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Impact of Workplace Diversity and Inclusion on Organisational Productivity in Nigeria: A Case Study

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Abstract: The aim of this paper is to investigate the impact of workplace diversity and inclusion on organisational productivity using United Bank for Africa (UBA), Ikeja as a case study. A well-structured questionnaire was utilised to collect data from a sample of UBA, Ikeja's selected workers using convenience sampling method. Using the Cronbach Alpha statistic, the test of validity determined that the acquired answers were adequate and dependable. The obtained data was analysed using descriptive statistics and regression analysis to assess the impact of employee diversity and inclusion on organisational performance, as well as the impact of the obstacles associated with employee diversity and inclusion on organisational performance. The findings demonstrated that the coefficients for employee diversity and employee inclusion are positive; however, the p-value for employee inclusion is statistically significant while the p-value for employee diversity is not. This demonstrates that although employee diversity and inclusion have good effects on organisational productivity at UBA, only employee inclusion has a significant effect. This suggests that the challenges of diversity and inclusion have a detrimental impact on UBA's organisational productivity. Consequently, these findings indicate that participating in employee diversity and inclusion increases organisational productivity.

Keywords: Employees; Diversity; Inclusion; Productivity

JEL Classification: J24

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1. Introduction

1.1. Background to the Study

More than ever before, there has been a deliberate focus on workplace diversity and inclusion as it affects businesses and organisations (Hernandez *et al.*, 2018; Avery *et al.*, 2018; Roberson *et al.*, 2017; Combs *et al.*, 2011). The paradigm shift in this social phenomenon affected both private and public sectors (Abdulhakim & Shimelis, 2021). This social phenomenon has repositioned the workplace to accommodate the maginalised workforce in organisations and businesses (Combs *et al.,* 2019). Diversity which is the representation of different individuals in the workplace became so prominent due to globalisation and the continuous multiplicity of workforce in organizations. Diversity emanated from the United States, hence the early pioneers and advocates continued to sharpen it from its fragile state to its full state due to its capability of changing the outcome of an organisational life (Combs *et al.,* 2019).

There has been increasing differences in organisational workforce which results from the ever-increasing populations of most countries (Abdulhakim & Shimelis, 2021), hence the focus on diversity management and inclusion strategies by organizations and businesses. Despite the advancement in diversity and inclusive workplaces, there has been recorded tremendous challenges in effectively managing the diverse workforce (Combs *et al.,* 2019; Bako *et al.* 2021). Due to the overwhelming challenges attributed to workplace diversity, most organisations in the United States have imbibed the culture of diversity and inclusion by ensuring continuous training of its workforce and putting in place developmental programmes to cater for the issues attributed to diversity.

1.2. Statement of the Research Problem

The dynamic nature of the business world which resulted from globalisation and technological innovations has attracted a lot of challenges in modern businesses (Schuler *et al.,* 2011); it also resulted in most organisations transiting from traditional modes of business operations (Opele, Tongo & Ajayi, 2021). Workplace diversity is one of the result of globalisation hence has its own peculiar challenges that must be managed for organisational productivity. In human resource viewpoint, managing diversity includes deliberate attraction, selection and retension of workforce who would be effectively managed to put the organisation in a positive competitive advantage in its industry (Ashikali & Groeneveid, 2015). The deliberate attraction of diverse individuals by most organisations especially in the United States is as a result of the realisation of the positive attributes associated with diversity in the workplace. For instance, as diversity in the workplace heightens, so also will the cognitive abilities of these employees increase in its ability to resolve complex and varying challenges that might be in the workplace (Mason & Aramovich, 2013); hence Abdulhakim and

Shimelis (2021), opined that organisations that successfully manage its diversified workforce, display better business attributes.

The major challenges with diversified workforce are the display of biases, harassment and discrimination, while others include communication issues and slower decision making which results from ineffective organisational management system; and these challenges intensifies as organisations grow. Various attempts have been made to proffer solutions to these challenges (Osibanjo *et al.,* 2020; olanipekun *et al*., 2020; Uche *et al.,* 2020), but there still persists significant rate of segregation and relegation of employees especially in the banking sector in Nigeria where policies in place suggests that single female employees are preferred to the married ones. Therefore, the purpose of this study is to examine the impact of workplace diversity and inclusion in an organization as well as proffer solution to the challenges identified.

