

Diversity, Inclusion and Organizational Viability in Nigeria

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Abstract: This study has examined the relationship that exists between diversity, inclusion and organizational viability. The areas of diversity the study considered are gender, religion and ethnicity while the areas of viability the study considered are market share, sales volume and efficiency of production. Three objectives, research questions, as well as hypotheses were formulated to establish the degree of relationship between the dependent and independent variables. Data for the study were generated from the primary source as the questionnaire was the major instrument used to generate data. Appropriate use of statistical tables and percentages were used in the presentation of data from the questionnaire distributed. The study used frequency, percentages in analyzing the questionnaire while simple regression and correlation were used via Statistical Package for the Social Science (SPSS) in testing the hypotheses. The study found that the p-value is 0.000, which is less than the level of significance (0.05), and thereby conclude that there is a positive significant relationship between gender diversity, inclusion and market share, ethnicity diversity, inclusion and sales volume, and religion diversity, inclusion and efficiency of production. Based on the findings, the study recommends among others that Management should engage their workers in on-the-job training in order for them to understand that ethnicity is not a barrier and should be inclusive as ethnic barriers decrease sales volume of firms.

Keywords: diversity, inclusion, viability, gender, religion, ethnicity, market share, sales volume and productivity.

1.1 Background of the study

The surge of interest in the field of diversity and inclusion (D&I) at the workplace (mainly relating to concerns such as gender, age, ethnicity, race, nationality, disability, and religion) owes much to fundamental economic, socio-demographic and legislative changes taking place globally (Shen, Chanda, D'Netto & Monga, 2009; Oswick & Noon, 2013). The existing literature shows that the agenda on workforce D&I has now gained international currency among HR managers and organizational leaders, including those operating in emerging economies, which is now paralleled by pertinent research (e.g., Healy & Oikelome, 2007; Scott, Heathcote, & Gruman, 2011; Priola, Lasio, Simone & Serri, 2014). Accordingly, a global diffusion of logics that promote D&I management match increased participation rates of diverse groups in the workplace. Hardly surprising then, calls for inclusiveness from industry leaders, public sector figures, and lobbying groups are in vogue. Yet, inequalities in organizations and societies become evident when considering the terms and conditions under which such groups experience D&I management, and a different picture begins to emerge (Kumra & Vinnicombe, 2008; Kirton, 2009; Greene & Kirton, 2010). Hence, there is a pressing need to continue scrutinizing the extent to which the rhetoric for D&I management meets reality and to identify mechanisms that facilitate the expression of

voice for silenced minorities in today’s increasingly diverse organizations (Bell, Özbilgin, Beaugard, & Sürgevill, 2011).

Diversity and inclusion are two interconnected concepts—but they are far from interchangeable. Diversity is about representation or the make-up of an entity. Inclusion is about how well the contributions, presence and perspectives of different groups of people are valued and integrated into an environment. An environment where many different genders, races, nationalities, and Religious orientations and identities are present but only the perspectives of certain groups are valued or carry any authority or influence, may be diverse, but it is not inclusive.

A diverse and inclusive workplace is one that makes everyone, regardless of who they are or what they do for the business, feel equally involved in and supported in all areas of the workplace. The “all areas” part is important. The posed questions simply define diversity and inclusion. Do you have diversity in your recruiting, in each of your departments, and in your leadership? Or do you have a workplace where 50% of your employees are women but 0% of your women are managers? Do you have good representation of employees of color overall, but all of them are in the same department? These telling questions reveal true diversity and inclusion in the workplace.

A well -defined diversity and inclusion is expected to improve higher revenue growth, greater readiness to innovate, increased ability to recruit a diverse talent pool and a high level of employee retention

Organizational viability in this study has to do with the performance of an organization. The study however will examine organizational viability in the areas of market share, sales volume and efficiency of production. Therefore, this study examines the productivity and organizational viability of PZ Plc Aba, Abia State and Consolidated Breweries in Awo-mmamma in Imo State.

