NEXUS BETWEEN DEMOGRAPHICS DIVERSITY MANAGEMENT AND EMPLOYEE'S PERFORMANCE
(STUDY OF LEADWAY ASSURANCE COMPANY LIMITED, LAGOS STATE)

BY

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Abstract
Organizational quest of goal attainment aside all requires that every employee's need to align with one another during work for improve performance. The study brings to needs the nexus between demographics diversity management and employees performance, using Leadway Assurance Company Limited, Lagos State, Nigeria. Review of different literatures was made, and the study methodology is descriptive research design. Questionnaire from two hundred and nine (209) participants using taro-yamane statistical module form the sample size determination through simple random sampling. The population of study comprises of four hundred and forty -one
(441) employees using Chi-square as Statistical tool of analysis. The findings revealed that demographics diversity is multi-faceted; the results show that the null hypotheses (H_O) in hypothesis one and two were significantly rejected due to the reason that, the computed Chi-square value for both hypotheses are higher than the chi square table value at 5% level of significance (179.48 > 9.49 and 103.54 > 9.49 respectively), with no exception of hypothesis three (experience qualification) that show positive relationship, because computed value of Chi-square(119.37) is higher than the table value of Chi-square(9.49). The conclusion establish is that, not only employee's experiences qualification impact positively on performance, but, other examined variables in the study does establish nexus between demographics diversity management and employee's performance. The study recommends that, management must endeavor to emphasize diversity in their operational planning across all strata levels, but should cautiously and carefully embark on promotion based on experience, team spirit and collectivism together with provisions of relevant training through seminars/workshops to reconcile and leverage on diversity among employees/work force, as against use of discriminating features centered on tribe, religion, nationality, gender, age or physical handicap.

Keywords: Demographics, Diversity, Nexus, Employee's Performance.

Introduction

Diversity coined relatively to depict how individuals in an organization's differ by gender, ethnicity, age, physical abilities, lifestyles and religion. Giovannini (2004), posits diversity as a dimensional attributes (visible or invisible) used to differentiate phenomenon like groups and people from one another. Hazard (2004), conceptualize demographics diversity as a broad range of differences that influence how people engage one another to achieve organization results. Workplace diversity is distinctively characterized by numerous elements and qualities differing from one another. These elements include employees" beliefs, values, and actions that vary by gender, ethnicity, age and physical abilities. Managing these elements can create a gamut of staffing-related issues that culminate into complexities and diversity in the workplace. "Today's managers and supervisors however are looking at a workforce that is somewhat different from those faced by their predecessors (Wigglesworth, 1997). Workplace demographics diversity increasing awareness and recognition by organizations as a catalyst for creating a competitive advantage, opportunity to utilize a vast array of knowledge, skills, and abilities found in diverse work environments are of inestimable value (Fisher, Schoenfeldt, and Shaw, 1999).

However, organizations and their management teams often define diversity too narrowly by tolerating, rather than embracing government guidelines about inclusion of gender, and racial diversity in the work place; focusing on the avoidance of legal risks rather than the benefits of diversity; and doing the minimum necessary, rather than the maximum, to promote diversity. In the end, they promote uniformity rather than diversity, and understand only those customers who are most like their employees (White, 1999). The extent to which managers recognize diversity and its potential advantages and disadvantages, defines organizations" approach to managing the diversity (Price, 1997). Management of diversity in organizations is dependent upon the acceptance of some primary objectives to which employees are willing to commit, such as survival of the firm (Marthur, 1988). In today's fast-paced work environment, a successful organization is one where diversity is the norm and not the exception (Lawrence, 2001). Furthermore, diversity practices in the area of human resources conventionally triggers and enhance both employee and organizational performance (Akpan & Uford, 2023; Oluyemi & Ajani, 2021).

