

## Workforce Diversity and Organizational Performance in Bayelsa Telecommunication Sector

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### **Abstract**

*This study explores the connection between workforce diversity and organizational performance in Bayelsa State's telecommunication sector. The primary aim was to evaluate how primary diversity factors (such as age, ethnicity, gender, and disability) and secondary diversity factors (including religion, culture, political orientation, and language), along with employee education and work experience, influence organizational performance. A cross-sectional survey design was adopted, collecting data from 135 employees across three leading telecommunication firms—Airtel, MTN, and Glo Company. The analysis involved both descriptive and inferential statistics, with Spearman's rank correlation used to determine the strength of relationships between variables. The findings revealed significant positive correlations between primary diversity factors ( $\rho = 0.971$ ,  $p < 0.05$ ), secondary diversity factors ( $\rho = 0.862$ ,  $p < 0.05$ ), and employee education and work experience ( $\rho = 0.934$ ,  $p < 0.05$ ) with organizational performance. Based on these results, the study concludes that workforce diversity plays a vital role in enhancing organizational performance in the telecommunication industry. It recommends that companies develop and implement diversity initiatives, provide cultural competency training for employees, and bridge educational and experiential gaps to drive organizational success.*

**Keywords:** *workforce diversity, organizational performance, telecommunication industry, Bayelsa State, Nigeria, employee education, work experience, diversity dimensions.*

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### **INTRODUCTION**

The labor force in all industrialized countries has become increasingly diversified as a result of growing globalization and competitiveness. Technology advancements and the emergence of a global economy have brought people from all over the world together in one spot. Affiliations, illuminating foundations, and different affiliations are taking a gander at techniques to impressively more rapidly serve their clients while similarly drawing in and holding the best and most qualified subject matter experts. As shown by Gupta (2013) the world's making globalization requires more relationship than later among individuals of different social orders, religions, and foundations. Individuals right now not live and work in a shut economy; they are correct now tremendous for a general economy that solidifies contenders from essentially every social occasion of land. Current affiliations are finding it trying to manage such a withdrew labor force, truly. In

the advancing horrible and generally climate, it is by and large around concurred that affiliations that use a substitute labor force perform better and those that don't.

Labor force plan suggests the similitudes and changes between prepared experts. Age, working climate, bearing, pieces of information, character, close status, geology, capable arrangement, sexual strategy, pay, and character are factors that add to substantial basic characteristics. (Kitololo, 2015). Labor force blend, as shown by Kirton and Greene (2019) is an affiliation's deliberate especially dry worked with obligation to pick and hold individuals from changed piece foundations. Brouwer and Boros (2010) conveyed that, working environment variety is about intergroup relations at work, mentalities toward mix, and intergroup contact. Working environment collection is nearly depicted as intergroup relations who work out connecting each other in correspondence and joint exertion, which cultivate an enormous get-together of intricacies related with blend. Gathering as per (Barak, 2013) is the plan or mix of piece joins that portray an association's labor force, especially concerning race, sex, culture, public beginning, age and religion. Alesina and Ferrara, (2015) inputted that, gathering is a difference in character, age, race, bearing, religion, sexual course, financial foundation, and endpoints/handicaps among individuals. Labor force arrangement likewise proposes resemblances and divisions among delegates concerning mature, plan, identity, religion, affirmed cutoff points or debilitated people, sexual course, and heading.

As per Harold and Kumar (2012) blend ought to be associated with authoritative execution reports since it consolidates practices like appreciation and concerning humanity's, way of life's, and standard space's reliance: rehearsing ordinary regard for properties and encounters that are not unequivocally vague from our own; understanding that collection sets ways to deal with supervising being as well as ways to deal with managing knowing; and seeing that individual, social, and worked with parcel are kinds of detachment. Adding that, authentic performance is how much the association is accomplishing its objectives and goals (Osaze and Anao, 2019). Different evened out execution. as shown by Shell (2010) is viewed as how much an affiliation holds its liabilities to its cash related help. Conclusively, Krietner and Kinichi (2014) stated that, managing workforce diversity is critical in balancing the differences and similarities of employees so that the company and its employees may achieve their goals and objectives hence increasing the overall performance of the organization.

