

## **Effects of Workplace Diversity on Employees' Job Performance in Selected Federal Universities in South-East Nigeria**

**<sup>1</sup>Nwaoma, Peter Chikwendu**

<sup>1</sup>Directorate of Human Resources Management, Michael Okpara  
University of Agriculture, Umudike, Abia State, Nigeria  
Email: [pcnwaoma@gmail.com](mailto:pcnwaoma@gmail.com)

### **Abstract**

The study investigated the effects of education and union affiliation diversity on employees' performance as it relates to internally generated revenue in selected federal universities in South-east Nigeria. A sample population of 1,854, made up of 1,252 for University of Nigeria, Nsukka (UNN), 373 for Michael Okpara University of Agriculture, Umudike (MOUAU), and 229 for Alex Ekwueme Federal University, Ndufu-Alike Ikwo (AEFUNAI) was surveyed. Data obtained was analysed using descriptive statistics and linear regression model. The results of the linear regression showed that both educational and union affiliation diversities had significant effect on employees' performance (on internally generated revenue) in the universities studied. The findings further revealed that employees affiliated to National Association of Academic Technologists (NAAT) had higher performance than others. It is concluded that performance of federal universities can be improved if they positively exploit the diversities of their employees. It is recommended that federal universities should continue to hire employees with diverse educational qualifications and union affiliations in order to sustain improved internally generated revenue. They should also invest in staff development programmes to diversify the educational qualifications of their employees and equally maintain harmonious labour relations.

**Keywords:** Workplace Diversity, Education, Employees' Performance, Internally Generated Revenue and Union.

### **Introduction**

The workplace is a very complex environment. This is more so for the Federal Universities' workplace in Nigeria where diverse individuals are employed to accomplish institutional mandate. Universities as universal institutions, attract workers from diverse backgrounds, nationalities, ideological persuasions, and professions. Prominent diversity issues in the workplace of Federal universities in South-east Nigeria include among others, management status, union affiliation, education, work experience, work location, seniority, work content or specialisation, college or faculty and department/division/unit. The study, however, selected three Federal universities in South-east Nigeria, namely, University of Nigeria, Nsukka,

Michael Okpara University of Agriculture, Umudike and Alex Ekwueme Federal University, Ndufu-Alike, Ikwo with particular focus on how educational qualification and union affiliation diversity affect employees' performance (on internally generated revenue). Virtually every Federal University is seeking innovations on new sources of internally generated revenue to augment allocations from the Government. Teaching, research and public service constitute the crux of what these Federal universities in South eastern Nigeria are mandated to do. They, like other tertiary institutions, depend upon their workers to accomplish their goals and mandates. It is hard to conceive of any university that can achieve optimum performance without engaging her employees, both teaching and non-teaching staff (Agbionu, Anyalor & Nwali, 2018). Consequently, organisational performance in the selected Federal Universities in South-eastern Nigeria is fundamentally indicated by the way's students admitted for various courses or programmes are turned out as graduates, creative deployment of staff experiences and skills to address social problems, innovation of new ideas, and income generation popularly called internally generated revenue initiatives. Agbionu *et al* (2018) asserted that university productivity is stimulated by the capacity of the workers to be committed and demonstrate creative and innovative ideas.

### **Statement of the Problem**

The extent to which the University of Nigeria, Nsukka, Michael Okpara University of Agriculture, Umudike and Alex Ekwueme Federal University, Ndufu-Alike, Ikwo, in South-east Nigeria manage their diversities successfully will have serious effect on employees' performance. Thus, an inclusive university workplace where multifaceted academic qualifications and unions are allowed would add value to the universities and their employees would synergise to create new products and achieve institutional goals and objectives. In the selected Federal Universities, employees' performance is indicated by weighing real outputs against predetermined goals and objectives. Agbionu *et al* (2018) highlighted certain challenges faced by operators of these universities to include how to get the employees' loyalty, commitment, and drive to maintain the best teaching and learning values. It is believed that the way workplace diversity issues are harnessed should have meaning on how creative the employees are and how they solve organisational problems and improve performance. This could extend to employees' retention, product marketing and services (Noe, Hollenbeck, Gerhart & Wright, 2018). Internally generated revenue is hardly realised at the level it can enable these universities grapple with their financial needs. Therefore, this study examines how the diverse academic qualifications of employees and their multiple union affiliations could be exploited to improve the internally generated revenue efforts of the universities.

### **Research Question**

What are the effects of workplace diversity (education and union affiliation) on employees' performance (on internally generated revenue) in the University of Nigeria, Nsukka, Michael Okpara University of Agriculture, Umudike and Alex Ekwueme Federal University, Ndufu-Alike, Ikwo?

## **Hypothesis**

H<sub>01</sub>: education and union affiliation diversity had no significant effect on employees' performance (on internally generated revenue (IGR)) in selected Federal Universities in South-east Nigeria.