1.3. Research Questions

This study will be guided by the following research questions based on the research objectives;

i. What are the challenges of workplace diversity as it affects organisation productivity?

ii.   What are the benefits of inclusive workforce in an organisation?

1.4. Research Objectives

The broad objective of this study is to examine the impact of workplace diversity and inclusion on organisational productivity, while the specific objectives are:

i. To highlight the challenges of workplace diversity as it affects organisation productivity.

ii.   To analyse the benefits of inclusive workforce on organisational productivity.

2. Literature Review

2.1. Conceptual Clarification

2.1.1. Definition and Types of Diversity

Diversity can be defined as different individuals with varying backgrounds, experiences and interest. The unique differences among individuals, groups and societies in the area of ethnicity, gender, sex, geographical location, sexual orientation,

religion, belief system and so many more. All these people with their unique differences coming together in an organisation is known as work place diversity.

The rapid increase in globalisation has resulted in the interaction of diverse individuals which was not previously the case. As a result, Organisations need to be more dynamic and embrace change in order to become relevant in today's global market (Mazur, 2010). Attempts have been made by some authors to classify diversity into various dimensions (Mazor, 2010). Although most studies that examined employee diversity mainly based the differences on gender, age, race, educational level, nationality of origin, length of service and functional background (Sujin, 2005; Ajibola *et al*., 2021; Triguero-Sanchez *et al.,*2017), Rijamampinina and Carmichael, (2005) extensively dimensionalised diversity into the following category:

Table 1. Dimensions of Diversity

Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
Race	Culture	Beliefs
Sex	Family status	Values
Age	Sexual orientation	Perceptions
Ethnicity	Political orientation	Feelings
Disability	Education	Group norms
	Nationality	Assumptions
	Thinking style	Attitudes
	Geographical origin	
	Work experience	
	Religion	
	Language	
	Lifestyle	
	Economic status	

Source: Rijamampinina and Carmichael, (2005). A pragmatic and Holistic Approach to Managing Diversity, problems and Perspectives in Management, 1/2005, p. 109.

The table above portrayed the different dimensions of diversity as presented by Rijamampinina and Carmichael, (2005).

2.1.2. The Concept of Workplace Diversity

Diversity means differences, varieties, multiplicity and assortment. Combs *et al.,* (2019), opined that 'divesity' as a term is not always clear and definitive hence the attribution of different qualities to different dimensions by various aouthors. It is the unique qualities that differentiate an individual from another (Blanck *et al.,* 2020). The concept involves the mutual understanding and respect for one another in a group (Triguero- Sanchez & Guillen, 2018).

Mazur, (2010) described diversity as a subjective concept. Created by members of groups who had the unique differences and similarities.

Diversity was viewed as the varieties amongst groups which is examined on the basis of primary and secondary dimensions (Loden & Rosener, 1991). The primary dimension was that aspect that concerned the image of the individual and his views of the world around him, while the secondary dimension, were those that reflected the identity of the individual (Mazur, 2010).

Various authors have proposed what they assume should constitute primary or secondary dimensions (Mazur, 2010). For instance, Arredondo, (2004), included social class, language and culture to the primary dimensions while the secondary dimension had healthcare beliefs and recreational interests as his added attributes. Irrespective of the various classifications by different authors, this paper simply aligns with the notion that workplace diversity is a mix of individual differences and similarities amongst groups of people in an organisation.

2.1.3. Inclusive Workforce

As globalisation has continuously resulted in the increase in diversified workforce (Comb, Milosevic and Bilimoria, 2019), it has become imperative for management of organisations to put structures and processes in place for effective and smooth organisational operations (Bernstein *et al.,* 2015).

Bell (2017), noted the need for organisations to move to action and leave the level of diversity ideologies; by building an inclusive workplace (Pascoe & Richman, 2009).

Inclusive workplace is one where individuals irrespective of their differences feel welcomed and valued for their input in the workplace. It was debated that if about 10 percent of employees feel included in the workplace, there will be an increase in attendance in one day per year for the employee (Deloitte, 2012). According to Prime and Salib (2014), employees' perception of inclusion in India stands at about 43 percent of their perception of team citizenship behaviour.