### **Statement of the Problem**

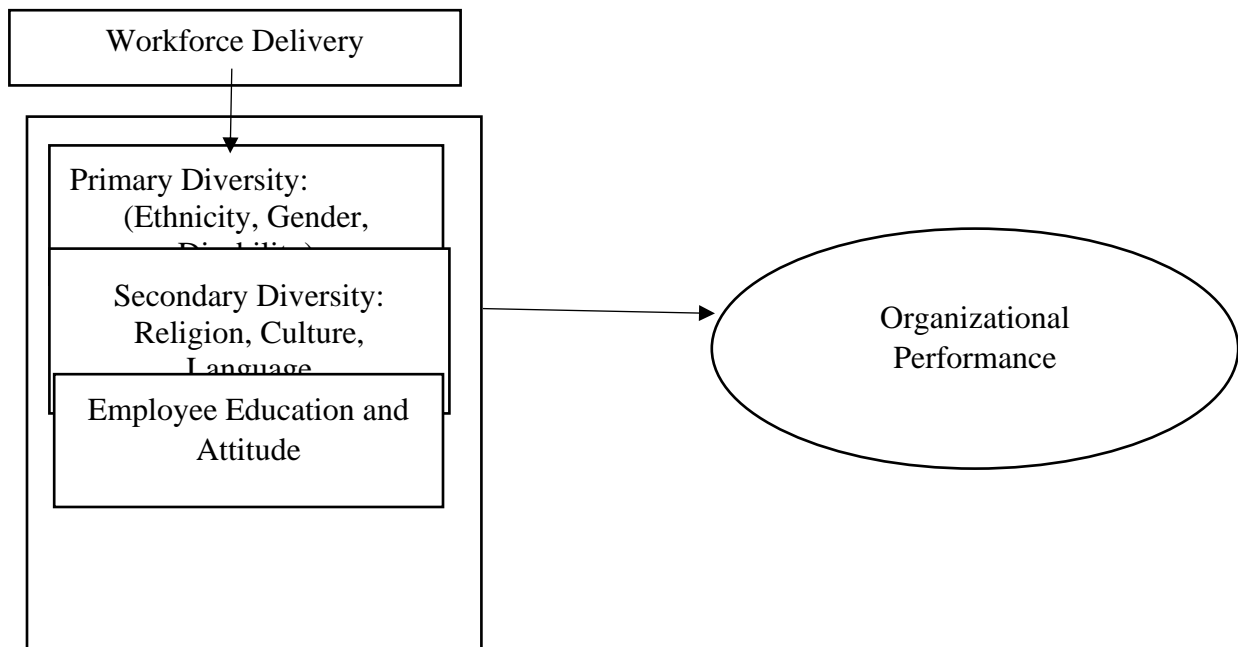
Workforce diversity management is regarded as one of the most significant difficulties in current human resource management (Martn. Miguel. Pedro. & Sanchez, 2013). In an organization, managing workforce diversity is a difficult task. The importance of managing worker diversity as a tool for increasing organizational effectiveness cannot be overstated, especially given the present global shifts. Diverse organizational structure is becoming an interesting subject internationally (Iqbal, Iraqi & Rafi, 2019). In fact, some countries have made it mandatory for employees of various ages, genders, and backgrounds to demonstrate that they promote diversity in the workplace.

Due to current technology and other relevant factors such as migration and economic variables like globalization, the composition of today's personnel is much more diversified than it used to

be in the past (D'Netto & Sohal, 2010). Due to the diversified workforce, people are facing a lot of problems at the workplace. There is less collaboration and teamwork from some colleagues. However, in order to achieve the organization's objectives, all members must be effective in their respective departments. Firing people who aren't cooperative isn't the answer, which is what most managers have been doing. Any company that fails to realize the importance of employee diversity and refuses to include it into its business plan will be left behind in today's competitive market. Managers find it difficult to recognize the employees' similarities and differences at work and imbibe policies to promote the capacity of work force diversities, has resulted to the collapse of such businesses. Hence, the current study seeks to investigate the relationship that exists between workforce diversity and organizational performance in Bayelsa telecom sector, specifically on Airtel, MTN and GLO companies in Bayelsa State.

### Conceptual Framework:

**Figure 1.1:** Conceptual Framework of Workforce diversity and organizational performance in Bayelsa telecommunication sector



### Objectives of the study

The general objective of this study is to investigate the relationship between workforce diversity and organizational performance of telecommunication industry in Bayelsa State. Specifically, the study intends to:

1. evaluate the effect of primary dimension of diversity (Age, Ethnicity, Gender, Disability) on organizational performance
2. To measure the effect of secondary dimensions of diversity' (Religion, Culture, Political Orientation, Language) on organizational performance

3. To determine the effect of employee education and work experience on organizational performance

### **Research Questions**

In order to achieve the stated objectives, the following research questions were generated for the study:

1. To what extent can the primary dimensions of diversity affect organizational performance?
2. How can the secondary dimensions of diversity affect organizational performance?
3. How can education and work experience influence organizational performance?

