

## **Influences of Disability and Gender Diversities on Employees' Performance Among Universities in Ondo State, Nigeria**

**<sup>1</sup>Dr. Princewill ADEYEFA**

oluwafemiadeyefa05@gmail.com  
Achievers University, Owo, Nigeria

**<sup>2</sup>IKUDAISI, Olugbenga Lanre**

ikudaisiolugbenga@gmail.com  
Rufus Giwa Polytechnic, Owo, Nigeria

**<sup>3</sup>Olukemi Mercy YOMI-DARAMOLA**

mercyomidams02@gmail.com  
Rufus Giwa Polytechnic, Owo, Nigeria

**Corresponding Author**

Mr. Idowu Paul OLANITORI  
olanitori.idowup@gmail.com

Paul Consult Research and Data Analysis, Owo, Nigeria  
DOI 10.56201/ijebm.vol.11.no2.2025.pg45.64

---

### **Abstract**

*Decrease in employees' performance has turned alarming threat to both private and public institutions globally and this is partly traceable to the extent to which disabled applicants and opposite sex are being short-changed in workplaces. This study assessed the effects of diversity management on employees' performance among private and public universities in Ondo State, Nigeria. Cross-sectional survey design was employed to gather data from primary source, and the study population was 5,762. Taro Yamane (1967) formula was used to determine the sample size of 1,548. Purposive sampling technique was utilised in the study and out of 1,548 copies of questionnaire that were distributed, 1,121 copies were duly filled and returned representing a response rate of 73% of the sample size. Descriptive statistics (percentages and frequencies) and inferential statistics (linear multiple regression analysis) were used to determine the effects of the predictor variables on the explanatory variable. The study's findings showed that disability diversity had significant positive effect on employees' performance in public and private Universities in Ondo State ( $f=41.263, p < 0.05$ ) and gender diversity had significant positive effect on employees' performance in public and private Universities in Ondo State ( $f=41.263, p < 0.05$ ). The study concluded that diversity management (disability and gender) had statistically significant effect on employees' performance among universities in Ondo State, Nigeria. Therefore, the study recommends that management of Nigerian universities should imbibe the spirit of inclusivity as this has a way of boosting employee morale towards optimum performance.*

**Keywords:** *Diversity management, Disability diversity, Gender diversity, Employees' performance, Ondo state universities.*

---

## 1. Introduction

Performance-driven objectives couple with organisational policies change the narrative of organisation from an event-driven perspective to a people-centric perspective (Pradhan & Jena, 2016). Studies such as (Akinnusi, Sonubi and Oyewunmi, 2017; Zidafamor, 2016) posited that decrease in employees' performance in Nigeria was attributed to lack of cooperation among workers, low employees' morale and discriminatory attitudes within the workforce. Gallup State of Workplace Report (2022) observed the gradual declining employees' performance couple with the diminishing of outputs from 22% in 2019 to 20% in 2020. The downward trend in the employees' performance and decreasing of outputs are discouraging and have negative effect on the morale of employees in the workplace. The discriminatory practices, indifference behaviours, religious preferences and favouritism noted by these scholars will definitely weaken the morale of the workers thereby causing decline in employees' productivity and overall performance of the organisation. In the African context, employees are valued and highly rated. In a dynamic environment of business, an organisation globally, public or private, manufacturing or service, mainly depends on its workforce for maximum performance and enhanced productivity for organisational effectiveness and efficiency (Dunmade, Akindele, Oladejo, Asa, Ajao & Opaleye, 2021). Employees' satisfaction is the major workforce performance driver towards effectiveness and prompt service delivery in the workplace (Dunmade *et al.*, 2021). Considering the submission of these authors, a dissatisfied workforce cannot strife for the achievement of organisational objectives but rather involve themselves in social vices that will disrepute the organisation.

Diversity management is perceived in today's world as interesting issue in the workplace and market. Quality employees and increased customer loyalty are achievable by accepting and promoting diversity and inclusion in the workplace. Diversity management is a significant issue globally which cut across all spheres of human endeavour and call for concerted efforts to ameliorate the situation for better and optimum performance (Pew Report, 2017). The phenomenon has aroused the attentions of organisations, government, international organisations such as International Labour organisation (ILO) and United Nations (UN). Diversity management was emphasised by several scholars as one of the best means of achieving employees' performance in the workplace (Ogunsanwoet *al.*, 2020).

In recent times, globalisation and competitive pressures which necessitated diverse workforce, have made the workplace more complex. Similarly, the acceptance of women and disabled people in the workforce has made it more varied and comprehensive (Simbarashe, Hlanganipai, Wiseman & Tiou, 2019). An inclusive environment promotes diversity among employees thereby enhanced overall employees' performance.

Abugu and Jerry, (2018) identified the advantages of managing diversity effectively well in Nigeria as opportunities for promotion and employees' development, increased exposure, increased in productivity, increased creativity, language skills, positive reputation and diverse experience. Unfortunately, little effort has been made to empirically verify the extent and effects of diversity management in the workplace from the angles of disability, gender, educational qualifications, and tenure of job, which are very conspicuous and collectively determine employees' performance in the ivory towers. This study ascertained the effect of disability diversity management on employees' performance in public and private Universities in Ondo State, Nigeria; and assessed the effect of gender diversity management on employees' performance in public and private Universities in Ondo State, Nigeria;

## **2. Literature Review**

### **Conceptual framework**

#### ***Disability Diversity Management***

People with disabilities represent a pool of talented and skills for human resources to tap in order to make workplace inclusive and increase organisational productivity and efficiency. American Disability Act (ADA) describes an individual with a disability as a person who has a physical or mental impairment that substantially limits one or more major life activities. The Ministry of Labour and Social Affairs, (2014) has implemented measures and provisions to support disabled people. Discrimination against persons with disabilities (Prohibition) Act, 2018 provides for the full integration of disable persons into the society. The primary objective of the Act is to uphold the dignity of every person with disability in the society and prevent any form of discrimination. The law prohibits discrimination on the basis of disability and imposes penalties including fines and prison sentences on those who violate it.