Statement of the Problem

The increasing dynamic and volatility of organization's environment towards achieving its primarily existence goals has become impressive in quest of establishing a synergy between demographics diversity management and employee's performance, among researchers lends strong support to the contention that well managed workplace diversity is strength. Despite organizations huge investing in workforce diversity to boost employee morale and improve performance, the reverse had always been the case as they rarely achieve their expected desires. With an extremely heterogeneous workforce in terms of race, ethnicity, culture, language,

sexual orientation, religion, conceptions, business organizations face a herculean task to safeguard society or business organizations from potentially destructive conflicts that arise easily in a radically pluralistic organization. Diversity has increasingly become a "hard-nut" issue in corporate, political and legal circles. Kanter, Rosabeth, Brinkerhoff and Derrick (1991) posit that unmanaged workplace diversity is most likely to impede group functionality and lead to ineffectiveness. The demographic differences like sex; age was conventionally related to team level outcome (Williams and O'Reilly, 1998). Managers in public and private organizations will have to understand, predict and manage this intriguing nature of the diverse workforce. While a large proportion of organizations have embraced diversity, few still consider it merely an issue of compliance with legal requirements. Effective diversity management has historically been adopted to provide a legally defensive position; organization with heterogeneous employees could posit that they are not guilty of discrimination because of the prima facie case based on their work force demographics of the society. Organizations like this usually experience high level employee turnover which will automatically lead to poor performance.

Objectives of the Study

The general objective of this study is to examine nexus between demographics diversity management and employee's performance, using Leadway Assurance Company Limited, Lagos State, Nigeria. The specific objectives of the study are:

i.   To establish the extent of cultural diversity of employees and their performance.
ii.   To investigate the extent of gender workplace diversity of employees in the organization.
iii.   To assess impact of experiences qualification management on employee's performance

Hypotheses Formulation

Ho_1 - Cultural diversity does not constitute strength to organization in term of performance.
Ho_2 -There is no positive relationship between gender workforce and performance in Leadway Assurance Company Limited, Lagos State.
Ho_3 -Experience qualification has no relationship to employee's performance in Leadway Assurance Company Limited, Lagos State.

Review of Related Literature Conceptual Framework Diversity

Diversity is a word with varying dimensions relatively to universal perception; as it complexity requires rigorous connotations. Mazur,(2010) and Mateescu,(2018)

identify different dimensions of diversity to include: primary, secondary and tertiary dimensions.

Primary Dimension- includes inborn features of differences, like age, race, ethnicity, gender and disability. This dimensions form an individual's fundamental basic self-image.

Secondary Dimension- includes first interface of life such as: religion, beliefs, family backgrounds, culture, sexual orientations, lifestyle, education etc. It is non- visible attributes that deal with self-esteem and self-definition.

Tertiary Dimension- includes second interface of life like: assumption, perceptions, attitudes, feeling and values. This dimension is interacting with one another to create an identity of an individual that brings out the similarities and differences in the work environment.

However, in more recent years, diversity has dramatically changed to a more proactive concept. Many business leaders are now embracing diversity as an important bottom-line activity. Diversity in the workforce as a competitive advantage facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation which in turn, leads to better organizational performance (Allen, 2004).

Diversity Management
Diversity management is a process intended to create and maintain a positive work environment, where the similarities and differences of individuals are valued and amalgamated to facilitate the enhancement of individual's employees potential and contributions to an organization's strategic objectives. With increasing attention directed at the relevance of workplace diversity, organizations are faced with the daunting task of effectively managing the diversity abound. For a variety of reasons, demographics diversity and its management practices has become more prevalent in workplaces across the globe. Effective diversity management is a gnashing menace permeating across the globe, but also has to do with consideration for the history and traditions that are unique to each country within their corporate umbrella. Extant literatures by scholars studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the work environment enjoy more cordial and favorable atmosphere than organizations that emphasize individualism (Chatman and Spataro, 2005). It has also been revealed that an emphasis on teamwork foster better relationships within an organization unit and thus can promote identity within the unit or organization that moves beyond surface level differences (Jayne and Dipboye, 2004).