### **Hypotheses**

For the purpose of the study, the following Hypotheses were formulated in null form

**H<sub>01</sub>:** There is no positive effect between primary dimensions of diversity and organizational performance of telecommunication companies in Bayelsa State

**H<sub>02</sub>:** There is no positive effect between the secondary dimensions of diversity and organizational performance of telecommunication companies in Bayelsa State.

**H<sub>03</sub>:** There is no positive effect between education and work experience and organizational performance telecommunication companies in Bayelsa State

## **LITERATURE REVIEW**

### **The Concept of Workforce Diversity**

The labor force is portrayed as the entire of the people working in an affiliation (Hornby 2015). Labor force strategy is portrayed by Kreitner and Kinichi (2014) as the titanic number of the single segments and similitudes that exist among individuals working in an alliance. This definition is picked considering the way that it highlights three fundamental issues about coordinating labor force gathering, to be express that there are incalculable perspectives or parts of labor force variety. This recommends that labor force gathering accomplices with everyone in the arrangement. It's beginning and end close to an issue of area credits like age, race, or heading (Thomas, 2016). Taking into account everything, it accomplices with the host of the specific separations and similarities that make all of the specialists in the alliance novel and not basically indistinguishable from the others. With everything considered, labor force variety isn't questionable from the segments of the informed subject matter experts. Rather, it joins the two parcels and indistinguishable characteristics. This recommends that organizing labor force mix solidifies coordinating both in the mean time (Thomas, 2016). Along these lines, labor force gathering unites the absolute blend of separations and resemblances of the particularly taught trained professionals. Organizing labor force gathering construes that bosses ought to combine the full scale limits and similarities. The two of them ought to be, not unendingly set up and fan out (Thomas, 2016).

### **Ethnicity:**

Despite what the blueprint, the labor force approach is kindly turning out to be met for heading, culture, age, religion, character, and sexual course, instructive foundation has additionally evolved results as various expected results in enlightening affiliations. The progression in multicultural showings of the general individuals reflects not just in orchestrating, family progress and foundation, religion rehearses yet near in multiethnic social gatherings in affiliations. It has in the

mean time and basically influence ace fulfillment and moderate capacity. Herring (2015) has additionally proposed keeping ethnic combinations in restricted part until and near in case it guarantees movement and headway in different evened out progress.

Being made to these various assessments has kept an eye out for ethnic collection as reason of awful appearance, less strong and impulsive with low unambiguous effect in worker and get-together execution (Jackson, 2013).

### **Gender:**

This day, course collection in the work area has drawn in more thought considering the issue of women's opportunity moving starting with one side of the world then onto the next. Penchant pondering course or heading based issues in an establishment twist sadly connected with and faultless by more basic view point, that nicely depict positive highlights and in this way a certain undeniability over people's bearing (Kulik and Roberson, 2008). In better considering conditions, affiliations will all around pick more male work/staff as separation with female since they saw that male will have higher speed of accomplishment, creation and capacities to meet required results. Hoogendoom. Oosterbeck. furthermore, Praag (2011) states that one of the crucial likely determinants of a party's flourishing is its going grouping. A party with a decent course blend has a mix of information and limits, and that such social gatherings have besides evolved yield by making of essential affiliations.

Course uniqueness at work environment results to inconvenience in capacity. Parcel of specialists considering their course reduces their confirmation, decreasing their inspiration, and conviction, making it difficult for the individual to work, actually. Dreadful bearing collection or detail sees at work environments causes' unlawful showing up of disregarding somebody for progress, with the standard conviction that ladies can't lead, or perform better appeared contrastingly tantamount to men.

### **Disability**

Depicting the enunciations "handicap" and a "weakened individual" in the way that is clear and sensible to all beneficiaries presents a clearly bothersome undertaking, and as such it proposes a ton to different trained professionals. In instructive sythesis there is various repercussions of deficiency. One of the most often refered to is the division into social definitions (social model) and clinical definitions (individual model).

Inside the social model, handicap is viewed as through the huge stone of various obstacles and prerequisites a weakened individual necessities to experience. They are overall a brief consequence of the normal hypotheses or propensities, social methodology incorrectly sought after, segment, distortions of the preparation development or diagrams which avoid the thwarted from the work market. As per this model, the legitimization for handicap lies not in an individual yet rather in the limits the individual being suggested runs over (drawing all through their life (Sznajder 2014).