1.2 Statement of the problem

It has been shown that diversity and inclusion can be proxied with such factors as gender, ethnicity and religion. It is not yet clear how each of these factors affect the market share, sales volume and efficiency of production of organizations. This is because studies have examined the relationship between diversity and inclusion and its impact on organizational viability with little or no emphasis on the variables to be evaluated by this study. This study would examine the relationship between diversity and inclusion in the area of gender, ethnicity and religion and organizational viability in the area of market share, sales volume and efficiency of production.

1.3 Objectives of the study

The main objective of this study is to examine the relationship between diversity, inclusion and organizational viability. The specific objectives include;

- (a) to examine the relationship between gender diversity and inclusion on market share.
- (b) to Ascertain the relationship between ethnicity diversity and inclusion on sales volume.
- (c) to Determine the relationship between religion diversity and inclusion on efficiency of production.

1.4 Research questions

- (a) What is the relationship between gender diversity and inclusion on market share?
- (b) What is the relationship between ethnicity diversity and inclusion on sales volume?
- (c) What is the relationship between religion diversity and inclusion on efficiency of production.

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1.5 Hypotheses

Ho₁: There is no significant relationship between gender diversity and inclusion on market share.

Ho₂: There is no significant relationship between ethnicity diversity and inclusion on sales volume.

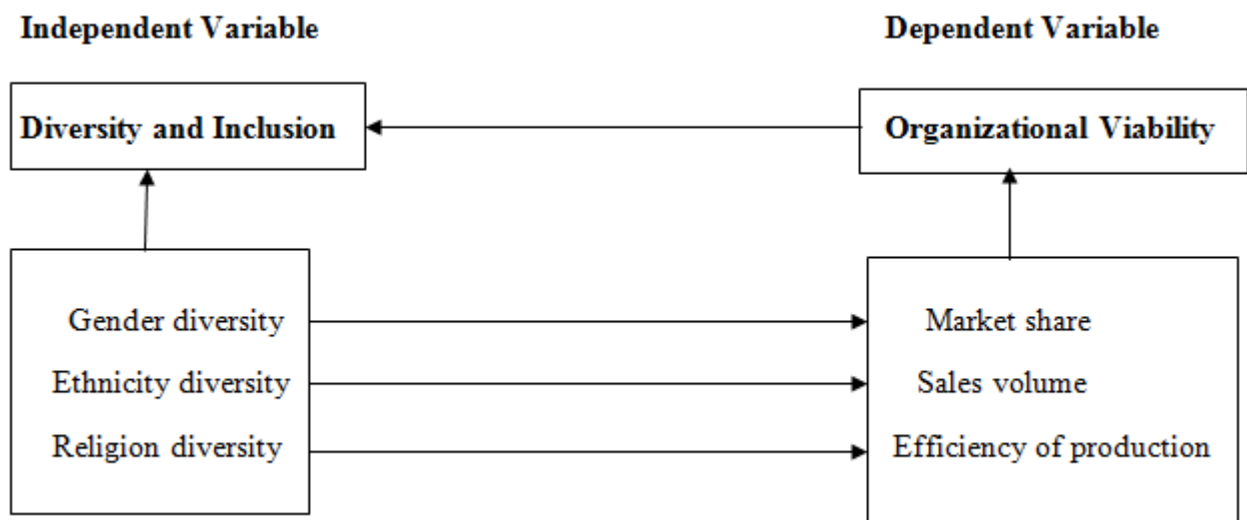
Ho₃: There is no significant relationship between religion diversity and inclusion on efficiency of production

1.6 Scope of the study

The content scope of this study examines the relationship between diversity, inclusion and organizational viability. The variables of the independent variables include; gender, ethnicity and religion, while that of dependent variables include; market share, sales volume and efficiency of production. The geographic scope is PZ cusson Aba in Abia State and Nigeria Breweries Plc Awo-mmamma in Imo State. The unit scope is on the management and staff of the selected firms.

2. Conceptual Framework

This section examined the conceptual, theoretical as well as empirical studies in relation to the study.



Source: Researchers Desk (2021)

The above conceptual framework examined the relationship between diversity and inclusion and organizational viability. Diversity and inclusion are proxied with factors such as gender, ethnicity and religion while that of organizational viability is proxied with market share, sales volume and efficiency of production.

2.1 Conceptual Review

2.1.1 The Concept of Diversity

Saji, (2014) defined diversity as the systematic and planned commitment by the organizations to recruits, retain, reward and promote a heterogeneous mix of employees. Diversity if properly harnessed could improve organizational viability (Carrel et al., 2010).