An inclusive workplace gives employees better business performance advantage and ability to be innovative and be more responsive to customers' needs (Deloitte, 2012).

It is of utmost importance that organizations and businesses give great priority to inclusion in the work place so as to fully reap the dividends of diversity rather than focus only on diversity which has been the norm of most firms (Vohra & Chari, 2015).

Vohra and Chari (2015), noted that Miller (1998), who was one of the early contributors to inclusion described inclusion as the extent to which employees are given the opportunity to take part in organisational activities and in decision making on area that concern them.

The level of perception of inclusion of an employee in the workplace is highly dependent on the extent to which he feels as a part of critical organizational processes (Mor- Barack, 2000). Mor- Barack (2000) described in his model that diversity and organisational culture contributes to employees' perception of organisational

inclusion which also relates to job satisfaction, individual well-being, job commitment and overall productivity.

Benefits of inclusive workforce

The concept of inclusion has been viewed as highly related to diversity which is more concerned with the maximisation of the dividends of diversity by ensuring equal rights and opportunity of employees to access all the benefits accrued to them in the work place (Combs *et al*, 2019). Some of the benefits of inclusive work force include:

a) Ability to market their product all over the world: Inclusive workforce will foster a strong relationship, strengthen the bond amongst workers and result in the ability of the firm's product to be accepted by all and to be marketed anywhere in the world (Combs *et al*, 2019).

b) Improves the Company's reputation: An inclusive workforce fosters close relationship and understanding in the work place, making people from diverse background work together which results in high productivity and improves the firm's reputation in its industry (Combs *et al*, 2019).

c) Ability to have variety of different perspectives: As a result of diverse and inclusive workforce, the organisation will have the privilege of assessing issues from different perspectives, which culminates in better outcomes (Bell, 2017).

d) Increase Creativity and Profits: Diversified and inclusive workforce work better with diverse skills from different backgrounds which results in higher profits for the firm (Ashikali & Groeneveid, 2015).

e) Reduced employee turnover: An inclusive workforce gives employees high sense of belonging and recognition which leads to employees' satisfaction and reduced turnover (Bell, 2017).

2.1.4. Managing Diversity

The management of diversity in the work place is very critical to an organisation's existence as it determines the level of retention and productivity of any organisation to a large extent (O'Donovan, 2018). Bearing in mind the ever present nature of diversity in the workplace, there is need to put in place deliberate practices that will eliminate discrimination of any kind and ensure fairness is upheld (Deloitte,, 2012).

Since, diversity in the workplace is mainly among individuals and not group, managers should understand the uniqueness of individuals and ensure they eliminate any type of bias or prejudices they may have formed (Friday & Friday, 2003). Managers should understand the uniqueness of every individual and put a structured process in place which would be comprehensive enough to accommodate the many different needs of employees and deliberately creating a conducive environment to accommodate all (O'Donovan, 2018). There is the need to train employees on a continuous basis and

maintain open communication with them (Friday & Friday, 2003), this will greatly empower them because the success of any organisation is dependent on how well employees are empowered and supported with favourable conditions, in order for them to unleash their full potentials (Onifade, Tongo & Adetayo, 2022). Since there is no single recipe for success, managers should ensure to imbibe every opportunity that would unify employees by encouraging them to work in diverse groups and be open minded to every individual (Bernstein *et al*, 2015). There should be more than equal employment opportunities for every individual and hiring standard should be void of bias which is necessary in attracting the best in the Industry (Friday & Friday, 2003).

2.1.5. Organisational Productivity

Productivity has been described as a concept that is difficult to define or measure in very complex organisations (Amofa *et al.,* 2016) hence seen as arbitrary by some scholars. However, productivity can be explained as the extent to which a person, factory or machine is capable of changing inputs into outputs within a limited time frame (Green, 2016). Thus, productivity is usually calculated by dividing the average output within a period of time by the cost or resources spent within the specific time (Amofa *et al.,* 2016). For an organisation to be termed productive, its output should greatly supersede input, meaning it is doing better with the resources available than before (Alman, 2013), hence a productive organisation has a highly competitive stand in its industry. Improving productivity in an organisation simply requires smartness and not necessarily working harder (Amofa *et al.,* 2016). This is usually the case when an organisation has a variety of workers.

