

**WORKPLACE DIVERSITY AND EMPLOYEE'S PRODUCTIVITY OF HOSPITALITY FIRMS  
IN YENAGOA METROPOLIS, BAYELSA STATE**

**<sup>1</sup>Poazi, Francis Deinmodei W. (Ph.D) & <sup>2</sup>Ebipiri Mahlon Timi Department of Management, Faculty of Management Sciences, Niger Delta University, Bayelsa State, Nigeria.**

Contact [poazi2004@yahoo.co.uk](mailto:poazi2004@yahoo.co.uk)

**ABSTRACT**

*A study was done to evaluate the association between employee productivity and workplace diversity in hospitality enterprises located in the Yenagoa metropolitan area of Bayelsa State. In furtherance of the inquiry, a cross-sectional survey design was employed. In contrast, the sample size of three hundred and thirteen (313) is comprised of one thousand, six hundred, and seventy-four (1674) employees of hospitality firms in Yenagoa, Bayelsa State. The structured questionnaire was implemented for data acquisition in this investigation. The data were analyzed descriptively using mean scores, standard deviations, and percentages, and inferentially using the Spearman Rank Order Correlation Coefficient at a significance level of 0.05. The analyses demonstrated a substantial correlation between employee productivity (timely task delivery, waste minimization, and quality of output) and workplace diversity (cultural, ethnic, and gender diversity) in hospitality firms in Yenagoa metropolis, Bayelsa State. Consequently, it was determined that employee productivity in the hotels under investigation is correlated with workplace diversity. To raise the level of service quality delivery, the study recommended that cultural diversity be promoted within the workforce, among other things, based on its conclusion.*

**Keywords: Diversity, Employee's, Employee's Productivity, Firm, Hospitality, and Workplace Diversity**

**INTRODUCTION**

The hospitality business is distinguished by the production of service items that primarily meet the demand for lodging, food, and beverage (Buttle, 2016). Hospitality businesses are primarily service providers. Hospitality organizations cooperate with a wide range of service industries to provide end products, including travel agencies, tour operators, transporters, entertainment, and shopping agencies. Since they have the power to influence profitability and make or break a company's reputation, employees are its most precious asset. The bulk of the necessary effort, client satisfaction, and the caliber of the product and event are usually under the control of the employees. Employees, both new and current, do not obtain the information and skill sets required to complete their responsibilities to the best of their abilities if workplace diversity is not implemented. Employees who receive sufficient workplace diversity training are more likely to stay in their positions for longer periods of time.

Because diversity enhances an organization's capacity to engage more tactfully with multicultural domestic and international customers, it increases customer satisfaction and helps the company keep and grow its market share (Bhadury, 2010). Diversity attracts the top talent in the labor market, enhances employee relations, and reduces labor expenses. By having a more economical hiring procedure, companies that value diversity can also save money (Woods and Sciarini, 2015). Proponents of workplace diversity assert that fostering a welcoming atmosphere enhances worker efficiency and effectiveness by increasing job satisfaction and commitment (Morrison, 2012). Stereotyping and prejudice based on nationality can impair effective communication in international teams, resulting in misunderstanding and conflict (Phillips 2012). Multiculturalism can be a very sensitive and intense subject for everyone who works with it, whether directly or

indirectly. Differences and similarities, inspiration and sweat, sadness and joy, cultural and religious advantage and lack thereof, justice and tolerance, intolerance and hostility are all covered in diversity themes. Outsourced services, reductions in staff, wellness, conditions at work, machinery, worker mindset, and the manager are all elements that might influence productivity. Employees are the most valuable asset to the firm.

An organization's success is highly dependent on the performance of its employees. Whatever influences employee performance also affects organizational performance.

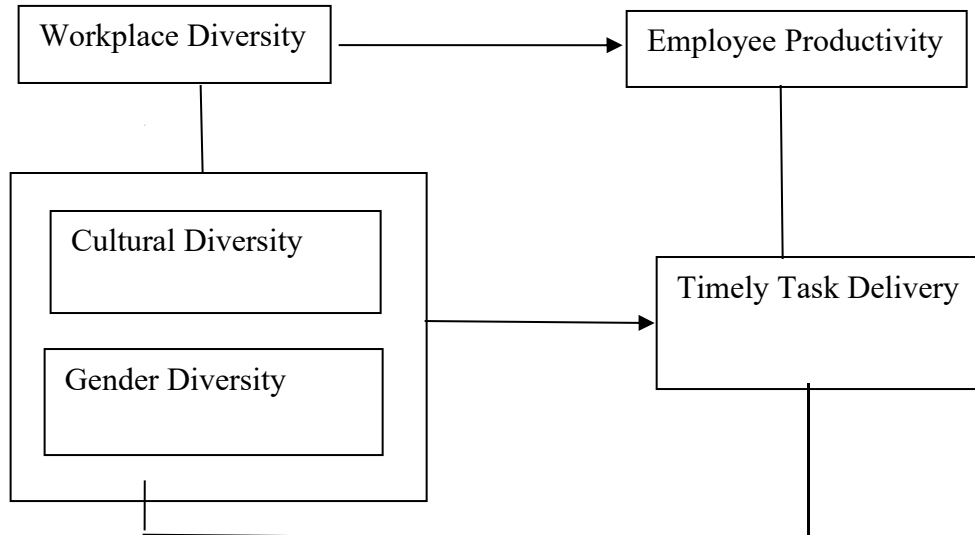
There is therefore a need for a study like this one, which differs from other research in that it examines the link between these factors using primary data as well as the formal trade relationships that are visible in organizational structures like hospitality firms in Yenagoa metropolis, Bayelsa State, thereby offering a unique perspective relating to such phenomenon as workplace diversity and employee productivity in the hospitality sector in Yenagoa Metropolis.