According to Wentling and Palma-Rivas, (2010) diversity is defined as the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, color, physical ability, ethnicity, etc.

While many organizations have embraced diversity, others still consider it merely an issue of compliance with legal requirements. Effective diversity management has historically been used to provide a legally defensive position; that is, a firm with a diverse workforce could argue that they were not guilty of discrimination because of the prima facie case based on their workforce demographics representing the demographics of the local community.

However, in more recent years, the view of diversity has dramatically changed to a more proactive concept. Many business leaders are now beginning to believe that diversity has important bottom-line benefits. Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance (Allen et al., 2014).

2.1.2 Concept of Inclusion

Inclusion in the workplace has been an ever-present ideology for organizations. One of the biggest challenges we have today is creating diverse and inclusive environments in the workforce. It certainly is not impossible. However, it is difficult for a number of organizations. Many organizations have figured out the diversity aspect, but not inclusion. We are finally hearing about inclusion and its extreme importance in the workplace. Conferences have really been highlighting and expressing just how important inclusion is for today’s organizations. Without inclusion in the workplace, diversity efforts will not succeed. Some ways to create an inclusive environment include:

- (i) Educating staff and its leaders
- (ii) Listening and communicating effectively
- (iii) Embracing employees to be their full authentic self

It is crucial to embrace an employee’s full authentic self. We are at our best when we are our own authentic selves. In order to be your authentic self, one must feel included. Inclusion refers to the degree to which diverse individuals are able to:

- (i) Use their voice
- (ii) Participate in the decision-making processes within a group
- (iii) Increase the amount of power they have within the group
- (iv) Feel like one actually belongs.

Inclusion in the workplace will continue to be a vital component in 2020 and beyond. In order for diversity programs and initiatives to be successful, organizations have to be inclusive. Diversity does not exist without inclusion. When employees feel included, they feel a sense of belonging that drives increased positive performance results and creates collaborative teams which are innovative and engaging. Employees that feel included are more likely to be positively engaged within the organization. Higher employee engagement drives higher levels of productivity, retention, and a company’s overall success.

2.1.3 Advantages of managing workforce diversity

Managing diversity can create a competitive advantage. Potential benefits of this diversity include better decision making, higher creativity and innovation, greater success in marketing to foreign and domestic ethnic minority communities, and a better distribution of economic opportunity (Cox, 2011; Cox and Blake, 2011). According to one study (Watson et al., 2013), culturally diverse groups relative to homogeneous groups are more effective both in the interaction process and job performance; these benefits occur after a diverse group has been together for a period of time.

Organizations with a diverse workforce can provide superior services because they can better understand customers’ needs (Wentling and Palma-Rivas, 2010). Hiring women, minorities, disabled, etc. will help organizations to tap these niche markets (Mueller, 2008) and diversified market segments (Fleury, 2009). As all the segments of society have a stake in the development and prosperity of society as a whole,

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creating and managing a diverse workforce should be seen as a social and moral imperative (Mueller, 2008). As globalization is increasing, diversity will help organizations to enter the international arena (Cascio, 2008). Diversity enhances creativity and innovation (Jackson et al., 2002), and produces competitive advantages.

2.1.4 Disadvantages of workforce diversity in the workplace

Diversity of the workforce in organizations has its benefits but below are few disadvantages of workforce diversity.

(a) A disadvantage of diversity in the workplace is an increase in conflicts. Conflicts arise when two or more individuals or groups do not see eye to eye on a particular situation. In regard to diversity, conflicts arise largely due to ignorance. Prejudice feelings or derogatory comments cause a lack of acceptance. “This can produce negative dynamics such as ethnocentrism, stereotyping and culture clashes” (White, 2009). The most common conflict comes from one feeling superior. If management ignores such conflicts, the company's performance may suffer (White, 2009). If conflicts can be managed and controlled creativity, performance can be increased.

