DIVERSITY MANAGEMENT AND EMPLOYEE PERFORMANCE OF BREWING FIRMS IN ANAMBRA STATE, NIGERIA.

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Abstract

The increasing differences in the workplace environment negatively affect the team spirit expected among employees to enhance their productivity and sustainability within the ambit of the organization. This work examined the relationship that exists between diversity management and employee performance of brewing firms in Anambra State, Nigeria. Specifically, objectives were categorically drawn to ascertain the extent of relationship that exists between gender diversity and job position of worker; to determine the relationship that exists between age diversity and employee commitment; and to examine the nature of the relationship that exists between cultural diversity and employee satisfaction in brewing firms in Anambra State. Descriptive survey design was adopted. The population of the study stood at 1284 and a sample size of 305 was arrived at using Taro Yamane Formula. Data were collected via structured questionnaire, and was analyzed using descriptive statistics of frequency table and percentages. Hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS version 27). Results revealed significant positive relationship between gender diversity and job position; significant positive relationship between age diversity and employee commitment; significant positive relationship between cultural diversity and employee satisfaction. We concluded that all the three proxies (gender diversity and job position of workers, age diversity and employee commitment, cultural diversity and employee satisfaction) showed significant positive relationships. Based on the findings, we recommended that organizations need to be gender sensitive during recruitment to ensure that job positions of workers are skewed appropriately. Also, organizations need to design suitable diversity management programme that will ensure an effective and efficient job descriptions, and that cultural differences are tolerated among the employees to ensure employee satisfaction in brewing firms in Anambra State, Nigeria..

Keywords*: Diversity management, employee performance, gender diversity, cultural diversity, brewing firms.*

Introduction

Diversity management emerged from the United States of America in the early 1980s as scholars became curious about finding how best organization can manage their highly diversified work force. This was necessitated by the increasing challenge faced by organization to become more innovative and competitive in the global market by hiring more effective, competent and proactive employees that come from different walks of life (Yadav and Lenka, 2020). The globe is beginning to run an increasingly independent economy with substantially increased workforce diversity and cross-culturality (Alca´zar, Ferna´ndez, Pedro and Gardey, 2012).Diversity has become such a pressing concern at present owing to globalization, changing labour markets, teamwork strategies, and shift from manufacturing to service economies, mergers and alliances (Kundu, Bansal and Chawla,2015).

Diversity management is a strategy that is intended to foster and maintain a positive workplace environment. An effective diversity management program promotes recognition and respect for the individual differences found among a group of employees (Osmond, 2008). The essence of this management approach is to encourage employees to be comfortable with diversity in the workplace and develop an appreciation for differences in race, gender, age, background, sexual orientation or any other factors that may not be shared by everyone working in the same organization (Paulson, 2011). Diversity has great benefit as it is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued. Okpako and Onuoha (2019) posit that the benefits help to attract candidates to an organization, but positive organizational culture and environment drives employee satisfaction and retention. Therefore, diversity Management in organization depicts the designing of the various differences in the demographic, social, economic and cultural composition of the human side of an organization to create a productive environment where everybody feels valued and their talents being fully utilized for the achievement of organizational goals (Abidi, Zaim, Youssef, Habibniya and Baran, 2017). The differences in the composition of human side of the employee cuts across ethics, education, religion, sex, age, race, background, disability, personality and work style diversity (Onyokoko and Onuoha, 2019).

Today, the changing demographic composition of the workforce, the increasing social sensitivity to ethical concerns, and the overall consequences of globalization are compelling more and more organizations to deal with diversity management (Abidi, Zaim, Youssef, Habibniya and Baran, 2017).The perceived poor performance of the brewing industry particularly the ones that have existed in Anambra State has placed the State among the States with limited number of breweries in Nigeria. The poor performance of the industry is not unconnected to the different compositions of the employees in terms of ethnicity, age, attitude, language, gender, religion, caste etc. This has informed the government's curiosity to attract other brewing firms in the state for it

to remain competitive at the marketplace. It is in the light of the above that this study sought to examine the relationship between diversity management and employee performance of brewing firms in Anambra State, Nigeria.