Data from Demographic and Health Survey in Nigeria 2018 revealed that an estimated 70% of household members above the age of five (as well as 9% of those 60 or older) experiences some level of difficulty in at least on functional domain-seeing, hearing, communication, cognition, walking or self-care. The employment and inclusion of persons with disabilities (cognitive, developmental, intellectual, mental, physical, sensory, or a combination of multiple factors) in working teams also relates to diversity in the workplace (Urbancovaet *al.*, 2020). The UN convention addresses the employment and rights of persons with disabilities and Article 29 of the UN expressly addressed the incorporation of disabled persons in the work process, emphasizing the rights of persons with disabilities having access to all types of employment in the public and private sectors. Many countries have failed to adhere strictly to the directives of the UN on the employment of the disabled in its 2014 convention on the rights of people with disabilities that should be ensured by all countries who have signed and ratified the convention.

Opportunities for employing those with disabilities in the tertiary sector outnumbered those in the primary sector, where work tends to be associated with a greater degree of physical exertion (Urbancovaet *al.*, 2020). Disability is viewed as disablement or defacement or blemish that hinders physical attraction of an individual within or outside the workplace.

Kwang and Sheryl (2017) conducted a study using Korea workplace panel survey for 2005, 2007, and 2009, indicating that gender diversity management has significant relationship with organisational performance in Korean workforce. They observed that organisations enjoy the advantage of varied skills of different gender. Another study by Yukiko (2015) researched on gender diversity and firm's performance for Japanese listed companies, revealing that gender diversity has greater influence on performance of manufacturing firms in Western companies, Japan. Imran *et al* (2021) conducted a study in public colleges in Khairpur, Sindh on the impact of workforce diversity on employee performance, showing that gender diversity proved to have a positive and significant impact on employees' performance. Odhiambo, Gachoka and Rambo (2018) studied gender diversity and employees' performance of public Universities in Western Kenya, the study revealed that gender diversity positively influenced employees' performance in public Universities. Stephen *et al* (2018) examined workforce diversity and organisational productivity of selected public organisations, Kenya, the study revealed that firms which promotion gender sensitivity enjoy increase productivity. Warmate *et al* (2020) conducted a study on gender diversity and organisational performance of 3-star hotels, South- South, indicating that gender diversity significantly predicts the performance of 3-star hotel, South- South. Ezeanyim and Ezeanolue (2020) conducted a study to investigate diversity management and firm's performance in selected breweries, South East, the study revealed that gender diversity had significant positive effect on firm's performance in the South East.

### **Gender Diversity Management**

Researchers (Gberevbie, Osibanjo, Adeniyi and Oludayo, 2014) observed that a recruitment policy devoid of gender discrimination enhances employees' performance. Walmart Report (2015), posited that women accounted for 57% of the total workforce and held 41% in management roles. Gitonga, Kammara and Orwa, (2016) posited that organisational performance is enhanced through cognitive abilities inherent in a diverse gender.

In recent times, one of the most evolving economic events has been the entry of large numbers of women into the workforce as indicated in the study of Ozgur (2016). The study further revealed that public finance suffers financial burden when women are inactive. The percentage of female workers varies across countries with U.S (59%); U.K (56%); Norway (71%); Denmark (75%); and Iceland (78%) having relatively higher rate. Conversely, emerging economies such as Pakistan (22%), Turkey (25%), Chile (37%), United Arab Emirates (42%) and Italy among the G7, is rated lowest having just 39% of women active in the market economy. It is the psychological disparities and experience that are culturally or socially attached to being male or female in the workplace (Busolo, 2017). According to Apple Report (2017) emphasises the company's efforts to engage communities that were previously underrepresented and break historical barriers in the field of technology. The report highlights constant growth in the hiring scores of global females, increasing from 31% to 37%. 54% of new hires in U S who are from minority backgrounds. Women representation at management levels enhance organisational performance and it manifested in attraction and retention of intellectual capital, better communication with customer, strong financial strength, increase innovation and creativity, better reputation and corporate governance, effective leadership and quality decisions (Getnet, 2017).

Different gender within the workplace enhances quality thinking, diverse viewpoints and approaches, larger pool of talents from various life experiences garner over the years and these intensify organisation's potential to overcome sex stereotypes (Barang & Maende, 2019). Gender is the state of being male or female typically used with reference to social and cultural differences rather than biological ones (Warmateet *al.*, 2020). They said further that gender diversity commonly refers to an equitable ratio of men and women, but may also include non-binary gender categories. Warmateet *al* (2020) observed that organisational limiting women from reaching their full potential in career path have been a crucial issue in organisational research. Gender diversity is the equitable inclusion of people with varying different sex in the workplace (Mushtaqueet *al.*, 2021).

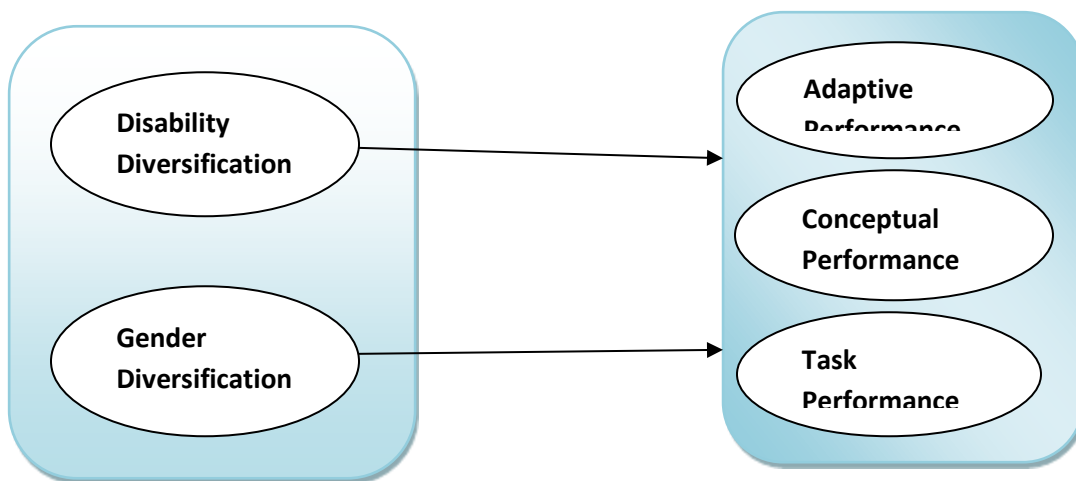
Statistics from Nigeria's Universal Basic Education Commission (UBEC) in 2018 showed that males had higher enrolment numbers for basic education. In 2018 women accounted for only 24% of National Parliamentarians. In fact, the Nigerian political space lacks gender-focused inclusion. For 2019 general elections, only five (5) out of the seventy-three (73) candidates who contested for the presidency were women. Poor handling of gender diversity in the workplace will have direct impact on job's performance, pay, promotions, evaluation and supervision (Hamisuet *al.*, 2021).