(b) Employees who perceive themselves as valued members of their organization are hardworking, involved, and innovative. Unfortunately, minority-group members often feel less valued than do majority-group members due to stereotyping, ethnocentrism, and prejudice. Mismanagement of diversity in the form of denied access or unfavorable treatment can have negative consequences, such as inhibiting workers' abilities and motivation. This leads to lower job performance. Therefore, when an organization ignores the existence and importance of workforce diversity, conflict can emerge and neither the corporation nor its employees will realize their potentials (Goetz,2001).

2.1.5 How to manage a diverse workforce in organization

(a) The organization should assign this work to a senior manager (Jackson et al., 2012). The organization should link concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards (Cascio, 2008).The organization should create such a working environment as will increase the motivation, satisfaction, and commitment of diverse people.

(b) Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. Identify desirable and undesirable behaviors that must be based upon performance feedback discussions involving a diverse workforce. The strategy (diversity or otherwise) must be based on the will of the human resources, strength, and culture of the organization (Hayes, 2009).

(c) Training and development programs will improve the skills in dealing with the day to day diversity dilemmas. This will help managers to be aware on how power relations impact on stereotypes of groups and on perceptions of individuals and the expectations.

(d) Mentoring programs, involvement of experienced advisors and helps others for a period of years. This mentor should be able to advise employees on the whole concept of workforce diversity and the reasons why diversity should be managed in the workplace.

2.2 Theoretical Review

2.2.1 Social Cognitive Theory

Social cognitive theory is another theory that seeks to explain how diversity can result in negative outcomes in a group or organization. Social cognitive theory suggests that people use categorization to

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simplify and cope with large amounts of information. These categories allow us to quickly and easily compartmentalize data, and people are often categorized by their visible characteristics, such as race, Religion, and age. Thus, when someone sees a person of a particular race, automatic processing occurs and beliefs about this particular race are activated. Even when the person is not visible, he or she can be subject to this automatic categorization. For example, when sorting through resumes a hiring manager might engage in Religion categorization because the person’s name provides information about the person’s Religion or racial categorization, (Bertrand, M., and Sendhil M. 2004).

2.2.2 Social identity theory

Social identity theory is another explanation of why diversity may have a negative outcome. Social identity theory suggests that when we first come into contact with others, we categorize them as belonging to an in-group (i.e., the same group as us) or an out-group (not belonging to our group). We tend to see members of our in-group as heterogeneous but out-group members as homogeneous. That is, we perceive out-group members as having similar attitudes, behaviors, and characteristics (i.e., fitting stereotypes).

Researchers posit that this perspective may occur because of the breadth of interactions we have with people from our in-group as opposed to out-groups. There is often strong in-group favoritism and, sometimes, derogation of out-group members. In some cases, however, minority group members do not favor members of their own group (Goldberg, 2005)

This may happen because of being continually exposed to widespread beliefs about the positive attributes of Whites or men and to common negative beliefs about some minorities and women. When in-group favoritism does occur, majority-group members will be hired, promoted, and rewarded at the expense of minority-group members, often in violation of various laws.

2.3 Empirical Review

In a study conducted by Manqoba (2016) on South African organization, Engen Refinery is focused on finding out if cultural diversity exists and if it requires the organization’s response,

if managing cultural diversity has an impact on performance and finally recommending strategies, methods and tools that this organization can use to manage its diverse employees. This study was conducted using Quantitative Methodology, on a sample of 119 employees, using a Census Technique. Using a questionnaire to collect data, findings from this study showed that in this particular organization, employees don’t have an issue of communication between cultures, there are no official programs and systems to manage cultural diversity, and employees are able to interact and that directly influences how the perform their daily tasks. Recommendations from this study noted the importance of starting team building activities and social gatherings to increase employee interactions, implementing cultural diversity programs and policies and restructuring work teams to become more multicultural. Key limitations of the study include the fact that the findings are unique to this particular organization and thus cannot be applicable to other South African organizations; they are reflective of a section of the petroleum industry and lastly are reflective of a particular period of time and conditions and can change over time.

2.4 Literature Gap

The study on diversity, inclusion and organizational viability is a very extensive research. Empirical evidence has proven that diversity without inclusion brings a decreased outcome as diversity that is inclusive brings a positive outcome. This study has filled the gap as it has examined diversity and inclusion in the area of gender, ethnicity and religion and how it relates to market share, sales volume and efficiency of production which is a gap. Also, most studies are foreign based as they consider other areas

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of diversity in terms of nationality and race, this study has also filled the gap by examining other areas of diversity and how it relates to organizational viability.