## **Conceptual Clarification**

### **Diversity**

Diversity can be defined both in a narrow and broad way. Looking at diversity in its narrow conception, Ehimare and Ogaga-Oghene (2011), Lee and Gilbert (2014) and Veldsman (2013) saw it in terms of the level of multiple attributes that are visible amongst employees in the workplace but restricted to cultural manifestations like their ages, sex and ethnic group. On the other hand, in a broad sense, it involves every form of difference among people. Gonzalez and Denisi (2009), Carelse (2013), Foma (2014) and Mor Barak (2014) supported the broad conception of diversity. Following the broad definition, individuals may show what make them different due to their racial origin, whether they are males or females, the number of years they have lived as well as job tenure, job role, experience on the job, personal habits and many other demographics. Syed and Tariq (2017) added that under the broad conception, diversity may include multiple issues (gender, ethnicity, religion, age, sexuality, and disability) and other peculiarities which make one person different from another. Some scholars made a choice between social or functional diversity. Gonzalez and Denisi (2009) and Ostergaard, Timmereramans and Kristinsson (2011) gave "social diversity" forms to incorporate race, ethnicity, sex, age and educational qualification. Issues were raised on the variations observed in diversity definitions as seen in the literature which raised wide ranging arguments as to the ambiguous nature of the concept of diversity. No matter how one chooses to define diversity, it does not stop diversity from having relevance in work organisations and on-the-job.

### **Organisational and Employees' Performance**

Organisational performance involves those repetitive activities organisations perform through their employees to accomplish their objectives (Jenatabadi, 2015). Pradhan and Jena (2017) argued that employees' job performance is a central issue in present-day organisations. On the other hand, Jenatabadi (2015) posited the idea of a closer affinity between the objectives of an organisation and the concept of organisational performance. This compels organisations to venture to achieve their outlined objectives using the resources at their disposal. It was further explained that the organisational goals define avenues whereby organisations channel their strengths or efforts. At least, two aspects of the concept, organisational objectives and organisational inputs or resources are made prominent by Jenatabadi (2015). Thus, organisations usually design their strategic plans to clarify their goals and objectives to which performance is geared to. The strategic plans also indicate the money to be invested and the required time to effectively actualise the plans already made. Moreover, strategic plans aim to make organisational objectives specific and measurable. Universities are however non-profit

making organisations which should not depend on profit unlike companies that thrust towards the profit nexus in making their strategic plans. All the same, the performance of universities should be goal-oriented in order to satisfy their stakeholders. Nonetheless, performance should be measured in the universities by adopting discernible criteria and effective monitoring of organisational performance itself. It should be noted that there is no straight jacket way of measuring performance. Performance indicators simply mean measures of achievement, showing whether an organisation's goals have been properly implemented or not. Therefore, performance is the outcome of behaviours of organisation members. It focuses on how successfully a person carries out a particular function. To understand the import of organisational performance, one needs to study the objectives of a company, relate it to the work done and draw inference on the outcome of work performance of employees. In other words, organisational performance involves input versus output measurement. In measuring performance, two basic terms, effectiveness and efficiency, are unavoidably employed. Jenatabadi (2015) stated that effectiveness implies the highest possible products intended to satisfy customer's expectations while efficiency would imply how the economics of resources are used to accomplish organisational objectives. While it is easy to quantify performance in profit-making companies, it is not so for not-for-profit organisations like Federal Universities that cannot quantify their performance using efficiency criterion. However, one can use effectiveness criterion to see whether the universities are fulfilling their mandate in social service terms. These might include whether they are achieving their growth trends, effectively graduating the students enrolled and keeping their stakeholders satisfied. By extension, it involves income generation or internally generated revenue which is popular in Federal Universities. According to Armstrong (2012), performance is a concept that has multiple attributes with dual parts - the behavioural or action part and the result part. Armstrong (2012) therefore went ahead to define performance as behaviour that accomplishes results while Campbell and Wiernik (2015) defined employees' performance as things that employees really do or the actions, they take to achieve organisational objectives. These two outstanding behaviours are significant in proper conceptualisation of this study. The cumulative outcome of employees' performance will translate to organisational performance. According to Karakas (2010), employees' performance revolves around the real work output or accomplishment of a person in an organisation which results after investing the necessary effort in order to get a reasonable work done while cooperating with colleagues and the employer. Employees' performance is a necessary condition for organisational performance. One of the essential ingredients of performance is hard work which is instrumental to achieving organisational goals (Maulabakhsh, 2015). One can talk of the things that indicate job accomplishment to include perception of organisational equity and person to person relations, work pressure, as well as attitudinal postures in the workplace (University of Minnesota Libraries Publishing, 2015). Campbell and Wiernik (2015) mentioned other things that could directly determine job performance which are the type of skills available, peculiar knowledge of the job, ability to choose behaviour pointing the way the job should go and the length of time spent on the job.

## **Education Diversity and Organisational Performance**

Organisations usually prepare formal workforce showing the number and categories of people required. The plans made in this regard are reduced to person specification or what the job holder is supposed to know, the expertise and capabilities needed to execute assigned roles, academic attainments and on-the-job learning, the type of preparation and know-how needed by the person holding the job responsibility (Armstrong, 2012). Essentially, the credentials as well as instruction indicate the specialised, practical or educational certificate mandatory for the holder of the position or else the preparation which those to be employed should have undertaken. Most often, organisations normally refuse to employ individuals whose preparation, knowledge or learning is considered insufficient for the job in question (Hoff, 2014; Tracy & David, 2011). The argument was that academic qualification of employees is imperative since they may not locate an occupation nor achieve one devoid of high-quality learning. Therefore, educational qualification is critical to employability (Kyalo & Gachunga, 2015). An organisation's level of innovation, performance and productivity would reflect the educational quality of its employees (Kerga & Asefa, 2018; Nawaz & Kundi, 2010; Emiko & Eunmi, 2009). The explanation goes that the further learning the average worker gets, the higher the likelihood that he would be more productive.