Managing gender poorly in the workplace has negative effect on employees' performance (Hamisuet *al.*, 2021). Appreciating and accepting balance in gender sharing at workplace will enhance development in the Universities system. The study viewed that gender diversity as the proportionate representation of women and men in the workplace having access to same working conditions, privileges and opportunity for better performance.

### Conceptual framework

#### Disability & Gender diversities

#### Employees' Performance



## Researchers' Conceptualisation (2023)

### Theoretical Framework

This study is underpinned by Similarity Paradigm Theory and Social Identity Theory. Similarity Paradigm Theory proposed by Donn Byrne (1971) which explained group formation and emphasised people's interest in interacting with people having similar values, beliefs and experiences. The theory states that people feel more comfortable with others who are similar (as opposed to dissimilar) to themselves. Individual attraction to interested group promotes cooperation, communication and cohesion among members (Kunze, Boehm & Bruch, 2013). While Social Identity Theory proposed by social psychologists Turner and Tajfel (1986) and suggested that individuals experience and collective identity could be traced to being membership of a particular group, such as racial or ethnic and gender identities. The foregoing is a pointer to the fact that employees' optimum performance is a factor of belongingness to a class

### 3. Methodology

The study employed cross-sectional survey research design as this allowed responses to be elicited from different levels of employees of the selected public and private universities in Ondo state Nigeria and enabled the researcher compare different variables simultaneously. The total population of this study is estimated to be five thousand seven hundred and sixty-two (5,762) from which the sample size of one thousand five hundred and seventy-two (1,543) was drawn for this study using Taro Yamane (1967) formula. The target population for this study is academic staff and non-teaching staff of the public and private Universities in Ondo State, Nigeria. The study employed purposive sampling technique after carrying out proportional distribution of the population of the seven (7) public and private Universities in Ondo State. While frequencies and percentages were used to explain the demographic information supplied by the respondents, inferential statistics (linear multiple regression analysis) was used to analyse the effect of diversity management on employee performance in public and private Universities in Ondo State, Nigeria.

### Model Specification

The study adapted the linear regression model (Howell, 1992) cited in work of Alase, Taiwo, Hassan and Okusanya (2021) and so, the determinants of employees' performance in relation to: educational qualification and tenure of job is given as:

$$E\text{Perf.} = f(\text{DID}; \text{GED}) \text{-----} (3.1)$$

$$E\text{Perf.} = \beta_0 + \beta_1\text{DID} + \beta_2\text{GED} + \mu_i \text{-----} (3.2)$$

Where: EPerf.= Employees' performance;  
DID = Disability diversity; and  
GED = Gender diversity



## Validity and Reliability of Research Instrument

The study carried out a pilot study using 10% of the sample size (155) to sample opinions of employees in a neighbouring State's (Ekiti State) public and private universities that were not part of the study (Federal University, Oye-Ekiti and Ekiti State University, Ado-Ekiti). While eighty (80) copies of questionnaire were distributed at Federal University, Oye-Ekiti due to their multi-campus system arrangement, seventy-five copies were distributed in Ekiti State University for the pilot study. The responses were analyzed so as to determine the reliability of the research instrument and the pilot study indicated a Cronbach's Alpha which ranged between 0.70 and 0.81 for all the items.

### 4. Results and Analyses

#### Demographic analyses of Respondents

The analysis in Table 1 on public and private Universities in Ondo State showed that out of the total respondents of 1,121 in the study. Respondents' age from private Universities showed that 60 of the respondents within the age bracket of 20 and 30 representing 14.5%, 129 of the respondents within the age bracket of 31 and 40 representing 31.1%, 169 of the respondents within the age bracket of 41 and 50 representing 40.7%, 48 of the respondents within the age bracket of 51 and 60 representing 11.6%, and 9 for age bracket 60 and above representing 2.2% of the respondents. This implies that 97.8% of the respondents in the private Universities are still at their productive ages.

Also, respondents' age from public Universities shows that 108 of the respondents within the age bracket of 20 and 30 representing 15.7%, 208 of the respondents within the age bracket of 31 and 40 representing 30.3%, 266 of the respondents within the age bracket of 41 and 50 representing 38.8%, 92 of the respondents within the age bracket of 51 and 60 representing 13.4%, and 12 for age bracket 60 and above representing 1.7% of the respondents. This implies that 71% of the respondents in the public Universities are still at their productive ages.

Gender of the respondents, 207 males representing 49.5% and 211 females representing 50.5% were from the private Universities. While 334 males representing 48.2% and 359 females representing 51.1% of the respondents were from the public Universities. This indicates there are more females in the Universities compare to males. The analysis of the table revealed that the highest educational qualification of the respondents, 215 respondents from the private had first degree i.e. 51.4%, 335 representing 47.7% had first degree in the public Universities, 52 (12.4%) had diploma certificates in the private Universities and 92 (13.1%) had diploma certificate in the private Universities, 92 (22%) had masters and 134 (19.1%) had masters in the public Universities and 59 (14.1%) of the respondents had PhD in the private Universities and 142 (20.2%) had their PhD in the public Universities under study.