METHODOLOGY

3.1 Research Design

The survey research design was used to enable proper investigation of the opinion of group of people and to determine the effect of strategic orientation and implementation on organizational performance using selected manufacturing companies in Abia and Imo States.

3.2. Sources of Data

The sources included primary and secondary sources of data collection.

Primary Sources: the primary source of data collection is questionnaire. The questionnaire copies were distributed by the researcher with assistance from some staff of the study organization. This was for the purpose of removing bias.

Secondary Sources: the secondary sources consisted of textbooks, Journals, newspapers and internet sources

3.3 Population of the Study

The population size of this study covers the staff and management of PZ Cusson Plc Aba and Consolidated Breweries Awo-mmamma, in Imo State. The total number of the population size of both firms is 195.

3.4 Sample Size Determination

The sample size for the study will be determined by the use of Taro Yamene formula, by Alugbuo (2005) as thus:

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

Where:

n= sample size

N= Population size

e= Error allowance

1= Constant figure

Given that the researcher has chosen 5% or 0.05 as a level of significance, the sample size can be calculated thus:

n= ?

n= ?

N= 195

e= 0.05

$$n = \frac{195}{1 + 195 (0.05)^2}$$

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$$n = \frac{195}{1 + 195(0.0025)}$$

$$n = \frac{195}{1 + 0.4875}$$

$$N = \frac{195}{1.4875}$$

$$= 131$$

The sample size is therefore 131.

3.5 Sampling Technique

The sampling procedure used in the course of this research is the probability sample method. The simple random sampling technique was adopted from the probability sampling method which entails random selection of staffs. Also members of the population have equal chance of being selected. This method was adopted by the researcher because of its simplicity to avoid bias judgment.

3.6 Description of Research Instrument

In this study, the researcher used the sampling instruments of questionnaire to reach the respondents. The questionnaire was structured to agree with the research questions in such a way that each research question had items representing it in the instrument. The questionnaire was in form of a 5 point Likert Scale.

The researcher administered the questionnaire to the staff of the study firms. The researcher did this with the assistance of some staff of the firms. This was for the purpose of removing bias. The researcher gave them maximum of two weeks to fill and return the questionnaire copies.

3.7 Validity of Research Instrument

Indeed, the instrument used for this work was made valid and accurate. The questionnaire's validity was determined by the fact that the questions and items in the questionnaire was strictly on diversity, inclusion and organizational viability.

The questionnaire was subjected to supervisor's corrections so as to achieve face and content validity. The researcher used a pilot study to determine the validity by selecting seven respondents from each of the study organizations. The researcher administered the instrument to them and made corrections later wherever necessary.

3.8 Reliability of Research Instrument

The questionnaire was reliable because it was developed with a simple language which might enhance understanding of the questions that was asked. Such would encourage consistency of the instrument.

The researcher determined the reliability of his study instrument by pre-testing the instrument with some staff of the study organization. The pre-testing was conducted twice in the organizations with a gap of two weeks. A reliability index of 0.70 was obtained.

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3.9 Data Analysis Technique

Appropriate use of statistical tables and percentages were used in the presentation of data from the questionnaire distributed. The study used frequency, percentages in analyzing the questionnaire while simple regression and correlation were used via Statistical Package for the Social Science (SPSS) in testing the hypotheses.

We use the F-distribution table for the critical value of the test with n-r and n-1 degrees of freedom, with the level of significance at 5%.

SECTION FOUR

4.1 Data Presentation, Analysis and Interpretation

Table 1 Response Rate from Both Firms'

Respondents	Total sample	Returned numbers	Return percentage	Overall response rate (%)
PZ Cusson Plc	68	68	52%	100%
Consolidated Breweries Plc	63	63	48%	
Total	131	131		

Source: Field Work, 2021

Responses were gathered from both staffs of PZ Cusson Plc Aba and Consolidated Breweries Plc. in Imo State, Nigeria. One hundred and thirty one (131) questionnaires were distributed to respondents and all were properly filled and returned.