2.1.6. Challenges of workplace diversity and its impact on organisational productivity.

There are so many challenges that results from a diversified workforce. However, a few will be highlighted and discussed.

a) Communication issues: This is one of the major challenges associated with diversity. This is because so many individuals with varying backgrounds come together in an organisation as employees. It is common to see employees with similar attributes clustering together in informal groups, thereby discriminating against those with different attributes (Vohra & Chari, 2015). These kinds of groups could greatly hinder organisation productivity.

b) Cultural Misunderstanding: Employees from different backgrounds no doubt would have different cultural beliefs playing out in the work place (Triguero- Sanchez & Gullien, 2018). What means a particular thing to one employee may mean another thing to another employee. This is simply culture playing out in the organisation setting hence its often said no behaviour is context free, it is as a result of what happens in our environment which after repetition for several years forms our culture

(O'Donovan, 2018). This disparity in culture could greatly affect organisation productivity.

c) Slower Decision: Having different employees from various backgrounds and belief system, could greatly affect decision making in the workplace. Every employee would want to be heard as well as have their opinion considered. In a bid to satisfy every employee, there is bound to be slower decision making which could go a long way to affect the productivity of the organisation (O'Donovan, 2018).

d) Inequitable Inclusion: Diversity in the work place could result in unequal involvement in the affairs of the office amongst employee. This habit is highly magnified in work place especially if the managers are biased as well. It affects human resource activities like appraisal, training and development as well as every other activity that affect workers in the work place (O'Donovan, 2018).

e) **Discrimination:** This is one of the highest consequences of workplace diversity. It is the act of recognising the good and bad in people and making a choice, but in most situations especially in a diversified environment, the bad is always chosen and acted upon resulting in the victimisation of others who are different from them in anyway (Delliotte, 2012). This is when an employee is treated unequally and unfairly due to his differences from others. This behaviour in the workplace creates a toxic environment and productivity will be greatly hampered (Ashikali & Groeneveid, 2015).

2.2. Empirical Review

Alshebli *et al.,* (2018), carried out a study, titled the pre-eminence of ethnic diversity in scientific collaboration, where they investigated about nine million papers and six million scientists in trying to establish the relationship between research impact and five classes of diversity which included ethnicity, affiliation, discipline, academic age and gender. They employed the random baseline models and confirmed the presence of homophily in ethnicity, gender and affiliation. This strongly implied that human beings have the tendency to associate with people of its kind.

Another study carried out by Mousa *et al.,* (2019), investigated how gender affected the perception of nurses working in public hospitals in the area of management and organisational inclusion. Exploration of diversity management and organisational inclusion was done using workplace fun as the predictor of organisational inclusion. They investigated 360 nurses in three public hospitals in Egypt using questionnaires and applied a t-test to identify the effect of gender on diversity management as predictors of organisational inclusion. Findings revealed that female nurses respond more positively to diversity management practices than their male counterparts and the difference between them in their perceptions on organisational inclusion was not

significant. This implied that both the male and female nurses view organisational inclusion as necessary in the work place.

2.3. Theoretical Review

This study made use of two theories which included social cognitive theory and social identity theory.

2.3.1. Social Cognitive Theory (SCT)

Social cognitive theory was developed by Albert Bandura in 1986. Prior to this time, it was known as the social learning theory. The main assumptions of this theory is on the fact that human beings learn by watching and imitating others. This theory emphasised on the effect of external and internal social reinforcement. It spells out the uniqueness in the ability of the individual to acquire and maintain certain behaviours putting into consideration the social environment it exists. The theory considers an individual's past experiences and uses it to predict the individual expected behaviour. The main aim of this theory is to analyse the methods of regulations of individual behaviour in an environment using control and reinforcement to achieve the desired behaviour that would be sustained. Therefore, this theory suggests to managers to closely observe the nature and behaviour of their workforce and employ the use of adequate control and reinforcement to achieve the desired behaviour in the workplace that should be sustained.

2.3.2. Social Identity Theory (SIT)

This theory was developed by British Psychologists Henri Tajfel and John Turner in 1979. The main assumption of the theory was that human beings are intrinsically motivated to achieve a goal. It believes that an individual's social identity within a group forms his behaviours, attitudes, perceptions, believe system and norms. It believes that the group human beings identify with forms his self-esteem and self-identity. It suggests that individuals most often adopt the identity of a group and adjust his behaviour in line with the dictates of the group. The innate tendency in man to group things results in every tendency to magnify similarities in a group whether good or bad.