The implication of these is that majority of the respondents have at least first-degree certificates. Among the respondents in the private Universities, 83 (20.4%) were single, 323 (79.4%) were married, 1 (2%) were divorced and no widower while in the public Universities, 108 (15.7%) of

the respondents were single, 566 (82.5%) were married, 8 (1.2%) were divorced and 4 (6%) were widower. This implies that majority of the respondents on both sides have married.

In terms of work experience, 157 (37.6%) of the respondents in the private Universities have put in between 1-10 years on the job, 186 (44.5%) have put in 11-20 years on the job, 60 (14.4%) have put in between 21-30 years on the job and 15 (3.6%) have put in above 31 years on the job. In the public Universities, 231 (32.9%) of the respondents have put in between 1-10 years on the job, 337 (47.9%) have put in 11-20 years on the job, 112 (15.9%) have put in 21-30 years on the job and 23 (3.3%) have put in above 31 years on the job. This implies that majority of the respondents in the Universities (60%) have had over 10 year-experience on their job as at the time of this survey.

Regarding the health status of the respondents, 416 (99.5%) of the respondents were not physically challenged and 2 (.05%) were physically challenged in the private Universities compare to 671 (95.4% and 32 (4.6%) recorded in the public Universities. The implication of this is that the physically challenged were not accommodated and do not have the opportunity of being employed in these institutions as a result of their disability.

In terms of staff category, academic staff in the private Universities were 235 (56.4%) and 182 (43.6%) for non-teaching staff. Academic staff in the public Universities were 293 (41.7%) and 410 (58.3%) for non-teaching staff. The number of academic staff in the public Universities surpasses that of the private Universities and same for the number of non-teaching staff. This implies that public Universities offer more employment opportunities to individuals in the state and that most of the resource persons are still in the public Universities.

**Table 1: Demographic distribution of Respondents**

Demographic variables	Private Universities		Public Universities	
	Frequencies	Percentages	Frequencies	Percentages
<b>Age</b>				
20-30	60	14.5	108	15.7
31-40	129	31.1	208	30.3
41-50	169	40.7	266	38.8
51-60	48	11.6	92	13.4
60 and above	9	2.2	12	1.7
<b>Total</b>	<b>415</b>	<b>100.0</b>	<b>686</b>	<b>100.0</b>
<b>Gender</b>				
Male	207	49.5	334	48.2
Female	211	50.5	359	51.8
<b>Total</b>	<b>418</b>	<b>100.0</b>	<b>693</b>	<b>100.0</b>
<b>Educational Level</b>				
HND/BSc	215	51.4	335	47.7



PGD	52	12.4	92	13.1
Master's degree	92	22.0	134	19.1
PhD	59	14.1	142	20.1
<b>Total</b>	<b>418</b>	<b>100.0</b>	<b>703</b>	<b>100.0</b>
<b>Marital Status</b>				
Single	83	20.4	108	15.7
Married	323	79.4	566	82.5
Divorce	1	.2	8	1.2
Widower			4	.6
<b>Total</b>	<b>407</b>	<b>100.0</b>	<b>686</b>	<b>100.0</b>
<b>Work Experience</b>				
1-10 years	157	37.6	231	32.9
11-20 years	186	44.5	337	47.9
21-30- years	60	14.4	112	15.9
31years and above	15	3.6	23	3.3
<b>Total</b>	<b>418</b>	<b>100.0</b>	<b>703</b>	<b>100.0</b>
<b>Health Status</b>				
Able	416	99.5	671	95.4
Physically challenged	2	.5	32	4.6
<b>Total</b>	<b>418</b>	<b>100.0</b>	<b>703</b>	<b>100.0</b>
<b>Staff Category</b>				
Academic	235	56.4	293	41.7
Non-teaching	182	43.6	410	58.3
<b>Total</b>	<b>417</b>	<b>100.0</b>	<b>703</b>	<b>100</b>

Source: Researchers' Field Results, 2023.

### Inferential Analysis

**Parameter Estimates of the Effect of Disability Diversity Management on Employees' Performance in public and private Universities in Ondo State, Nigeria.**

	Adaptive Performance			Contextual Performance			Task Performance		
	beta	t-value	p-value	Beta	t-value	p-value	beta	t-value	p-value
(Constant)	1.79	18.32	0.00	1.56	17.26	.00	1.43	16.15	.00
	6	1	0	3	8	0	2	2	0
Disability	0.11	4.851	0.00	0.29	13.84	.00	.310	14.69	.00
Diversity	3		0	8	6	0	9		0
Age	-	-1.814	0.07	-	-3.235	.00	-.032	-1.737	.08
	0.03		0	0.06		1			3
	7			1					
Work	-	-0.034	0.97	0.15	6.150	.00	.092	3.770	.00
Experienc	0.00		3	3		0			0
e	1								

Marital status	-	-2.637	0.00	-	-4.376	.00	-.259	-7.045	.00
	0.10		8	0.16		0			0
	7			4					
R-squared	0.43			0.59			0.217		
	4			3					
Adjusted R-squared	0.432			0.589			0.214		
F-value	10.69			63.65			74.08		
	2			1			6		
P(f-value)	0.000			0.000			0.000		
	0			0			0		

**Source: Researchers' Field Results, 2023.**

This model in above table examined effect of Disability Diversity on Employees' Performance in public and private Universities in Ondo State. Three dependent variables were used to measure the employees' performance: Adaptive performance, contextual performance and task performance. The main independent variable is Disability Diversity management, while age, work experience and marital status were control variables in the model. The table 4.3 presents the coefficients, t-values, and p-values of each independent variable. The "beta" column shows the estimated effect of each independent variable on the dependent variable when all other independent variables in the model are held constant.