### **Religion**

As affiliations are turning out to be more unprecedented, religion is for the most part around an issue in the work environment. Issues routinely emerge by greatness of conversations between conclusive plans and experts' serious practices (Mathis, Jackson and Valentine, 2016). For instance, a couple of affiliations could require their workers to dress contemplating a particular

goal. Regardless, this may not be palatable to unequivocal people for serious reasons, as might be what is the deal with headgear like the turban for Sikhs and the hijab/headscarf for a couple of Muslim ladies. Furthermore, a couple of representatives could battle to oversee express days and times considering serious responsibilities like time of rest and Ramadan (Stray, 2015).

### **Culture**

Culture is a blueprint of shared convictions, values, customs, approaches to overseeing acting, and relics that general public use to conform to their reality and with each other, and that ae gave beginning with one age then onto the going with through learning. It unites pieces of lead, for example, language, religion, values, guidelines and customs that are shared by a party (Faranani, 2013).

Zgourides and Watson (2012) were of the assessment that divisions in particularly organized qualities can expect pack scores which might furthermore at any point be disentangled as a benefit of having ethnically various perspectives for a get-together, accomplishing expanded unequivocal thinking and gathering execution. Different confidential firms have other than showed this sort of assortment, yet a fair number enroll on merits particularly the multinationals.

### **Political Course**

Moderate power issues is a reality in various relationship across the globe (Gandz and Murray, 2010). An affiliation is a jumbling substance containing different office, get-togethers and people with various longings and interests which make regulative issues in affiliations plainly obvious. As indicated by Kacmar, Bozeman, Carlson and Anthony (1999) political course recommends moves began by people that place their tendencies before others as well as negligence the achievement and objectives of the association. Likewise, gave that specialists make moves to get, sponsorship and use power for individual purposes other than those of the affiliations. Basically, Rosen, Harris, Kacmar (2009) depict persuading authoritative issues as the impact cycle which is ready towards aiding individual circumstance.

### **Language**

As affiliations internationalize, they no question come to arrange different talk affiliations (Marschan-Piekkari, Welch, and V'elch, 2010). While this hugely impacts the regular presence of different evened out individuals, between authentic language heterogeneity is one of the bits of piece game-plan that has gotten tile least interest from alliance and the administrators all around informed specialists (Janssens, Lambert and Steyaert, 2014). Luckily, a making interest is arising (Harzing, Köster and Magner, 2011; Klitmoller and Lauring, 2013; Lauring and Selmer, 2010). This is welcome since the gig of language in HRM issues can barely be confounded (Selmer and Lauring, 2012) and combinations in language and talk styles can prompt various difficulties for affiliations. Language contrasts, for instance, are by and large around known to affect two sorts of issues. Anyway, conveying in various tongues, or visiting with various accents at different breaking point levels, everything considered decreases keenness. Besides, language dissimilarities are a colossal piece of the time used to shape social classes and gathering decision — integrating some while with the exception of others (LaurirLg, 2008). Both of these impacts could lessen the credibility of an alliance. In various occasions.

### **Employee education**

Workers could have an immense number of educational affirmations. Ace getting ready is furthermore influenced by illuminating blueprint. Choi and Rainey (2010) found that a more obvious level of qualified experts empowers a higher creation level. Emiko and Eunmi (2009) comparably guessed that their degree of planning picked a solitary's ability. Thus, laborers would have areas of strength for serious for a record.

Illuminating strategy understands affiliations that are turning out to be more heterogeneous with the blend of individuals concerning heading, age, race, and organizing foundation (Paludi, 2012). Today business working environment is changing at a sped up, and the differentiation in agents' money related issues, improvement of occupations in the economy, occurring with progress of globalization and urgent for significant and helpful set forth endeavor have surfaced as key cutoff points driving the importance of plan in affiliations. Griffin and Moorhead (2014) conveyed that having a substitute labor force derives that supervisors ought to see and deal with the changed quality that exists among the experts in the affiliation.

### **Attitude**

Delegates are the soul of any endeavor, understanding their approaches to overseeing acting and perspectives towards works and affiliation is a thing of stress to any connection. Master's demeanor at some clashing time has the tendency of influencing both their show off and that of the association. Disposition comes as a response to unequivocal elements in the affiliation which lack of regard to fulfill delegates need. Allport (1935) trusted in a worker's disposition to be a psychological condition of status, molded through encounters, applying solicitations or dynamic impacts on the specific reaction to all object and conditions to which it is associated. Perspective is made exploiting influence (a propensity), direct (a new development) and appreciation (conviction). An expert's perspective is associated with his degree of fulfillment. Inspiration, arranging and improvement, culture, and obligation. The specialist's mentality towards the general liability towards the alliance is obviously associated with work fulfillment and assurance.