## **Union Affiliation Diversity and Organisational Performance**

Union membership is regulated by law. Employers recognise unions meant for combined negotiation of compensation packages and other service agreements. This practice is aimed to arrive at a joint agreement between organisation employers and trade unions (Armstrong, 2012). The philosophy behind unionism is anchored on the belief that when workers come as one, they would gain the advantage in fighting for their rights to forestall the tendency of management exploiting them economically. This will also allay unfairness in wages which they could suffer in the hands of their employers while serving on the job (Collins, 2013). It is believed that when welfare of workers is maintained in full ramifications, it will ensure improved output. Through unionism, employees voice out on the means and mechanisms they could use to make their impact in organisational decision outcomes. This is a way of allowing employees share in organisational power (Nyaencha, 2014; Opara, 2014; Zulkiflee & Shahrom, 2013). Kim, MacDuffie and Phil (2010) asserted that giving workers greater influence over the way they undertake their work and encouraging their input in decision making is beneficial for the employer. They have discovered that participation of employees in making of decisions result to boost in enthusiasm, work accomplishment and organisational expansion (Kim, MacDuffie & Phil, 2010). Ojukwu and Sajuyigbe (2014) regarded employee participation to represent an instrument of management for recovering organisational productivity by putting efforts to achieve joint expectations of workers and their team leaders. Nevertheless, Bryson, Forth and Laroche (2011) gave conflicting views as to whether or not an increase in employees' participation directly affects organisational performance. Their argument suggested that trade unions have a negative effect on organisational performance since their success in collective bargaining for better salaries might reduce organisational profitability. On the other hand,

labour unions do partake in their organisation's production development initiatives through contributing to reinforce organisational prescriptions and mechanisms which enhance output upgrading programmes of the organisation concerned (Khan & Kan, 2011). It is agreed that union members participate in the productivity improvement programmes of their organisation which is a positive instrument for enhancement of organisational performance. No matter how one looks at it, some unions do take proactive steps to motivate their members to be alive to their responsibilities. Some even organise seminars and workshops to update the skill of their members.

### **Empirical Review**

Elsaid (2012) studied samples of pharmaceutical companies in Egypt and also discovered a positive significant relationship between educational qualifications and workers' performance. He concluded that a mixture of educational types could be of benefit to a company and help in increasing ingenuity, innovation and improved employee performance. On the other hand, Collins (2013) investigated the impact of trade unions on organisational output with particular reference to Jos International Breweries. The objective of the research was to discover if trade unions actually partner with organisation management in their bid to grow and enhance organisational output in an efficient manner. One single hypothesis was formulated which stated that where there was no trade union, employees in an organisation did not feel secure and consequently put minor endeavour to achieve organisational objectives. Data collected was analysed with chi-square which indicated that trade unionism had a significant relationship towards enhancing organisational growth and productivity. Collins (2013) found that trade unions put an important responsibility on their members which improves organisational effectiveness and output. Collins (2013) concluded that trade unionism had proved effective in sustaining organisational advancement and in realisation of set goals and objectives. Odhiambo (2014) who studied the educational industry in Kenya found that educational qualification significantly explained observed differences in workers' performance. Mwathe, Gachunga and Waganjo (2017) undertook a study to establish the impact of labour unions' contribution to employees' output in Technical and Vocational Education Training Institutions, Kenya. The study adopted cross sectional survey research design and collected data from 361 individuals made up of teachers at various cadres in and officials of various trade unions and representatives from the institutions. Mwathe, Gachunga and Waganjo (2017) used structured questionnaire and interviews for data collection. The regression testing revealed a positive linear connection between labour unionism membership and workers' output. Mwathe, Gachunga and Waganjo (2017) concluded that trade unions protection for employees' right was a motivator for workers to be active in their trade unions and hence a positive factor for organisational productivity. Akpan (2018) studied the effect of unionism on workplace efficiency in Federal Universities in South-South Nigeria using survey research that covered 540 respondents. The researcher tested four hypotheses and the results showed that Federal Universities were not efficient in their activities. In particular, it showed that matriculation and convocation do not occur as and when due. It was also found that public perception about union activities in the universities were

negative. The researcher concluded that unionism played roles which hampered smooth operation of the universities. However, it was only accreditation exercise that was considered to be efficient. Kristiawan and Lian (2019) studied the effect of academic attainment, experience and motivation on the performance of primary school principals in Kalidoni, Palembang. The findings of the study revealed a significant relationship between their qualifications, work experience and workers' motivation and performance.

**Methodology**

The study used both primary and secondary data in the study. The primary data was obtained through structured questionnaire administered on 1,854 samples of employees from the selected Federal universities in South-east Nigeria. In addition, oral interviews were used to collect some data from major officers (Registrars, Bursars and Heads of Personnel Units) in the selected Universities while specific secondary was collected from published statistical digests.

