

**DIVERSITY MANAGEMENT AND PERFORMANCE
OF MINISTRIES IN EDO STATE**

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Abstract

The increasing rate of tribalism, regional identities and discrimination among employers and employees in Nigerian organisations especially public ministries has remained a recurring spike in Nigeria. The study selected ministry of agriculture, ministry of health and ministry of education in Edo State to examine the level of diversity practiced in terms of culture diversity of ministries in Edo state. The general objective of this study is to examine the relationship between diversity management and employee performance in Edo State ministries. The study specifically aims to identify the extent of relationship that exists between culture diversity and job satisfaction of selected Ministries in Edo State. Descriptive research design was adopted in the study. The target population was 275 employees of ministries of agriculture, ministries of health and ministries of education in Edo State. A total of 275 copies of questionnaire were disseminated to the respondents of the study and they were all filled and returned 262 which was used as the sample size and also relevant for the study. Data were collated, analyzed using statistical package for social sciences (SPSS) while percentages and frequencies tables were used for the descriptive research. To test the hypothesis, Spearman Rank Correlation Coefficient Analysis was adopted. The study found out that diversity management such as culture diversity affect employee performance. The study concludes that culture diversity is critical workforce diversity management that determines employee performance in an organization. The study recommends that there is need for creating awareness and conducting trainings touching on management diversity since most of the staff did not think the organization has invested enough in sensitizing employees. Finally, the study contributed to knowledge by filling an important gap in the literature and creating an inclusive environment that can enhance employees' effectiveness, and also provides a basis of future studies on diversity management and performance of ministries in Edo State.

Keywords: Diversity management, culture diversity, job satisfaction, employees' performance.

INTRODUCTION

The world's increasing globalization needs a lot of interaction among people from various backgrounds than ever before. This is so because, individuals no longer live and work in narrow surroundings; as they are currently a part of a worldwide economy competing in nearly all part of the world (Patel, 2016). On the bases of these, organisations tend to be aiming to become more diversified with a view to gain competitive advantage. These advantages can be gained by being innovative, creative and open to useful change.

Today business workplace is changing at an increased speed and the change in the employees' demographics, increase of jobs in the economy, continuing growth of the globalization and requirement for efficient and effective collaboration have surfaced as significant forces driving the importance of diversity in organizations. With high rate of globalization/competition, workforce in virtually all industrialized countries becomes heterogeneous. Advances in technology and the advent of a worldwide economy have brought the people of the world existing in the same place, nearer to each other. Griffin & Moorhead (2014) posit that a diverse workforce requires managers to manage all identified attributes existing among employees. Therefore, businesses, educational systems and other entities are investigating ways to better serve their constituents to attract and retain the finest and most qualified employees (Gupta, 2013). On these grounds, organizations are aiming to become more diversified in order to gain competitive advantage by becoming more creative, innovative and open to useful change.

Workforce diversity means the vital differences and similarities amongst employees in an organisation (Griffin & Moorhead, 2014). Nwinami (2014) said it represent those uniqueness which include; an individual's personality, age, gender, ethnicity/race, religion, marital status, income, the work experience and all those views which suppose and sustain an organization's core values. It equally means

organisation that are becoming more varied in terms of workforce composition on the basis of age, ethnicity, expertise, etc. (Robbins & Judge, 2013).

Human resource is an important asset for any organization, and as such, having a diversified workforce is a primary concern for most organizations. It is quite in order for organisation to employ diverse workforce despite the truism that it is challenging. Organizations have recognized the fact that it is through the collective effort of its diversified workforce that monetary resources are harnessed to achieve organizational goals.

For organizations to attain its goals, skills, knowledge, efforts, and attitude of the workforce need to be sharpened once in a while in order to optimize its effectiveness. Organizations are made up of individuals and without the workforce, organizations cannot achieve its goals (Mullins, 2010). For this reason, the management of its human resources is also a crucial issue for organizational leaders (Sayers, 2012).