### **Organizational Performance**

Moderate execution is trying to depict as it proposes various outcomes at a specific second. There exist not a great reason of the idea (Maduenyi, Oke, Fadeyi and Ajabe, 2015) As per Insane (2010) moderate execution is the restriction of a firm to achieve its objectives through the utilization of assets in a fittingly coordinated plan. From an overall perspective, Ricardo and Swim (2011) display the veracity of that different evened out show is the limitation of an endeavor to achieve its depicted objectives and targets. In this way, Maratunga and Baldry (2012) sorted out different evened out execution as a thought that connection points with relationship to fan out settled upon targets, move and collect assets all.

## **METHODOLOGY**

The study employed a cross-sectional survey, which falls under the category of quasi-experimental research design. The cross-sectional survey can be Likened to capturing and analyzing a snapshot of diverse scenarios. This is accomplished by concentrating on and evaluating a set of elements from the target population at a specific moment in time (Baridam, 2001). The population for the study respondents comprised of the total number of two hundred and four (204) employees from the various studied telecommunication companies in Bayelsa state. Airtel company (60), MTN

company (94) and Gb company (50). The sample size for this study was determined mathematically using Taro Yamane's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = the sample size that will be determined

N the population of the study

e = Error limit Level of Significance 0.05 or 5%

= constant

$$n = \frac{204}{1 + 204(0.05)^2}$$

n= 135. Hence, 135 respondents were selected for the study as calculated above. The researcher adopted primary and secondary sources of data in the data gathering and analysis. In conducting this study, primary data were collected through the use of self-structured questionnaire. The reason for using the questionnaire survey is simply to enable the respondents to have a relaxed mind and enough time to give out the correct information. There were 15 (items) questions in all taken from the components of the independent variable and the dependent variable. The structure of the 5-point Likert scale was close-ended questions with score that were regressively ordered as follows Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and strongly disagree (1). While, secondary data included textbooks, journals, articles, magazine unpublished articles etc. Data were analyzed using descriptive and inferential statistics to give meaning to the data. The descriptive analysis was done using frequency table, simple percentage while the inferential analysis used spearman rank co-relation coefficient analysis to establish the relationship between the variables.

## RESULTS

### 4.2. Descriptive Analysis of Research Questions

**Question One: To what extent can the primary dimensions of diversity affect organizational performance of telecommunication industry in Bayelsa state?**

The description of some sampled responses (as presented in table 4.2. 1 below) answers the question one above.

**Table 4.2.1: Descriptive analysis on primary 'dimension of diversity and organizational Performance.**



S/No	Primary dimensions of diversity (Age, Ethnicity, Gender, Disability)	SA 5	A 4	N 3	D 2	SD 1	Mean	STD
PDD 1	Our organization have policies or initiatives in place to promote age diversity among its employees	11 8.9%	72 58.5%	30 24.4%	9 7.3%	1 0.8%	2.3252	0.77349
PDD 2	Our organization is committed in fostering ethnic diversity and create an inclusive environment	72 58.5%	36 29.3%	10 8.1%	4 3.3%	1 0.8%	1.5854	0.83888
PDD 3	Our organization have equal opportunities for individuals of different genders to advance in their careers	22 17.9%	36 29.3%	38 30.9%	21 17.1%	6 4.9%	2.6179	1.111267
PDD 4	Our organization promote and support diversity within different ethnic groups	8 6.5%	38 30.9%	50 40.7%	21 17.1%	6 4.9%	2.8293	0.95563
PDD 5	Including individuals with disabilities in the workforce strengthens overall team performance and fosters a culture of empathy and inclusion	10 8.1%	52 42.3%	41 33.3%	15 12.2%	5 4.1%	2.6179	0.94540