For the result of adaptive performance, the results show that two out of the four independent variables were significant predictors of adaptive performance. The constant term in the model is statistically significant ( $p < .001$ ), which indicates that there is a baseline level of adaptive performance that is not explained by the other variables in the model. The Disability Diversity variable has a positive coefficient of 0.113, indicating that as disability diversity increases, adaptive performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), indicating that disability diversity is a strong predictor of adaptive performance. The Age variable has a negative coefficient of -0.037, indicating that as age increases, adaptive performance tends to decrease.

However, this coefficient is not statistically significant ( $p = .070$ ), which means that the relationship between age and adaptive performance may be weak or nonexistent. The Work Experience variable has a very small coefficient of -0.001, which is not statistically significant ( $p = .973$ ), indicating that work experience is not a significant predictor of adaptive performance. The Marital Status variable has a negative coefficient of -0.107, indicating that married individuals tend to have lower adaptive performance than unmarried individuals. This coefficient is statistically significant ( $p = .008$ ), suggesting that marital status is a strong predictor of adaptive performance. The R-squared value of 0.434 indicates that the model explains 43.4% of the variance in adaptive performance. The Adjusted R-squared value of 0.432 suggests that the model fits the data well, and the F-value of 10.692 with a p-value of 0.0000 suggests that the model as a whole is statistically significant in predicting adaptive performance.

More so, the result of the contextual performance show that all four independent variables were significant predictors of Contextual Performance. The constant term in the model is statistically significant ( $p < .001$ ), which indicates that there is a baseline level of contextual performance that is not explained by the other variables in the model. The Disability Diversity variable has a positive coefficient of 0.298, indicating that as disability diversity increases, contextual performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), suggesting that disability diversity is a strong predictor of contextual performance. The Age variable has a negative coefficient of -0.061, indicating that as age increases, conceptual performance tends to decrease. This coefficient is statistically significant ( $p = .001$ ), suggesting that age is a significant predictor of contextual performance. The Work Experience variable has a positive coefficient of 0.153, indicating that as work experience increases, conceptual performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), suggesting that work experience is a strong predictor of contextual performance.

The Marital Status variable has a negative coefficient of -0.164, indicating that married individuals tend to have lower contextual performance than unmarried individuals. This coefficient is statistically significant ( $p < .001$ ), suggesting that marital status is a strong predictor of contextual performance. The R-squared value of 0.593 indicates that the model explains 59.3% of the variance in contextual performance. The Adjusted R-squared value of 0.589 suggests that the model fits the data well, and the F-value of 63.651 with a p-value of 0.0000 suggests that the model as a whole is statistically significant in predicting contextual performance.

Moreover, the model that examines the relationship between four independent variables and Task Performance show that three out of the four independent variables are significant predictors of Task Performance. The constant term in the model is statistically significant ( $p < .001$ ), which indicates that there is a baseline level of task performance that is not explained by the other variables in the model. The Disability Diversity Management variable has a positive coefficient of 0.310, indicating that as disability diversity management increases; task performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), suggesting that disability diversity is a strong predictor of task performance. The Age variable has a negative coefficient of -0.032, indicating that as age increases, task performance tends to decrease.

However, this coefficient is not statistically significant at the conventional level of 0.05 ( $p = .083$ ). The Work Experience variable has a positive coefficient of 0.092, indicating that as work experience increases, task performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), suggesting that work experience is a significant predictor of task performance. The Marital Status variable has a negative coefficient of -0.259, indicating that married individuals tend to have lower task performance than unmarried individuals. This coefficient is statistically significant ( $p < .001$ ), suggesting that marital status is a strong predictor of task performance. The R-squared value of 0.217 indicates that the model explains 21.7% of the variance in task performance. The Adjusted R-squared value of 0.214 suggests that the model fits

the data well, and the F-value of 74.086 with a p-value of 0.0000 suggests that the model as a whole is statistically significant in predicting task performance.

### Inferential Statistical Analysis

#### Parameter Estimates of the Effect of Gender Diversity Management on Employees'

**Table 3: Performance in Public and Private Universities in Ondo State, Nigeria.**

	Adaptive Performance			Contextual Performance			Task Performance		
	Beta	t-value	p-value	Beta	t-value	p-value	beta	t-value	p-value
(Constant)	1.064	9.864	.000	1.298	12.161	.000	1.153	11.026	.000
Age	-.040	-2.079	.038	-.072	-3.812	.000	-.044	-2.360	.018
Work Experience	-.036	-1.416	.157	.132	5.235	.000	.070	2.832	.005
Marital status	-.045	-1.172	.242	-.140	-3.657	.000	-.233	-6.232	.000
Gender Diversity	.501	12.897	.000	.503	13.085	.000	.524	13.926	.000
R-squared	0.150			.176			0.203		
Adjusted R-squared	0.147			0.176			0.201		
F-value	47.018			58.268			68.215		
P(f-value)	0.0000			0.0000			0.0000		

#### Source: Researchers' Field Results, 2023.

This section reported the effect of gender diversity on employees' performance in public and private Universities in Ondo State, Nigeria. Employees' performance was measured by adaptive, contextual and task performance indicators. Scores were obtained for each proxy of performance measured and the independent variable of gender diversity. Thereafter, the obtained scores were later subjected to linear multiple regression estimation techniques. The three dependent variables were regressed against the independent variable of gender diversity and other control variables.

The result of the adaptive performance model shows that three independent variables, Gender Diversity, Age, and Work Experience, have a significant effect on Adaptive Performance. The constant term in the model is statistically significant ( $p < .001$ ), which indicates that there is a baseline level of adaptive performance that is not explained by the other variables in the model. The Gender Diversity Management variable has a positive coefficient of 0.501, indicating that as gender diversity management increases; adaptive performance tends to increase as well. This coefficient is also statistically significant ( $p < .001$ ), suggesting that gender diversity is a strong predictor of adaptive performance. The Age variable has a negative coefficient of -0.040, indicating that as age increases, adaptive performance tends to decrease. This coefficient is statistically significant ( $p = .038$ ), suggesting that age is a significant predictor of adaptive performance.

