

Diversity Management and Employee Morale in Tertiary Institutions in Anambra State –Nigeria

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Abstract

The study examined diversity management and employee morale in tertiary institutions in Anambra state - Nigeria. Anambra state is a state in Nigeria, the study explored the relationship and extents of socio-cultural and gender differences have on the employee morale which is targeted at improving organizational productivity (in selected tertiary institutions in Anambra state – Nigeria). The study adopted descriptive survey research utilizing primary data and its instrument of analysis. A sample size of 373 respondents was drawn using Taro Yamane because of the infinite nature of the population. The formula noted that where n is the sample size, N is the population size, and e is the level of precision (allowable error) that is 5% or 0.05. The survey method was used for data collection. The study utilized a statistical table to analyze the study. It adopted face validity to reflect what the test measured and how well it measured it. A Cronbach Alpha method was used to arrive at a coefficient of 0.85 which sustained the reliability of the study. Conclusively, from the descriptive statistical evaluation based on the hypothetical demands of the study, it revealed that socio-cultural workplace and diversity of gender have a significant relationship with employee morale in the selected tertiary institutions in Anambra State. The study recommends that there is a need for the application of socio-cultural workplace diversity and gender differences to make the workers participate effectively towards the achievement of organizational goals and objectives.

Keywords: Diversity, Management, Tertiary Institutions, Employee Morale and Gender

Introduction

Background of the Study

Employee morale and diversity management are basically symbiotic in every human organization. In the history of human interactions, there have been manifestations of diverse opinions, views, perceptions, and understanding which to an extent define their existence. What remained imperative to the diversity in interactions is management (Kifordu, 2014). Management remains the key to coordinating various forms of human interaction in every organization across the globe. Accordingly, diversity in every human institution requires the management of diverse human responses to issues that concern organizations. Therefore, diversity management continued to have a serious effect on the morale of the employee in relation to age, gender, religion, tribe, etc which could be positive if the strategies were right and negative if they were not. Sharing in the above position, Lawrence in Ifediba (2017) thus, opines that diversity management in Organizations is consequent on the acceptance of basic objectives which the staff are prepared to commit, just like how it impacts on the morale of the employee that defines the mental state of the individuals or general showing serious desire to carryout assigned responsibility.

This study is germane to the extent that it includes the dimensions that shape and impact both the individual and the organization. It possesses personal, internal, external and organization dimension which helps to articulate human attitude within an environment. In as much as internal dimension has received meaningful attention towards making sure that diversity initiatives are successful, the major indices of Organizational and external dimensions normally define the manner and way people get treated, who fit or not in an institution; get the privilege to affect development or promotions, who gets recognized (Gardenswartz & Rowe, 1991 in Okoli, 2015). Sequel to the above explanation, the emergence of diversity workforce was to ensure the availability of opportunity equal in the workplace. The perception of equal opportunity is targeted to ensuring that from a workforce that is diverse, the organization makes the difference where it matters instead of losing ideas and talent needed to move the organization higher by making it effective and efficient in generating desired outcomes (Bryan, 1999).

Further, it worthy of note that across the length and breadth of the society, organization and human institutions, diversity management is considered imperative in recent times as those diverse inputs of human endeavor are articulated to achieve a common purpose. Companies and institutions operating in most developed nations of the world have the utmost importance from the application of the necessary strategy in managing diversity in an organization. This has also provided variety and

boosting the morale of employee in most of the organization across the globe. The relationship and influence between the management of diversity and morale of the employee remained germane in the management and administration of America (United States of America-USA), Nigeria and Japan. The US in the contemporary era possesses different management skills and approaches capable of promoting the spirit and moral with which the American workforce executes their duties. No wonder their economy became that of wealth and prosperity. A typical example focussed on mass production which was initiated by Henry Ford (in 1986) which made it possible to produce lots of cars that were different and similar as if it were the same brand. In American management, lots of planning prevails, nevertheless. They are very fast and quick in making a plan that will generate tangible decision making, then will demand to simulate and forecasting objective to function (Koontz, O'Donnel & Weihrich, 2012, Udenze, 2016).