Therefore, managers should ensure the positive traits amongst employees are enhanced while degenerating the negative behaviours of employees in the workplace for peaceful coexistence and higher productivity for the organization.

3. Methodology

3.1. Area of Study

The study was carried out across United Bank for Africa (UBA) offices in Ikeja area of Lagos State. Lagos State was chosen for the study because of the cosmopolitan nature and easy accessibility of respondents. Ikeja was selected for the survey as it has over twenty UBA spread across Ogba, Adeniji Jones, Maryland, Mobolaji Bank Anthony way, Oregun, Oba Akran, Obasa road, ObafemiAwolowo way, and Allen Avenue. Therefore, five branches of the UBA bank in Ikeja was utilised for this study.

3.2. Research Design

The research design used in this study is the survey research design. A survey research design is employed when questionnaire are administered to respondents in order to elicit their opinions and feelings on a particular subject or phenomenon (Beverly, Elizabeth & Kate, 2009). This study is a survey research design because the author administered questions to selected respondents in order to obtain data so that the main objectives of the study would be achieved.

3.3. Population of the Study

According to Welman and Kruger (2001) the population of a study includes all the individuals, groups or organisations who are able to give basic information regarding the subject under study. The population of the study comprises staff and employees of five branches of United Bank for Africa (UBA) in Ikeja, Lagos, Nigeria. Going by the record on the bank's website, the total number of employees in UBA was 14,640 as at December 31, 2021. Therefore, UBA has close to 15,000 employees who are uniquely different in many ways.

3.4. Sampling and Sampling Technique

Oaikhenan and Udegbulam (2004) noted that so many constraint limit a researcher in obtaining adequate information from the population of study. These constraints include limited resources, cost and time. This often makes the researcher utilise subsets of the population also known as sample of the population. The sample size for this study is drawn from five branches of the United Bank for Africa (UBA) operating within Ikeja axis of Lagos State. The sample for this study comprises of one hundred (100) employees. Therefore, convenience sampling technique was employed for this study.

3.5. Research Instrument

This study made use of primary data in gathering information for the study. Questionnaire with closed ended questions were used. The questions were structured to capture the objectives and divided into four sections. Section A obtained data on employee demography, section B contained questions relating to orgnaisational

productivity, section C covered data on employee diversity and inclusion, while section D probed questions on challenges facing employee inclusiveness and diversity.

3.6. Validity and Reliability of Research Instrument

The instrument of questionnaire is not without bias responses from the respondents who may not recognize the importance of the study and thereby may not provide valid responses to questions put forth. However, this is circumvented by carrying out test of reliability on the responses obtained. The test of validity was conducted using the Cronbach Alpha and results show the statistics was greater than 0.7 which signifies the responses obtained were satisfactory and reliable. Thus, the research was not significantly limited by the bias responses that would be obtained from the field survey.

3.7. Method of Data Analyses

The data collected was analysed using both the descriptive and inferential statistics. Descriptive statistics includes bar and pie charts, graphs, histograms and pictograms. This study employed descriptive statistics which included the use of tables and percentages for its data presentation. The study made use of regression analysis to determine the impact of employee diversity and inclusion on organizational performance, which was also used to ascertain the extent of the challenges facing employee diversity and inclusion on organisational performance.

4. Data Presentation and Analyses

4.1. Preamble

This section of the study provides empirical results for data analysed. A total of one hundred (100) questionnaires were administered to Staff and employees of United Bank for Africa (UBA), which were successfully retrieved. In this section, the demography statistics of the employees are presented and analysed. The demography data are analysed to ascertain the level of employee diversity in UBA. The responses on employee inclusiveness, employee productivity, and challenges facing inclusiveness and diversity are presented in tabular form and analysed. Regression analysis was conducted during the study. The results are presented and analysed to provide answers to the research questions and hypotheses of the study.