The sample size was determined from a population of 14,594 using the formula recommended by Watson (2001) as shown in Table1 below:

**Table 1. Sample Size for each Institution based on Proportional allocation.**

S/No	University	Population	$n_i = \frac{N_i * n}{N}$
1	UNN	9,857	$n_i = \frac{9,857 * 1854}{14,594} = 1252.2 \approx 1252$
2	MOU AU	2,932	$n_i = \frac{2932 * 1854}{14,594} = 372.5 \approx 373$
3	AEFUNAI	1,805	$n_i = \frac{1805 * 1854}{14,594} = 229.3 \approx 229$
<b>Total</b>		<b>14,594</b>	<b>1854</b>

Source: Adapted from NUC Statistical Digest, 2018.

The sample was a total of 1,854 respondents, made up of UNN 1,252; MOU AU 373 and AEFUNAI 229. This population was divided into strata made up of teaching and non-teaching staff using a ratio of 45:55 to cover diverse employees in the selected Federal Universities as well as multiple unions, namely, Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), National Association of Academic Technologists (NAAT) and Non-Academic Staff Union of Education and Associated Institutions (NASU). The data analysis was done with descriptive statistics while linear regression was used to test the hypotheses.

## Results of the Findings

### Effects of Education and Union Affiliation Diversity on Employees' Performance (on Internally Generated Revenue (IGR)) in Selected Federal Universities in South-East Nigeria

The mean scores of the survey respondents on the effects of workplace diversity (education diversity and union affiliation) on internally generated revenue (IGR) in selected Federal universities are presented in tables 2 below:

**Table 2. Mean scores on the effects of workplace diversity (education) on internally generated revenue (IGR)**

Questions	TVLE(1)	TLE(2)	TSE(3)	TGE(4)	TVGE(5)	Mean	STD
Employees' educational background is given important consideration in job recruitment in my university.	120	79	137	452	968	4.2	1.2
Staff educational background gives them confidence and generates higher job performance in them.	34	45	107	693	877	4.3	0.9
My educational background creates room for higher commitment (attachment and dedication to duty) in my university and job.	29	72	231	649	775	4.2	0.9
The university gains increased productivity (income/Internally-generated Revenue (IGR)) by reason of workers educational background.	58	83	234	899	482	3.9	0.9
<b>Overall</b>						<b>4.1</b>	<b>1.0</b>

Source: Computed by the Author from Field Survey, 2020.

Note: STD = standard deviation, TVLE-to a very little extent, TLE- to a little extent, TSE-to some extent, TGE- to a great extent, TVGE- to a very great extent.



**Table 3. Mean Scores on the Effect of Workplace Union Affiliation Diversity on Employees' performance (Internally Generated Revenue (IGR)).**

Questions	TVLE(1)	TLE(2)	TSE(3)	TGE(4)	TVGE(5)	Mean	STD
The university treats employees from different union affiliation equally in job recruitment.	246	321	307	704	178	3.1	1.2
Our union gives members encouragement to perform their jobs well.	63	141	200	867	485	3.9	1.0
Unionism does more harm to employees' job performance than good.	787	406	198	323	42	2.1	1.2
Union membership endears employees to be more committed (attached and dedicated to duty) in their university and job.	172	105	404	738	337	3.5	1.2
My university gains increased productivity (income/Internally-generated Revenue (IGR)) by reason of my union affiliation.	195	398	507	534	122	3.0	1.1
<b>Overall</b>						<b>3.1</b>	<b>0.9</b>

Source: Computed by the Researcher from Field Survey, 2020.

Table 2 revealed that respondents agreed that their educational qualification was given important consideration in job recruitment ( $\bar{x} = 4.2$ ), their educational background gave them confidence and generated higher job performance in them ( $\bar{x} = 4.3$ ), their educational qualification created room for higher commitment (dedication to duty) ( $\bar{x} = 4.2$ ) and that their universities gained increased productivity (income/internally generated revenue (IGR)) by reason of their educational background ( $\bar{x} = 3.9$ ). An average mean score ( $\bar{x} = 4.1$ ) from the table, indicated that workplace diversity (educational qualification) affected employees' performance in University of Nigeria, Nsukka, Michael Okpara University of Agriculture, Umudike, and Alex Ekwueme Federal University, Ndufu Alike Ikwo in South eastern Nigeria. Table 3 showed the results of the distribution of the opinions of respondents as it pertains to the effects of workplace diversity (union affiliation) on employees' performance (on internally generated revenue (IGR)) in selected Federal Universities in South eastern Nigeria. Respondents agreed that their universities treated employees from different union affiliations equally in job recruitment ( $\bar{x} = 3.1$ ); their union gave members encouragement to perform their jobs well ( $\bar{x} = 3.9$ ); their union membership endeared them to be more committed (dedicated to duty) in their universities ( $\bar{x} = 3.5$ ) and their universities gained increased productivity (internally generated revenue) through their union ( $\bar{x} = 3.0$ ). Conversely, the table equally showed that respondents disagreed that unionism did more harm than good to employees' job performance ( $\bar{x} = 2.1$ ).

The average mean score ( $\bar{x} = 3.1$ ) implied that workplace diversity (union affiliation) affected employees' performance (internally generated revenue) in the selected Federal Universities in South eastern Nigeria. Overall, the results also implied that both educational qualification and union affiliation of employees can be used as leverage by Federal Universities in this era when they are looking inwards to increase their internally generated revenue.

