

**GENDER DIVERSITY AND EMPLOYEE PRODUCTIVITY IN BUSINESS ORGANISATION**

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**ABSTRACT**

*The study examined age diversity and employee productivity in organisations. The study revealed that there is a significant relationship between gender diversity on employee productivity. The study concluded that when work force diversity was promoted in any organization/company; it improves employee performance. The research has proven that gender diversity enhances performance among employees in organization/company. The researcher therefore recommended amongst others that; management of organizations should continue to promote equal employment and opportunity for career growth for all genders and should improve cultural awareness of the employees through social interaction.*

**Keywords: Gender Diversity, Service Delivery, Employee Productivity, Efficiency**

**INTRODUCTION**

There are very few scholarly investigations that concurrently measure work force diversity against employee performance in deposit money banks. Consequently, this study attempts to bridge such knowledge gap. Thus, this study offers a more all-inclusive framework of three dimensions of work force diversity and isolated the effect of each on the measures of employee performance. Furthermore, workforce diversity has not really received enough attention in examining the variables that may influence employee performance. Most studies about employee performance primarily focused on aspects such as commitment and financial resources as perceived variables that may influence employee performance. Hence, this study was aimed at investigating the effects of workforce diversity on employee performance in deposit money banks in Rivers State. By considering the effects of ethnic diversity, gender diversity and educational diversity on employee productivity, service delivery and efficiency.

In recent business, workforce was changing at an improved speed and the change in the employees' demographics, increase of jobs in the economy, continuing growth of the globalization and requirement for efficient and effective collaboration have surfaced as significant forces driving the importance of diversity in organizations. With the increase of globalization and competition, the workforce in all industrialized countries has become progressively heterogeneous. Advances in technology and the advent of a worldwide economy have brought the people of the world existing in the same place, nearer to each other. Griffin & Moorhead (2014) opined that having a diverse workforce requires managers to identify and manage the varied attribute that exist among the employees in the organization. Therefore, businesses, educational systems and other entities are investigating ways to better serve their constituents to attract and retain the finest and most qualified employees (Gupta, 2013). Based on the foregoing, organizations are aiming to become more diversified in order to gain competitive advantage by becoming more creative, innovative and open to useful change.

Employees are viewed as one of the most imperative assets of any organization. The success of any organization, which includes banks, depends largely on the employee's qualities, capabilities and skills which can be measured by their performance. Employees working in an organization might have different set of skills, knowledge and abilities. Some have diverse modes of working and can perform with the highest proficiency regardless of the incentive while others may have an irregular tendency of working. Performance was a significant factor in every organizational success. The outcome can be of greater productivity and boosted employee morale if the performance of the employees was accelerated effectively. Employees also seem to be more loyal to companies who

care for their personal growth and career development, no matter how small or large the organization was. (Thapa, et al 2017).

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Watson, Johnson et al. (2012) found that businesses normally dismiss utilizing employees whose preparation, experience, or education was judged to be deficient. According to Watson, Johnson et al. (2002), the employers normally reject to hire those employees whose trainings, work experience or level of education is judged to be insufficient for specific job position. So, this implied that educational background was important to employees. Employees cannot find a well matched job and perform well without a sufficient educational background. Fleischmann, Robbins et al. (2009) also revealed that different levels of education and varieties of educational certifications may assume different flexible wage rates. For instance, the occupations accessible to those with working knowledge however do not have certified degree might vary from the individuals who have such educational level. According to Ostergaard, Timmermans et al. (2011), an individual will be more beneficial and imaginative based upon the level of its training.

Given that the ultimate aim of establishing organizations was for profit making, most organization have resorted to the dependence of the productivity of their employees to attain this objective. According to Zahargies (2011), most of this organizations depend on their level of production and the level of production also depend on the level of employee resilience and motivation. To stay competitive in a dynamic business environment, these organizations has realize the need to have qualified and competent teams and taskforces who are capable of engaging the production with maximal utilization of available resources. Improving employee productivity has become relevant due to the advantages it poses . Hill et al (2014) emphasized that improving employee productivity was the most important objective of many organizations as it has direct impact on the growth and sustainability of both the employee and the organization. According to Baily et al (2005), higher productivity leads to growth, large profitability, social progress, better wages, better working condition and favorable employment opportunities. On the side of the organizations it leads to a higher competitive advantage through cost reductions and improvement in higher quality of output.