4.2. Demography Analysis

Table 1. Descriptive Statistics

Variables	Categories	Frequency	Percentage
Gender	Male	45	45
	Female	55	55
	Total	100	100
Marital	Single	39	39
	Married	55	55
	Divorced	4	4
	Widowed	2	2
	Total	100	100
Age	18-24years	60	60
	25-29years	24	24
	30-34years	13	13
	35-39years	3	3
	40years and above	0	0
	Total	100	100
Management Level	Low level management	33	33.0
	Medium level management	50	50.0
	Top level management	17	17.0
	Total	100	100
Educational Qualification	O' Levels	0	0
	OND	26	26.0
	HND/ NCE / B.Sc./ B.Ed.	30	30.0
	Master's Degree	23	23.0
	Others	21	21.0
	Total	100	100
Years in Service	1-5years	37	37.0
	6-10years	44	44.0
	11-15years	19	19.0
	More than 15years	0	0
	Total	100	100
Religion	Islam	36	36
	Christianity	38	38
	African Traditional Religion	17	17
	Others	9	9
	Total	100	100

Source: Authors` Computation (2023)

Table 1 presents the demography statistics for the respondents. There were more females (55%) than males (45%). Majority of them are married (51%), 39% of them are single, and very few (10%) are widowed. The age distribution shows that 60% are within the ages of 18 and 24years, 24% of them are between 25 and 29years, 13% are within 30 and 34years, and 3% are within 35 and 39years. Majority of the respondents are medium level managers (50%), some were low level managers (33%) and fewest among them were top level managers (17%). Most of the respondents are degree holders (30%), as well as OND certificate holders (26%), master's degree holders (23%), and those with other academic qualifications (21%). Majority of the respondents have spent 6-10years in service (44%), others (37%) stated 1-5years, while others (19%) have spent between 11 and 15years, and 9% of them have spent above 15years in service. Most of the respondents are Christians (38%), while there are Moslems (36%), African traditional religion worshippers (17%), and other religious groups (9%).

4.3. Reliability Test

Table 2. Reliability Test Results

Variables	No. of variables	Cronbach's Alpha	Remarks
Organisational Productivity	5	0.706	Acceptable
Employee Diversity	5	0.725	Acceptable
Employee Inclusion	5	0.793	Acceptable
Challenges	5	0.728	Acceptable

Source: Authors` Computation (2023)

Table 2 shows that the Cronbach's Alpha values range between 0.706 and 0.793. These are acceptable region which indicates that the responses obtained over those set of variables are reliable and can be used for empirical analysis.

4.4. Organisational Productivity

Table 3. Descriptive Statistics of Organizational Productivity

Questions	Mean	Std. Dev.
The daily goals objectives of your organisation are usually met	4.45	.957
The weekly goals objectives of your organisation are usually met	4.13	1.012
The monthly goals objectives of your organisation are usually met	4.22	1.011
The yearly goals objectives of your organisation are usually met.	4.32	1.294
The quarterly goals objectives of your organisation are usually met.	4.52	.990

Source: Authors` Computation (2023)

Table 3 summarises the responses on daily, weekly, monthly, yearly, and quarterly organizational productivity of the UBA offices surveyed. The mean values are within 4.1 and 4.5 which suggests that the respondents unanimously agree that there is strong and positive organizational productivity as the bank can meet its daily, weekly, monthly, yearly, and quarterly goals and objectives.

4.5. Employee Diversity

Table 4. Descriptive Statistics of Employee Diversity

Questions	Mean	Std. Dev.
Gender is not a criterion for employment in my place of work.	4.24	1.232
Ethnicity is not a criterion for employment in my place of work.	4.04	.724
Age is not a criterion for employment in my place of work.	4.12	1.297
Marital status is not a criterion for employment in my place of work.	4.22	1.227
Religion is not a criterion for employment in my place of work.	4.32	1.294

Source: Authors` Computation (2023)

The respondents were probed about diversity of employee in their workplace. The questions border on gender diversity, ethnicity diversity, age diversity, marital diversity, and religious diversity. The responses obtained are presented in table 4 whose mean values are above 4.0. This suggests that there is no discrimination against gender, ethnicity, age, marital status, and religion in the UBA offices examined. Therefore, there is a high level of employee diversity in UBA banks.

