when holding all the variables constant, organizational performance would be at 0.125, the p value of 0.032<0.05 an indication that ethnicity diversity significantly influenced organizational performance.

A unit decrease in educational diversity content while holding all the other variables constant, organizational performance would be at 0.249 and the p value of educational diversity was 0.00<0.05 an indication that training content significantly influenced organizational performance.

A unit increase in functional diversity when holding all the variables constant, organizational performance would be at 0.622 and the p value of functional diversity was 0.00<0.05 an indication that functional diversity significantly influenced organizational performance.

Decision Rule: As depicted on the table 4.5, it is therefore, established that taking into account (gender diversity, ethnicity diversity, educational diversity and functional diversity) constant at zero, organizational performance will be 0.349. The findings presented further shows that taking other independent variables at zero, a unit increase in modification of the variables would lead significant increases in organizational performance. As a result of this, the Null Hypothesis (H01) is rejected on the basis that the p-value is 0.000 which is far less than 0.05. Hence the alternative hypothesis is accepted, that workforce diversity has significant effect on organizational performance.

The hypothesis examined workforce diversity and organizational in University of Ilorin Teaching Hospital. The findings revealed a significant effect between the two variables. This is supported by the studies of Wycliffe and Leon (2019) examined Impact of workforce diversity on employee performance in public universities in Kenya. The study found out that diverse workgroup brings different experiences, skills set and insights that enhance overall team performance which promote the performance of the organization. In other words, workforce diversity has been found to improve organizational performance because of the formation of more efficient teams.

16. CONCLUSION AND RECOMMENDATION

The study investigated workforce diversity on organizational performance in University of Ilorin, Teaching Hospital. In line with the study, the study concluded that workforce diversity has a
significant effect on organizational performance and also, having diversified workforce is essential as it provide the organization with diversified workforce that are essential in achieving organization’s goals. The study of workforce diversity and organizational performance has open up recommendations that can further enhance performance. Based on the findings of the study, the study recommended that management should continue to promote equal employment and opportunity for career growth based on gender, ethnic, educational and functional inclusivity and organizations must view attainment of organized diverse workforce as key to attaining harmony within the organizations and contributing towards the establishment of a stable external social environment in which the firm must exist.

REFERENCES