Responses from table 4.2 revealed that most of the respondents show levels of agreement that primary dimension of diversity can improved organizational performance if well understood by management. 8.9% (11) and 58.5% (72) strongly agreed and agreed respectively that their organization have policies of initiatives in place to promote age diversity among its employees (Item; PDDI), 7.38% (10) were at variant and 24.4% (30) were indecisive about the notion. In the same vein, an aggregate of 58.5% (72) strongly agreed. 29.3% (36) agreed their organization is committed in fostering ethnic diversity and create an inclusive environment (item PDD 2), while 38% (5) showed varying levels of disagreement, while another 8.1% (10) were not decisive. A total of 47.2% (58) showed levels of agreement that their organization have equal opportunities for individual of different genders to advance in their careers (item; PDD 3), while 22% (27) disagreed and 30.9% (38) was indecisive. Also, a total of 37.4% (46) of the respondents agreed that the organization promote and support diversity within difference ethnic group (item PDD 4) but only 22% (27) disagreed while 40.7% (50) also were indecisive. While (50.4%) i.e. 62 agreed that including individuals with disabilities in the workforce strengthens overall team performance and fasters a culture of empathy and inclusion (item; PDD 5), but 16.3% (20) people have contrary views, while 33.3% (41) were indistinct about it.

**Question Two: How can the secondary dimensions of diversity affect organizational performance of telecommunication industry in Bayelsa state?**

The description of some sampled responses (as presented in table 4.2.2 below) answers the question two above.

**Table 4.2.2: Descriptive analysis on secondary dimension of diversity and Organizational Performance**

ITM	Secondary Dimensions of Diversity (Religion, Culture, Political Orientation, Language)	SA 5	A 4	N 3	D 2	SD 1	Mean	STD
SDD 1	Our organization have policies or practices in place to accommodate religious holidays and observances	41 33.3%	59 48%	10 8.1%	10 8.1%	3 2.4%	1.9837	0.98333
SDD 2	Top level managers in our organization actively promote and celebrate cultural diversity through events or initiatives	12 9.8%	38 30.9%	39 31.7%	24 19.5%	10 3.1%	2.8537	1.09905
SDD 3	Organization encourages open discussions and respectful conversations about political topics in the workplace	23 18.7%	76 61.8%	15 12.2%	4 3.3%	10 8.1%	2.1220	0.89246
SDD 4	Employees encouraged to use their native language or languages other than the primary language of the workplace when communicating with colleagues	22 17.9%	23 18.7%	28 22.8%	37 30.1%	13 10.6%	2.9675	1.27993
SDD 5	Organization actively seeks diverse perspectives and input from individuals with different cultural backgrounds	14 11.4%	77 62.6%	18 14.6%	12 9.8%	2 1.6%	2.2764	0.85220

Reflections from the table 4.2.2 above portrays that a good number of the respondents nodded to the incumbent facts that taking into recognition of the secondary dimension of diversity is necessary for employee productivity and improved organizational. It was observed that, 81.3% (100) people hold that their organization have policies or practices in place to accommodate religious holidays and observances (11cm; SDDJ), 10.500 (13) disagreed and 8. (10,) indecisive. 40.7% (50) were optimistic that top level manager in their organization activity promote and celebrate cultural diversity through events or initiatives (item; SDD 2), 27.60o (54i disagreed and 31.7% (39) indecisive. 80.5% (99) agreed that organization encourages open discussions and respectful conversations about political topics in the workplace (item, ' SDD 3), 7.400 (9,) were at variant and 12.2% (15,) indecisive. Moreso, 3 6.6% (45) agreed that employees encourage' to use their native language or languages other than the language of the workplace when communicating with colleagues (item; SDD 4), while 40.7% (50) disagreed and 22.8% (28) were indecisive on the notion. 74% (91) of the respondents strongly agreed that organization actively seeks diverse perspectives and input from, individuals with different cultural backgrounds (item; SDD 5), JJ44 (14) were at variant and 14.60 (18) indecisive.

**Question Three: How can education and work experience influence organizational performance of telecommunication industry in Bayelsa state?**

The description of some sampled responses (as presented in table 4.2.3 below) answers the question three above.

**Table 4.2.3: Descriptive analysis 011 education/work experience and organizational Performance**

	<b>Education and Work Experience</b>	SA	A	N	D	SD	Mean	STD
		5	4	3	2	1		
EWE 1	Our organization organize specialized training programs or workshops related to specific jobs at all time	21 17.1%	72 58.5%	20 16.3%	5 4.1%	5 4.1%	2.1951	0.91130
EWE 2	Organization provides on-the-job training specific to particular roles within the organization	62 50.4%	23 18.7%	1 0.8%	29 23.6%	8 6.5%	3.1626	.83346
EWE 3	Hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired result	19 15.4%	55 44.7%	31 25.2%	16 13%	2 1.6%	2.4065	.95675
EWE 4	work experience allows employees to efficiently perform their tasks without repeats or errors	8 6.5%	51 41.5%	38 30.9%	17 13.8%	9 7.3%	2.7398	1.02299
EWE 5	Work experience possessed by the employees show the congruence at the present work	9 7.3%	53 43.1%	38 30.9%	16 13%	7 5.7%	2.6667	0.98901