Diversity management refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs. Organizations that can develop and employ the necessary policies and procedure do so to reduce the conflict among the employees and increase their effectiveness (Rau & Hyland, 2003). According to Sweet, (2005) and Mattis (2002), who posit that organizationally-diversed practices, programmers and policies are designed as 'best

practice' when they are judged by experts to be above and beyond the main stream compared to other organizations.

Workplace Diversity Management

Workplace diversity management is broadly defined as the systematic and planned commitment by the organization to recruit, reward and promote a heterogeneous mix of employees (Bagshaw, 2004). The workforce diversity emerged mainly to further the availability as well as equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that the organizations make the most out of the differences from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective (Bryan, 1999). The effectiveness of an organization can be measured in different criteria (French, Wendell and Cecil, 1983) among them is productivity, profits, growth, turnover, stability and cohesion.

Fredrick, Omboi and Francis (2011) posit that organizations diversity is reflected in demographic and cultural diversity and in-turn affect organizational effectiveness. However, the manner management values diversity, not diversity itself, is what moderates the relationship between diversity and organizational effectiveness because it addresses the organizational processes that reinforce or hinder the ability to create an environment that values diversity.

Goetz (2001), workforce diversity is a complex phenomenon that cannot be underscored, it due management translates to increase organizational effectiveness, especially with current changes sweeping across the globe. He argues that the organization that value diversity will definitely cultivate success and have a future in this dynamic global labour market. This opinion was corroborated by White (1999) as cited in Fredrick et al (2011) that workforce diversity management has become so important for both governments and private sector organizations. Its importance has mainly been brought about by the free movement of labour due to globalization and the fight for human rights by certain minority groups who feel excluded from the employment sector.

Cultural diversity is any significant difference of an individual shown in a culture. The cultural environment in a workplace is reflecting the present demographics, social and cultural differences on a societal level. For any organization, to manage a culturally diverse workforce is a great challenge (Mateescu, 2018). Not everybody is the same; every individual is different from each other depending on their religion, background, age, education, perceptions etc., (Saxena 2014). Saxena (2014) also stated that diversity makes the workforce heterogeneous, when various multicultural individuals come together to work at the same place (Saxena, 2014). Mazur (2010) additionally mentions that a cultural diversity workplace reflects on the changing marketplace and the world.

Employees Performance

Performance is often caption as a multi-dimensional construct, influence by environmental volatility and measures uniquely as the quantum of productivity and growth beyond employee's job scope (Etim & Uford, 2019, and the goals expectations (Ajani, 2022). In the recent time, employees performance encircle a time frame upon which assessment are made by superior, revolving hourly, daily, monthly, quarterly, half-yearly and annually with motive of identifying areas of betterment. According to the study of Faloye, Oladimeji and Kazeem (2020), employee's performance excludes the outcomes of employee exhibited attitude, but emphasizes on the attitude themselves. In a summary, it's the attitude in terms of what they do, and not about the output of their work.

Diversity in Relation to Culture and Performance

Diversity in the organizational context has increase and it is against this backdrop that, its effects on diversity openness and between diversity and performance both at individual and organizational levels has become indispensable. Diversity determines not only the effect within an organization but also the level of openness to dissimilarity characteristics among the organization's members work groups, and culture (Moran, Harris, and Moran, 2011).

Irrespective of the technological wonders of today's communication, international relations require us to deal with one another on one-on-one basis, essentially for the development of the organization (Uford, 2021). For the actualization of this motive, it become pertinent to overcome language and stereotype barriers, requiring the mental elimination of terms like "alien" and viewing the individual as having a background (Moran, Harris, and Moran, 2011).