Review of Related Literature

Conceptual Review

Diversity Management

Diversity management has become an important issue in organizations due to rapid economic growth and advancement, which necessitated that organizations become more diversified, especially in multiracial and multi-ethnic countries. Organizations now face a challenge to recruit and train workers to become more aware and competent in a diversified workforce if they must attain their corporate mission and continue to survive in the world of dynamic multi-ethnic workforce environment (Lee and Nathan, 2011). Thus, to be more competitive, organizations need to play an active and guiding role to improve organization performance. They need to choose their workers well (considering their age, gender, work experience, marital status and educational qualifications), invest the employees with the proper responsibilities, support growth and respect needs in order to achieve the organization's strategic plan.

Thus, the most important issues of workforce diversity are to address the problems of discrimination in terms of gender, age, work experience, educational background/ qualification, ethnicity, education background and culture. This discriminatory attitude of some workforce, individual identity, and lack of cooperation amongst workers has been extended by workers in the same diverse organization beyond limits, which affects morale thereby leading to negative performance index and invariably take a toll on the corporate profitability (Sidney and Chadwyck, 2001). Furthermore, diversity management means the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs. (Harvey and Allard, 2012).

Workforce diversity has become a fundamental aspect used by organizations to channel or link workforce diversity initiatives towards business goals (Patrick and Kumar, 2012). Thomas (2013) asserted that workforce diversity is the variety of demographic characteristics that constitute a company's workforce particularly in terms of age, color, origin, race, culture, disability. Corroborating this assertion, Dessler (2012) is of the view that workforce diversity comprises the reality, invisible, in which people differ. Carrell (2006) define workforce diversity as the various ways that people differ which can affect a task or relationship within the banking industry such as age, gender, race, education, religion and culture.

Gender Diversity

Gender is regarded as the description of masculinity or femininity of people (Connell and Messerschmitt, 2013). Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard and Levine, 2013). Elsaid (2012) defines gender diversity in the workforce as the equal treatment and acceptance of both males and females in the banking industry. Leonard and Levin (2013) asserted that most constitutional challenge is overcoming the thought that woman are not equal to man. Kossek, Lobel, and Brown (2015) stated that only 54% of working age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the invisible care" economy, which relates to care giving and domestic work. Discrimination on hiring workers based on gender has resulted in a firm's hiring workers who are paid higher wages than alternative workers, but are no more productive (Barrington and Troske, 2013).However, according to Emiki and Eunmi (2009), workforce diversity remains ineffective if gender issues are not first recognized and managed.

Age Diversity

Age diversity is a shared phenomenon that is present in nearly all groupings, such as families, higher institutions, sport teams, and work or team groups with members of varying ages (Kunze, Boehm, and Bruch, 2013). According to Kunze (2013), age diversity is defined as the differences in age distribution among employees and is used to describe the composition of the banking industry or the composition of workgroups within the banking industry. Boehm and Kunze (2015) argued that an age heterogeneous workforce yields a host of multiple skills, intellectual styles, morals, and preferences that may result in increased productivity. Where age diversity is practiced, the benefits accrue both to the organization and the employees. Having an age diverse environment produces and creates better working relationships and enhances social cohesion for all.

Cultural Diversity

Culture is the characteristic ways of thinking, feeling and behaving shared among members of a noticeable group (Gibson and Gibbs, 2006). Cultural diversity is the nature of assorted or diverse societies, rather than monoculture, the worldwide monoculture, or a homogenization of societies, likened to social rot. Social decent variety can likewise allude to having distinctive societies and regard for one another's disparities. Social assorted variety can likewise be depicted as the variety of human societies or cultures in a specific region, or in the world as a whole. Cultural diversity has become more relevant in organizational life and complexity of jobs due to increased awareness of globalization (O'Reilly, Williams and Barsade, 1998). Lots of scholarly definitions of cultural diversity have emerged over the years. For instance, Cox (2001) defines it as "the variety of social and social characters among people existing together