4.6. Employee Inclusion

Table 5. Descriptive Statistics of Employee Inclusion

Questions	Mean	Std. Dev.
Both male and female employees can take part in decision making at my place of work.	4.26	1.134
Employees of all ethnic groups can take part in decision making at my place of work.	4.04	.974
Employees of all age categories can take part in decision making at my place of work.	4.17	1.083
Employees with different religious diversities can take part in decision making at my place of work.	4.22	1.276
Employees with different marital background can take part in decision making at my place of work.	4.40	.985

Source: Authors` Computation (2023)

The respondents provided responses on the practice of employee inclusion in their place of work. The tabulated responses have mean values well above 4.0. This shows that all gender, ethnic groups, age categories, religious groups, and marital status are included in decision making at the UBA offices investigated. Therefore, UBA practices a high level of employee inclusion.

4.7. Benefits and Challenges of Employee Inclusion and Diversity

Table 6. Descriptive Statistics of Challenges of Employee Inclusion and Diversity

Questions	Mean	Std. Dev.
Having a well-diverse workforce does not lower communication at my place of work.	1.88	1.200
Having a well-diverse workforce does not increase discrimination at my place of work.	1.88	1.008
Having employees from different religious groups does not breed mistrust at my place of work.	2.04	1.163
Having employees from different ethnic groups does not lead to impartiality at my place of work.	2.38	1.600
Encouraging a workforce with diversity does not contribute to slow decision making process at my place of work.	2.11	1.348

Source: Authors` Computation (2023)

The respondents were asked if having a well diverse workforce does not lead to lower communication, discrimination, mistrust, impartial treatment, and slow decision making process at their workplace. The tabulated responses (table 6) have mean values lower than 2.4, which suggests that employee diversity lowers communication at my place of work, increase discrimination, breeds mistrust, leads to impartiality, and slows decision making at the various UBA offices investigated. This shows that adopting employee diversity at UBA has some challenges which should be resolved to derive the benefits of its practice.

4.8. Regression Analysis

Table 7. Regression Results

Variables	Coefficients	Std. Error	t	Sig
Constant	1.59	0.29	5.482	0.000*
Employee Diversity	0.076	0.053	1.434	0.155
Employee Inclusion	0.666	0.064	10.437	0.000*
Challenges of Diversity and Inclusion	-0.191	0.036	-5.353	0.000*
F-value: 159.552	R-Squared: 0.833			
Prob. F-value: 0.0000	Adjusted R-Squared: 0.828			

Note: (*) indicates significance at 1%
Source: Authors` Computation (2023)

Table 7 presents the regression results on the impact of employee diversity, employee inclusion, and the challenges of diversity and inclusion on organizational productivity across the UBA offices investigated. The coefficients for employee diversity and employee inclusion are positive; but the p-value for employee inclusion is significant while the p-value for employee diversity is insignificant. This shows that while employee diversity and employee inclusion exert positive impact on organizational productivity at UBA, only employee inclusion has significant positive impact. Further results show that challenges of diversity and inclusion have a negative coefficient while its p-value is significant. This indicates that challenges of diversity and inclusion have negative impact on organizational productivity at UBA. Therefore, these results reveal that engaging in employee diversity and inclusion improves organizational productivity; however, the challenges associated with such practice pose a negative impact on productivity of an organization.

5. Conclusion

Diversity has been seen as a consequence of the dynamic nature of the world and the business terrain. Past literature has revealed the different advantages attributed to diversity with an inclusive workforce. It has been established that an inclusive workforce results in a positive environment, gives employees a high sense of belonging and reduces employee turnover while enhancing employee retention.

This study established the relationship between diversity and inclusion using UBA as its area of study and spelling out the challenges of diversified workforce as well as the benefits of an inclusive workforce. It buttresses its analysis with two related theories which were social cognitive theory and social exchange theory; and concludes that organisations should encourage a diversified workforce, but ensure an inclusive environment so as to reap the full benefits of diversity.

6. Managerial Implications

Managers should clearly understand the challenges associated with diversity and ensure to be void of bias in their dealings with employees. Being biased and discriminating against employees would breed an unhealthy workplace, disunity and hinder productivity.

Managers should understand the importance of an inclusive workforce and ensure its practiced in the workplace to the full knowledge and understanding of all. This would create a healthy place for every employee to thrive and bring on board their inherent skills and talents. When an inclusive environment that can accommodate all employees is not in place, it leads to a toxic environment, struggling employees and very low productivity as well as high employee turnover.

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