

Workforce Diversity and Employee Continuance Commitment of Selected Deposit Money Banks in Lagos State, Nigeria

¹Oduyoye Oluseyi,

²Asikhia Olalekan,

³Binuyo Adekunle &

⁴Olajide-Arise Temi

^{1,2,3&4}Department of Business

Administration and Marketing
Babcock University, Ilesan, Ogun
State, Nigeria

Abstract

Employee continuance commitment is critical to the success of every organization. However, the issues of unequal age distribution, gender discrimination, and educational background, religious and unethical practice during recruitment, promotion, training and compensation have adversely affected continuance commitments. There seems to be paucity of studies on the effect of workforce diversity on employee continuance commitment in the banking sector in Nigeria. This study examined the effect of workforce diversity on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. Survey research design was adopted for the study. The population of the study covered 4,873 management staff of the selected deposit money banks in Lagos State, Nigeria. The sample size of 464 respondents was determined through the Raosoft sample size calculator. Multi stage sampling method was utilized for sample selection. Data were collected through adapted validated questionnaire which Cronbach's alpha reliability coefficient ranged from 0.709 to 0.891. The instrument achieved a response rate of 78.01%. Data collected were analyzed using descriptive and inferential statistics. The result revealed that workforce diversity sub-variables had significant effect on employee continuance commitment ($Adj. R^2 = 0.245$; $F(5, 357) = 39.961$; $p < 0.05$) of selected deposit money banks in Lagos State, Nigeria. The study concluded that workforce diversity sub-variables affect the continuance commitment of employees of deposit money banks in Lagos State, Nigeria. The study recommended that management of selected deposit money banks should ensure that equal opportunities are given to employees in the banks irrespective of their age, gender, educational qualification, religious and ethics diversity as these will enhance employee continuance commitment in the banks.

Keywords:

Age diversity,
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Corresponding Author:

Oduyoye Oluseyi

Background to the Study

In the banking industry globally, it has been difficult to achieve the commitment of employees in the entire workforce owing to the labour market competition (Akinnusi, Sonubi & Oyewunmi, 2017). Kerga and Asefa (2018) asserted that majority of organizations employee in different industry especially the banking firm's lack commitment, resulting in decreasing employee productivity. They further ascribed that no organization in today's competitive world can perform at its peak, unless each employee is committed to the organization's objectives and works as an effective team member. One of the challenges facing modern organizations involves maintaining employee continuance commitment in the current business environment (Kathimba & Anyieni, 2018).

Letasina (2016) pointed that numerous organizations see workforce diversity as a venture towards segregation of employee based on ethics, religion, age, gender and educational qualification which has reduced employee productivity and commitment. Furthermore, failure to manage diversity in terms of race, gender, level of education, profession, ethics affiliation, religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Merritt & Reskin, 2003). According to Obuma and Worlu (2017), poor management of workforce diversity in terms of education, ethics, religion, gender and age in Nigeria banking operations processes and decision making have negatively affected employee continuance commitment, employee job satisfaction and declined in financial performance. Obuma and Worlu (2017) further revealed that Nigerians are excessively affective especially towards their relatives and culture which had promoted employee laziness in contributing to organization performance. However, the main objective of the study is to examine the effect of workforce diversity dimensions on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria.

Literature Review

Conceptual Review

Workforce Diversity

Workforce diversity has become a fundamental aspect used by organizations to channel or link workforce diversity initiatives towards business goals (Patrick & Kumar, 2012). Thomas (2013) asserted that workforce diversity is the variety of demographic characteristics that constitute a company's workforce particularly in terms of age, color, origin, race, culture, disability. Corroborating this assertion, Dessler (2012) is of the view that workforce diversity comprises of the reality, invisible, in which people differ. Carrell (2006) defined workforce diversity as the various ways that people differ which can affect a task or relationship within the banking industry such as age, gender, race, education, religion and culture.