### **Statement of the Problem**

Employees have been undoubtedly described as a strategic resource considering their roles. In fact, Paula (2021) noted that the workplace would be a dusty legal framework without the employee. This position notwithstanding, not too many employees have expressed deep concern for productivity especially amongst developing economies (Anwar et al., 2021). This scenario has invoked the fear and worries of increased turnover that does not mean well for organizations. Most of the emerging sectors especially the hospitality sector in Bayelsa, Nigeria, has to contend with a committed workforce in order to achieve their targeted objectives. It is commonly observed that employees often get withdrawn therefore does not show passion in handling tasks that are formally assigned. The increased rate of insensitivity to the performance of the organization is traceable to the degree of non-effectiveness and unwillingness to be fully associated with the organization. Furthermore, employees in the sector readily evaluate why they must remain with their organization especially where other alternatives exist. This demonstrates clearly that the premise of remaining and showing commitment to productivity goals revolves around the diversity at work. The non-recognition of such multiplicity tends to depreciate and diminish employee willingness to support organizational effort at goals. The dissatisfied employee gets psychologically and, in some instances, socially detached therefore exhibits low sense of obligation to the organization. It also accounts for non-commitment to work values, norms and in most cases, poor ethical adherence. The hospitality sector in the light of the services they render, requires a committed workforce for efficient and quality service delivery. However, Dusenge and Julius (2021) noted that the enormity of quality service delivery lies on a committed workforce in the hotel subsector especially with increased rate of migration and global socialization. With this in mind, there is a renewed focus on what are the likely triggers of commitment amongst employees. Multiple studies have examined some workplace variable like leader behaviour (Gupta 2020); organization justice (Ibidunni, 2022); pay structure (Eze & Ogiji, 2020) and employee commitment in work organization. Apart from sectional variance in these studies which is a gap, they have largely treated employee commitment as a mono-construct without recourse to the theoretical composition of the construct. This was also a considered gap. In addition, these studies do not take into consideration the place of moderating factor in channeling human behaviour. All of these require further search. In this vein, this study considered employers branding which is a phenomenal behaviour amongst employers that likely shape behaviour and outcomes as it relates with the employees therefore this study is a copious attempt at investigating the empirical link between workplace diversity and employee productivity in hospitality firms in Yenagoa metropolis, Bayelsa State.

**Conceptual Review**

Of course, the focus here is on the review of selected literature on workplace diversity and employees' productivity, it also establishes the basic theoretical review, empirical review, as well as establishing the gap in literature and summary of literature review for the study.

**Conceptual Framework**

Conceptual Framework of Workplace Diversity and Employee Productivity. Source: Adapted from Kreitner & Angelo, (2007), Dietz, (2017)

**Aim and Objectives of the Study**

Examining the connection among workplace diversity as well as worker productivity in hospitality companies in Yenagoa, Bayelsa State, was the aim of this study. More specifically, the study's goal was:

1. To examine the relationship amongst cultural diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.
2. To examine the relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.

**Research Questions**

The following research questions will serve as a guide for the investigation.

1. What is the connection between cultural diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State?
2. To what extent of relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State?

**Research Hypotheses**

The following hypotheses will be developed to direct the investigation and offer provisional responses to the research objectives:

**Ho1:** There is no significant relationship between cultural diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State

**Ho2:** There is no significant relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State

## **Conceptual Review**

### **Concept of Workplace Diversity**

The presence of people from various identities, ethnicities, and backgrounds within an organization is referred to as workplace diversity. Diversity in the workplace is acknowledged as a significant asset that can support organizational performance through boosting employee engagement and happiness, improving decision-making processes, encouraging innovation, and strengthening problem-solving skills (Roberson & Kulik, 2007). Diversity does, in fact, include courtesy and approval. It entails appreciating our individual characteristics and realizing that we are all unique. Race, ethnicity, gender, sexual orientation, age, physical capabilities, financial class, political and religious convictions, and other ideologies are some examples of these elements (Jack, 2015). It is the study of these variations in a compassionate, safe, and encouraging setting. Understanding one another and accepting and enjoying the different facets of individuality that each person possesses, surpassing mere tolerance, are crucial components of this (Satus, 2013). According to Micah (2014), diversity is a reality that has been produced by people and organizations with a wide variety of demographic and philosophical backgrounds. Creating an environment where equity and respect for one another are crucial, as well as valuing people and groups without bias, are crucial ways to maintain and preserve diversity.

Therefore, diversity entails more than only accepting and/or recognizing differences. According to Evans & Henry (2017), diversity is the mix of workers from different sociocultural backgrounds who work together in an organization. Diversity, according to Grobler (2012) and Erasmus (2008), is about the fact that although people may differ, they all have a lot of similar biological and environmental traits. Diversity, according to Cilliers (2007), is the existence of individuals within a social system who have subjective identities based on distinct primary (inborn) and secondary (learned) characteristics. Diversity has significant implications for various domains such as education, workplace environments, healthcare settings, and public policy. In education, for instance, research has shown that diverse classrooms enhance students learning experiences by exposing them to different perspectives and ideas (Banks & Banks, 2001).