in a characterized work or marketing setting". Businesses are beginning to appreciate cultural diversity more even though the issue of discrimination along cultural lines is prevalent in the workplace. Milliken and Martins (1996) observes that cultural diversity can be a "double-edged" sword in terms of improving the chances of group members' satisfaction in the diversity and creating the opportunity for creativity. Employees all over the world find themselves in organizations with different cultural background, due to internationalization and globalization. Therefore, management at all levels must apply concerted effort to implement management strategies in ensuring that the environment they work accommodates all and sundry. Hence organizations in most countries of the world are conscious of their strategies and policies as regards cultural diversity (Mor-Barak, 2005).

Employee Performance

Aguinis (2007) opines that employee performance is about behaviour or the output of the work of employees and it is determinedly in by a combination of declarative knowledge, procedural knowledge, motivation and commitment of the employees. Wood and Stangster (2002) states that employee performance is measured against the performance standards set by the organization. Kotler and Armstrong (2002) assert that employee performance is measured in terms of the quality of output (goods and services) produced by the employee. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2001). Employee performance has a direct impact on the output, sales and profits of the organizations (Hee, 2014). In the early 1990s, organizations have commenced conceptualizing performance as a multifaceted construct (Suliman, 2001). Employee performance relays basically on goal achievement made at business (Abualoush, 2018). It indicates financial and non-financial added value of employee's contribution to work to the attainment of both, directly and indirectly, organizational goals (Dajani, 2015).

Employee Commitment

Employee commitment refers to the emotional attachment that an employee has in an organization (Price, 2014). It is the extent at which employees appreciate to be members of an organization. According to Rhoades, Eisenberger and Armeli (2015), affectively committed employees are seen to have a sense of identification and belonging and this motivates them to increase their participation in the activities of an organization. Additionally, affective commitment makes employees to have willingness to meet the goals of an organization as well as the desire to stay in the organization. Beck and Wilson (2014) noted that organizational members who have an affective level of commitment have a longing to remain in the organization because they view their values and goals to be congruent with those of the organization. Coetzee (2015) points out that employee affective commitment is related with work attitude and positive feelings about their organization. The work attitude is related with how employees view the organization and this attaches them to the institution. According to Eliyana (2012),

employees with strong affective commitment would be motivated to high levels of performance and make more meaningful contributions than employees who expressed continuance and normative commitment.

Employee Satisfaction

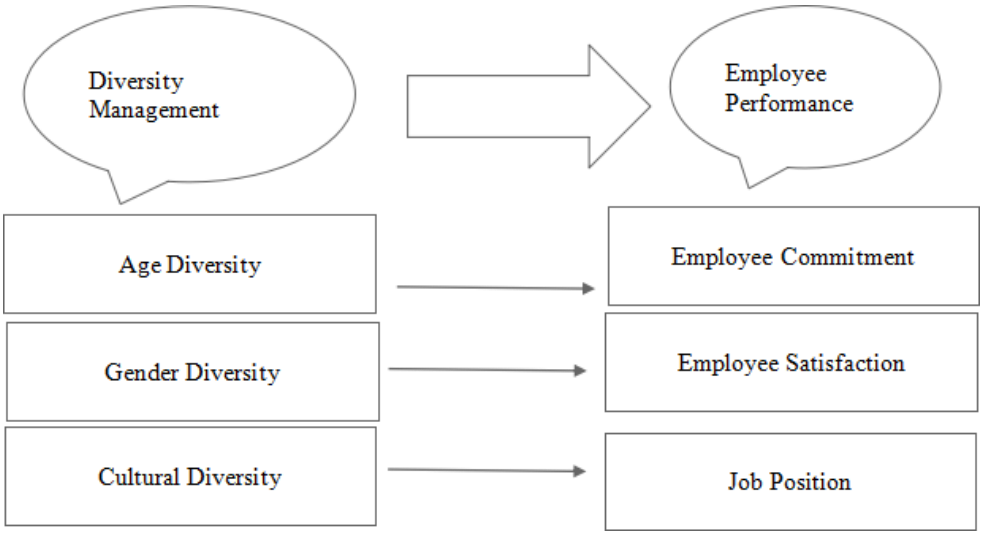
Employee Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Aziri, 2011). People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary (George and Jones, 2008). Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015). Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off) (Judge, 2001).

