



DIVERSITY MANAGEMENT AND EMPLOYEES PERFORMANCE IN TERTIARY HEALTH INSTITUTIONS IN KOGI STATE, NIGERIA

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Abstract

Tertiary health sector requires proper management of its workforce to enable it provide efficient services to its clients. These employees are most times engaged from different social, economic and demographic settings. This study titled Diversity Management and Employees Performance in Tertiary Health Institutions in Kogi State is carried out to examine how employees' cultural, educational, age and gender diversities affect employees' performance in the selected tertiary health Institutions in Kogi State. The research adopts a descriptive research survey design and data were collected through primary source using a fifteen items structured questionnaire. The research instrument was subjected to reliability test using Cronach Alpha statistics. Data were analyzed using descriptive statistics and hypotheses tested using multiple regression. The study revealed that there is significant positive relationship between employees cultural, educational and gender diversities and performance while age diversity has positive but insignificant relationship with performance in the tertiary health Institutions in Kogi State. Premised on these findings, the study therefore recommends that these Institutions should strengthen their integration mechanism of ensuring that organizational citizenship is encouraged with the view to enabling employees properly conform with the organizational ethics and values irrespective of their cultural, economic or demographic dynamics. This measure would enhance mutual trust, industrial harmony and improved employees' performance.

Keywords: Diversity, Management, Employees, Performance.

Introduction

Employee are mostly engaged at different point in time using diverse parameters depending on the nature of the organization but certainly these workforce possess divergent demographic characteristics ranging from age, gender, culture, academic qualification, marital status, religious or socio-economic dynamics. Thus, for employers to effectively utilize their potentials it becomes imperative to understand and integrate these diversities with the view to ensuring that the most their performance is vigorously attained. Collins (2015) sees workforce diversity as the way in which employee differs in their own unique ways and how such uniqueness affect their performance diversity has proved to be critical in the modern work environment considering the fact that such diversities posses an advantage if properly managed, for example Prakash and Dilip (2021) argued that workforce diversely provides an avenue towards injecting new

philosophies, thoughts, postulations as well as alternative ways of providing solutions to problems.

To this end, workplace diversity could be in form of culture age, gender ethnicity, marital status, educational background as well as religion (Shrestha, Parajul, 2020 & Khan et al., 2019). Therefore, diversity management is required to enable managers, specifically Tertiary Health Managers to convert only likely adversities associated with workforce diversities into fortunes. The health sector is critical to the wellbeing of any nation.

In Kogi State the tertiary health sector is aimed at ensuring that adequate healthcare services are provided to the citizens. This objective is only attainable amidst a well motivated workforce which is only possible through proper and well articulated management of diversity. The thrust of this research is therefore to examine the impact of diversity management on employees' performance in tertiary health institutions in Kogi State, Nigeria. Despite the significant role of workforce in pursuance of organization objective it has been observed that most managers have not been able to fully integrate employee's diversities, which affect effective service delivery in organization (Ahmad, Rahman, 2019; Rashim & Suman, 2022). This has evidently led to organization conflict in recent time which adversely affects performance.

Literature Review

Diversity is seen as the discrepancies which occur between employees of individual within an organizational setting which is capable of adversely affecting an harmonious working atmosphere if not properly managed. Thus, Adhikari and Shrestha (2019) and Agrawal (2016) Acho et al (2021) argued that though, workforce is unavoidable but its management is capable of guaranteeing improved performance. This leads to respect for each other feeling and differences amidst such complexities such as culture, academic qualification, age and gender thereby leading to tolerance, mutual trust, warmth, affinity and egalitarian society.