### **Cultural Diversity**

Cultural variety happens when different ethnic or cultural groups are present in a community, organization, or society. It includes variations in language, shared and passed down through the generations in ideas, values, conventions, traditions, and actions. A vital component of human cultures, cultural diversity is essential in forming identities, viewpoints, and social relationships. This concept has been extensively studied and discussed by scholars from various disciplines. According to Kymlicka (2010), cultural diversity is an essential component of multiculturalism, which recognizes and respects the rights of individuals to maintain their cultural identities within a larger society. It acknowledges that different cultures have distinct ways of life and values that should be preserved and protected. Cultural diversity promotes inclusivity and equality by recognizing the equal worth and dignity of all cultures. Cultural diversity can be observed at different levels, including national, regional, and local contexts. At the national level, countries often consist of multiple ethnic or cultural groups with their own languages, religions, and traditions. For instance, Canada is known for its multiculturalism policy that recognizes the cultural diversity of its population (Kymlicka & Banting, 2006). At the regional level, cultural diversity may manifest through variations in dialects, cuisines, music styles, or artistic expressions. Local communities may also exhibit cultural diversity through their unique customs and practices.

Furthermore, cultural diversity contributes to economic development. Heterogeneous civilizations have been found to be more resilient and change-adaptable (Putnam, 2007). Different cultural viewpoints can improve decision-making and result in better approaches to problem-solving (Page, 2007). Additionally, cultural diversity can foster entrepreneurship and international trade by

facilitating connections and collaborations between different cultures (Alesina et al., 2003). However, cultural diversity also presents challenges and tensions. Differences in cultural practices, beliefs, and values can lead to misunderstandings, conflicts, or discrimination (Berry et al., 2011). It requires efforts to promote intercultural dialogue, respect for differences, and the recognition of common humanity. Policies and initiatives that support multiculturalism and promote social cohesion are crucial in managing the complexities of cultural diversity (Kymlicka & Banting, 2006).

### **Gender Diversity**

Beyond the conventional binary notion of male and female, gender diversity refers to the acknowledgment and acceptance of a broad range of gender identities. It includes the knowledge that gender is impacted by social, cultural, and individual aspects in addition to biological sex. People who identify as transgender, non-binary, genderqueer, or any other gender identification that deviates from the binary norms are acknowledged by gender diversity. This concept challenges the notion that there are only two distinct genders and promotes inclusivity and respect for all gender identities (Kimmel & Aronson, 2020). The concept of gender diversity recognizes that gender is a social construct that varies across cultures and historical periods. It highlights how cultural norms and ideas create gender roles and expectations, which are neither universal nor fixed.

In order to ensure nondiscrimination in the workplace and to promote more fairness and parity, gender issues in labor and legislation are necessary. Women are both creative contributors and change agents, just like males. Excessive safeguards shouldn't stop women from reaching their full potential; on the other hand, they should stop them from being exploited because there aren't enough regulations or people aren't aware of their particular situation. Men and women must be able to enjoy the same favorable conditions and nondiscriminatory procedures at work. In order to attain innovativeness, women employees, like all others, must be able to enjoy a work environment that is balanced and of high quality in terms of gender, responsibility, reward, and value. This includes providing availability of medical treatment that takes transgender and nonbinary people's needs into consideration, individuals implementing policies that protect against gender-based discrimination and harassment, and fostering educational settings that promote gender equality and challenge gender stereotypes (Grant et al., 2011; AAUW, 2012; and Brescoll & Uhlmann, 2008).

### **Concept of Employee Productivity**

Productivity is a measure of how well inputs, like raw materials, can be transformed into completed goods or offerings. More specifically, production is the degree to which sufficient assets are used to achieve predetermined goals in terms of both quantity and quality within a specified time period. It performs well when time is taken into account and the actual output generated is compared to the resources input. Productive ratios show how company assets are employed effectively and efficiently to achieve the intended results. Efficiency considers the amount of time and money needed to complete an activity. Consequently, it may be said that efficiency and effectiveness are important indicators of productivity. It is difficult to define productivity at the individual or organizational level (Okoro et al., 2017). This is because different authors have different and varied points of view about it. For example, productivity, according to Ojeleye (2017), is a measure of an employee's work achievement following a certain amount of effort. To put it another way, there is no one operational definition for employee productivity; rather, it depends on the kind of organization and the work environment (Bulak & Turkyilmaz, 2014). Employee productivity, according to Erimife (2020), is defined as an action in which a person successfully completes the task that has been allocated to him or her while adhering to the standard limitations of making reasonable use of the resources that are available. In a similar vein,

Mbidoaka (2017) and Amir and Amen (2013) maintained that job satisfaction may lead to increased productivity. Additionally, according to Carol and Florah (2019), employee productivity is the capacity of workers to generate high-quality results with few inputs. The quantity of work or output a worker produces in a specific length of time is known as employee productivity. According to Ziyaminyana and Pwaka (2019), the number of clients serviced, the quantity and quality of the work produced by the employee, customer care and relations, and customer happiness are all included in the metric of employee productivity.