Job Position

A job position is a description of your day-to-day responsibilities and specific tasks in an organization. Organizations often hire for multiple job positions, all sharing the same job title. This is because each employee who holds that title will assume different responsibilities. Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of business organizations. In fact, the new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good indicator of the importance of job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is successful employee (Aziri, 2011). The availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisor, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Raziq and Maulabakhsh, 2015).

There are four determinants influencing employee satisfaction: supervisor/leader, job design, workplace environment and performance pay. The factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design

satisfaction and affects the level of satisfaction with performance pay very much (Brenninger, 2015).



Conceptual Framework

A conceptual framework can be defined as a visual representation in research that helps to illustrate the expected relationship between variables. It is an analytical tool with several variations and contexts. It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply (Ravitch, 2016).

Theoretical Framework

This study is anchored on Similarity-Attraction Theory developed by Byrne (1971) and it is used to explain group formation. It focuses on people's preference to interact with other individuals who share common life values, beliefs, expectations and experiences with others. One reason for this preference is that having knowledge of this shared attitude could help people predict the future behaviour of the other people. Similarity attraction theory assumes that people like to associate themselves with those whom they perceive to be like them based on demographic characteristics such as age, ethnicity, gender, culture, religion etc. Similarity attraction theory also assumes that people tend to apply negative assumptions and attitude to their colleagues who are different from them etc. It is believed that this attraction helps to promote cohesion, communication and cooperation among team members (Kunze, Boehm, & Bruch, 2011). For instance, it is possible to find younger employees in an organization pursuing common social activities with fellow colleagues within their age group and even going for lunch breaks with their colleagues who are of the same age group. This kind of attraction and personal ties tend to promote communication and cooperation among them because they are able

to share similar life and work experiences with one another and as such develop their similar life attitudes and beliefs. However, employees who are either older, middle aged or younger than such unified group, may conclude that the reason why they are not invited or accepted in such group is due to their age and as a result may start generating and exhibiting age prejudiced attitudes in the organization (Kunze, Boehm, & Bruch, 2011).This paradigm also assumes that people tend to apply negative assumptions and attitude to their colleagues who are different from them. Thus, stereotypes and prejudice, based on gender, ethnicity/race, and age often reflect the categorization process of distinguishing between similarity and difference, and often lead to miscommunication. The import of this theory is that birds of the feather flock together because they understand one another easily.

Empirical Studies

Osibanjo, Adeniji, Falola, Salau, Ogueyungbo, and Odion (2020) investigated the effect of diversity management on organizational performance in Deposit Money Banks in Nigeria. The study examined the influence of age, gender, work experience, educational qualification, and marital status on organizational performance using a survey research design method on a sample size of 192 employees of the five selected deposit money banks within Lagos metropolis, Southwest, Nigeria. Multiple regression analysis result showed that a significant relationship exists between the variables of diversity management and organizational performance. In particular, the model results show the level of relationships between diversities in age, gender, work experience, educational qualification and marital status on employee commitment, sales growth, and service quality and employee intention to leave. The study recommended that diversity should be adequately utilized in the management of organizations, establishments or institutions to make sure that everybody is carried along with irrespective of cultural background, ethnic group, race, or colour.

Ezinwa and Ezeanolue. (2020) investigated Diversity Management and Firm Performance in Selected Breweries in South East of Nigeria. Using descriptive statistics like frequency, percentages mean and standard deviation. The findings of the study revealed that gender diversity had significant positive effect on firm performance in South East Nigeria. Age diversity had significant positive effect on firm performance in South East Nigeria. Ethnicity diversity had significant impact on firm performance in southeast Nigeria.