Age Diversity

Age diversity is a shared phenomenon that is present in nearly all groupings, such as families, higher institutions, sport teams, and work or team groups with members of

varying ages (Kunze, Boehm, & Bruch, 2013). According to Kunze (2013), age diversity is defined as the differences in age distribution among employees and is used to describe the composition of the banking industry or the composition of workgroups within the banking industry. Boehm and Kunze (2015) argued that an age heterogeneous workforce yields a host of multiple skills, intellectual styles, morals, and preferences that may result in increased productivity. Where age diversity is practiced, the benefits accrue both to the organization and the employees. Having an age diverse environment produces and creates better working relationships and enhances social cohesion for all.

Gender Diversity

Gender is regarded as the description of masculinity or femininity of people (Connell & Messerschmitt, 2013). Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard & Levine, 2013). Elsaid (2012) defined Gender diversity in the workforce as the equal treatment and acceptance of both males and females in the banking industry. Leonard & Levin(2013) asserted that most constitutional challenge is overcoming the thought that woman are not equal to man. Kossek, Lobel, and Brown (2015) stated that only 54% of workingage women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the „invisible care" economy, which relates to care giving and domestic work. Discrimination on hiring workers based on gender has resulted in a firm's hiring workers who are paid higher wages than alternative workers, but are no more productive (Barrington & Troske, 2013). However, according to Emiki & Eunmi (2009), workforce diversity remains ineffective if gender issues are not first recognized and managed.

Ethics diversity

Ethics diversity abounds in organizations. That is, there are diverse beliefs among employees, managers, and executives in organizations as to what are the most ethically appropriate or inappropriate courses of actions to take in their daily workplace situations Max (2011). Ethics diversity in the banking industry is defined as the behavior which is morally accepted as “good” and “right” as opposed to “bad” or “wrong” in a given situation (Sims, 2011). Different organizations and jobs may have different ethical issues arise and require a set standard of ethics. This is common in professional practices such as law, medicine and psychology. It is concerned with describing and prescribing moral requirements and behaviors, which suggests that there are acceptable and unacceptable ways of behaving that serve as a function of philosophical principles (Minkes, Small, & Chatterjee, 2009). Understanding the importance of ethics in human resources is crucial for any business owner, whether in a local startup or a multinational powerhouse (Billington, 2015).

Education Diversity

It is a common perception that people who are educated can perform certain tasks easily, effectively and efficiently than those who are not (McCullough and Willoughby, 2009). This means an individual who knowledgeable can perform better at tasks that requires

that skills and knowledge. Educational background could be seen as the type of formal training or education or even career that a person has acquired over the years. Education diversity according to Assefa (2014) is the physical dimension of diversity which is indicated by the number of people having different demographics in the company, ultimately which will affect employees' in the banking industry towards achieving organization performance. In addition, heterogeneous education diversity tends to increase the level of discomfort and conflict that may lead to decreased social integration and performance in teams (Jindal, Bagade & Sharma, 2013).

Religion diversity

Religion has in the past been seen as a private matter, as companies embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising. A growing number of employees are taking their religion to work. Religion for many employees, are no longer a part of their lives that they leave at home. Religion for these employees is a way of life—their religion defines who they are. According to Tuggy (2016) Religious diversity is the fact that there are significant differences in religious belief and practice. Religion has in the past been seen as a private matter with little or no place in the corporate world. As companies embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising.

Employee Continuance Commitment

According to Allen and Meyer (1997) employee continuance commitment denotes cognitive attachment between workforce and their corporation that is if the costs of exiting those companies surpass the benefits. Costs may consist of, losing a decent pay, material benefits, created networks or acquaintances, image, need to reallocate and job search costs. Employee normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (2013) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with “rewards in advance” (e.g. paying college tuition), or incurs significant costs in providing employment (e.g. head-hunting fees or the costs associated with job training). Lee (2010) defined employee continuance commitment as the employee awareness of the costs that are related with departing the banking industry. This means that employee continuance commitment is the enthusiasm to remain in an organization due to the personal investments which cannot be transferred.