A positive work environment characterized by supportive colleagues, effective communication channels, and adequate resources can enhance employee motivation and satisfaction (Robbins & Coulter, 2019). On the other hand, a negative work environment with high levels of stress, conflicts, and inadequate resources can hinder productivity (Robbins & Coulter, 2019). Therefore, organizations need to create a conducive work environment that promotes employee wellbeing and fosters productivity. Management practices and leadership styles also impact employee productivity. Effective managers provide clear expectations, set achievable goals, and provide regular feedback and support to their employees (Robbins & Coulter, 2019). They also promote a positive work culture and encourage employee development and growth. On the other hand, ineffective management practices such as micromanagement or lack of communication can demotivate employees and hinder productivity (Robbins & Coulter, 2019).

### **Timely task delivery**

According to Zeb-Obipi (2015), timely task delivery is simply the extent to which an employee cuts down on the overall amount of time required to deliver a specific good or service. According to Zeb-Obipi (2015), timely task delivery is simply the extent to which an employee cuts down on the overall amount of time required to deliver a specific good or service. It is the initial and prompt design, implementation, reaction, and output. Bateman and Snell (2007) emphasized that companies must rapidly adapt to market demands by launching new items, delivering high-quality products, fulfilling customer orders, and promptly attending to client inquiries. Speeds are crucial performance indicators, according to Zeb-Obipi (2015), since these organizations aim to optimize speed and minimize time in order to meet goals and obtain a competitive edge over rival businesses. He described time as the duration or man-hours required to complete a task. It is clear from this description that many rival companies today compete not only on quality but also on time to satisfy consumer demand. Therefore, a company's capacity to deliver its goods to the intended market as quickly as possible gives it a competitive advantage. Businesses that want to minimize production or service delivery time must make effective use of their limited resources in order to meet their goals. The majority of organization specialists would actually call it productivity performance. Since time is utilized to engage other resources towards the attainment of a certain objective, it is a crucial component for every individual, group, and organization (Loveday et al. 2016). An employee's ability to supply services and products on time is determined by the market time design, taking into account the job completion and product delivery times. In order to turn wasted time into productive time, organizations must look for ways to quantify and report on sustainable time. One metric for measuring employee productivity is the effect of timely job delivery. Effective time management will improve any organization's performance (Morgensten, 2010); nevertheless, an individual's capacity to manage their time will determine if choices are made accurately and carried out on time. Organization cannot succeed without the use of efficient time management, according to Humes (2012). Getting the most out of the least amount of time is the aim of time management. Furthermore, a delay in decision-making or problem-solving can be an expensive business error that distorts the actualization of goals and objectives and ultimately results in the dissolution of the firm. Time is the beginning, development, and end of

everything, including the stars and the universe, as well as us humans (Zakari & Owusu-Ansah, 2013). Productivity performance is what the majority of organizational experts call it.

### **Cultural Variability and Worker Efficiency**

Several research studies examined the effects of cultural diversity on employee productivity, and the findings have been mixed. Some research suggests that cultural diversity can have positive effects on employee productivity, while other studies indicate potential challenges and negative outcomes. It is important to note that the connection among staff cultural variety and productivity is influenced by numerous elements, including the style of management, company culture, and communication styles, as well as personal traits. However, there are possible drawbacks to cultural variety as well, which may affect worker efficiency. One difficulty is the possibility of miscommunication and misunderstandings brought on by linguistic, cultural, and communicational variations (Gudykunst & Kim, 2003). These barriers can hinder effective collaboration and coordination among team members, leading to decreased productivity. A study by Maznevski and DiStefano (2000) found that cultural diversity can lead to increased conflict within teams, which can further negatively impact employee productivity. Another challenge is the potential for social categorization and biases based on cultural differences. Research has shown that individuals tend to categorize others based on their cultural background, which can lead to stereotypes and biases (Harrison et al., 2006). These biases can affect the perception of competence and credibility of individuals from different cultural backgrounds, leading to reduced opportunities for collaboration and advancement. A study by Chatman et al. (1998) found that individuals from minority cultural groups may experience lower levels of social integration within diverse teams, which can negatively impact their job satisfaction and performance.

The ability of a worker to provide services and goods in accordance with market schedules while keeping in mind job completion and product delivery times is known as timely task delivery. In order to turn spent time into productive time, organizations must look for, report, and financially value sustainable time as well as wasted time. One of its metrics, the impact of timely task delivery, can determine employee productivity. Any organization's performance will be improved by effective time management (Morgensten, 2010); nevertheless, an individual's capacity for time management will determine if decisions are made accurately and carried out on time. According to Humes (2012), an organization cannot succeed if it does not use efficient time management. Maximizing output while minimizing input is the aim of time management. Furthermore, delaying decisions or responding to issues can be a costly business error that distorts the achievement of goals and objectives and ultimately results in the dissolution of the organization. It is true that everything starts, grows, and ends in time—not just us humans, but also the stars and the cosmos (Zakari & Owusu-Ansah, 2013). Businesses must effectively use their limited time to accomplish their stated goals in order to minimize time. According to Kaplan and Norton (2002), many corporate organizations now invest more time in bringing a new product to market, which is efficiency in its entirety. However, this does not imply that time actually exists. Productivity performance is the term used by the majority of organizational specialists.