The Work Experience variable has a negative coefficient of -0.036, indicating that as work experience increases, adaptive performance tends to decrease as well. However, this coefficient is not statistically significant at the conventional level of 0.05 ( $p=.157$ ). The Marital Status variable has a negative coefficient of -0.045, indicating that married individuals tend to have lower adaptive performance than unmarried individuals. However, this coefficient is not statistically significant at the conventional level of 0.05 ( $p=.242$ ). The R-squared value of 0.150 indicates that the model explains 15% of the variance in adaptive performance. The Adjusted R-squared value of 0.147 suggests that the model fits the data well, and the F-value of 47.018 with a p-value of 0.0000 suggests that the model as a whole is statistically significant in predicting adaptive performance.

The result of the Contextual Performance shows that the age of the respondents report negative beta coefficient of -0.072 which suggests that as age increases, contextual performance tends to decrease. This coefficient is statistically significant with a t-value of -3.812 and a p-value of 0.000. Work Experience report the positive beta coefficient of 0.132 which suggests that as work experience increases, contextual performance tends to increase as well. This coefficient is statistically significant with a t-value of 5.235 and a p-value of 0.000. Marital status reports the negative beta coefficient of -0.140 which suggests that being married is associated with lower contextual performance. This coefficient is statistically significant with a t-value of -3.657 and a p-value of 0.000. Gender Diversity: This variable measures the effect of gender diversity on contextual performance. The positive beta coefficient of 0.503 suggests that as gender diversity increases, contextual performance tends to increase as well. This coefficient is statistically significant with a t-value of 13.085 and a p-value of 0.000.

The R-squared value of 0.176 indicates that 17.6% of the variance in contextual performance is explained by the independent variables in the model. The Adjusted R-squared value of 0.176 is the same as the R-squared value, indicating that all independent variables contribute equally to the explanation of the variance in contextual performance. F-value: This is a test statistic used to test the overall significance of the model. A low p-value (less than .05) suggests that at least one independent variable has a significant impact on the dependent variable. In this case, the F-value of 58.268 is associated with a p-value of 0.0000, indicating that the overall model is statistically significant.

The task performance model explores the relationship between task performance and the independent variables (age, work experience, marital status, and gender diversity). The Age report the negative beta coefficient of -0.044 suggests that as age increases, task performance tends to decrease. This coefficient is statistically significant with a t-value of -2.360 and a p-value of 0.018. Work Experience report the positive beta coefficient of 0.070 suggests that as work experience increases, task performance tends to increase as well. This coefficient is statistically significant with a t-value of 2.832 and a p-value of 0.005.

Marital status report the negative beta coefficient of -0.233 suggests that being married is associated with lower task performance. This coefficient is statistically significant with a t-value of -6.232 and a p-value of 0.000.

The Gender Diversity Management report positive beta coefficient of 0.524 suggests that as gender diversity increases, task performance tends to increase as well. This coefficient is statistically significant with a t-value of 13.926 and a p-value of 0.000. The R-squared value of 0.203 indicates that 20.3% of the variance in task performance is explained by the independent variables in the model. The F-value was used to test the overall significance of the model. A low p-value (less than .05) suggests that at least one independent variable has a significant impact on the dependent variable. In this case, the F-value of 68.215 is associated with a p-value of 0.0000, indicating that the overall model is statistically significant.

### **5. Discussion of Findings**

The results of linear multiple regression analysis conducted on assessment of diversity management and employees' performance among Universities in Ondo State revealed the presence of a significant positive effect. This result implies that disability diversity management positively affects employees' performance in public and private Universities in Ondo State. The studies of Philips and Lount (2015) in US; Osborne and Hammoud (2017) in US; Triguero and Apellaniz (2012) in Spain; and Yukiko (2015) in Japan validate the findings that disability diversity is statistically significant to employees' performance in Universities in Ondo State. Contrarily, the study of Darwin and Selvaraj (2015) in Singapore; employed regression and Pearson correlation analysis and the findings showed that diversity did not significantly impact the performance of employees in production industries.

The results of linear multiple regression analysis conducted on assessment of diversity management and employees' performance among Universities in Ondo State revealed the presence of a significant positive effect. This result implies that gender diversity management significantly affects employees' performance in public and private Universities in Ondo State, Nigeria. The results from the studies of Abdulhakim and Zewdie (2021) in Ethiopia; Amdemicheal and Abdilgelil, (2018) in Ethiopia; Odhiambo et al., (2018) in public Universities, Kenya and Saron (2017) in Ethiopia buttressed the findings that gender diversity management significantly impact employees' performance in Universities in Ondo State. On the contrary, Durga, (2017) examined the impact of workforce diversity on organizational effectiveness in selected banks in Tigray Region of Ethiopia, used descriptive research design, systematic random sampling and Chi-square to analyse its data and concluded that there is no high degree of association between workforce diversity and employees' performance.

The findings of this study have implications for the following stakeholders: Universities' management, academics, government and policymakers.

Firstly was to ascertain the effect of disability diversity management on employees' performance in public and private Universities in Ondo State, Nigeria. Based on the findings, the study discovered that disability diversity management had significant positive effect on employees' performance in public and private Universities in Ondo State, Nigeria. The implication of this is that the Universities' management, government and policymakers were enabled in adopting different result-oriented policies towards accomplishing harmonious work environment through



diversity and inclusiveness, designing frameworks and strategic policies that can be used to improve employees' relationship thereby ensuring peaceful and coherent workplace while exploring the enormous advantages accruable from diversity-centered policy.

Secondly was to assess the effect of gender diversity management on employees' performance in public and private Universities in Ondo State, Nigeria. Based on the findings, the study indicated that gender diversity management had significant positive effect on employees' performance in public and private Universities in Ondo State. The implication of this is that government, Universities' management and other stakeholders were enjoined to increase their commitment towards gender equality and sensitivity and abolish discrimination against women in the workplace to boost their morale and give them a sense of belonging.

## **Conclusion and recommendations**

### **5.2 Conclusion**

Based on the empirical findings, this study concluded that disability and gender diversities had statistically significant effects on employees' performance in public and private Universities in Ondo State, Nigeria.