Diversity management, in human resource management, has been seen as the key to cultivating performance of any organization, improving service delivery and ensuring fulfillment of employees. The concept of diversity management is used to better the performance of the individual, team or organization. In addition, it has been shown to create a positive change in performance and culture of any organization (Department of Education and Early Childhood Development, 2011). With the current rates of globalization, there is need for improvement of interaction of people from various/different backgrounds. Globalization has created a worldwide economy where profit and non-profit making organizations have the need to create greater diversification if they need to remain competitive. Those in managerial positions need to embrace the need for a multicultural working environment due to the constantly evolving workplace (Kelli, Mayra, Allen, & Karl Kepner, Derek Farnsworth, 2015).

Organizations that fail to manage diversity are exposing themselves to risk, through the inability to garner the business benefits of effective diversity management. Diversity in an organization plays an important role in aiding retain knowledge and experience, tackling skill shortages, widening recruitment base and increasing profits by attracting more customers (Odabas, 2004). Diversity management makes every single person feel more valued thereby making them give the best in their duties. Scott & Byrad, (2012) rightly notes that there are a number of activities that an organization can engage in to manage the diversity of their workforce. Private organizations are hiring more women and people from minorities to ensure a diverse workforce that mirrors the demographics of the nations. Moreover, they provide training and education on diversity that aims at handling sexual harassment, valuing differences (such as race, gender, ethnicity, age, disability, religion, sexual orientation), and diversity management (offering mentoring, coaching, family/employee friendly policies, alternative work arrangements (Kelli et al., 2015).

To succeed, organizational leaders need to be abreast with the effect of the social work environment on employees. Hence, to achieve and maintain competitive advantage over competitors, managers must be able to draw from the most valuable resources i.e. the fitness/expertise of its workers. Based on the growing richness of diversity in the world and in the workforce, managers have to spread out their outlook and use innovative approaches to achieve success.

Objective of the Study

The general objective of this study is to examine the relationship between diversity management and employee performance in Edo state ministries. The study specifically aims to identify the extent of relationship that exists between culture diversity and job satisfaction of selected Ministries in Edo State.

REVIEW OF RELATED LITERATURE

Concept of Diversity Management

Scott and Byrd (2012) diversity management have emerged as a power strategy for handling diversity issues. Management and valuing diversity is now more essential for delivering higher level of performance and creativity, thus enhancing problem solving as well as decision making. Scott and Byrd (2012) citing Roosevelt (1990) said diversity management does not mean containing, controlling or stifling diversity rather it means management, recognizing the utility of every feature of diversity and tapping the potentials.

Evans and Henry (2007) opined that diversity management entails planned methodical commitment of an organisation to attract, recruit and keep a heterogeneous group of people. Managing diversity means enabling employees to make use of their full potentials by making the work environment an equitable one where no employee has advantage over the other. Leaders in an organisation are saddled with the task of creating effective diversity policies and their implementations. To effectively manage diversity means they must work to ensure that unfair discriminations are eliminated within the work environment (Robbins & Judge, 2013). It is the responsibility of the top executives to communicate the value of diversity and its commitment to diversity in an organisation while managers see to the adoption of diversity in work environment (Scott & Byrd, 2012).

Diversity management is grounded on the idea that people are key asset for organizational success. Being aware that people are characterized by a lot of intersected diversities that need to be managed, hence diversity management approach maintains that only the conscious management of these diversities can establish a real outstanding and lasting competitive advantage for the organisation. For diversity programme to be effective, it requires the commitment of

organization's board and managers. These are the people that are in charge of extending awareness of attention and commitment to people. It requires organizations to have intention and capacity to promote and shape a "cultural change" establishing a "culture of inclusion" (Cole & Salimath, 2013). Organisational culture refers to certain values, principles, and behaviour that a group has subjected itself to so as to solve issues concerning external environment adaptation and in-group integration (i.e. organizational identity, languages, symbols, ceremonies, accepted behaviors, procedures followed to attribute status and power). It is a set of assumptions of some sorts that have performed very well to the extent that they are viewed as good enough to be taught to new employees as contentional practices. It can be said that diversity management promotes the fulfillment of an organizational culture of inclusion, a culture where diversities are recognized, valued and engaged. Effective management of diversity according to Dansby, Stewart and Webb (2001), entails that the leaders from the outset master the cultural belief and values of organisation. Diversity management is now a strategic imperative for many organizations as well as a crucial element for the survival of the organization. Consequently, a lot of organisations are coming up with their workforce, particularly those that were not barred from occupying vital position within the organisation. The concept of diversity management recognizes that the organization can achieve better organizational results if it builds a non-discriminatory and equitable (i.e. an environment where people value fairness of outcomes, distributive justice, fairness of the formal policies) procedures employed in the course of taking distribution decision- procedures justice as well as fairness of the quality of interpersonal treatment- interactional justice environment.