**Hypothesis Testing H<sub>01</sub>:** Workplace Education Diversity and Union Affiliation had no Effect on Employees' Performance (on Internally Generated Revenue (IGR)) in Selected Federal Universities in South-east Nigeria.

**Table 4. Generalised Linear Regression Model on Effects of Workplace Education and Union Affiliation Diversity on Internally Generated Revenue (IGR) in Selected Federal Universities in South-east Nigeria.**

<b>Overall Effect</b>				
Parameter	Wald Statistic	Df	p-value	
Intercept	26760.265	1	<0.001	
Educational Qual.	34.170	5	0.010	
Union	33.334	4	<0.001	
Likelihood Ratio ( 67.504, p-value <0.001)				
Parameter	B	Std. Error	p-value	OR
Intercept	3.958	0.0489	<0.000	52.363
SSCE	-0.576	0.1951	0.003	0.562
ND/OND	-0.321	0.1484	0.030	0.725
HND	-0.119	0.1254	0.341	0.888
First Degree	-0.232	0.0868	0.008	0.793
Masters	-0.063	0.0710	0.373	0.939
Ph.D	RC	RC	RC	RC
None	-0.086	0.1229	0.483	0.917
NASU	-0.172	0.1007	0.088	0.842
SSANU	0.115	0.0722	0.111	1.122
NAAT	0.438	0.1083	<0.001	1.550
ASUU	RC	RC	RC	RC

Source: Computed by the Researcher from Survey Data, 2020

Note: RC- reference category.

Decision Rule:  $p < 0.05$  indicates significance.

The overall examination of the linear regression analysis showed that both level of education and union affiliation had a significant ( $p < 0.05$ ) effect on employees' performance in relation to the contributions made by employees to their universities' internally generated revenue efforts. Also a ratio of 67.5 with  $p < 0.05$  indicated a good model adequacy. In particular, the reference category for level of education is the Ph.D. That is, the study desired to compare the performance of those staff with Ph.D with other levels of education. The result showed that those with SSCE, OND and First Degree performed significantly ( $p < 0.05$ ) different from those with Ph.D, while those with HND and Masters' degree were found to perform insignificantly ( $p > 0.05$ ) with them. However, those that performed significantly different were found to perform less as shown by their odds ratio (OR) which is less than 1 in each case. In addition, employees affiliated to NAAT performed significantly higher ( $p < 0.05$ ) than those from other unions. This is the smallest union in terms of membership in the university system and it would appear that they are the most cohesive and focused, which reflects on their performance. Since the coefficient of the regression analysis was significant ( $p < 0.05$ ), the null hypothesis ( $H_{01}$ ) is rejected and alternative accepted. Employing secondary data from the selected Federal Universities as shown in bar charts in Figures 1, 2 and 3, it was found that internally generated revenue maintained an upwards trend except for year 2020 when there was a decrease. The decrease noticed in IGR of the universities in 2020 was attributed to the Covid-19 pandemic lockdown which halted academic and administrative activities in all universities across the country. On one hand, this strengthens the outcome of the hypothesis that workplace diversity (education and union affiliation) had significant effect on employees' performance as it relates to the ability of the selected universities to increase their internally generated revenue (IGR).

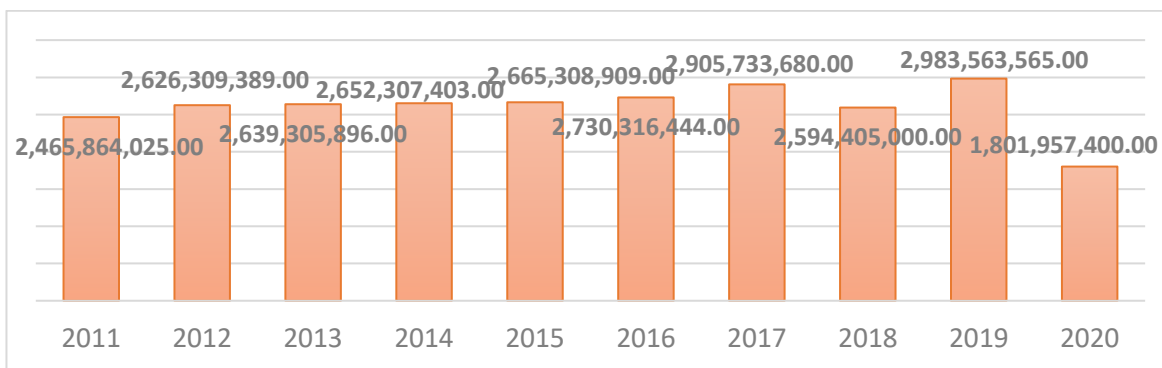
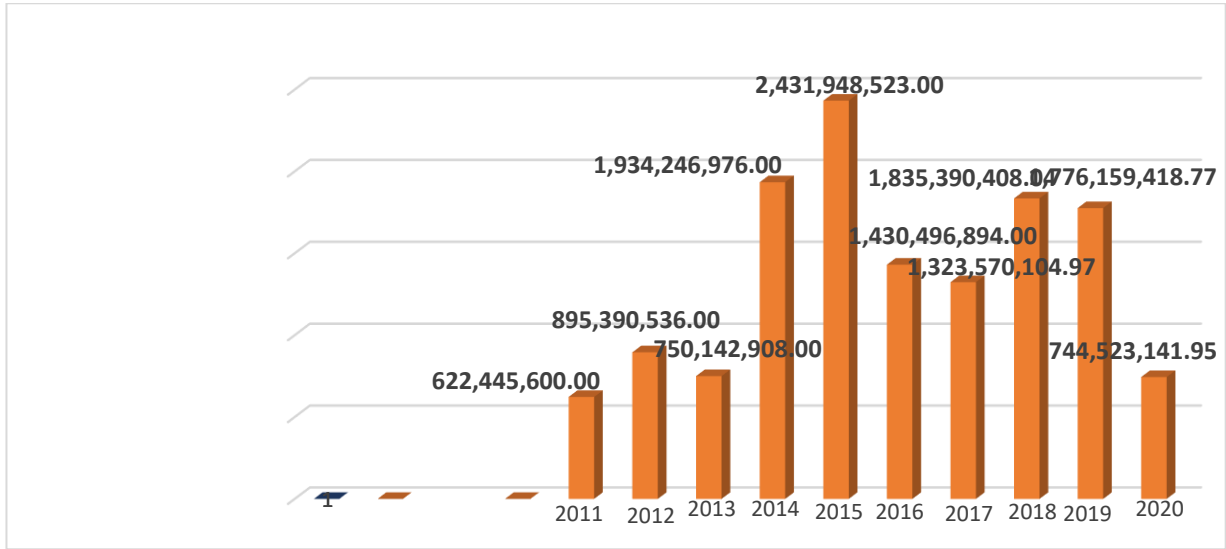