Indications from the table 4.2.3 explains that majority of the respondents strongly agreed with all of the statements. A total of 75.6% (93) of the respondents support the statement that our organization organize specialized training programs or workshops related to specific' jobs at a/time (item; EWE 1). but only 8.2% (10) showed disagreement, while 16.3% (20) were not definite in their response. 50.4% (62) were of the opinion that organization provide. on—the—job training Specific to particular roles within the organization (item; EWE 2), 30.1% (37) were at variance, while 18.78% (24) could not give a decisive statement. Also, 60.1% (74) agreed that hiring experienced employees helps improve the quality of services and products because they already know the desired results and ways in which to achieve the desired result (item; EWE 3), however 14.6% (18) respondents were at variance and 25.2% (31) indecisive. Trailing behind these, great proportion of 48% (59) approved that work experience allows employees to efficiently perform their tasks without repeats or errors (item; EWE 4), 2/. J0 (26,) were at variant and 30.9% (38,) indecisive. It was attested by 50.4% (62) that work experience possessed hi' the employees show the congruence at the present work (item; EWE 5), 18.7 (23) were at variant and 30.9% (38) indecisive.

### Test of Hypotheses

This section is concerned with testing hypotheses stated earlier in chapter one; using Spearman's rank order correlation coefficient statistical tool and the p-values obtained. The decision rule stated that the study should reject null hypothesis if p-value obtained is less than the alpha value of 0.05 and accept the null hypothesis when p-value is greater than the alpha value (0.05).

### Hypothesis 1: Primary dimensions of diversity do not have a significant effect on organizational performance of telecommunication industry in Nigeria.

**Table 4.4.1: Correlation Matrix for Primary Dimension and Organizational performance Correlations**

		Organizational Performance	Primary Dimension of Diversity
Spearman's rho	Organizational Performance	1.000	.971**
	Primary Dimension of Diversity	.971**	1.000
	Sig. (2-tailed)	.000	.000
	N	123	123

Table 4.4. 1 presents Spearman's rank order correlation matrix to ascertain the relationship between primary dimension of diversity and organizational performance of telecommunication industry in Nigeria as reported by one hundred and twenty-three (123) respondents. The study reported a positive correlation coefficient value of rho .971\*\*,  $p = .000 < 0.05$  (alpha value) between primary dimension of diversity and organizational performance of telecommunication industry in Nigeria.

**Decision:** The null hypotheses ( $H_{01}$ ) were rejected since the p-value obtained is less than the alpha value of 0.05. Therefore, the study state that there is a significant relationship between primary dimension of diversity and organizational performance of telecommunication industry in Nigeria.

**Hypothesis 2: There is no positive effect between the secondary dimensions of diversity and organizational performance of telecommunication industry in Nigeria.**

**Table 4.4.2: Correlation Matrix for Secondary Dimensions of Diversity and Organizational performance.**

			Organizational Performance	Secondary Dimension of Diversity
Spearman's rho	Organizational Performance	Correlation Coefficient	1.000	.862**
		Sig. (2-tailed)		.000
		N	123	123
	Secondary Dimension of Diversity	Correlation Coefficient	.862**	1.000
		Sig. (2-tailed)	.000	
		N	123	123

Table 4.4.2 presents Spearman's rank order correlation matrix to ascertain the relationship between secondary dimension of diversity and organizational performance of telecommunication industry in Nigeria as reported by one hundred and twenty-three (123) respondents. The study reported a positive correlation coefficient value of  $\rho = .862^{**}$ ,  $p .000 < 0.05$  (alpha value) between secondary dimension of diversity and organizational performance of telecommunication industry in Nigeria. Decision: The null hypotheses (HO2) were rejected since the p-value obtained is less than the alpha value of 0.05. Therefore, the study state that there is a significant relationship between secondary dimension of diversity and organizational performance of telecommunication industry in Nigeria.