Culture Diversity

Ethnicity could be seen as an assembly of individuals who share common cultural traditions and customary practices and also provide their members with a self conscious identity as a nation (Sayers, 2012). Ethnic diversity refers to differences in

religions, language, race and culture. There has been an increase in multicultural workforce in the organization for utilizing greater participation and synergy to improve and increase both employee satisfaction and business performance. A fair level of ethnic difference has no effect on team performance in respect of business outcome, i.e. sales, profit and market share. Gupta (2013) opined that if majority of team members are ethnically different, more ethnic difference has a positive impact on performance. Following the raise of diversity in recent times, there has be a raise in work groups with the intention of making increased participation to enhance employee and organizational performance as a whole. However, because the composition of employee's is rapidly getting more varied vis-à-vis ethnicity, gender, education, race, age, etc., similar attention has been growing with respect to the effect of these diversities in academic institutions (Watzon, Johnson, & Zgourides, 2002). The emergence of multi-cultural in contemporal organisation is as a result of growth of diverse cultures in the society which therefore spread via educational, ancestral, and religious circle. Watzon, Johnson, and Zgourides (2002) said the increase in performance of teams comes as a result of the diverse cultural composition of employees and this is seen as the benefit of embracing various ethnical perceptions for finding solutions to problems and enhancing the outcome of team members after they have learned ways in which they can make use of their dissimilarities for their advantage. Harrison and Klein (2007) opined that firms may witness negative consequences of having demographic differences like race/ethnicity, gender, age, nationality. It is important to note that individuals from the minority groups are more likely to be less satisfied with their jobs, less committed to the organization, have problems with their identities and feel or experience discrimination (Milliken & Martins, 1996). Growth of minority, however, tends to make problems encountered fade away. Based on the study of Tracy and David (2011) ethnicity can stand as a replacement or substitute for cultural background and ethnic dissimilarity can be bring about positive, creative and

innovative performance among members, seeing as it expands the point of view of employees in the organization. Furthermore, following the study of Tracy and David (2011) few level of ethnic dissimilarity could have a positive correlation with creativity and innovation while a higher degree of ethnic diversity could have a negative effect because it has the tendency to create in-groups due to social categorization, create conflict among employees and cause poor cohesion among work team (Dahlin, Weingart, & Hinds, 2005).

Sayers (2012) posits that ethnicity is self identification of social/cultural value as against values imposed on a person by mere gazing at a person and taking a decision on the basis of how he looks. From the aspect of the social identity theory, since ethnicity is a surface level characteristic of diversity, it can be quickly used to divide a group of people into ethnic backgrounds. People often identify with their ethnic background because it gives them a sense of belonging as well as linking them up to a closely related people. It is believed that people tend to favour those who belong to their ethnic background more than others.

Diversity and its management has a lot of inherent benefits as stated above but Gasper, Bierman, Kolaris, Hise, Smith and Arreola (2010) argued that diverse workforce may not be as cohesive and may have communication problems. There may be cases of mistrust and tension in a diverse workforce. The following results when diversity is not well handled: low employment, moral, ambiguity, frustration, tensions, confusion and conflict.

Concept of Employee Performance

Durga (2017) defined performance as the act of executing a task or an accomplishment or achievement. He equally posits that employee's performance is the degree at which he is effectively fulfilling his job requirement/discharging his duties in order to achieve good results. O'Flynn, et al. (2001) citing William and O'Reilly (1998) said employee performance is defined using three criteria. First