Furthermore, the study concluded that the theories of similarity attraction paradigm theory (Byrne, 1971) and information and decision-making theories (Simon, 1977) anchored the study. These theories emphasized people's interest in interacting with people having similar values, beliefs and experiences. Based on these, the perspective of the anchored theories is in line with the findings of the study, thus, the study theoretically concluded that diversity management significantly affects employees' performance in the private and public Universities in Ondo State, Nigeria.

### **Recommendations**

Based on the findings of the study, that disability and gender diversities management had significant positive effect on employees' performance in public and private Universities in Ondo State. The study recommends that the interests of the disabled should further be given proper attention during the recruitment process to enhance performance of disabled employees since the awareness of the presence of one has a way of spurring others to put in more efforts on the job. And that gender equality and inclusion, gender sensitivity and lack of discrimination against women in the Universities system will boost their morale and give them a sense of belonging thereby increasing their performance.

## References

- Abduhakim, M., &Zewdie, S. (2021). The effect of diversity management on organizational performance: The case of the-telecom, south-west region. *European Journal of Business and Management Research*, [www.ejbmr.org](http://www.ejbmr.org).
- Abugu, S.O., & Jerry, E.E, (2018). Workforce Diversity Management in Nigeria Public Service: Problem and Prospects. *Global Journal of Human Resource Management*. 6 (1) 35-50, (2018). [www.eajournals.org](http://www.eajournals.org). ISSN:2052-6350 (p) ISSN: 2052-6369 (online).
- Akilo, A.M., &Adegbuaro, A.J, (2021). The Influence of Functional Integration on Employee Performance, 7 (1) (2021) [busadmin@ unilag.edu.ng](mailto:busadmin@unilag.edu.ng).*Unilag Journal of Business*.
- Akinnusi, D. M, Sonubi, O O., &Oyewumi, A. E, (2017). Fostering Effective Workforce Diversity Management in Nigeria Organizations: The Challenge of Human Resource Management. *International Review of Management and Marketing*, 7 (2) 108-116.
- Amdemichael, B., &Abdilgelil, A (2018). The effect of workforce diversity on employee performance (The case of Ethio- Telecom, South West Addis Ababa, Zone). *Asian Journal of Economics, Business and accounting* 8 (1): 1-27.
- Annah. M. K., Idua, M., &Kilungu M., (2019). Effect of Work Street on Employee Performance in the Public Sector in Kenya: A Case of the National Treasury. *International Journal of Business & Law Research* 7(4):8-28.
- Apple, (2017). *Inclusion and Diversity*. Retrieved 08 14, 2017, from <https://www.apple.com/diversity/>:<https://www.apple.com/diversity/>.
- Bana, M.M., (2019). Employee compensation and workplace diversity: *International Journal of Education and Research*, 7 (1), 80-100.
- Baranga'a, H., &Maende, C., (2019). Workforce diversity on employee performance in the office of the Attorney General and Department of Justice, Kenya. *International Journal of Aspects*, 3 (5), 252-266.<https://doi.org/10.35942/ijcab.v3iV.73>.
- Daniel, C.O. (2019). Influence of Work Environment on Employees' Performance in Nigeria. *International Journal of Research in Management*. DOI:10. 26808/rs,rm.i 9 (2),02
- Diana, F., Raghah, A.A, Sara, S.A, Sheikah, M.A, Mithaa, N.M., &Hafsa, S.A, (2021). Effect of Workforce Diversity on Employee Performance in a University of Sultanate, Oman. *IAR Journal of Business Management*. ISSN: 27085139/ online:2708-5147.

- Dunmade, E.O., Akindele, I. T., Oladejo, D. A., Asa, K.J, Ajao, J. O., &Opawale, M. A. (2021). Job Satisfaction and Employees' Work Performance in the Oyo State's Civil Service, Nigeria. *Sokoto Journal of the Social Sciences*, 11 (1),1595-2738, online ISSN 2384-7654.
- Durga, P.R. (2017). The Impact of Workforce Diversity on Organizational Effectiveness:(A Study of selected Banks in Tigray Region of Ethiopia). *International Journal of Science and Research*, 6 (1), 427-434. ISSN:online 2319-7064. [www.ijr.net](http://www.ijr.net).
- Ezeanyim, E.E., &Ezeanolue, E.T., (2020). Diversity Management and firm performance in selected breweries in southeast of Nigeria. *International Journal of Management and Entrepreneurship (IJME)*. 2 (1), Coou 2020.
- Faloye, D.O., &Owoeye, I., (2019). Diversity, Work-Life Balance and Employees' Performance in Nigeria: A Survey of tertiary institutions and banks in Ondo State. *International Journal of Business and Management CD, ROM*. ISSN:2158-1479: 08 (01): 175-192 (2019).
- Gberevbie, D.E., Osibanjo, A.O., Adeniji, A.A, &Oludayo, O.A, (2014). An Empirical Study of Gender Discrimination and Employee Performance among Academic Staff of Government Universities in Lagos State, Nigeria. *International Journal of Social, Human Science and Engineering*, 8 (1), 2014. [Waste.org/publications/9997145](http://Waste.org/publications/9997145)
- Getnet, H. K., (2017). Gender Diversity in Management Positions and Organizational Performance: A Review of the Literature. *Management Studies and Economic Systems (MSES)*, 3 (4), 245-252.
- Gitonga, D. W., Kamaara, M., &Orwa, G, (2016). Workforce diversity and the performance of telecommunication firms: The interactive effect of employee engagement (A conceptual framework). *International Journal of Humanities and Social Science*, 6 (6), 65-77.
- Hamisu, A. T., Zakari, F., Ahmad, O. A., &Olaniyi, O. A, (2021). Diversity management and employee's performance in selected ministries, departments and agencies, MDAs in Bauch State, Nigeria. *The Strategic Journal of Business & Chang Management*, 8 (2), 126-138.
- John, I. (2019). Managing Employee Diversity for Effective Productivity in Secondary School in Rivers State, Nigeria. Kampala International University. ISSN: 2413-9580;5 (2): 201-213. *KIU Journal of social sciences* 8(11),249-272.
- Khan, F., Sohail, A., Sufyan, M., Uddin M., &Basit, A. (2019). The effect of workforce diversity on employee performance in the Higher Education Sector. *Journal of management info*. 6(3), 1-8 <https://doi.org/10.31580/jmi.v6i3.515>.