Following the position above, institutions of higher learning in Nigeria and Anambra, in particular, are not left out. It is based on afore stated assumptions that the study examined in detail the relationship existing between employee morale and management of diversity in the three selected tertiary institutions in Anambra state focusing on these three: Chukwuemeka Odumegwu Ojukwu University, Federal Polytechnics, Oko and Federal College of Education, Umunze. This was specifically guided by was guided by objectives through the empirical test of the hypotheses in the study.

Statement of the Problem

The struggle to manage and guard the diverse challenges of human in existence in Nigeria has remained a task confronting Nigeria since independence. These diverse issues range from; religious, ethnic and political diversities bordering on gender, nationality, social class, background, sexual orientation, age, mental and physical capabilities amongst others in companies, institutions, and other humanitarian organizations. Managers and captains of industries who are determined to ensure organizational integration are caught in a web of coordinating moral and performance difficulties on diversity management. It has brought about problems towards understanding the influence diversity management exerts on the morale of the employees in the three selected tertiary schools in Anambra state

Other issues that prevailed included problems like individual identity, intellectual discrimination, professionalism, etc as such these practices have dampened staff morale towards stretching these components too far in the workplace. Nevertheless, it has also entailed showing concern only for the achievement and benefits of departmental goals rather than overall organizational goals, neglecting the cost/effect on main organizational goals. It has involved forgetting that Diversity Management knowledge is to galvanize the entire different forces; environmental factors of Political, Economic, Socio-Cultural and technological environments. It is based on the above submissions that the tonic this study is bedeviled with the challenge of investigating the relationship between morale of the employee and management of Diversity in tertiary institutions which included; Universities, Polytechnics and College of Education that are located within Anambra State represented by COOU, FP, and FCE respectively.

Objectives of the Study

The main objective of the study examined the relationship existing between the management of diversity cum morale of the employees in the three selected institutions of higher learning in Anambra state. Specifically, the basic objectives include to:

1. Determine the nature of the relationship between socio-cultural workplace morale of the employees in the three selected tertiary institutions in Anambra State;
2. Ascertain the nature of the relationship between diversity (gender) and employee morale in the three selected tertiary institutions in Anambra State;

Research Questions

The study adopted the following designed research questions as a guide to this study. They include;

1. What is the relationship between socio-cultural workplace and morale of the employees in the three selected tertiary institutions in Anambra State?
2. What is the relationship between diversity (gender) and employee morale in the three selected tertiary institutions in Anambra state?

Hypotheses

In this study, the following assumptions are drawn from the research questions to guide the direction of this research. They include;

- H1: There is a significant relationship between the socio-cultural workplace and the employee morale in the three selected tertiary institutions in Anambra State.
- H2: There is a significant relationship between Diversity of gender and the employee morale in the three selected tertiary institutions in Anambra state

Review of Related Literature

Literature Review

The study was reviewed in the following order which includes; conceptual review, theoretical framework and expositions, and

empirical review.

Conceptual Framework

Diversity Management

This section of the study is apt to the extent that it requires an in-depth review to capture the objective views of scholars. The essence is to reveal the dynamics of its import within the purview of the academic circle. Without mincing words, Diversity is the totality of individual similarities and differences in the demographic, socio-cultural and the other factors which the workers in the three tertiary institutions take to the workplace. Thus, by extension, Diversity management entails the systematic and planned commitment by the organization to, reward, recruit and promote a heterogeneous need of employees. While, Employee morale is conceived as a performance factor which defines the extent to which staff in an organization is happy in performing his or her duty because of being in high morale and due to the fact that one is a member of a congenial workgroup and cohesive workgroup (Patrick and Kumur, 2012).

The above clarification captured different concepts identified in this study. It explored the dynamics of diversity as a concept and practice which organizations utilize to attain and achieve organizational demands, objectives, and goals. On the part of employee morale, it was seen as a boost to workers or staff in the organization to bring out their optimal best. Benton (2011), defined management diversity to mean the planned and systematic commitment by the organizations to recruit, retains, promote and reward a heterogeneous mix of employees. In a bid to strengthen the logic of the above, he opined that theories and methods of management diversity have been programmed, developed, planned, and supported enthusiastically by an increasing population of executive chiefs training specialists, different consultants, and academics.