condition is that employee's output is expected to meet the standard of performance set by the organisation. Secondly, employee performance can be defined in terms of how the social processes utilized in the performance of their jobs enhances or maintain the capability of the employees to work together on subsequent group tasks. Lastly, employees and their personal need are met instead of leaving them frustrated by a group performance. Performance is an individual's behaviour and results. It is further viewed as a way by which people get their work performed (Armstrong, 2012). However O'Flynn, et al. (2001) citing William (1998) argues that the performance of employees is not truly representative of what a group performance is. Instead, it is the personal experience of members of a group and their eventual ability to perform in the future as well as defines the employee. O'Flynn, et al. (2001) citing Ancona (1992) argue that there are multiple dimensions when it comes to rating of performance seeing that different constituents have their different performance criteria and access to data. For example, management may be keen about looking at the output of the employee on one hand, whereas the employees are just concerned about creating a productive environment for themselves. They may have daily information about their interactions with co-workers or group members and use this data to evaluate performance. Information and decision making theory postulate that a positive outcome exists between employee's performance in terms of intellectual and complex task and information as employees tend to have diverse innovation, new product design and improved decision-making.

Different scholars have developed different formulas or factors that are considered to determine performance such as; Employee Effectiveness: Effectiveness is a function of performance (i.e. value free maker of employee behaviour (Borman, Ilgen, & Klimoski, 2003). This concerns employees working on those things that makes or increase value and their capacity to produce high quality (Blackard, 2000).

Employee efficiency refers to either cost of achieving a task or the speed at which task is accomplished (Secord, 2003). Blackard (2000) views efficiency as the overall cost of employee's effort vis-a-vis the result achieved. Efficiency is making better use of time and/ or materials to achieve result (Khan, et al., 2015). Employee's efficiency is the rate at which an employee is able to accomplish task with minimum resources available.

Effective is the ability to accomplish a purpose or produce an intended or expected result. Employee's performance/effectiveness or efficiency is a function of ability and motivation as postulated by Vrom (1994) quoted by Armstrong (2012). Thus, employees need both ability and motivation for effective performance. Robert, Leonard and Leonard (2015) laid credence to the formula and stated that $\text{performance} = f(\text{ability} \times \text{motivation})$ and it is an avenue by which human resources management picture the determinants of performance. This means that if employees' motivation or ability is low, the resulting effect is that employees' performance will also be low.

Three factors, opine Rahman, Hussain, and Hussain (2011) are the bases on which employee's performance are determined: work environment, ability and motivation which is captured by the formula; $\text{performance} = f(\text{work environment} \times \text{ability} \times \text{motivation})$. Ability here has to do with the employee's physical, emotional and intellectual capability to carry out his task. That the employee has the skills/knowledge required for the job. Robert, Leonard, & Leonard (2015) listed performance indicators as ability i.e. Competency, commitment and self efficacy is a motivational factor and it is the opinion an employee has about his ability to perform an assigned task. System factors include factors such as poor relationship among employees, lack of adequate training, etc.

JOB SATISFACTION

Job satisfaction is believed not to have a generally agreed definition despite of its significance and wide usage in the field of industrial psychology and organisational behaviour, which make it vital that before clear meaning is given, there is the need to put into consideration the significance and nature of activities of human beings all around the globe (Aziri 2011). Several scholars and authors have defined job satisfaction base on their views. A definition given by Hop pock (1935) states that job satisfaction is seen as any form of blend of psychological environmental as well as physiological circumstances that can make an individual admit in all honesty that I am gratified with the employment I do for a leaving. On the basis of this definition, level of job satisfaction is represented by what actually causes the feeling of satisfaction. Another definition given by Vroom (1964) effective orientation of individual in respect to their task and schedules is what defines job satisfaction; this definition put much emphasis on the role played by an employee in the working place.

The most widely used meaning of job satisfaction is that coined by Spector (1997) which states that job satisfaction centres mostly on the feelings on individuals about their entire job, which emphasizes on the level to which individuals like or hate their jobs. Therefore job satisfaction serves as a benchmark on how employee either feel positive or negative about their job and that is the main reason why job satisfaction and dissatisfaction are always present at certain point and situation (Davis, Nestrom 1985). Similarly Aziri (2011) assert that the level of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction. Also, Levy (1997), job satisfaction can be perceived as feelings of accomplishment and how successful an employee is on his/her job which can have a direct relationship to employee performance as well as wellbeing of the employee. Moreover, Glazer (1997) suggests that job satisfaction is composed to beliefs and feelings that

individuals perceive about their respective jobs. However, job satisfaction is believed to be multi-dimensional and intricate, it can be viewed in many different ways by different individuals, usually it is related to motivation even though the scope of the connection is still not very clear (Aziri, 2011).