### **Cultural Diversity and Employee Productivity**

A complicated and multidimensional subject, the connection involving worker efficiency and different cultural backgrounds has been thoroughly researched in the fields of business administration and business. Employee productivity is the degree of output or performance attained by employees in their work activities, whereas cultural diversity is the presence of people from different cultures at a workplace. Several researchers have investigated the effects of cultural diversity on employee productivity, and the findings have been mixed.. Some research suggests that cultural diversity can have positive effects on employee productivity, while other studies

indicate potential challenges and negative outcomes. It is important to note that the relationship between cultural diversity and employee productivity is influenced by various factors such as organizational culture, leadership style, communication patterns, and individual characteristics. These barriers can hinder effective collaboration and coordination among team members, leading to decreased productivity. A study by Maznevski and DiStefano (2000) found that cultural diversity can lead to increased conflict within teams, which can further negatively impact employee productivity. Another challenge is the potential for social categorization and biases based on cultural differences. Research has shown that individuals tend to categorize others based on their cultural background, which can lead to stereotypes and biases (Harrison et al., 2006). These biases can affect the perception of competence and credibility of individuals from different cultural backgrounds, leading to reduced opportunities for collaboration and advancement. A study by Chatman et al. (1998) discovered people from minority cultural groups may experience reduced socialization values within diverse teams, which can negatively impact their job satisfaction and performance. Nevertheless, the connection involving different workplace cultures and productivity is complex and context-dependent. While there are potential benefits associated with cultural diversity, such as enhanced creativity, innovation, and better decision-making processes, there are also challenges such as communication barriers and biases that can hinder productivity. Organizations need to create an inclusive and supportive environment that promotes effective communication, collaboration, and appreciation of diverse perspectives in order to maximize the positive effects of cultural diversity on employee productivity.

### **Gender Diversity and Employee Productivity**

One study conducted by Bell et al. (2011) found that gender-diverse teams tend to be more creative and innovative compared to teams with less gender diversity. The researchers argued that diverse perspectives brought by individuals of different genders can lead to a wider range of ideas and approaches, fostering creativity within the team. This increased creativity can positively impact employee productivity as it allows for the generation of novel solutions and strategies. Moreover, research by Herring (2009) suggests that gender diversity can enhance problem solving abilities within teams. The study found that diverse teams tend to engage in more thorough information processing and consider a broader range of perspectives when solving complex problems. This comprehensive approach to problem-solving can lead to more effective and efficient solutions, ultimately improving employee productivity. In addition to creativity and problem-solving, gender diversity has also been linked to better decision-making within organizations. A study by Eagly and Karau (2002) demonstrated that gender-diverse groups tend to make more accurate decisions compared to homogeneous groups. The researchers argued that diverse groups benefit from the cognitive variety brought by individuals of different genders, leading to a more comprehensive evaluation of options and reduced biases in decision-making processes. Improved decision-making can contribute to higher employee productivity by minimizing errors and ensuring optimal outcomes.

To summarize, the relationship between gender diversity and employee productivity is a complex and multifaceted issue. While multiple studies have found beneficial links between gender diversity and various dimensions of productivity, it is critical to consider contextual factors that may influence this relationship. Overall, gender diversity has the potential to boost creativity, problem-solving skills, decision-making processes, and overall team effectiveness, resulting in increased staff productivity.

### **Research Design**

This study utilized a cross-sectional survey design. It is a form of quasi-experimental study design. It was chosen since the study involves gathering data from respondents in multiple locations at

the same time. Furthermore, the study includes the investigation of the correlations between the characteristics of workplace diversity and employee productivity in the hospitality business in Yenagoa metropolitan, Bayelsa State.

### Population of the Study

The population of a study is the entire universe of objects, humans or institutions that are of interest to the researcher. A research population notably shares common characteristics amongst all members. For this study, the population is made up of employees of all operating hotels in hospitality firms in Yenagoa metropolis, particularly those classified as five-star hotels. From the Hoteliers Association Schedule (2021), 11 of them operate in Yenagoa metropolis, and from their Admin and Accounting Department; the population of employees is put at 1674.

Table 1.1: Shows the Population Distribution of the Hotels.

S/N	Hotel	Population of each Hotel
1	Matho Crystal	341
2	Don Cort	270
3	Elixir	102
4	Ayalla	261
5	Golden Tulip	240
6	Celebrity Hotel	78
7	Aridolf Resort	122
8	Philips Inn	56
9	Afamark Hotel	62
10	Jasmine Suites	70
11	Perdis Hotel	72
	<b>Total</b>	<b>1674</b>

Source: Desk Research, 2025

### Sample Size/Sampling Procedures

Where a population is large and cannot be feasibly covered, a sample size is chosen. A sample size is a representative unit drawn from a population with common features. In order to obtain the appropriate sample, the study relied at first instance on the Krejcie and Morgan (1978) sample size determination table. The sample size therefore is 313. In order to have the sample size for each of the hotels since there is uneven population distribution among the hotels, the stratified sampling method was applied, which entailed the use of the Bowley Proportionate sampling technique. The formula is as follows:

$$n_h = n(N_h)$$

N Where:  $n_h$  = Sample size of each hotel

$n$  = Total sample size

$N_h$  = Population of each hotel

Table 1.2: Shows the Sample Size for each Hotel.