More so, Davis et al (2016) noted that diversity entails acknowledging and tolerating individual differences within the workplace. This implies that workforce diversity has to do with building alliances across individual differences, across individual differences, recognizing and integrating institutional discrimination and converting such complexities advantageously as well as building network across age, gender, cultural, religious, economics social stratifications. Cultural diversity which is seen as the peculiar way of life of the employees and how such peculiarities influence their performance is critical in building and managing relationship in the workplaces Kyalo and Gachunga (2015), Abdullahi et al (2024) noted that educational diversity has to do with the varying educational attributes of employees and how such diversities are not only identified and used in assigning tasks but how such influence their performance. Age is also another demographic dimension of workforce diversity which identifies individual employees based on their peculiar age distributions. It is worthy to note that most organizations prefer an heterogeneous age diversities because it is a dependable tool for organization succession planning. Gender diversity also involves identifying employees based on their gender characteristics. This also help employers to identify and assign tasks based on their peculiarities.

Performance is the output from a task, duty or responsibility Kyalo and Gachunga (2015), Edna and Audu (2021) argued that the output of workforce do not only depends on the types or nature of tasks but also extends to how effective diversity within the workplace is management. Employee performance involves the recurring actions to establish firm's goals, monitor progression towards the objectives, and make adjustments to accomplish those goals more

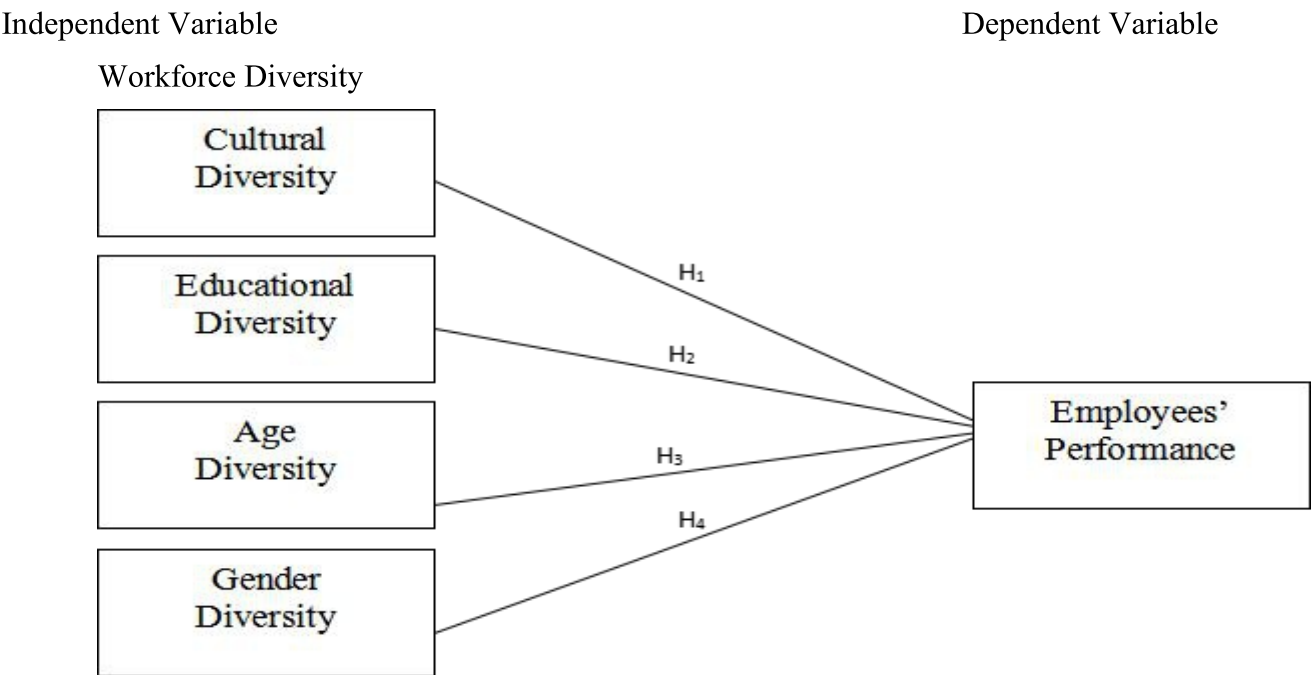
effectively and efficiently (Richard et al, 2009, Nzewi et al, 2023). The assumption that employees’ knowledge management is required for knowledge acquisition leading to improved employee performance possibly arises from the fact that practitioners have contrary views about its impact of knowledge on employee performance. It is therefore expected that a particular category of knowledge is valuable, rare, inimitable and non-substitutable would amount to increased performance which searchlight the Resource Based View theory (Barney, 1995). Therefore, it means that effective management of workforce diversity is capable of enhancing employees’ performance.