Relationship between Diversity Management and Employee Performance

Employee performance is a multifaceted concept that has grown in importance and researchers seem not to have reached a consensus (Basaran, 1992). Finn (2015) believes that employee performance describes how an employee carries out tasks that make up the job in organizations. To Akintayo (2010) it is about behaviour, or what employees do, or what employees produce or the outcomes of their work. It is often determined by combination of declarative knowledge, procedural knowledge, motivation and commitment. Yet another view of employee performance is presented by Armstrong (2000) when he states that it is normally looked at in terms of the behaviour of employees, how they execute tasks given to them in the organization and how effective and efficient they are at doing them. The behaviour of employees which influences their performance in organizations includes their level of commitment, satisfaction, loyalty and intentions to quit (Armstrong, 2000).

Many business leaders are now beginning to believe that diversity has important bottom-line benefits to both the employees in particular and the organization in general. Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance (Robinson, 2002). Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater employees' productivity and competitive advantages (Armstrong, 2000). Diversity is an invaluable competitive

asset that any organization cannot afford to ignore (Robinson, 2002). Managing and valuing diversity is a key component of effective people management, which can improve workplace employee productivity (Black Enterprise, 2001).

Culture Diversity and Job Satisfaction

Employee job satisfaction and cultural diversity in the workplace have become highly important. Employee satisfaction is consistently rated highly on most respected studies and scholarly research (Pasa, 2007). Ethnic diversity can often enhance or reduce employee job satisfaction. Learning how this sometimes complex interrelationship works is beneficial to all managers and business owners (Pasa, 2007). Learning how culture affects employee workplace behavior helps management maximize the positive and minimize the negative effects on employee job satisfaction it was expected that diversity management may contribute to employees' job satisfaction and performance. In the literature only one research which examines diversity management with job satisfaction and performance has been found. Pitts (2009) in his study has examined the relations between diversity management, job satisfaction and perception of work group performance. The finding of the research interaction between situational conditions and personality (Judge et al., 2001).

The relation between job satisfaction and the organization's management style and climate created in the organization is high. An environment which is trustworthy, honest, fair treated, has good relations and minimizes the conflict that affects employee's job satisfaction positively (Basaran, 1992). Hence, job satisfaction is expected to be high in an organization which differences are respected, valued and well managed. Another dependent variable of the research is perceived individual performance. Performance can be expressed as the productivity level of individual's behavior and outputs related to his job compared to other employees (Babin and Boles, 1998). In other words, performance is the contribution of an employee or a

group to the job or the objective of the organization (Pasa, 2007). It can also be defined as employees' performing the task given and set in accordance with the features and capabilities of themselves (Erdogan, 1991; Gumustekin and Oztemiz, 2005). Factors affecting employees' performance can be divided into three groups as factors related to work environment, personal factors and stress, and administrative factors (Odabas, 2004). Although individual performance may seem as related to person at first glance, actually it is a reality about management approach and the application type of leadership and its' perception in the organizational climate (Ozmutaf, 2007). In line with the earlier mentioned information in this research, firstly relationships between the perception of teachers on diversity management in schools and job satisfaction, individual performance will be determined. Then, whether diversity management is a significant predictor of job satisfaction and individual performance will be examined.

THEORETICAL FRAMEWORK

Multiculturalism Theory

According to this theory, members of dissimilar cultures can live in harmony alongside each other, without the need or appeal for assimilation (Sunada, 2000). This theory was formulated to define disadvantaged groups such as members of LGBT community, African-Americans, and the physically challenged (Glazer, 1997). Multiculturalism is a body of thought in political philosophy about the proper way to respond to cultural and religious diversity (Yousef, 2000). Mere toleration of group differences was said to fall short of treating members of minority groups as equal citizens; recognition and positive accommodation of group differences was required. Song perceives that multiculturalism is closely allied with nationalism. Multiculturalism does not only apply to culture or cultural groups but also a wide range of aspects such as religion, language, ethnicity, nationality and race. Segregation of individuals at workplaces along this line is common. Minority