Socio-Cultural Workplace

The socio-cultural workplace diversity has to do with the evaluation of the differences and similarities in social attitudes, beliefs, and values. Managers of various enterprises have been often criticized for not being responsive to the social attitudes, beliefs, and values of particular individuals, groups, or societies. But attitudes and values are different for workers and employers, rich and poor people, college students and alumni, accountants and engineers, Western part and Eastern of Nigerians. This variety of values makes it cumbersome for managers to design an environment conducive to performance and satisfaction. It is even more cumbersome to react and put up a response to these forces when they are outside the enterprise. Yet managers have no choice but to take them into account in their decision making (Koontz et al, 2012). Thus, this could be likened to what manifests in every institution of learning. The implication is that the socio-cultural workplace has a great influence on the workers in every tertiary institution considering the essence that they are of diverse cultural backgrounds.

Gender Diversity

Gender in the contemporary world has attracted diverse perceptions due to the level of politicization that attends to it. The literature presents a different picture with regard to the questions of difference in the leadership style of men and women in organizations. Researchers tend to agree that differences in gender and leadership styles exist and that men usually adopt a more task-oriented approach, while the females generally rely heavily on leadership style taking recourse to the quality of interpersonal leader and followers relationship (Eagly & Karau, 2012). In other words, there is no evidence in the literature to show between men or women who are a better organizational leaders, though men tend to score above women. This is indicated by the lack of opportunities for women in organizations to show their leadership abilities.

According to Eagly and Karau (2013), a study of gender performance was conducted and the analysis found that female leaders were more transformational than men and also involved in more of the contingent reward behaviors that are a component of transactional leadership. Male leaders were generally likely to manifest the other aspects of transactional leadership both in active and passive management by exception cum laissez-faire leadership. It shows a clear view of the diverse perception people has on gender.

Employee Morale

Employee morale is conceived as a factor of performance which defines the extent and limit a staff or workforce in an organization or industry is joyful carrying out his or her responsibility owing to high morale and good spirit, knowing that he or she belongs to a defined and recognized workgroup within the enterprise. This can only be made reasonable where one as a staff of an integrated group possessing a high spirit, such can trigger the staff to contribute meaningfully to the development of the organization through maximum performance.

It activates the mind's state towards doing great and wonderful things. The indices of morals have to do with the following; Autonomy, Potency, Polarization, and Participation. The implication of the above is that the above-listed factors help in determining how committed an employee is in his/her place of work. It shows that when the employee morale is boosted, the worker's output and affected the positive response. In sum, the review captures the dynamics of diversity management, socio-cultural workplace, age disparity, religious differences, and employee morale. Having captured the above the review noted in full the essence and sub-theme of the major discussions of the study.

Theoretical Framework

No human institution can claim to be free from conflicts arising from diverse social interactions. As a matter of interrelatedness, this study adopted a conflict management theory. The main proponents of the theory include; Max Weber, Morton Deutsch. Thus, Conflict management entails a continuous process of limiting the negative aspects of conflict at the same time effecting a positive increase in the aspects of the conflict. The objective of conflict management involves enhancing learning and group result, which includes the effectiveness and efficiency of performance in an organizational setting (Rahim, 2002: 208). It could as well be viewed from the position or direction of conflict.

When resources are fixed in the relative form at one department's gains, it is at the detriment of another. At this point, conflict becomes inevitable and expected. Where two sub-units in an organizational system tend to have differentiated aspirations with its attendant goals and are functionally interdependent, it thus means that conditions give provision for the prevalence of conflict. Interdependence aims at producing the desire for partnership and requisite collaboration. This presents a demanding and avoidable occasions for the prevalence of conflict in an organization. Other contextual indices that influence the interaction structure between departments; have create the milieu for interdepartmental quagmire which include: diverse behaviour and attitude between staff and line units, organizational size directly related to level of problems and standardization which involved inversely related to conflict; also, the physical or communicational barriers between departments, rewards or organizational resources, unequal access to authority and uncertainty or ambiguity in designating rewards or responsibilities to different departments. These are the sources through which conflict situations prevail in organizations.