S/N	Hotel	Population of each Hotel	Sample Size of each Hotel
1	Matho Crystal	341	67
2	Don Cort	270	39
3	Elixir	102	19
4	Ayalla	261	49
5	Golden Tulip	240	45
6	Celebrity Hotel	78	16
7	Aridolf Resort	122	24

8	Philips Inn	56	10
9	Afamark Hotel	62	14
10	Jasmine Suites	70	15
11	Perdis Hotel	72	15
	<b>Total</b>	<b>1674</b>	<b>313</b>

Source: Desk Research, 2025.

### Validity of Instrument

Content and construct validity experts in the field of management, along with other social science professionals from Niger Delta University (NDU), Amassoma, and Bayelsa State, independently reviewed the questionnaire items. On the questionnaire item, the validators' revisions and recommendations had an impact. A factor analysis was performed on each item statement to confirm the validity of the questionnaire item once again. This was done to evaluate the questionnaire item's discriminant validity and find the distinctive elements in the data. Pre-test survey results were used to create the factor analysis data. In order to do this, thirty copies of the questionnaire were distributed to managers of the hospitality businesses in Rivers State.

### Reliability of Instrument

This research adopted Cronbach alpha, which is a measure of the internal consistency. The items in the research questions was closely related and they were constructed as a group according to the research objectives. The Cronbach's alpha for the reliability test (Ca) has the statistical capacity to indicate the reliability level or internal consistency of each set of questionnaire items. If the calculated alpha value ( $\alpha$ ) is 0.6 to 0.95, it indicates an acceptable level of reliability. However, the value above 0.95 is not necessarily good because it may indicate redundancy.

**Table 1.3: Reliability Statistics**

S/No	Dimensions/Measures of the Study Variable	Number of Items	Number of Cases	Cronbach's Alpha
1	Cultural Diversity	5	279	0.784
2	Gender Diversity	5	279	0.803
3	Timely Task Delivery	5	279	0.803

**Source: Researcher Field Computation (2025) via SPSS Output Version 22**

The Cronbach's Alpha indicates a reliability index of .950 which indicates that the items are reliable.

### Methods of Data Analysis

In order to test hypotheses, the inferential analysis employed the Spearman Rank Order Correlation Coefficient at a significance threshold of 0.05. Since there are two ranked variables in the hypothesis and it is desired to determine whether there is a tendency for one variable to rise or decrease when the other increases, the Spearman Rank Order Correlation Coefficient was employed. The researcher had to choose correlation in order to ascertain the link between two variables.

### Analysis and Discussion of Results

#### Univariate Analysis

The items for each variable in the conceptual framework were analyzed using simple arithmetic mean and standard deviations. The study employed the five-point Likert in which Agree (A) = 4, Disagree (D) = 2, Strongly Disagree (SD) = 1, and Strongly Agree (SA) = 5. Because of this, the study uses a five-point rating system for all employed items. While a mean score of less than 2.5

indicates that respondents are in the disagreement range and strongly disagree with that indication or question item, a mean score of three or more is considered to fall inside the agreement scale, indicating that respondents generally agree with that item.

**Table 1.4: Descriptive Results on Cultural Diversity**

	N	Min	Max	Mean	Std. Deviation
Embracing cultural diversity promotes social cohesion by fostering a sense of belonging and inclusivity.	279	1	5	3.21	1.487
Interacting with people from different cultures allows individuals to develop intercultural competence, empathy, and communication skills	279	1	5	2.90	1.549
Cultural diversity helps preserve and protect unique cultural practices, languages, traditions, and knowledge systems that might otherwise be at risk of extinction	279	1	5	3.01	1.497
Valid N (listwise)	279				

**Source: Survey Data, 2025 via SPSS V.22 Output**

Table 1.4, revealed descriptive results on cultural diversity in terms of workplace diversity. Embracing cultural diversity promotes social cohesion by fostering a sense of belonging and inclusivity have a mean score of 3.21, Interacting with people from different cultures allows individuals to develop intercultural competence, empathy, and communication skills have a mean score of 2.90, Cultural diversity helps preserve and protect unique cultural practices, languages, traditions, and knowledge systems that might otherwise be at risk of extinction have a mean score of 3.01, Cultural diversity in the workplace often leads to a broader range of skills and expertise have a mean score of 3.01, Cultural differences may lead to conflicts arising from differing values, norms, or expectations have a mean score of 3.01. Based on the criterion mean of 3.0 and since all the respective mean score is above the criterion mean of 3.0, this implies that respondents agreed on the items of cultural diversity as a dimension of workplace diversity.

**Table 1.5: Descriptive Results on Gender Diversity**

	N	Min	Max	Mean	Std. Deviation
Gender diversity in decision-making processes can lead to more balanced and informed outcomes	279	1	5	3.21	1.487
Gender diversity has been linked to improved organizational performance in various ways	279	1	5	2.90	1.549
Gender-diverse teams foster a culture of creativity and innovation	279	1	5	3.01	1.497
Valid N (listwise)	279				

**Source: Survey Data, 2025 via SPSS V.22 Output**

Gender diversity as a workplace diversity dimension was described in Table 1.5. A mean score of 4.35 indicates that gender diversity in decision-making processes can result in more informed and balanced outcomes; a mean score of 4.08 indicates that gender diversity has been associated with greater efficiency in organizations in various ways; a mean score of 4.15 indicates that gender-diverse teams combine a range of viewpoints, backgrounds, and methods for addressing concerns; a mean score of 4.17 indicates that gender-diverse teams cultivate a culture of creativity and innovation; and a mean score of 4.17 indicates that embracing gender diversity helps draw in a diverse pool of talent. This suggests that respondents agreed on the items of gender diversity as a

feature of workplace diversity, as indicated by the criterion mean of 3.0 and the fact that each individual mean score is higher than the criterion mean of 3.0.