individuals can still work together in any environment, without having to get assimilated into the pre-dominant culture; they can retain their collective practices and identities. Some theorists argue that sometimes, such groups receive cultural accommodations such as “group-differentiated rights” including assistance to do some tasks, exemptions from law owing to their cultural beliefs such as religion (Levy, 1997). In a working environment, other workmates can feel demotivated for seeing their fellow colleagues getting such preferential treatments, or exemptions from the common law. This is likely to have an effect on performance. The study shall attempt to unearth any form of exemptions or advantages that are enjoyed by minority groups within the organization. Further inquiries shall be made to understand how such privileges affect the motivation of other employees not receiving such benefits, or how it eventually impacts on their performance.

EMPIRICAL REVIEW

Ugwuzor (2011) investigated diversity management and organizational effectiveness in Indian organizations with a view to ascertaining the degree of diversity management and organizational effectiveness in public and private sector organizations. They elicited information from 60 middle-level managers from private and public firms in Delhi. Two scales (diversity scale and organizational effectiveness scale) were employed. Data were analyzed using t test and correlation. Results indicated that public and private sector organizations differed significantly in diversity management and diversity management was found to have a significant positive influence on organizational effectiveness of private firms.

Suttle, (2016) investigated diversity and its impact on organizational performance. They employed thematic analyses to the definitions of diversity in management literature to ascertain the extent to which the differentiation is consistent with theoretical or practical discussions of diversity management.

Elsaid (2012) examined the effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. The study explored the impact of gender, age, and education background on employee performance in the Egyptian pharmaceutical industry which is renowned to employ highly diversified workforce. The results indicated that only two variables, gender and education background, were significant in explaining the variance in employee performance when different work force work together, while surprisingly, age diversity does not.

Robbins and Judge (2013), said the relationship between age and employees' job performance is likely to be an issue of increasing importance during the next decade. They, accordingly reasoned that jobs performance dwindles with increased age. In that case, a lot of employers believe that aged workforce is a sign that high quality applicant are in the labour market e.g. the USA. It is believed that as people grow older, their agility, speed, strength, and coordination start to nosedive thus making the job boring thereby leading to lack of intellectual stimulation and reduce productivity . On the contrary, researches conducted find that the age of employees and their job performance are not correlated and older workforce are more likely to take part in citizenship behaviour (Robbins & Judge, 2013). This commitment is noticed more in older employees than younger ones in view of the fact that they have lower rates of avoidable absence and therefore equal rates of unavoidable absence, e.g. sickness absences. Older employees often gets fulfilled in their work, report better relationships with their fellow employees and are committed to their organization's goals.

Kim, Bhawe, and Glomb (2013) in their study, response focused emotion regulation as a result of age differences noticed a positive correlation when they sample 274 work groups. The findings revealed that when people work in a unit that is age diversified, it involve the need for emotional labour and emotional restraint which are caused by the negative feelings towards members of different age groups.

Projected as likely results of demographic differences by Tajfel and Turner, (1986) and Matthijs, Kooij and Rousseau, (2015) are the social identity theory and related process of sub-group formation as well as mutual; discrimination.

Methods

The research design adopted is descriptive survey. The total population for this study comprises of 275 employees selected from three Ministries from Edo State. These include Ministry of Agriculture - 91, Ministry of Health – 86, and Ministry of Education – 98. The selection of these Ministries is based on purposive sampling technique in which the researcher decided to study the whole population that possesses the particular set of characteristics. However, structure questionnaire was the primary source of data collection. Contents validation was carried out on the instrument and Cronbach alpha was used to ascertain its reliability. Trained research assistants were used in the administration and collection of data. Out of 275 copies of questionnaire distributed to employees of these ministries, 262 response rates were properly filed and returned and used for analysis. The data collected were analyzed using the Statistical Package for Social Sciences SPSS version 23. The hypothesis was tested using Spearman Rank Correlation Coefficient Analysis.