- Kuruppu, C.L., Kavirathne, C.S. & Karunarathna, N. (2021). The Impact of Training on Employee Performance in a selected Apparel Sector Organization in Sri Lanka. *Global Journal of Management and Business Research: Administration and Management*, 21 (2).
- Kwang, B.B., & Sheryl, S, (2017). The impact of gender diversity on performance: The moderating role of industry, alliance network, and family-friendly policies-Evidence from Korea. *International Journal of Current Aspects*, 3 (5), 252-266, ISSN 2616-6976. <http://erepo.usui.ac.ke/11732/3358>. 25 (6): 1-18.
- Ministry of Labour and Social Affairs. Convention on the rights of persons with disabilities. Available online: [www.mpsv.cz/files/clanky/10774/umuluva-JC-rev..pdf](http://www.mpsv.cz/files/clanky/10774/umuluva-JC-rev..pdf) (accessed on 1 July 2014).
- Mohammad, Q (2017). Effect of Workforce Diversity on Employee's Job Performance: An Empirical Assessment of Education Sector. *International Journal of Economics and Management sciences*, 6(5), 1000452: ISSN: 2162-6359. DOI: 10.4172.
- Mohand T., (2020). The Determinants of Employee's Performance: A Literature Review. *Journal of Economics and Management Sciences*, 3 (3), 2020. ISSN: 2576-3018 E-ISSN 2576-3016. <https://doi.org/10.30560/jems.v3n3p14>
- Mushtaque, T., Jadoon, I.A., Idrees, R.N., Imran, A & Rehman, Z., (2021). Workforce Diversity and Employee Performance: A case of Commercial Banks in Pakistan: *Humanities & Social Science Reviews*, ISSN: 2395-6518, 9(3), 09-15. <https://doi.org/10.18510/hssr.2021.932>.
- Obamiro, J.K., Kumolu-Johnson, B.O., & Ngwamaj, J. C., (2019). Workforce diversity and employees' performance: Evidence from a Nigeria Bank. *Global Journal of Resources Management*, 6 (1), 35-50 (2018). [www.eajournals.org](http://www.eajournals.org).
- Odhiambo, M.W, Gachoka, H.G & Rambo, C.M (2018). Relationship Between Gender Diversity and Employee Performance of Public Universities in Western Kenya. *International Journal of Academic Research in Business and Social Sciences*, 8 (11), 249-272. <http://dx.doi.org/10.6007/IJARBS/v8-i11/489>.
- Ogunsanwo, O.F. Adelugba, I.A., and Obarfo, S.A. (2020). Effect of Workforce Diversity on Employee Performance of Universities in Ekiti State, Nigeria. *Journal of Management sciences*, 1(1), (2020).
- Okafor, U.C., & Chukwuemeka, O.U., (2019). Diversity management and employee morale in tertiary institutions in Anambra State-Nigeria. *International journal of advance study and research work* (2581-5997), 2(2), (2019).

- Ordu, A. (2016). The effect of diversity management on job satisfaction and individual performance of a teacher. *Education Research and review*,11(3),105-112.
- Osborne, S., &Mohamad, S.H (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*. 16 (1), 50-67. DOI:10.5590/IJAMT.2017.16.1.04. <http://www.publishing.waldenu.edu>.
- Ozgur, O., (2016). Global Workforce Diversity Management and the Challenge of Managing Diversity: Situation on the world and in Turkey: *Global Journal of Human Resource Management*. 4 (1) 31-51, (2016). [www.eajournals.org](http://www.eajournals.org). ISSN 2053-5686 (p), ISSN 2053-5694 (online).
- Pew Report (2017). Diversity and inclusion challenge.
- Phillips, K.W., &Lount, R. B., Jr. (2015). The affective consequences of diversity and homogeneity in a group. *Research on managing in group and teams*, 10,1-20, Greenwich: JAL press.
- Saron, E., (2017). The effect of workforce Diversity on employee performance. (The case of Addis Credit and Saving Institution S.C).
- Simbarashe, Z., Hlanganipai, N, Wiseman, N., &Tiou, S.S. (2019). Gender diversity, ethnic diversity and employee performance in a South African higher education institution. *SA Journal of Human Management*, 17(4).
- Triguero-Sanches, R., Pena-Vinces, J.C & Sanchez Apellaniz, M. (2012). HRM in Spain its diversity and the role organization cultural Anenpural study. *Business Administration and Marketing Department of the University of Seville*,1-19.
- United Nations Global Compact (2012). The Ten Principles. Retrieved December 8, 2012, from <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>. World Economic Forum (2012) The Global Gender Gap Report 2012. Geneva: WEF.
- Urbancova, H., Hudakova, M., &Fajcikova, A, (2020). Diversity management as a tool of sustainability of competitive advantage. [www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability) 2020, 12,5020.hana-urbancova@vsem.cz.
- Walmart. (2015). *Diversity & Inclusion*. Global Office of Diversity and Inclusion.
- Warmate, I.A., Jaja, S.S., &Zeb-Obipi, I., (2020). Gender diversity and organizational performance of 3-star hotels in South-South, Nigeria. *RSU Journal of Strategic and Internet Business*, 5 (2), 1164-1177.

- Yukiko, N. (2015). The Gender Diversity-Firm Performance Relationship by Industry type, working hours and inclusiveness: An empirical study of Japanese firms. *Journal of Diversity Management*. 10 (1)
- Zhuwao, S. (2017). Workforce diversity and its effects on employee performance in a higher education institution in South Africa: School of Management Sciences, University of Varda.
- Zidafamor, E., (2016). The influence of cultural diversity in Nigeria organizations- A literature review paper.