Empirical Review

The study of Awang, Shafie and Pearl (2014), Atiyah (2016), Bailey (2014), Barak (2016), Edgley, Sharma and Anderson-Gough (2016), Rainey (2014), Stephen, Mathuva and Mwenda (2018), Farooqi (2017) and Guillaume, Dawson, Priola, Sacramento, Woods,

Higson and West (2014) have examined the effect of workforce diversity on employee productivity and organizational performance. Their study revealed that workforce diversity components such as age diversity, educational diversity, gender diversity and ethics diversity have positively and significantly affect employee productivity and organizational performance. Similarly, Farooqi (2017) and Barak (2016) on management of diversity in the workplace, they underscored that a workforce composed of different age demographics creates an environment where each generation brings different skills and talents to the table. He elaborated that young employees likely have a strong grasp on the use of high-tech business mediums such as social networking, online product demonstrations and webcasting.

Furthermore, Barak (2016), Farooqi (2017) and Stephen, Mathuva and Mwenda (2018) established that for organizations to achieve competitive advantage, they must effectively and efficiently management workforce diversity because diverse ideas help create new solutions to help and overcome obstacles. Barak (2016) pointed that to take advantage of the synergy that diversity brings to the workplace; organizations must develop long term goals and strategies. Though, on the other hand of the study, workforce diversity dimensions negatively affected team members as it increases the likelihood that team members would be dissatisfied and fail to identify with the group especially in developing countries with diverse culture and ethnicity (Akpakip, 2017). Similarly, Stephen, Mathuva and Mwenda (2018) and Akpakip (2017) stated that for short term there are several negative consequences associated with workforce diversity e.g. lack of commitment from group members, dissatisfaction, lack of identification with the group; perceived discrimination, work related friction; role conflict; role ambiguity; problems with social group integration, etc. whereas in the long term, they predicted negative consequences for organizational performance.

Theoretical Review

This theory was put forward by Byrne (1971) and it is used to explain group formation. This theory focuses on people's preference to interact with other individuals who share common life values, beliefs and experiences with them. One reason for this preference is that having knowledge of this shared attitude could help them to predict the future behaviour of the other person or people. Similarity attraction theory assumes that people like to associate themselves with those whom they perceive to be like them based on demographic characteristics such as age, ethnicity, gender, culture, religion etc.

Similarity attraction theory also assumes that people tend to apply negative assumptions and attitude to their colleagues who are different from them etc. It is believed that this attraction helps to promote cohesion, communication and cooperation among team members (Kunze, Boehm, & Bruch, 2011). For instance it is possible to find younger employees in an organization pursuing common social activities with fellow colleagues within their age group and even going for lunch breaks with their colleagues who are of the same age group. This kind of attraction and personal ties tends to promote communication and cooperation among them because they are able to share similar life and work experiences with one another and as such develop their similar life attitudes and beliefs.

However, employees who are either colleagues within their age group and even going for lunch breaks with their colleagues who are of the same age group. However, employees who are either older, middle aged or younger than such unified group, may conclude that the reason why they are not invited or accepted in such group is due to their age and as a result may start generating and exhibiting age prejudiced attitudes in the organization (Kunze, Boehm, & Bruch, 2011). This paradigm also assumes that people tend to apply negative assumptions and attitude to their colleagues who are different from them. Thus, stereotypes and prejudice, based on gender, ethnicity/race, and age often reflect the categorization process of distinguishing between similarity and difference, and often lead to miscommunication.

Methodology

Cross-sectional survey research design was adopted as the study seeks to examine the effect of workforce diversity components on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. The population used for this study stands at four thousand, eight hundred and seventy-three (4,873). The target population consists of top-level management staff, middle level management staff, and lower level management staff of the selected deposit money banks head offices base on categorization of national and international banks by the Central Bank of Nigeria (2016). The sample size for the study was determined using the Roasoft Sample Size calculator. In order to compensate for the non-response and for wrong filling of questionnaires, the sample of 357 will increase by 107, or 30% of the total sample which equal **464**. A multi-stage method sampling technique was adopted in selecting the sample from the working population of this study. The primary data were collected through administering of questionnaire. The questionnaires were distributed directly to the target respondents within the population. A total of 464 copies of questionnaires were administered to the respondents of the selected deposit money banks in Lagos State, Nigeria. In order to make sure that the research instrument was valid, the instrument was subjected to face content and construct validity. The main measures used to test the validity of an instrument in exploratory factor analysis include the Kaiser-Meyer-Oklins (KMO) measure of sampling adequacy and Bartlett's test of Sphericity. The study employed the KMO sampling adequacy and Bartlett's Sphericity test to determine whether the statements that comprise the research instruments of each variable actually measure what are intended ranges from 0.612 to 0.850. The Cronbach Alpha test was employed using Statistical Packages for Social Sciences (SPSS) to confirm the reliability of the instrument. A high degree of consistency and similarity of results indicates a high degree of reliability study which ranged from 0.709 to 0.891.