Objective one: Gender diversity and inclusion on market share

(a) **Question 1:** What is the relationship between gender diversity and inclusion on market share?

Table 2: Descriptive Analysis on Gender diversity, inclusion and market share

S/N	Gender diversity and inclusion Statements	5	4	3	2	1	Total
		SA	A	UND	D	SD	
1	Your organization considers gender during appointment	45 34%	54 41%	7 5%	18 14%	7 6%	131 100%
2	Males are more incorporated than women	38 29%	43 33%	9 7%	22 17%	19 15%	131 100%
3	Incorporating gender improves market share.	58 44%	20 15%	5 4%	21 16%	27 21%	131 100%

Source: Field Survey Result, 2021

Table 2 presents results of descriptive analysis of respondents' opinions to the statements - gender diversity, inclusion and market share. According to the results of the analysis (34%) of the respondents agreed their organization considers gender during appointment. Also, 29% of the respondents agreed that males are more incorporated than women. Finally, 44% of the respondents demonstrated through their respondents, that incorporating gender improves market share. The above implies that gender diversity, inclusion effect on market share.

Table 3: Descriptive Analysis on ethnicity diversity and inclusion on sales volume

	Ethnicity diversity and inclusion Statement	5	4	3	2	1	Total
		SA	A	UND	D	SD	
4	Your organization does not employ based on ethnicity	45 34%	32 24%	24 18%	8 6%	22 17%	131
5	One ethnic group is not given preference more than the others.	49 37%	20 15%	9 7%	24 18%	29 22%	131
6	Sales volume has improved as a result of ethnicity inclusion	54 41%	32 24%	12 9%	8 6%	25 19%	131

Source: Field Survey Result, 2021

Table 3 reveals how ethnicity diversity, inclusion affects sales volume. It was revealed by a response of 24% and 34% that organizations do not employ based on ethnicity. It was gathered through a response of 15% and 37% that one ethnic is not given preference more than the other. Finally, respondents of 24% and 41% agreed that sales volume has improved as a result of ethnicity inclusion.

Table 4: Descriptive Analysis on religion diversity and inclusion on efficiency of production.

	Religion diversity and inclusion on efficiency of production.	5	4	3	2	1	Total
		SA	A	UND	D	SD	
7	Religion does not hinder promotion in your organization	49 37%	20 15%	9 7%	24 18%	29 22%	131
8	Inclusion of religious group enhances productivity	58 44%	20 15%	5 4%	21 16%	27 21%	131
9	Recruitment is not done based on religious background	54 41%	32 24%	12 9%	8 6%	25 19%	131

Source: Field Survey Result, 2021

Table 4 reveals religion diversity, inclusion affects efficiency of production. It was revealed by a response of 15% and 37% that religion does not hinder promotion in your organization. It was gathered through a response of 15% and 44% that inclusion of religious group enhances productivity. Finally, respondents of 24% and 41% agreed that recruitment is not done based on religious background.

4.2 Test of Hypotheses

The study analyzed questionnaire based on the research objectives and questions on diversity, inclusion and organizational viability. The study used frequency, percentages in analyzing the questionnaire while simple regression and correlation were used via Statistical Package for the Social Science (SPSS) in testing the hypotheses. The results of the survey are shown in the paragraph that follows.

Hypothesis One

H₀₁: There is no significant relationship between gender diversity and inclusion on market share.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526 ^a	.507	.406	1.07874

a. Predictors: (Constant), market share

The correlation coefficient presented in the above table was given as 0.526 or 52.6% showing the relationship strength between gender diversity, inclusion and organizational viability. Since correlation coefficient value is greater than 50% we infer that the model is fit.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.321	1	11.321	9.728	.002 ^b
	Residual	150.114	129	1.164		
	Total	161.435	130			

a. Dependent Variable: market share

b. Predictors: (Constant), gender diversity, inclusion

The f-test is used to ascertain if there is a significant effect amongst variable. The F-cal and its corresponding P-value was obtained as 9.723 and 0.002 respectively. Since the P-value is less than 5% decision criteria, we reject the null hypothesis and accept the alternative hypothesis inferring there is a significant relationship between gender diversity and inclusion on market share.

Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.215	.332		9.695	.000
	Gender diversity, inclusion	.237	.076	.265	3.119	.002

a. Dependent Variable: market share

The estimated slope for market share was obtained as 0.237 which is a positive sign and directly related to gender diversity. The result also revealed that there is a significant relationship between gender diversity, inclusion and organization market share since the P-value of T-calculated is less than 5% critical level.

Hypothesis Two

H₀₂: There is no significant relationship between ethnicity diversity and inclusion on sales volume.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.604	.504	3.66281

a. Predictors: (Constant), ethnicity

The second model reveals correlation coefficient as 0.721 or 72.1% showing strong relationship strength between ethnicity diversity, inclusion and sales volume. Since correlation coefficient value is greater than 72.1%, we infer that the model is fit.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	79.559	1	79.559	5.930	.016 ^b
	Residual	1730.686	129	13.416		
	Total	1810.244	130			

a. Dependent Variable: sales volume

b. Predictors: (Constant), ethnicity diversity, inclusion

In testing for significance for the second model, F-cal and its corresponding P-value was obtained as 5.930 and 0.016 respectively. Since the P-value is less than 5% decision criteria, we reject the null hypothesis and accept the alternative hypothesis inferring that there is a significant relationship between ethnicity diversity and inclusion on sales volume.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.642	1.076	1.526	.129
	Sales volume	.629	.258	.210	2.435

a. Dependent Variable: sales volume

The estimated slope for sales volume was obtained as 0.629 which is a positive sign and directly related to ethnicity, diversity, inclusion. The result also revealed that a significant relationship exist between ethnicity diversity and sales volume, since the P-value of T-calculated is less than 5% critical level.

Hypothesis Three

Ho₃: There is no significant relationship between religion, diversity and inclusion on efficiency of production

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.706	.505	1.27536

a. Predictors: (Constant), religion diversity

The third model reveals correlation coefficient as 0.724 or 72.4% showing strong relationship strength between religion, diversity, inclusion and efficiency of production. Since correlation coefficient value is greater than 50%, we infer that the model is well fitted.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	12.498	1	12.498	7.684	.006 ^b
	Residual	209.823	129	1.627		
	Total	222.321	130			

a. Dependent Variable: efficiency of production

b. Predictors: (Constant), Religion diversity, inclusion

In testing the significance of the third model, F-cal and its corresponding P-value was obtained as 7.684 and 0.006 respectively. Since the P-value is less than 5% decision criteria, we reject the null hypothesis and accept the alternative hypothesis inferring there is a significant relationship between sex, diversity and inclusion on efficiency of production

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.130	.159	19.746	.000
	Religions diversity inclusion	.083	.030	.237	2.772

a. Dependent Variable: efficiency of production

The estimated slope for efficiency of production was obtained as 0.083 which is a positive sign and directly related to religion and diversity. The result also revealed a significant relationship between religion, diversity, inclusion and efficiency of production, since the P-value of T-calculated is less than 5% critical level.

SECTION FIVE

5.1 Summary of Findings

1. The p-value is 0.000, which is less than the level of significance (0.05), therefore we reject the null hypothesis and conclude that there is a positive and significant relationship between gender diversity and inclusion on market share.
2. The p-value is 0.000, which is less than the level of significance (0.05), therefore we reject the null hypothesis and conclude that there is a positive and significant relationship between ethnicity diversity and inclusion on sales volume..
3. The p-value is 0.000, which is less than the level of significance (0.05), therefore we reject the null hypothesis and conclude that there is a positive and significant relationship between religion, diversity and inclusion on efficiency of production.

5.2 Conclusion

The researcher hereby concludes that there is a positive and significant relationship between gender diversity, inclusion and market share, ethnicity diversity, inclusion and sales volume, and religion, diversity, inclusion and efficiency of production.

5.3 Recommendations

1. Management should intensify effort in making sure that gender is not a barrier to workers as gender equality should be promoted for a better organizational market share.
2. Management should engage their workers in on-the-job training in order for them to understand that ethnicity is not a barrier and should be inclusive as ethnic barriers decreases sales volume of firms.
3. Management should enlighten their workers on the need to understand that religion is a way of life and not to be used in the work place. People of different religion can still be productive as all work for a common goal towards efficient productivity.

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