**Hypothesis 3: Education and work experience do not have a positive influence on organizational performance of telecommunication industry in Nigeria.**

**Table 4.4.3: Correlation Matrix for Education and Work Experience and Organizational performance.**

			Organizational Performance	Education and Work Experience
Spearman's rho	Organizational Performance	Correlation Coefficient	1.000	.934**
		Sig. (2-tailed)		.000
		N	123	123
	Education and Work Experience	Correlation Coefficient	.934**	1.000
		Sig. (2-tailed)	.000	
		N	123	123

Table 4.4.3 presents Spearman's rank order correlation matrix to ascertain the relationship between education and work experience and organizational performance of telecommunication industry in

Nigeria as reported by one hundred and twenty-three (123) respondents. The study reported a positive correlation coefficient value of  $\rho = .934^{**}$ ,  $p = .000 < 0.05$  (alpha value) between education and work experience and organizational performance of telecommunication industry in Nigeria.

**Decision:** The null hypotheses (1-103) were rejected since the p-value obtained is less than the alpha value of 0.05. Therefore, the study state that there is a significant relationship between Education and work experience and organizational performance of telecommunication industry in Nigeria.

### Discussion of Findings

The study examined the relationship between workforce diversity and organizational performance of telecommunication industry in Yenagoa, Bayelsa state, Nigeria.

The result of the tested hypothesis, **H0<sub>1</sub>** revealed the existence of a significant relationship between primary dimension of diversity and organizational performance of telecommunication industry in Bayelsa state. The empirical findings (i.e.  $\rho = .971^{**}$ ,  $p = .000 < 0.05$ ) showed a strong positive relationship between primary dimension of diversity and organizational performance of telecommunication industry in Nigeria. This finding is in supported by' the study of Santhi and Raina (2018) which examined the effect of primary dimensions of workforce diversity on organizational performance. The study used survey research design. They primary method of data collection using 200 self- structured questionnaire. The finding of shows that primaly dimension diversity has significant impact on organizational performance.

The result of the tested hypothesis, **H0<sub>2</sub>** revealed the existence of a significant relationship between secondary dimension of diversity and organizational performance of telecommunication industry in Nigeria. The empirical findings (i.e.  $\rho = .862^{**}$ ,  $p .000 < 0.05$ ) showed a strong positive relationship between secondary dimension of diversity and organizational performance of telecommunication industry in Bayelsa state. This finding is in line with the finding of Aidoo and Odoi (2018) that investigated the impact of secondary dimensions of workforce diversity on organizational performance in the banking sector in Ghana. The study adopted a descriptive and correlation design where employees at different levels of the organization were considered and the population of the study was 782 employees in head office and a sample size was 98 randomly selected. The result revealed that secondary dimension diversity has positive effect on organizational performance.

The result of the tested hypothesis, **H0<sub>3</sub>** revealed the existence of a significant relationship between education and work experience and organizational performance of telecommunication industry in Nigeria. The empirical findings (i.e.  $\rho = .934^{**}$ ,  $p .000 < 0.05$ ) showed a strong positive relationship between education and work experience and organizational performance of telecommunication industry in Bayelsa state. This finding is supported by the study of' Anne and Litunya (2018) which determined the influence of educational diversity on Workforce productivity in the banking sector in Kenya with a case study of Co-operative Bank of Kenya. The findings revealed that educational diversity significantly affect workforce productivity. Also, the finding of Njogu (2017) supported this result. The study investigated the effect of prior work experience on

employees at Amber Hotel and concluded that there is a significant effect of employee work experience on efficiency and effectiveness.

### **Conclusion**

The study concluded that the relationship between primary dimensions and organizational performance of telecommunication industry in Bayelsa state, Nigeria is high and reliable. Additionally, there is a very high and reliable relationship between secondary dimensions of diversity and organizational performance of telecommunication industry in Bayelsa state, Nigeria. The study also found a very high and reliable relationship between education and work experience and organizational performance. Finally, the relationship between employee perception, employee attitude and organizational performance of telecommunication industry in Bayelsa state, Nigeria was found to be very high and reliable. Therefore, there is a positive and significant relationship between workforce diversity and organizational performance of telecommunication sector in Bayelsa state, Nigeria.

### **Recommendations**

From the findings and conclusion of the study, true following were recommended:

1. Organizations should identify the primary dimension(s) of diversity that have the most significant impact on organizational performance and establish mechanisms to monitor and measure the progress of the diversity strategy.
2. Organizations should equip their employees with the necessary knowledge, skills, and attitudes to navigate and embrace the secondary dimensions of diversity. This can lead to improved cross—cultural understanding, communication, collaboration, and ultimately enhance organizational performance and productivity.
3. Organizations conduct a comprehensive assessment of the skills and competencies of employees within the telecommunication companies and also Identify areas where additional education or work experience may be beneficial for enhancing individual and organizational performance.

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