Again, the effectiveness and success of the necessary procedures can be gauged by the extent to which they end up limiting the conflict behavior and also the extent by which they aided the achievement of a satisfactory solution. Against the backdrop, the contention of this study anchors on the establishment of the essence of conflict management in tertiary institutions by applying the strategies and techniques of conflict resolution, conflict prevention avoidance, or institutionalization of conflict which is targeted at changing or replacing the coercive behaviour, nevertheless, that is only the injection of behavioural aspect social scientist, acting in a facilitative, non-directive and non-evaluative fashion, put up to achieved a resolution with respect to the basic attitudes, issues and structure of interaction in an organization. If University managements care for optimal methods and techniques of diverse and conflict management, they should, however, give their best support to the skill or strategy that can control diversity and end division or conflict through a satisfactory and self-perpetuating manner.

Empirical Review

Under this section, views of different scholars were reviewed on empirical observations to help guide the focus of the study. It is thus based on the above context that the study reviewed the following:

Lindenedeger (2012) worked on the impact of workplace diversity management on the aspect of polarization involving employee morale. He worked on a Brewery Company in Dublin Ireland. From his study, workplace diversity management implied that the provision of an environment to achieve the objective of the study revealed the similarities and differences of people in the workplace of the organization. By Polarization it practically entails or simply means that elements of employee morale which established the extent and degree to which the parties representing the workers with their similarities and differences is oriented towards an objective that is clearly visible to the members and shared by them. Lindenedeger (2012) researched on a sample of two hundred (200) respondents in the brewing and engineering departments. He used the Likert Scale statements that elicited the responses of agree, strongly agree, disagree; strongly disagree and undecided. He discovered that diversity management of the workplace had a positive influence on the aspect of polarization that defines the employee morale in the brewing company which he studied.

From the views of Kifordu (2014), there is a problem in determining the outcome of Management Diversity on Employee Morale in the Brewing Industry based in South-eastern Nigeria. The specific objectives of the study were drawn accordingly to determine the influence diversity management has on the morale of the employee in the brewing company in South-east of Nigeria, to understand the nature and effect of demographic work-place diversity on the employee morale in the brewing industry that was studied, to establish the effect of socio-cultural workplace diversity on the willingness to perform aspect of employee morale in the brewing companies in the area studied, to determine the influence of workplace diversity management on the aspect of polarization that affect employee morale of the brewing industry under the area studied and to ascertain the effect of workplace management on the autonomy aspect of employee morale of the brewing industries under the area studied.

Dike (2013) assessed the influence of workplace diversity on organizations. He explored the way companies manage workforce diversity and its consequences to the company's value and existence, as well as, examines how companies deal with the problems that come with employees from diverse cultural backgrounds. As a result of the fact that the research covers a wide range of human attributes and qualities, the research is thus, limited to the expected tools for managing workforce diversity, disadvantages and advantages of managing a diversity of the workforce. It considered five industries in Finland and Ghana to acquire answer the question under the study. In gathering the data the researcher adopted current materials that contain studies on Human resource management. To that extent, a qualitative research method was utilized to generate and analyze the data on the organization where interviews three of the companies were subjected to interview sessions and also some vital information gathered from the internet on the two of the company studied. The outcome showed that workplace diversity played an essential

role in numerous companies.

Nevertheless, insufficient mentoring and guidance were also considered a cause of the company's low productivity. For the reason, the study recommended that there should be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing. Conclusively, the findings showed that despite the fact that diversity workplace has contributed to more productivity; some conditions such as preferential treatment could obstruct its successful manifestation and implementation of company success. Usmani, Kumari, and Hussain (2015) studied diversity, employee Morale and customer Satisfaction focusing the three musketeers. It gave dynamism to the study. The relationship between customer satisfaction occasioned by employee morale and diversity were examined. The study was noted that on the employees of Six (6) Transnational fast food Kitchen chains and customers of those fast-food restaurants in Pakistan and Karachi are in the frontline. The essence was to create a balance between the satisfaction of customers and employee morale. The information on employee morale and diversity was generated from the workforce through questionnaires that are of self-reported extraction while data on the satisfaction of the customers were gotten from executes restaurant where there were customers having their dining. To a large extent, a convenience and random based sampling of two hundred and thirty-five (235) respondents were captured for the study giving room for no bias in the study. Furthermore, a structural equation modeling; confirmatory factor analysis cum exploratory factor analysis were utilized to run a test on the significance and relationship of the model. In conclusion, the findings of the study show that the results rejected the mediated relationship of diversity and customer satisfaction but showed a positive direct association between diversity and employee morale. Though the study failed to give recommendations on the findings, it captured and exposed the depth of the study through the revitalization of the essence of the study by revealing the problems.