Theoretical Framework

This study on workplace diversity and employee performance focuses on social categorization theory. This theory as postulated by Turner (1987) noted that employees within an organization tend to consciously identify and categorized them in an organization within a particular group dynamics. Thus, employees will experimentally tend to perform better when properly categorized in a particular well-fitted identity leading to their work team.

Premised on this, employees seeks to vigorously pursue these social stratification to enable them strive competitively. This theory is relevant to the study owing to its practical and simplified phenomenon.

Theoretical Model



Source: Researchers models 2025

Fig: 1: Diversity Management and Employee Performance

The figure 1 shows the relationship between independent variable diversity management which is seen as workforce diversity and dependent variable employee performance. The independent variable is decomposed into four sub-variables such as culture, education, age and gender while the dependent variable is employee performance.

Research Methodology

The study adopts a research survey design and employees of Federal University Clinic Lokoja, Josalu specialist hospital Lokoja and Kogi University Teaching Hospital Anyigba. The indices adopted to measure tertiary health Institutions are hospitals licensed by the relevant regulatory agency and hospitals that carryout these services such as medical services, surgical services, pediatrics services, ambulance services, special clinical services, obstetrics and gynecology services, dental services, onsite laboratory, onsite imaging and onsite Pharmacy.

The study population is 544, this is the total number of health workers in the selected tertiary health institutions. Therefore this research adopts the Godden (2004) sample size determination statistical formula which is in line with Olamide (2015) who noted that such statistical technique is appropriate for determination of sample size. The total respondent obtained through this formula is 225. However out of the total questionnaires numbering 225 distributed only 196 were duly completed and returned giving a response rate of 87%. The responses being sought from respondents' covers specific questionnaire items bordering on indices on both the independent and dependent variables. The respondents were reached through a structured questionnaire. The data were analyzed using frequencies, percentages for demographic information of respondents and hypothesis was tested using multiple regressions.

Reliability of the Instrument

Reliability of this study was used to determine the internal consistency of the instrument. Bello and Adebayo (2014) noted that an instrument is said to be reliable if it produces similar results under consistent situations. Bello and Adebayo (2014) further noted that any coefficient of reliability that is 0.70 and above should be considered reliable. Therefore, to measure the reliability of the instrument, the study conducted a pilot test by distributing questionnaires numbering (20) to the target respondents through the help of two trained research assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) yielded the result of 0.77.

Table 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.773	20

From table 1 the calculated cronbach alpha is 0.774 and is higher than the recommended acceptable measure of cronbach alpha 0.7 which makes measurement of model reliability accepted.

Data Analysis and Results

Table 2: Demographic Information of Respondents

S/N	Demography	Option	Frequency	Percentage
1	Age (in years)	18-25	39	19.8
		26-35	44	22.4
		36-45	81	41.3
		46 and above	32	16.3
		Total	196	100
2	Gender	Male	107	54.6
		Female	89	45.4
		Total	196	100
3	Highest academic qualification	No formal edu.	16	17
		Primary	10	12
		Secondary	17	13
		Tertiary	135	53
		Others	18	14
		Total	196	100
4	Cultural diversity	Yes	159	55
		No	37	41
		Total	196	100