Data Analysis

Data analysis for the study has been done in two stages: the descriptive and inferential analysis. The first stage (the descriptive analysis) features descriptions of the properties of the data to show the variations in responses of the study's participants using such tools as frequencies and percentage distribution tables, means and standard deviations. The second stage (the inferential analysis) is the analysis of the responses on the quantitative

data and the relationships. This has been carried out using statistical tools of multiple regression method of analysis using SPSS (Statistical Package for Social Sciences) software version 23.0 to test the effect of independent variables on the dependent variable.

Restatement of Hypothesis

H₀: Workforce diversity sub-variables have no significant effect on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria.

The hypothesis was tested using multiple regression analysis. Data for workforce diversity dimensions were obtained by adding responses to items under religion diversity, gender diversity, education diversity, age diversity, ethics diversity, while that of employee continuance commitment was obtained by adding responses of items under the variables. The multiple regression for hypothesis one was presented in Table 4.13(a-c).

Table 1: Multiple Regression Results between Workforce Diversity Sub-variables and Employee Continuance Commitment

(a) Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate				
1	.501 ^a	.251	.245	6.466				
a. Predictors: (Constant), Religion Diversity, Gender Diversity, Education Diversity, Age Diversity, Ethics Diversity								
(b) ANOVA ^a								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	5011.817	5	1670.606	39.961	.000 ^b		
	Residual	14966.562	357	41.806				
	Total	19978.378	362					
a. Dependent Variable: Employee Continuance Commitment								
b. Predictors: (Constant), Religion Diversity, Gender Diversity, Education Diversity, Age Diversity, Ethics Diversity								
(c) Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.878	1.745		4.515	.000		
	Gender Diversity	.115	.067	.104	1.725	.085	.578	1.730
	Ethics Diversity	.275	.073	.232	3.763	.000	.550	1.817
	Religion Diversity	.215	.052	.247	4.113	.000	.581	1.722
	Age Diversity	.017	.291	.281	1.002	.321	.483	1.862
	Education Diversity	.115	.152	.917	5.213	.000	.578	1.730
	a. Dependent Variable: Employee Continuance Commitment							

Source: Researcher's Field Results (2019)

Table 1(a) presents regression results on effect of workforce diversity dimensions on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. The value of adjusted R² in Table 1 was 0.245 indicating that the prediction of workforce diversity dimensions on employee continuance commitment account for approximately 24.5% less variance. The result shows that workforce diversity dimensions jointly explain approximately 25 percent of variations in the employee continuance commitment of selected deposit money banks, while the rest are explained by other variables not included in the model. Therefore, the model can reliably be used to test the effect of workforce diversity dimensions on employee continuance commitment. The F-ratio was 39.961 and was significant (P<0.05) which implies that workforce diversity dimension are jointly significant in explaining variations in the employee continuance commitment of selected deposit money banks. The model significantly improved the ability to predict the effect of workforce diversity dimensions on employee continuance commitment. Therefore, the model can reliably be used to test the effect of workforce diversity dimensions on employee continuance commitment.

Table 1(c) shows the estimates of β values and gives an individual contribution of each predictor (workforce diversity dimensions) to the model. The β value explains about the relationship between employee continuance commitment with each predictor (ethics diversity education diversity and religion diversity). The positive β values indicate the positive effect that exists between the predictors and the outcome. The β value for ethics diversity, education diversity and religion diversity had a significant positive coefficient thus positive effect on employee continuance commitment as summarized in the model below.