Ordu (2016) probed into the effects of diversity management on job satisfaction and individual performance of teachers argued that the effects of teachers' perceptions of the diversity management on their job satisfaction and individual performance were examined. The study reveals that tutors who work in public high schools especially, between 2014 to 2015 academic year amount to the research study group under the study. The data for the research included a quantitative method that was gathered focusing on Diversity Management Scale, Self-Reported Individual Performance Scale, and the Minnesota Satisfaction Questionnaire. From the analysis carried out, it reveals that there is a significant relationship between diversity management and satisfaction in the job; between individual performance and diversity management. Furthermore, the study discovered that sub-dimensions of managing diversity as individual attitudes and, organizational values, behaviors and norms, administrative principles and practices; while the policies also predict significantly the whole job satisfaction.

Uwa (2016) examines the role of diversity management strategies on employees' productivity in a Nigerian Civil Service. Four conflict management strategies were considered which include collective bargaining, negotiation, avoidance and imposing. The descriptive survey design was adopted and self-developed questionnaire tagged Conflict Management Strategies and Employees' Productivity was used in the data collection. The reliability of the instrument was tested and Cronbach Alpha reliability coefficient of 0.92 was obtained for the whole instrument. Taro Yamane formula was used in determining sample size and a stratified random sampling technique was used in selecting 240 respondents from a cross-section of four ministers in Akwa Ibom State Civil Service, South-south, Nigeria. Pearson Product Moment Correlation and multiple regressions were to analyze the hypotheses. Collective bargaining and negotiation showed a significant positive contribution to employees' productivity while that obtained for avoidance and imposing were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employees' productivity.

Therefore, the study out of the collective review and analysis carried out proffered that conflict in whatever stage should not be overlooked but should be effectively and efficiently utilized for more productive employees' within the workplace. Employees at all deserve to be educated and given the right attitude and behavior-oriented towards knowing how to manage conflict and differences. Also, there is a need for training and retraining managers on ways to efficiently and effectively handle conflicts for better employees' creative output and productivity in an organization.

Zhuwao (2017) noted that the objective of this study probed into the effects of employee diversity and performance in a selected higher Educational Institution in South Africa. Again, the government of South Africa in an attempt to shape the employee in an Organization introduced various measures. However, these legislative measures expressly focused on compelling organizations to embrace diversity and thus not considered the business needed of it and how it influenced employee behavioral results such as employee performance. Based on the above, this study researched the effects of diversity workforce on the performance of the employee in HEI in South Africa. This study adopted a cross-sectional research design to shape the dynamics of the research. A random sample ($n = 267$) was chosen where employees were divided into homogeneous strata of academic and non-teaching employees. A Workforce Diversity Questionnaire and employee job Performance Questionnaire were administered. The research showed that a positive and significant relationship between independent and dependent variables respectively (Educational diversity, Ethnic diversity and Gender diversity) and (employee performance). The relationship between Age diversity and Employee performance was not significant. The research also noted that HEIs should introduce diverse management projects and programs to ensure the efficiency and effectiveness of employee diversity towards staff performance. The paper employed a cross-sectional research design, but could not make a meaningful conclusion on causality on the behaviors of the employee.

Therefore, avoidance of job rate is likely to increase and the worker may leave to join other competitive companies that can offer better working conditions with meaningful cum high incentives. Everyone does not possess similar character and behavior as such, different strategies should be employed to get the best of the workforce in an organization. Take this for instance, where one staff is motivated based on the receiving of huge commission, another is likely to get motivated based on job satisfaction or a better work environment.