Data Presentation and Analysis

A total of Two Hundred and Seventy-five (275) questionnaire items were prepared and distributed accordingly to the target entities, and Two Hundred and Sixty-two (262) were retrieved with an aggregated response rate of 95.3%. For each of the target entities, the response rate is displayed in the table below:

Table 4.1: Response rate for each ministry

S/N	Target Entities	No. of Questionnaire distributed	No. of Questionnaire retrieved	% of Response
1	Ministry of Agriculture	91	85	93.4
2	Ministry of Health	86	83	96.5

3	Ministry of Education	98	94	95.9
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Source: Researcher's Field Work, 2021

Questions	SA	A	UD	D	SD	Mean	Rem
	5mks	4mks	3mks	2mks	1mks		
	No.(%)	No.(%)	No.(%)	No.(%)	No.(%)		
CULTURE DIVERSITY							
Working with colleagues from different ethnic background influences my decision making ability	131(50)	66(25)	49(18.75)	16(6.25)	0(0)	4.19	A
Different languages used to communicate in the workplace do not create conflict among employees.	66(25)	82(31.25)	49(18.75)	82(31.25)	0(0)	3.10	A
I co-operate well with my colleagues of different ethnicity	66(25)	82(31.25)	49(18.75)	65(25)	0(0)	3.57	A
The language differences among employees affect group formation and cohesion	0(0)	16(6.25)	33(12.5)	82(31.25)	131(50)	1.75	A
The language differences among employees affects group formation and cohesion	82(31.25)	131(50)	33(12.5)	16(6.25)	0(0)	4.06	A

Descriptive Statistics

	CULT DV
Mean	53.08000
Media	49.00000
maximum	131.0000
Minimum	0.000000
Std. Dev.	41.88667
Skewness	0.365297
Kurtosis	2.254282
Jarque-Bera	1.135274
Probability	0.566863
Sum	1327.000
Sum Sq. Dev.	42107.84
Observation	25

Test of Hypothesis

H₀₁: There is no positive relationship between cultural diversity and job satisfaction of selected ministries in Edo State.

H_{a1}: There is a positive relationship between cultural diversity and job satisfaction of selected ministries in Edo State.

The variables this hypothesis are cultural diversity (CULTDV) and job satisfaction (JOBSAT), these were used in the correlation analysis and its test of significance.

Table of Correlation Coefficient and Test of Hypothesis

Results for Cultural diversity and Job satisfaction

		CULTD V	JOBSAT
Spearman's rho	CULTD V	Correlation Coefficient	1.000
		Sig. (2-tailed)	.421*
			.002

	N	262	262
JOBSAT	Correlation Coefficient	.421*	1.000
	Sig. (2-tailed)	.002	.
	N	262	262

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation coefficient of 0.421 implies that there is a moderate significant positive relationship between cultural diversity in the work place and job satisfaction. At both 1% and 5% the test showed that the positive relationship between the variables is statistically significant since the calculated p-value of 0.002 is less than the critical p-value of 0.05.

From the above, we can infer that as there is a rise in cultural diversity, there is an increase in job satisfaction.

Results

From the test of the hypothesis carried out using the Spearman's method on the transformed variables, the researcher found that there is a moderate positive but significant relationship between cultural diversity and job satisfaction by employees. This goes to mean that in a place where there is sufficient mix of employees from a right blend of different cultural background, there is bound to be high job satisfaction. This finding conforms to the finding of the research carried by Judge et al. (2001), Simons and Philip (2014) and Basaran (1992) whose results show that different cultural orientations have a strong positive relationship with job satisfaction in the organisations.

CONCLUSION AND RECOMMENDATION

The study concluded that culture diversity at selected Ministries in Edo State were the primary contributors to employee performance. Gender equality brings about a balanced gender mix of employees that possess an assortment of expertise and

abilities, and such diversified teams created improved output thereby improving the performance. Educated people perform certain tasks more easily and efficiently compared to illiterate or lesser educated.

Based on the conclusion, the study recommends that there is need for creating awareness and conducting trainings touching on management diversity since most of the staff did not think the organization has invested enough in sensitizing employees, also employees should not feel that the language barrier affects their performance. Task should be clearly communicated and organisation endeavour to promote a general communication to promote trust amongst employees. This is so because where an employee or group of employee feel left out because he/she couldn't get along with others due to different language this can also affect the way he/she relates with other. In the absence of trust, information may be hoarded and this could have effect on performance. Organization should have similar perspective and channels of communication in the workplace so as to successfully carry out their task.

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