Omotayo, Anthonia, Hezekiah, Odunayo, Opeyemi and Odion (2020) examined diversity management and organisational performance in deposit money banks in Nigeria. Using Pearson Product Moment Correlation Coefficient on SPSS version 27, the result showed a significant relationship between the variables of diversity management and organisational performance. In particular, the model results show the level of relationships between diversities in age, gender, work experience, educational

qualification and marital status on employee commitment, sales growth, and service quality and employee intention to leave. All the variables tested under the independent variable have positive path coefficients as factors that affect employee commitment, sales growth, service quality, employee intention to leave.

Tamunomiebi, and John-Eke (2020) investigated Workplace Diversity: Emerging Issues in Contemporary Reviews using extensive literature. Least square method was used. Findings revealed that these issues are brought to bear through globalization, migration, aging population, outsourcing, women's work. Organization should have a framework for workplace diversity management; optimally allocating resources to create a multicultural engaged workforce for productivity and excellent business performance

Onyokoko and Onuoha (2019) examined strategic management and workplace diversity of selected banks in Port Harcourt, Nigeria. The study examined strategic management approaches such as effective communication and shared responsibility that managers can adopt in solving issues arising from workplace diversity, Ethnic diversity, Gender diversity and Cultural diversity. The study was based on a simple random sampling of 240 Managers of 7 deposit money banks in Port Harcourt, Rivers State, Nigeria. Findings revealed that effective communication and shared responsibility are key strategies in overcoming issues of workplace diversity, and these can lead to more committed; better performing employees as well as high productivity for the organization.

Obamiro, Kumolu-Johnson and Ngwamaj (2019) examined Workforce Diversity and Employees' Performance: Evidence from a Nigerian Bank in Nigerian. The study specifically examined the relationship between gender diversity and job satisfaction and also ethnic diversity and employee intention to quit using Pearson Product Moment Correlation (PPMC) analysis on a sample of 121 employees. Findings showed that gender diversity correlate with job satisfaction at a value of $r = 0.891$, while ethnic diversity correlate with employee intention to quit at a value of $r = 0.825$. The results also showed a strong relationship between workforce diversity variables and employee performance of First Bank of Nigeria Plc. Alimosho branches.

Olajide-Arise, Oluseyi, Olalekan, and Adekunle (2019) examined workforce diversity and employee affective commitment of selected deposit money banks in Lagos State, Nigeria. The study examined the effect of workforce diversity dimensions which includes age diversity, gender diversity, ethics diversity, religion diversity and educational diversity on employee affective commitment of selected deposit money banks in Lagos State, Nigeria. using descriptive and inferential statistics for the analyzes on a sample size of 464. Findings revealed that workforce diversity dimensions (age diversity, gender diversity, ethics diversity, religion diversity and educational diversity) have positive and significant effect on employee affective commitment.

Ahmad and Rahman (2019) investigated effect of workplace diversity on employees' performance in Allama Iqbal Open University. Using descriptive statistics like frequency, correlation and regression. Findings revealed that age diversify; gender diversity and ethnicity diversity have negative relationship on the performance of the employees. Experience diversity has positive effect on employees' performance.

Barang'a, and Maende (2019) investigated workforce diversity on employee performance in the office of the attorney general and department of justice, Kenya. The study provided empirical evidence on the influence of educational background diversity, ethnicity diversity, age diversity and gender diversity on employee performance. Multiple regression analysis was used on sample of 5 Human Resource Managers and 50 Support Staff from HRM department. Findings showed that educational background diversity, ethnicity diversity, age diversity and gender have a positive and significant relationship on employee performance.

Akpoviroro and Akinbola (2018) examined effects of workforce diversity on employees' performance in stallion group of company in Nigeria. The study provided empirical evidence on the effect gender diversity, age diversity, ethnicity diversity and educational background on employee performance using a descriptive and explanatory research design. Multiple Regression analysis was used on a sample size of 80 respondents. Findings revealed that there is a relationship between each independent variables and the dependent variable and tested at 1% significance level. It also revealed that gender; age, ethnicity and educational background are positively correlated and the strength of the relationship is small but definite relationship to employee performance. The study recommends that that management of organizations should develop mechanisms that promote cultural diversity in the workplace through effective diversity programs. Regular training on diversity should be conducted among the employees for the purpose of strengthening the wellbeing of the organization.