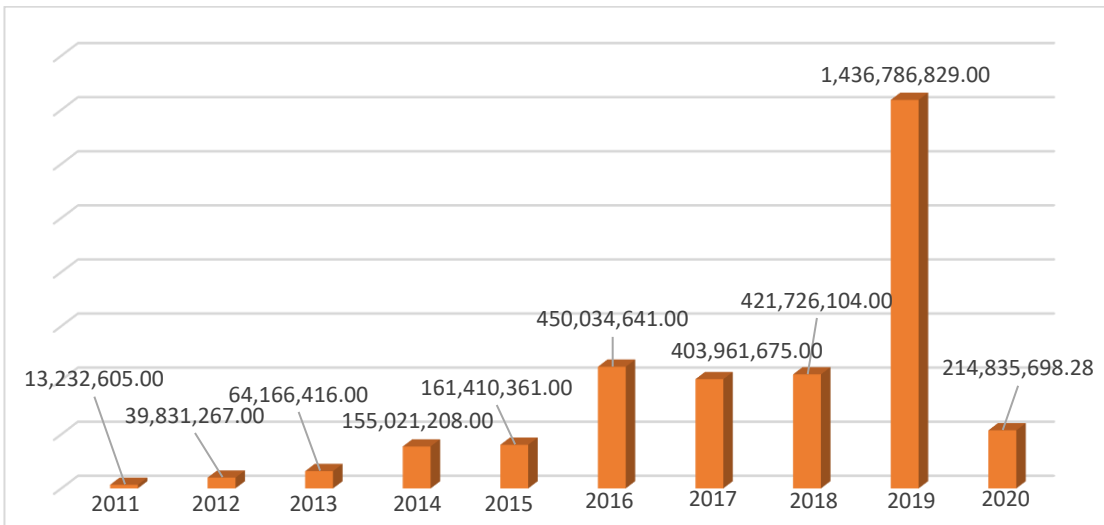
Figure. 1. Bar Chart Showing University of Nigeria (UNN) Internally Generated Revenue (2011 - 2020)

Source: Computed from Secondary data by the Researcher, 2021



**Fig. 2. Bar Chart Showing Michael Okpara University of Agriculture, Umudike (MOUAU) Internally Generated Internally Generated(2011-2020)**

Source: Computed from Secondary data by the Researcher, 2021



**Figure. 3. Bar Chart Showing Alex Ekwueme Federal University, Ndufu Alike Ikwo (AEFUNAI) Internally Generated Revenue (2011 - 2020)**

Source: Computed from Secondary data by the Researcher, 2021

## **Discussion of Findings**

The findings revealed that workplace education diversity and union affiliation had significant positive effect on employees' performance in the universities studied. It was found that the selected Federal Universities in South-east Nigeria gained increase in internally generated revenue due to the educational qualifications and union affiliation of their employees. The positive effect also highlights the importance of educational qualification of employees on their job performance. This is evident in the university system where greater emphasis is usually placed on employees' academic qualifications. This result also implied that the selected Federal Universities in South-east Nigeria cannot enrich their performance as well as internally generated revenue unless they hire employees with proper educational qualifications. The results went further to show that educational qualification is given a great emphasis in the recruitment of employees in the selected Federal Universities studied. This finding is in line with Muthiora (2017) and Akpakip (2017) who discovered that educational qualifications had significant relationship to employees' performance in both public and private organisations. Odhiambo (2014), Kyalo and Gachunga (2015), Akpakip (2017), Zhuwao (2017), Kowo and Akinbola (2018) made similar findings where they established positive and noteworthy interaction between educational diversity and employees' production in the educational sector and the banking industry respectively. However, this finding differs from Akpan, Adias & Eweke (2018) who studied the effect of unionism on workplace efficiency in selected Federal Government funded Universities in South-South Nigeria and discovered that the universities were not efficient in their activities like matriculation and convocation. These activities did not occur as and when due to incessant strikes by the unions while public perception about union activities was negative. Furthermore, the results revealed that the employment policies of the universities studied are moderated to accommodate all staff unions. The various unions positively reinforced their members to be more (dedicated to duty) so as to achieve increased productivity. This in effect, helps them to enhance internally generated revenue (IGR). In addition, the National Association of Academic Technologists (NAAT) was observed to have a significant ( $p < 0.05$ ) and higher performance than other unions. Although this finding is novel, one can say that NAAT being the smallest union in numerical strength in the federal universities, it would appear they are more cohesive and focused in orientation. This implied that NAAT members had a union platform that leveraged their job performance in the universities where they work more than those with other union affiliation.