In sum, the study captured the relevant divergent views of the author from conceptual through theoretical to empirical review and noted that for long-age disparity and religious differences have been neglected in the study of diversity in the Nigerian Universities of which Anambra state stands to be the case of analysis.

Research Methodology

Research Design

The study adopted a descriptive survey research design. It was basically analytical on one side and on the other hand, it is exploratory seeking to find out the relationship between diversity management and employee morale in tertiary institutions in Anambra State. the study was sourced from primary In this study, the area of study focused on three tertiary institutions in Anambra state which were drawn in line with ownership. They include; one University, one Polytechnic and one College of Education. Chukwuemeka Odumegwu Ojukwu (COOU) University represents the University and also state-owned institution; Federal Polytechnic Oko (FPO), represents the Polytechnic as the only established polytechnic in Anambra State while Federal College of Education Umunze (FCEU) represents the College of Education and also federal owned institution.

Method of Data Collection

The population of the three selected tertiary institutions staff was five thousand, four hundred and sixty- five (5465) in number which is too large to be managed under this study and as such requires to be tailored into a manageable number (COOU (2016), FPO (2017), FCEU (2015), the researcher considered it germane to extract the sample size out of the population to manage the data under study using Taro Yamane. COOU has about 2350 staff, Federal Polytechnic Oko about 1950 and Federal College of Education, Umunze about 1165. The figures were drawn from the personnel Departments of the above-mentioned schools based on staff number which captured + or – the living and the dead. Thus, as we stated above, Taro Yamane was used to calculating the sample size for this study and is shown below. A 95% confidence level and level of maximum variability (P= 0.5) were assumed. Where n is the sample size, N is the population size, and e is the level of precision (allowable error) that is 5% or 0.05.

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

Where

$$N = 5465$$

$$e = 5\% = 0.05$$

$$n = \frac{5465}{1+5465(0.05)^2}$$

$$n = \frac{5465}{1+13.6625}$$

$$n = \frac{5465}{14.6625}$$

$$n = 372.72 = 373 \text{ (3 significant figures)}$$

Therefore, the sample size that was used in the study were three hundred and seventy-three 373 staff for the three selected tertiary institutions in Anambra State.

$$\text{Therefore, COOU, } 2350 \times 373 / 5465 = 876550 / 5465 = 160$$

$$\text{FP, } 1950 \times 373 / 5465 = 727350 / 5465 = 133$$

$$\text{FCE, } 1165 \times 373 / 5465 = 434545 / 5465 = 80 \text{ (with the least population)}$$

$$\text{Total} = 373$$

Thus, the stratified random sampling technique was used in the administration of the questionnaire, though regular visits and persuasion were involved to obtain a meaning response from the respondents. The sample population was distributed based on the percentage to both the academic and non-academic staff of the selected institutions with particular emphasis on ranks. The methods of data collection were purely surveyed. The researcher employed both self-delivery techniques and the help of research assistance in data collection. Thus, the questionnaire was distributed by the researcher and her assistants living and working within the areas of the states. The research assistants were given instructions on how to distribute the questionnaire. A total of 373 copies of the questionnaire were produced and distributed to the respondents in their various schools. The completed copies were collated and immediately analyzed.

Method of Data Analysis

A simple percentage was apt to present the data in this study. Also, the data collected were presented using descriptive statistics such as percentages while the hypotheses were analyzed using regression. A Likert scale technique was used in analyzing the data. The positively worded items of strongly agree, and agree were given the following scores respectively 2 and 1 while the negatively worded items of strongly disagree were given the following score -1 and -2. Undecided was scored zero (0).

Presentation and Analysis of Data

Table 1: Questionnaire Distribution, Returned and Analysed Schedule

S/N	INSTITUTION	QUESTIONNAIRE DISTRIBUTED	QUESTIONNAIRE RETURNED	QUESTIONNAIRE ANALYZED
1	COOU	160	144	142
2	FPO	133	119	111
3	FCEU	80	72	70
Total		373 (100%)	335 (90%)	323 (87%)

Source: Field Survey, 2019

Table 4.1 shows the schedule of questionnaire distribution, return rate and number analyzed. From the analysis, it shows that in accordance with the sample size, a total of 373 copies of the questionnaire were distributed, 335 were returned while 323 were analyzed which is 87% of the copies distributed. 12 copies out of the copies returned were not analyzed because some of the copies were not completely or correctly checked.