Simling (2006) asserts that, as the age increases, the perception of diversity openness decreases, and thus, it is important to orient the older employees also about the presence and need of diversity openness in organizations through standard training, workshops, group discussions, and seminars. To create opportunities for collaborations, global leaders must not only learn the customs, courtesies, and business protocols of their counterparts from other countries but must also understand the national character, management philosophies and mindsets of the people (Hofstede, 1994 in Harold and Vincent, 2012).

Okeke (2010), posits that, language among Nigerian tribes is related to the ethnic background. Historically, there exist more than one hundred tribes in Nigeria and just three official languages being recognize. This poses a great challenge to organizations within its environment. Sensitivity needs to be shown in the choice and use of language policy within organizations. Other factors include education, income, lifestyle, religion and social economic backgrounds

Theoretical Framework

Bairoh (2007) two general dimensional perspectives of diversity management under-pined this study, Institutional theory and Resource based theory

Institutional*:* this perspective considers organization's structure as an affiliation of the social environment, thus making the two inseparable entities. The examinations of this perspective postulate that organizational structure needs to be understood ahead of identification with employee's behavior. Many organizations exist due to the recognition of guided rules, laws, professional norms and regulations .the requirement for conformity between the divergent positions constitutes the legitimate interaction of administrative linkages for objectives realization. The laws fundamentally requires that organization imbibe diverse actions and synchronize with the available physical resources in a manner that employees in the organization and outside the organization sees need to observe and adhere with these standing norms to prevent any un- warranted out-burst.

Resource Based*:* on the other hand here, focus is on policy implementation as to how diversity impact organization resources. Unequivocally, resource are broadly and extremely of two classifications namely; human and physical resources existing in an organization's. Significantly, resources are the pivotal on which the wheel of organizational success revolves towards its fruitfulness .Whereas, it non –availability will inhibit the operations. Also, heterogeneous (diverse) organizations that engage in diversity management practices enjoy competitive advantages in-terms of improve productivity and performance.

Empirical Framework
Some of the scholarly studies in this area as reviewed varied and are presented below. Cherian, Gaikar and Paul (2020) conducted a study on "The role of cultural diversity and how they impact work team performance in Abu Dhabi University. A quantitative survey data technique was incorporated to assemble questionnaire whose content focus is on demographics reflecting issues. The analysis reveals existence of dual correlation impact on the performance level at the University. From the positive angle, employees in the university seem satisfied with the total working condition in a complex cultural team devoid of any form of discontent. While the negative angle, indicated that employees faced issues and asserted cultural clusters as hindrance to decision making process among the team members.

The study of Inegbedion, Sunday, Asalege, Lawal and Adebanji,(2020) titled' managing diversity for organizational efficiency through conflict management. Using a survey design for targeted population of nine multi-national companies and a sample size of one hundred and seventy nine respondents in south-south, Nigeria. With the adoption of structural equation model (S.E.M), the results reveal that management of cultural diversity; employee's perception and conflict are related significantly.

Moreover, management and teamwork influence organizational efficiency. Study recommendation is that, management of diverse work force should be made priority in order to guarantee effective implementation of organizational efficiency.

Ukachukwu and Iheriohanma (2013) study focus on the effect of cultural diversity on employees productivity in work organization .Using a quantitative research method and chi-square as a statistical tool of analysis to test the hypotheses formulated, The results reveal a significant relationship between the independent variable and dependent variable in building a work teams that subsequently affect productivity .It is also establish that, cultural differences triggers conflict and results to loss of time as well as low employees morale. Therefore, the study recommends organization's management to recognized culture as a work force composition towards building a relationship regardless of employee's origin and background.

Sovenu (2014) study identifies diversity in term of similarities and differences among age, physical abilities and disabilities, race, religion, gender and sexual orientation. The methodology of the study made use of review literatures by critically examination of work force diversity with conclusion that work force diversity constitutes strength to organization, although workers sometimes belief in their view on areas centered on religion, culture which is a problem if not well managed.