## **Conclusion**

This study has examined effects of workplace diversity on employees' job performance in selected Federal Universities in South-East Nigeria. The results of the findings reveal that both educational and union affiliation diversities had significant effect on employees' performance (on internally generated revenue) in the universities studied. The findings further revealed that employees affiliated to National Association of Academic Technologists (NAAT) had higher performance than other union affiliation. Thus, the educational and union affiliation diversities of the workforce of Federal Universities could be potent factors that motivate employees. Based

on the findings, the study concludes that Federal universities that positively harness the diversities of their employees are bound to reap the benefits of improved performance.

### Recommendations

- i. The federal universities studied should continue to hire employees with diverse educational backgrounds as a way of improving their internally generation efforts.
- ii. It is recommended that the universities should invest much more on staff development to beef up the educational qualifications of their employees and consequently their performance.
- iii. Efforts should be made by the Management of these universities to maintain harmonious industrial relations that would create a more conducive atmosphere for the labour unions to remain pro-active in achieving institutional mandates and for sustained higher income/internally generated revenue in this era of dwindling funds.

### References

- Agbionu, U.C., Anyalor, M. & Nwali, A.C. (2018). Employee Engagement and Performance of Lecturers in Nigerian Tertiary Institutions. *Journal of Education & Entrepreneurship*, 5(2), 69-87.
- Akpakip, C.E. (2017). Effect of Workforce Diversity on Employee Performance in Nigerian Banking Industry (A Study of First Bank Nigeria LTD, Ota Branch). *Masters of Science Project*, Covenant University, Ota.
- Akpan, E.S., Adias, L.T. & Eweke, G.O. (2018). Unionism and Workplace Efficiency: A study of Federal Universities in Nigeria. *Journal of Business and Management*, 20(4), 64-71.
- Armstrong, M. (2012). *Armstrong's Handbook of Human Resource Management Practice* (12<sup>th</sup> ed.). London: Kogan Page Limited.
- Bryson, A., Forth, J. & Laroche, P. (2011). Evolution or Revolution? The Impact of Unions on Workplace Performance in Britain and France. *European Journal of Industrial Relations*, 17(2), 171 – 187.
- Campbell, J. & Wiernik, B. (2015). The Modelling and Assessment of Work Performance. *The Annual Review of Organisational Psychology & Organisational Behaviour*, 2, 47-74.
- Carelse, K. (2013). Employees' Perceptions Towards Workplace Diversity in a Financial Institution Operating in the Western Cape. *Masters Dissertation*, University of Western Cape.

- Collins E.N.O. (2013). Labour Unionism and its Effects on Organizational Productivity: A Case Study of Jos International Breweries (JIB) PLC, Nigeria. *African Research Review*, 7(4), 36 – 38.
- Ehimare, O.A. & Ogaga-Oghene, J.O. (2011). The Impact of Workforce Diversity on Organizational effectiveness: A Study of a Nigerian Bank. *Annals of the University of Petrosani Economics*, 11(3), 93-110.
- Elisad, A.M. (2012). The effects of cross-cultural workforce diversity on employee performance in Egyptian Pharmaceutical organisations. *Business and Management Research*, 1(40), 162-180.
- Emiko, M. & Eunmi, C. (2009) diversity Management and the effects on employees' organisational commitment: Evidence from Japan and Korea. *Journal of World Business*, 44, 31-40.
- Foma, E. (2014). Impact of workplace diversity. *Review of Integrative Business and Economics Research*, 3(1), 382-390.
- Gonzalez, J.A. & Denisi, A.S. (2009). Cross-Level effects of demography and diversity climate on organisational attachment and firm effectiveness. *Journal of Organisational Behaviour*, 30(1), 21-40.
- Hoff, H.E. (2014). A Critical Discussion of Byran's Model of Intercultural Communicative Competence in the Light of Building Theories. *Intercultural Education*, 25(6), 508-517.
- Jenatabadi, H.S. (2015). An Overview of Organisational Performance Index: Definitions and measurements. *Organisations and Markets: Motivation & Incentives eJournal*. Retrieved from [https://ssm.com/abstract\\_2599439](https://ssm.com/abstract_2599439).
- Karakas, F. (2010). Spirituality and performance in organisations; a literature review. *Journal of Business Ethics*, 94(1), 89-106.
- Khan, M. & Khan, J. (2011). Efficiency and Profitability: Role of Labour Unions Beneficial for Employer. *Far East Journal of Psychology and Business*, 4(3), 58.
- Kerga, A.B. & Asefa, A. (2018). The Effect of Workforce Diversity on Employee Performance (The Case of Ethio – Telecom Southwest Addis Ababa. *Asian Journal of Economics, Business and Accounting* 8(1), 1-27.
- Kim, J., MacDuffie, J. & Phil, F. (2010). Representative Influence Employee voice and Teamversus. *Human Relations*, 371 – 394.
- Kowo, S.A. & Akinbola, O.S. (2018). Effects of Workforce Diversity on Employees' Performance in Stallion Group of Companies. *Case Studies Journal*, 7(4), 15-30.