**Table 1.6: Descriptive Results on Timely Task Delivery**

	N	Min	Max	Mean	Std. Deviation
I meet work targets timely because I develop myself.	279	1	5	3.70	.978
I meet my target because I enjoy co-worker support.	279	1	5	4.14	.900
I achieve work targets timely because of I know. Myself	279	1	5	4.29	.956
I deliver on my targets because I rely on work policies.	279	1	5	4.18	.981
I am interested in timely delivery at all times.	279	1	5	4.11	.910
Valid N (listwise)	279				

**Source: Survey Data, 2025 via SPSS V.22 Output**

Table 1.6 revealed descriptive results on timely task delivery as a dimension of employee productivity. I meet work targets timely because I develop myself have a mean score of 3.70, I meet my target because I enjoy co-worker support have a mean score of 4.14, I achieve work targets timely because of I know myself have a mean score of 4.29, I deliver on my targets because I rely on work policies have a mean score of 4.18, I am interested in timely delivery at all times have a mean score of 4.11. Based on the criterion mean of 3.0 and since all the respective mean score is above the criterion mean of 3.0, this implies that respondents agreed on the items of timely task delivery as a measures of employee productivity.

### Bivariate Analysis

#### Cultural Diversity and Employee Productivity

**Ho1:** There is no significant relationship between cultural diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.

**Table 1.7. Correlation Results on the relationship between Cultural Diversity and Employee Productivity**

		Cultural Diversity	Timely Task Delivery
Cultural diversity	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	279	279
Timely task deliver	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	279	279

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source:** Survey Data, 2025 via SPSS V.22 output

Correlation coefficient values and test of significance values as outcomes from the SPSS output for the three hypotheses are shown in the table 4.9. The analysis showed that with a (r) value of 0.465 between cultural diversity and timely task delivery in hypothesis one, there is a high positive correlation between the variables studied and with a significance value of 0.000 which is less than the critical ( $\alpha$  – alpha) significance value of 0.05, the alternate hypothesis (Ho1) is accepted that

there is significant relationship between cultural diversity and timely task delivery among hospitality firms in Yenagoa metropolis, Bayelsa State.

### **Gender Diversity and Employee Productivity**

Ho2: There is no significant relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.

**Table 1.8. Correlation Results on the relationship between Gender Diversity and Employee Productivity**

		Gender diversity	Timely Task
		Delivery	
Gender diversity	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	279	279
Timely task deliver	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	279	279

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source:** Survey Data, 2025 via SPSS V.22 output.

Table 1.8 shows the correlation coefficient values and test of significance values as outcome from the SPSS output for testing the three hypotheses as stated above. The analysis showed that with a (r) value of 0.697 between gender diversity and timely task delivery in hypothesis seven, there is a very high positive correlation between the variables studied and with a significance value of 0.000 which is lesser than the critical ( $\alpha$  – alpha) significance value of 0.01, the alternate hypothesis (Ho2) is accepted that there is significant relationship between gender diversity and timely task delivery.

## **Discussion of Findings**

### **Cultural Diversity and Timely Task Delivery**

The study found a significant relationship between cultural diversity and timely task delivery in hospitality firms in Port Harcourt, Rivers State ( $\rho = .465$  and  $p = 0.000$ ). Based on the decision rule of  $p < 0.05$  for null rejection, we reject the null hypothesis and accept the alternative hypothesis. Adeyemi and Ogunnaike (2018) conducted a study on workplace diversity and employee productivity in Nigeria. The purpose of this study was to investigate the association between workplace diversity and employee productivity in Nigeria. The study discovered that workplace diversity in Nigeria is moderate, with gender diversity being more widespread than ethnic or cultural diversity.

### **Gender Diversity and Timely Task Delivery**

Given the results, which show a significant connection across gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State ( $\rho = .697$  and  $p = 0.000$ ), we reject the null hypothesis and accept the alternative hypothesis, which states that there is a significant relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa, Bayelsa State, based on the decision rule of  $p < 0.05$  for null rejection.

## **Summary of Findings**

In Yenagoa City, Bayelsa State, a research on workplace diversity in the hospitality sector concentrated on gender and cultural diversity and how these affect workers' ability to complete

tasks on time. The goal of the study was to give a thorough grasp of how workplace diversity affects worker productivity in the hospitality industry in Bayelsa State's Yenagoa city.

Given the foregoing, the study's conclusions show that workplace diversity—including gender and cultural diversity—has a major impact on worker productivity in the hospitality sector. Therefore, it is clear that a diverse workforce can improve innovation, problem-solving, and overall performance by bringing a range of viewpoints, experiences, and abilities to the table. Additionally, accepting diversity creates a welcoming workplace, which may increase employee engagement and job satisfaction. Some of the specific findings are as follows:

1. There is a significant relationship between cultural diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.
2. There is a significant relationship between gender diversity and timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.