Source: Research Survey, 2025

Table 2 shows the demographic information of respondents. The age revealed that (39) respondents representing 19.8% fall between the ages of 18 – 25 years, (44) respondents representing 22.4 % fall between 26 – 35 years, (81) respondents representing 41.3% are between the ages of 36 – 45 years while (32) respondents representing 16.8% are of age 46 years and above. Therefore, it can be concluded that most of the respondents are of ages 36-45 years old. The gender of respondents revealed that (107) respondents representing 54.6% are male while (89) respondents representing 45.4% are female. Thus, it can be concluded that most of the respondents are male. For the highest academic qualification of respondents it revealed that (16) respondents representing 8.2% have no formal education, (10) respondents representing 5.1% have primary education, (17) respondents representing 8.7% have O’level, (135) respondents representing 68.9% have other higher qualifications from tertiary institutions respectively while (18) respondents representing 9.2% have other types of academic qualifications. Therefore, it can be concluded that most of the respondents have attended tertiary institutions. Finally, for question on whether cultural diversity exist in the organizations responses revealed that (159) respondents representing 81.1% said yes while (37) respondents representing 18.9% s while (9) said no hence it can be concluded that there is cultural diversity in tertiary health institutions in Kogi State.

Test of Hypotheses

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P-value is greater than alpha value (i.e. level of significant which is 0.05) otherwise it should be rejected while the Alternative hypothesis is accepted.

Table 3 Model Summary**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.772	.3274

a. Predictors: (Constant), cultural, educational, age, gender.

Source: Field survey, 2025

Table 3 shows the change in performance which is brought about by the variables of diversity management by 77% (.772) as indicated by the adjusted R² value. The independent variables explain 77% of the variability of the dependent variable.

Table 4 Fitness of the Model**ANOVA^a**

Model		Sum Squares	Df	Mean Square	F	Sig.
1	Regression	121.152	1	17.342	173.216	.000 ^b
	Residual	17.342	195	.123		
	Total	138.494	196			

a. Dependent Variable: performance

b. Predictors: (Constant), cultural, educational, age, gender.

Source: Field survey, 2025

The *F*-ratio in table 4 shows that the variables of diversity management statistically significantly predict performance, $F(1, 195) = 173.216$, $p < .0005$ (this means that the regression model is a good fit of the data).

Table 5: Regression Analysis of diversity management and performance**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.235		4.112	.000
	Cultural	.102	.033	.112	1.41	.000
	Educational	.214	.024	.221	4.336	.000
	Age	.91	.021	.52	1.372	.000
	Gender	.213	.027	.357	5.252	.000

a. Dependent Variable: performance

Source: Field survey, 2025

Table 5 above reported the regression analysis result for diversity management and performance. The table exhibited that cultural diversity which is the first variable has positive effect on performance ($\beta = .112$, $P < 0.05$). It reported that educational diversity which is the second variable has positive effect on performance ($\beta = .221$, $P < 0.05$). It was reported that age diversity which is the third variable has positive effect on performance ($\beta = .52$, $P < 0.05$). It was also reported that gender diversity which is the last variable has positive effect on performance ($\beta = .357$, $P < 0.05$).

Conclusion

The study concludes that there is significant positive relationship between employees cultural, educational and gender diversities and performance while age diversity has positive but insignificant relationship with performance in the tertiary health Institutions in Kogi State. This *implies* that effective management of employees' diversity would guarantee performance in tertiary health institutions in Kogi state.

Recommendations

The study recommends that these Institutions should strengthen their integration mechanism of ensuring that organizational citizenship is encouraged with the view to enabling employees properly conform with the organizational ethics and values irrespective of their cultural, economic or demographic dynamics. This measure would enhance mutual trust, industrial harmony and improved employees' performance. The study specifically recommends that adequate emphasis be put on effective management of workforce cultural integration so that such cultural heterogeneity rather be converted to advantage instead of divergent. More so, this study recommends that periodic training be carried out to integrate and bridge the perceived educational gaps within the organization as this would go a long way to creating industrial productivity, mutual respect, affinity and trusts. Again, age be put into consideration during recruitment especially as such would not only address diversity management but also guarantees succession planning on a strategic basis. Finally, gender balance be continuously managed and integrated as such would lead to a fair, just and an egalitarian work atmosphere thereby guaranteeing employees performance in tertiary health institutions in Kogi State.

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