- Kyalo, J.M.K. & Gachunga, H. (2015). Effect of Diversity in Workplace on Employee Performance in the Banking Industry in Kenya. *The Strategic Journal of Business and Change Management*, 2(53), 145-181.
- Kristiawan, S.M. & Lian, B. (2019). The effect of academic qualification, work experience and work motivation towards Primary School Principal performance. *International Journal of Scientific and Technology Research*, 8(8), 969-980.
- Lee, K. & Gilbert, B. (2014). Embedding the graduate education diversity internship (GED) programme within a larger system. *New Directions for Evaluation*, 143, 97-108.
- Maulabakhsh, A. (2015). *Impact of working environment on job satisfaction*. 2<sup>nd</sup> Global Conference on Business, Economics, Management and Tourism, 23, 717-727. Prague: Procedia Economics.
- Mor Barak, M.E. (2014). *Managing Diversity: Towards a Globally Inclusive Workplace*. Second Edition, U.S.A.: SAGE Publications, Inc.
- Muthoria, D.M. (2017). Workforce Diversity Management and Employee Performance in National Biosafet Authority, Kenya, Master in Business Administration Dissertation, Kenyatta University.
- Mwathe, J.W., Gachunga, H. & Waiganjo, E.W. (2017). Influence of Trade Union Participation on Employees' Productivity in TVET Institutions in Kenya. *The Strategic Business & Change Journal of Management*, 3(30), 428-452.
- National Universities Commission (2018). Nigerian University System Statistical Digest, Abuja.
- Nawaz, A. & Kundi, G.M. (2010). Demographic Implications for the e-learning user perceptions in HEIs of NWFP, Pakistan. *EJISDC*, 41(5), 117.
- Noe, R.A., Hollenbeck, J.R. Gerhart, B. & Wright, P.M. (2018). *Human Resource Management: Gaining a Competitive Advantage*, 9<sup>th</sup> edition, New York: McGraw-Hill Education.
- Nwathe, J.W., Gachunga, H. & Waganjo, E.W. (2017). Influence of Trade Union Participation on Employees' Productivity in TVET Institutions in Kenya. *The Strategic Management*, 4, 3(30), 428 – 452.
- Nyaencha, E. (2014). *Employee Relations, Principles, Processes and Practice*. Focus Publishers Limited.
- Odhiambo, O.W. (2014). Workforce Diversity and its Effects on Employee Performance. A Case of Mbita Sub County Homa-Bay in Kenya. *Doctoral Dissertation*, Moi University, Kenya.
- Ojukwu, P. & Sajuyigbe, A.S. (2014). Effect of Employee Participation in Decision making on Performance of Selected Small and Medium Scale Enterprise in Lagos, Nigeria. *European Journal of Business and management*, 6(10), 93-97.
- Opara, L.C. (2014). The Legal Framework of Trade Union Activism and the Role of National Industrial Court (NIC) in Handling Trade Dispute. *International Journal of Humanities and Social Science*, 4(3), 302-309.



- Ostergaard, C.R., Timmermans, B. & Kristinsson, K.R. (2011). Does a Different View Create Something New? The effect of employee diversity on innovation. *Research Policy*, 40(3), 500-509.
- Pradhan, R.K. & Jena, L.K. (2017) Employee performance at workplace: Conceptual model and empirical validation. *Business Perspective and Research*, 5(1), 1-17.
- Syed, J. & Tariq M. (2017). *Global Diversity Management*. Oxford Research Encyclopedia of Business and Management. Retrieved from <http://business.oxfordre.com/view/10.1093/acrefore/978019022485100100/acrefore-9780190224851-e-62?print>.
- Tracy, R. & David, E.M. (2011). Choosing Comparism and Group Interest in Group Favouritism. *European Journal of Social Psychology*, 63(1), 781-796.
- University of Minnesota Libraries Publishing (2015). *Principles of Management* (ed.) Minneapolis: University of Minnesota.
- Veldsman, D.M. (2013). Perceptions of Diversity Management in Public Sector. *Doctoral Dissertation*, University of Western Cape, South Africa.
- Watson, J. (2001). *How to Determine a Sample Size: Tipsheet* No. 60. University Park, PA: Penn State Cooperative Extension.
- Zhuwao, S. (2017). Workforce Diversity and its Effects on Employee Performance in a Higher Education Institution in South Africa: A Case of the University of Venda. *Masters Dissertation*, Department of Human Resource Management and Labour Relations, University of Venda.
- Zulkifflee, D & Shahrom, T. (2013). The Relationship between Employees' Need and the Formation of Trade Union: The Malasian Manufacturing Company's Experience. *International Journal of Business and Social Science*, 4(13), 124-134.