## **CONCLUSION**

The study examined the relationship between workplace diversity and employee productivity of hospitality firms in Yenagoa metropolis, Bayelsa State. The imperative need to strengthen hospitality firms and the entire sector for quality service delivery has become a major concern. The study raised research questions, generated data and analyzed same. The results indicated that workplace diversity dimensions which include cultural, and gender diversity have a relationship with the mono measure of employee productivity which includes timely task delivery in the hospitality firms. The study therefore concludes that workplace diversity correlates significantly with employee productivity in the hospitality firms in Yenagoa metropolis, Bayelsa State.

## **RECOMMENDATIONS**

Based on the study findings and conclusion drawn, the study recommends as follows;

1. The study recommends that cultural diversity should be emphasized in order to ensure timely task delivery Yenagoa metropolis, Bayelsa State.
2. The study recommends that gender diversity friendly policies should be put in place by management in order to encourage a workforce that is potent in ensuring timely task delivery of hospitality firms in Yenagoa metropolis, Bayelsa State.

## **Contribution to Knowledge**

This study contributes to scholarship by providing empirical evidence of the impact of workplace diversity on employee productivity within the specific context of the hospitality industry in Rivers State. The outcomes indeed suggest an appreciable understandings for practitioners, policymakers, and scholars seeking to understand the dynamics of cultural, ethnic, and gender diversity in organizational settings.

## **REFERENCES**

- Adeyemi, A., & Ogunnaike, O. (2018). Workplace Diversity and Employee Productivity: A Study in Nigeria. *Journal of Business and Management*, 10(2), 45-62.
- Alesina, A., Devleeschauwer, A., Easterly, W., Kurlat, S., & Wacziarg, R. (2003). Fractionalization. *Journal of Economic Growth*, 8(2), 155-194.
- Banks, J. A. (2015). *Cultural Diversity and Education: Foundations, Curriculum, and Teaching* (6th ed). Routledge.

- Berry, J. W., Phinney, J. S., Sam, D. L., & Vedder, P. (2011). Immigrant youth: Acculturation, Identity and adaptation. *Applied Psychology: An International Review*, 60(1), 5-34.
- Brescoll, V. L., & Uhlmann, E. L. (2008). Can an angry Woman get ahead? Status Conferral, Gender, and Expression of Emotion in the Workplace. *Psychological Science*, 19(3), 279-275.
- Cox, T. H. (1991). The multicultural organization. *Academy of Management Perspectives*, 5(2), 34-47.
- Cox, T. H. (1994). *Cultural Diversity in Organizations: Theory, Research, and Practice*. Berrett Koehler Publishers.
- Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for Organizational Competitiveness. *Academy of Management Perspectives*, 5(3), 45-56.
- Cox, T. H., Lobel, S. A., & McLeod, P. L. (1991). Effects of ethnic group cultural differences on Cooperative and Competitive Behavior on a group task. *Academy of Management Journal*, 34(4), 827-847.
- Harrison, D. A., Price, K. H., & Bell, M. P. (2006). Beyond relational demography: Time and the effects of surface- and Deep-Level Diversity on work group cohesion. *Academy of Management Journal*, 49(6), 1079-1095.
- Herring, C. (2009). Does diversity pay?: Race, Gender, and the Business case for Diversity. *American Sociological Review*, 74(2), 279-224.
- Herring, C., Amabile, T. M., & Mueller, I. S. (2009). The effects of Category Diversity on Creativity in Mixed-Culture Groups. *Academy of Management Journal*, 52(3), 509-532.
- Herring, C., Fink, E. L., & Horton, N. (2009). Racial Diversity in Work Groups: The Impact of Diversity Perspective, Diversity Receptivity, and Team Organizational Context. *Academy of Management Journal*, 52(3), 496-517.
- Jack, E. & Dobbin, F. (2015). How Affirmative Action Became Diversity Management: Employer Response to Anti-Discrimination Law, 1961-1996'. *American Behavioral Scientist*, 41(7), 960-84.
- Kimmel, M., & Aronson, A. (2020). *The Gendered Society Reader* (6th ed). Oxford University Press.
- Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., & Thomas, D. (2013). The effects of Diversity on Business Performance: Report of the Diversity Research Network. *Human Resource Management*, 42(1), 3-21.
- Kossek, E. E., & Lobel, S. A. (1996). *Managing diversity: Human Resource Strategies for Transforming the Workplace*. Blackwell Publishers Ltd.

- Kymlicka, W. (2010). The rise and fall of Multiculturalism? New debates on inclusion and Accommodation in Diverse Societies. *International Social Science Journal*, 61(199), 97-112.
- Kymlicka, W., & Banting, K. (2006). Immigration, Multiculturalism, and the Welfare state. *Ethics & International Affairs*, 20(3), 281-304.
- Ogunnaike, O., & Olaleye, O. (2018). The Impact of Ethnic Diversity on Employee Commitment in Nigerian Banks. *Journal of Diversity Management*, 13(1), 78-95.
- Satus, A. (2013). The diffusion of diversity management: the case of France. *Scandinavian Journal of Management*, 25(4), 363-373.