Choi (2014) study explores demographics diversity (racial and gender) of management influences on job satisfaction of employees in public organizations. The methodology involves a multi-level modeling of collecting data from nine different federal agencies. The results findings indicated that higher percentage of racial/ethnic; women minorities in managerial position are negatively related to job satisfaction. The results also reveals that, no significant impact exist between gender diversity on men and women satisfaction and that diversity climate has a positive effect on ethic/racial and gender diversity of managers and employees job satisfaction.

Kochan et al (2003) conducted a study on the effects of diversity on business performance. Based on a five-year study of the association between race and gender diversity and business performance, the researchers conclude that the impact of diversity depends on the context in which it is being leverage including organizational culture, human resource practices and strategy. Furthermore, they argue that unless explicit attention is given to managing diversity, its impact on performance is likely to be negative.

Research Methodology
This chapter described the data collection method from copies of the questionnaire distributed to the respondents, according to the research variables. Simple percentages and frequency tables was used to present the results in a tabular form. The study methodology is descriptive research design as data was collected through primary source of structured questionnaire administered among two hundred and nine (209) participants using Taro-Yamane statistical module of sample size determination, and simple random

sampling. The population of study comprises of four hundred and forty-one (441) employees of Leadway Assurance, in Lagos State; Nigeria, with Chi- square as statistical tool of analysis.

Data Analysis and Discussions

This chapter presents the data analysis from copies of the questionnaire distributed to the respondents. Chi-square was used to test the hypotheses. A total 209 copies of questionnaire were distributed but 204 copies were completed and returned. Out of the 204 copies that were returned, 201 copies were properly completed given a response rate of (96.2%). This implies that, 3 copies of the questionnaire had some degrees of omission that rendered them invalid and therefore does not form part of the data analysis.

Table 4.1 Presentation of Respondents Bio- Data

		Frequency	Percentage (%)
Sex of Respondents	Male	112	55.7
	Female	89	44.3
	Total	**201**	**100**
Age of Respondents	20-30years	38	18.9
	31-40years	86	42.7
	41-50years	43	21.4
	51 years and Above	34	17.0
	Total	**201**	**100**
Marital Status	Single	85	42.3
	Married	108	53.7
	Widow	8	4.0
	Total	**201**	**100**
Educational Qualification	ND	73	36.3
	HND	47	23.4
	B.Sc/B.A	43	21.4
	MSc/M.A	34	16.9
	Others	4	2.0
	Total	**201**	**100**

Source: Field Survey, 2023 Test of Hypotheses

Ho$_1$ - Cultural diversity does not constitutes strength to organization in term of performance, Leadway Assurance Company Limited, Lagos State.

Table 4.2 show

	Respondents	Observation (O)	Expected value (E)	O – E	(O E)²	(O-E)²/E
	Highly dis – agreed	92	40.2	51.8	2683.24	66.75
	Dis-agreed	81	40.2	40.8	1664.64	41.41
	Indifferent	7	40.2	-33.2	1102.24	27.42
	Agreed	11	40.2	-29.2	852.64	21.21
	Highly agreed	10	40.2	-30.2	912.04	22.69
	Total	201				179.48

X^2 computed = 179.48 X^2 tabulated = 9.49 Degree of freedom = 4
Error percentage Level = 5%

Rule Interpretation Standard:
If, X^2 computed is higher to the X^2 tabulated, it depicts that H_O will be rejected and Accept H_1.
Conversely,
If, X^2 computed is lower to the X^2 tabulated, it depicts that H_O will be accepted and Reject H_1.

Therefore,

The null hypothesis (H_o) is rejected in the statement that,' cultural diversity constitute strength to organization in terms of performance. The reason is that computed value of Chi-square (179.48) is higher to the tabulated value of (9.49). And deductively, the results indicate that cultural diversity does constitute strength in terms of organizational performance in Leadway Assurance Company.

Ho₂ -There is no positive relationship between gender workforce and performance in Leadway Assurance Company Limited, Lagos State.