Test of Hypotheses

Hypotheses One

H₀₁: There is no relationship between socio-cultural workplace and employee morale in the selected tertiary institutions in Anambra State.

Table 2: Test of Hypothesis One Correlations

		SOCWK	EMPMOR
SOCWK	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	323	323
EMPMOR	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	323	323

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

Source: Field Survey, 2019

Computation: SPSS Ver. 20

Where: SOCWK = Socio-cultural Workplace

EMPMOR = Employee Moral

Table 2 shows the correlation analysis for socio-cultural workplace and employee morale in the selected tertiary institutions in Anambra State. The result reveals that there is a high positive relationship existing between the variables (r = .955) and that this relationship is statistically significant at .05 (p-value < 0.05).

Implication: Reject the null hypothesis and accept the alternative hypothesis.

Hypotheses Two

H₀₂: There is no relationship between gender diversity and employee morale in the selected tertiary institutions in Anambra State.

Table 3: Test of Hypothesis Three

		GENDIV	EMPMOR
GENDIV	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
	N	323	323
EMPMOR	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	

N	323	323
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2019

Computation: SPSS Ver. 20

Where: GENDIV = Gender Diversity

EMPMOR = Employee Morale

Table 3 reveals the correlation analysis for gender diversity and employee morale in selected tertiary institutions in Anambra State. From the table, it shows that there is a statistically significant relationship existing between the variables with Pearson's coefficient of .984 and p-value of .000 (p-value < .05).

Implication: Reject the null hypothesis and accept the alternative hypothesis.

Discussion of Findings

The study considered and explored the statement of the problem which helped in the formation of the research question for the study. Thus, from the tabular presentation of the study above based on the test of two hypotheses generated from the research questions, along with the objectives of the study, it revealed the followings:

- a) There is a high positive relationship between socio-cultural workplace and employee morale in the selected tertiary institutions in Anambra State- Nigeria.
 $r = .955$
P-value = .000 (p-value < 0.05).
- b) There is a statistically significant relationship between gender diversity and employee morale in the selected tertiary institutions in Anambra State- Nigeria.
 $r = .984$
P-value = .000 (p-value < 0.05).

Summary of Findings & Conclusion

From the study above, it was revealed that human interaction has diverse connotations. It is based on the fact that the study tried and evaluated the dynamics of human interaction in the tertiary institutions with the view to consider the impact of workplace diversity on employee morale. To strike an objective balance in the study, basic assumptions tested revealed that:

1. Socio-cultural workplace diversity has a high positive relationship on Employee Morale in the tertiary institutions in the area studied. That implied that the proper management of such factors like attitude to work, behavior and management styles would go a long way to increase the participation of the employees to strive towards the achievement of the long term and short term aims of the tertiary institutions studied.
2. Diversity of gender has a positive relationship on Employee Morale in the tertiary institutions in Anambra State. This implied that sex is a major indicator in determining the extent of workers can go in the discharging of their basic responsibility in the institutions.

Thus, the study was structured to determine the relationship between socio-cultural workplace and employee morale in the selected tertiary institutions in Anambra State; and find out the relationship between the diversity of gender and the employee morale in the selected tertiary institutions in Anambra State.

Recommendations

The study thus recommends that:

1. There is a need for the application of socio-cultural workplace diversity to make the workers participate effectively towards the achievement of organizational goals and objectives. The revelation of the study is that where it is applied holistically, there is bound to be a serious improvement on the part of university performance;
2. Universities should learn to utilize the values (diversity of gender) so as to help promote organizational productivity. The contemporary rationalization of gender in governmental and non-governmental institutions are a necessary ingredient of productivity no matter who assumes office; and
3. Universities in Nigeria should as a matter exigency divorce religious considerations especially in the recruitment process and other forms of benefits to improve organizational performance.

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