### **Relationship between Gender Diversity and Employee Performance**

The general creativity and innovativeness of an organization may be enhanced by the combination of both male and female in the organization. From research, it has been discovered that gender diverse groups have the ability to make quality decisions much more than a homogeneous team. Based on resource based view of an organization, gender diversity is seen to have a positive correlation with performance whereas, the social categorization and social identity theories shows a negative correlation. It is assumed that the negative side of gender dissimilarity. The negative side gender diversity delays decision making process because of internal conflict among members. Researchers argued that female and minorities are often seen as bringing different skills, values, ways of thinking and life experiences to the organization, which organizations could harness to achieve performance gains, particularly to enhance innovation and creativity Kirton ' & Greene (2016).

Gender diversity is the key to the growth and success of an organization. No country yet has ever completely eradicated gender issues such as discrimination, abuse and sexual harassment (Sharma, 2015). Women are considered less skilled and less qualified for many jobs (Kundu, & Mor, 2017).

Previous studies have suggested that any organization that considers gender diversity as one of its top priorities stands a chance to retain a talented workforce and increase its performance (Sharma, 2016; Emiko & Eunmi, 2009; Kochan et al., 2002b). Arokiasany (2013) observed that many organizations prefer to hire more of the male workers than the female workers because they are of the opinion that male workers have the ability to perform their jobs and can manage their jobs well. Various researchers have reviewed the relationship between gender diversity and employee performance. These researchers have different perspectives in terms of whether including women in organizations is beneficial to the organization or not. Campbell & Minguéz-Vera (2008) argued that the presence and acknowledgement of women could positively stimulate their performance and increase organizational performance as they bring additional perspectives to decision-making. Oxelheim (2006) gives examples of additional perspectives that women bring such as enhanced innovation capability, better global market insight and greater awareness of diverse customer needs. However, some researchers stated that the presence of women in organizations might not be of benefit, particularly if legal, political and societal demands for gender equality influence their appointment.

### **Social Identity Theory**

This study was guided by the social identity theory proposed by Trajfel & Turner (1979) as it considers attributes such as age, gender, ethnicity and education, which is being investigated in this study. The social identity theory explains that employees have a tendency of classifying themselves based on groups in which they fit in. Such group maybe based on age, gender, ethnicity and education, amongst others. According to the authors, these groups are the basis of egotism and self-confidence or agony and low self-confidence. In most instances, a group will develop high self-confidence through discriminating and prejudging members of other groups, what the Trajfel & Turner (1979) describe as in group and out group classification. These discriminatory practices and biased perceptions, for example on race may result into racism which can further lead to constant political and economic battles like the case of whites and blacks in South Africa and Zimbabwe. This theory further explained that an employee work behaviour is defined by the inside principles of the group to which they belong. In consequence, this directly influences the performance of the employee. This theory opens up the need for this study to investigate how the phenomenon of gender diversity and ethnicity diversity contribute towards employee performance at commercial banks through identifying their effects.

### **CONCLUSION**

It is obvious that Employee Performance and Gender diversity is not related because none of the dimensions of the diversity that was studied in this research has no significant effect on the performance of the employees. Hence, employees can work in the organization with numerous people that comes from diverse backgrounds and with different attributes and characteristics, without having any effect on their performance.

### **RECOMMENDATIONS**

Based on the conclusion of this study, the following were recommended;  
Management of organizations should continue to promote equal employment and opportunity for career growth for all gender and should improve cultural awareness of the employees through social interaction.

There was need for management of organizations to create awareness as well as conducting training on workplace diversity since it promotes employee performance.

Gender Diversity and Employee productivity findings revealed that there was a significant relationship between them. Hence, there was need for routine training, to ensure service delivery.

Gender Diversity and service delivery, the findings revealed that there was a significant relationship between gender diversity and service delivery. Hence, the organisations should treat customers with empathy, employees should learn to work without supervision, and treat customers as their most important asset.

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