Table 4.3 show

	Respondents	Observation (O)	Expected value (E)	O – E	(O E)²	(O-E)²/E
	Highly dis – agreed	63	40.2	22.8	519.84	12.93
	Dis-agreed	82	40.2	41.8	1747.24	43.46
	Indifferent	37	40.2	-3.2	10.24	0.25
	Agreed	9	40.2	-31.2	973.44	24.21
	Highly agreed	10	40.2	-30.2	912.04	22.69
	Total	201				103.54

X^2 computed = 103.54 X^2 tabulated = 9.49 Degree of freedom = 4
Error percentage Level = 5%

Rule Interpretation Standard:
If, X^2 computed is higher to the X^2 tabulated, it depicts that H_O will be rejected and Accept H_1.
Conversely,
If, X^2 computed is lower to the X^2 tabulated, it depicts that H_O will be accepted and Reject H_1.

Therefore, the null hypothesis (H_o) is rejected, in the statement that,' there is a no positive relationship between gender workforce and performance, due to the reason that computed value of Chi-square (103.54) is higher to the tabulated value of (9.49). Thus the result does show a positive relationship between gender workforce and performance in Leadway Assurance Company,

Ho₃ -Experience qualification has no relationship to employee's performance in Leadway Assurance Company Limited, Lagos State.

Table 4.4 show

	Respondents	Observation (O)	Expected value (E)	O – E	(O E)²	(O-E)²/E
	Highly dis – agreed	82	40.2	42.2	1780.84	44.30
	Dis-agreed	73	40.2	33.2	1102.24	27.42
	Indifferent	19	40.2	-21.2	449.44	11.18
	Agreed	18	40.2	-22.2	492.84	12.26
	Highly agreed	9	40.2	-31.2	973.44	24.21
	Total	201				119.37

X^2 computed = 119.37 X^2 tabulated = 9.49 Degree of freedom = 4
Error percentage Level = 5%

Rule Interpretation Standard:
If, X^2 computed is higher to the X^2 tabulated, it depicts that H_O will be rejected and Accept H_1.
Conversely,
If, X^2 computed is lower to the X^2 tabulated, it depicts that H_O will be accepted and Reject H_1.
Therefore,
The null hypothesis (H_o) is rejected, in the statement that,' experience qualification has no relationship to employees' performance' as the result show a positive relationship between computed value of Chi-square (119.37) is higher to tabulated value of (9.49).

Findings and Conclusion

Findings from the analysis of data revealed that demographics diversity is multi- faceted, among the diversities including culture, gender, age, educational qualification, ethnicity, marital status, with the exception in experiences qualification of hypothesis three .Significantly, the statement of the null hypotheses (H_O) in both hypothesis one and two are rejected; cultural diversity constituting strength to organization's and the existence of a positive relationship between gender workforce and performance respectively due to the reason that, the computed Chi-square value for both hypotheses one and two are higher than the chi square table value at 5% level of significance (179.48 > 9.49 and 103.54 >9.49 respectively), with no exception to hypothesis three statement of,' experience qualification has no relationship to employees' performance in leadway assurance company that was rejected due to the reason of computed value of Chi-square(119.37) being higher than the table value of Chi-square(9.49). The conclusion establish is that, not only employee's experiences qualification impact positively on performance, other examined variables in this study does establish nexus between demographics diversity management and employee's performance.

Recommendations

Thus, the paper recommends that, management particularly as establish in the study must endeavor to emphasize diversity in their operational planning across all strata levels having realized it to be indispensable component, but cautiously and carefully must embark on promotion of employees based on experience, team spirit and collectivism together with provisions of relevant training through seminars/workshops to reconcile and leverage on diversity among employees/workforce.

Also, employees and applicants for employment should be treated fairly in their employment and advancement, based on their abilities, as against use of discriminating features centered on tribe, religion, nationality, gender, age or physical handicap.

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