The general regression model is indicated below;

$$y_3 = \beta_0 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5$$

The model was modified to reflect the variables of this study:

$$y_3 = \beta_0 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5$$

$$y_3 = 7.878 + 0.275x_3 + 0.215x_4 + 0.115x_5$$

Where: y_1 = Employee Continuance Commitment

x_3 = Ethics Diversity

x_4 = Religion Diversity

x_5 = Education Diversity

From the above regression equation; when ethics diversity, religion diversity, and education diversity are kept constant at zero the employee continuance commitment of selected deposit money banks in Lagos State will be at 7.878. The results show that a one unit change in ethics diversity will lead to 0.275 increases in employee continuance commitment of deposit money banks in Lagos State. Also a one unit change in religion diversity will lead to 0.215 increases in the employee continuance commitment of deposit money banks in Lagos State. Likewise, a one unit change in education diversity will lead

to 0.115 increases in the employee continuance commitment of deposit money banks in Lagos State. The findings show that ethics diversity contributes more to employee continuance commitment of deposit money banks in Lagos State followed by education diversity and religion diversity respectively.

The findings from the multiple regression model shows that the ethics diversity indicates ($t = 3.763, p < 0.05$), religion diversity ($t = 4.113, p < 0.05$) and education diversity ($t = 5.213, p < 0.05$) had significant effect on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. Therefore, the null hypothesis three (H_{03}) which states that Workforce diversity sub-variables (age diversity, gender diversity, ethics diversity, religion diversity, educational diversity) have no significant effect on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria is hereby rejected.

Discussion

The objective of this study was to determine the effect of workforce diversity dimensions (age diversity, gender diversity, ethics diversity, religion diversity and education diversity) employee continuance commitment of selected deposit money banks in Lagos State, Nigeria.

Majority of past studies supported the finding that workforce diversity dimension have positive and significantly affect employee continuance commitment Awang, Shafie and Pearl (2014), Atiyah (2016), Bailey (2014), Barak (2016), Edgley, Sharma and Anderson-Gough (2016), Rainey (2014), Stephen, Mathuva and Mwenda (2018), Farooqi (2017) and Guillaume, Dawson, Priola, Sacramento, Woods, Higson and West (2014) found that workforce diversity components such as age diversity, education diversity, gender diversity and ethics diversity have positively and significantly affect employee commitment and organizational performance. Also, Barak (2016), Farooqi (2017) and Stephen, Mathuva and Mwenda (2018) established that for organizations to achieve competitive advantage, they must effectively and efficiently management workforce diversity because diverse ideas help create new solutions to help and overcome obstacles. Similarly, Robbins and Judge (2013) and According to Boehm, Kunze and Bruch (2014), a company that nurtures and promotes diversity is one free of discrimination. Considering majority findings that workforce diversity has positive and significant effect on employee continuance commitment, this study therefore rejected the null hypothesis (H_0) that workforce diversity sub-variables have no significant effect on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria is hereby rejected.

Considering theoretical support for this study, Similarity-Attraction Paradigm theory is in line with our finding that people's preference to interact with other individuals who share common life values, beliefs and experiences with them. One reason for this preference is that having knowledge of this shared attitude could help them to predict the future behaviour of the other person or people. Furthermore, Similarity attraction theory stated that people like to associate themselves with those whom they perceive to be like

them based on demographic characteristics such as age, ethics, gender, culture, religion which enhance them to show more commitment to their task. Based on these empirical findings and theoretical support of our finding, this study rejected the null hypothesis (H_0) that workforce diversity dimensions (age diversity, gender diversity, ethics diversity, religion diversity and education diversity) have no significant and positive effect on employee continuance commitment.

Conclusion and Recommendation

The core objective of this study was to examine the effect of workforce diversity on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. The study concluded that workforce diversity sub-variables had significant effect on employee continuance commitment of selected deposit money banks in Lagos State, Nigeria. The study therefore recommends that managers should give a form of incentives to employees who improve on their educational qualification or those individuals who were able to align their personal values with the organizational values. Further studies should consider the effects of workforce diversity on the employee continuance commitment from other members of the organization such as top management, board of directors in other sectors such as manufacturing.

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