Abidi, Zaim, Youssef, Habibniya and Baran (2017) examined diversity management and Its Impact on HRM Practices: Evidence from Kuwaiti Companies in Kuwaiti. The study provided empirical evidence on avoidance of discrimination, ability to manage people and ability to work in harmony with people using a regression analysis to measure the effects of diversity management on HRM. Findings revealed that there is a positive significant relationship between Diversity Management policies and Human Resources Management practices. Furthermore ability to manage people from different backgrounds has the most significant effect on HRM practices. Consequently, Ability to work in harmony with people from different cultures" component, then "Avoidance of discrimination". The study recommended that HRM functions, accordingly, can be regarded as an imminent tool for organizations in the pursuit of effective implementation of diversity management principles.

Qasim (2017) examined the effect of workforce diversity on employee job performance: The empirical assessment of education sector in Jalalabad, Afghanistan. The study investigates and analyzes the effect of Gender and Ethnicity based level diversity on employee performance using linear regression, correlation and reliability tests on sample size of (260) employers and students. The study revealed that workforce diversity has significant effect on employee job performance. Moreover, the Gender based diversity and Ethnic Based diversity was constant variables. The study recommended that well managed work force can be very productive to the organizations, individuals who are working in multi-cultural or diversified work force can enhance their skills and boost their knowledge, organization should also prepare their employers to work with and practice how to manage diversity for productive outcome.

Durga (2017) examined the impact of workforce diversity on organizational effectiveness: (a study of selected banks in Tigray region of Ethiopia). The study provided empirical evidence on the effect of variables like-age, gender, education, tenure, religion, race level and cultural diversity on organizational effectiveness. Using descriptive research design on a sample of 271 respondents from different towns. The findings indicated that the impact of workforce diversity on organizational effectiveness when moderated by workforce contexts is minimal.

Hatipoglu and Inelmen (2017) examined demographic diversity in the workplace and its impact on employee voice: the role of trust in the employer in Turkey. The study specifically examined the relationship between demographic diversity principles and evaluations of employee voice. Multiple Regression analysis was used on a sample of 37 hospitality institutions with different star categories. Findings revealed that Employee evaluations of voice opportunities were found to display differences between male and female employee groups. While generational cohort was a differentiating attribute for the male group, job tenure had the same effect for the female employees.

Makhdoomi and Nika (2017) investigated Workforce Diversity and Employee Performance: An Empirical Study of Telecom Organizations in Delhi, India. The study examined influence of workforce in the organizations on the performance of the employees which included age diversity, gender diversity, ethnic diversity, diversity of education and experience using Descriptive Statistics for analyzes on sample of 120 respondents. Findings showed that none of the dimension of diversity that was studied in this research has any significant impact on the performance of the employees. Thus employees can work in the company of various people who come from diverse backgrounds and have diverse features and characteristics, without having any impact on their performance.

Obuma and Worlu (2017) examined workplace diversity and employee engagement of banks in Rivers State, Nigeria using correlation and regression. Findings recommended among others that the top manager must understand that there is unity in diversity and

this can be done through orientation programs, seminars and workshops on a periodic interval and culture of organizations should be established in such a way that nepotism and favouritism is eliminated. The banking sector requires improved performance and productivity, and workforces with vigour, dedication and absorption exhibit positive attitude towards work and therefore effort should be made to make them engage at work.

Akpakip (2017) investigated effect of workforce diversity on employee performance in Nigerian banking industry using descriptive statistics, correlation and regression. Findings showed all aspects of workforce diversity used in the study have a significant relationship with employee performance except for ethnic diversity. It was also discovered that gender, age and educational diversity have strong influence on employee performance.

Onday (2016) examined Global workforce diversity management and the challenge of managing diversity: situation on world and in Turkey. The study provides empirical evidences on sectoral basis diversity, country basis diversity and occupational basis diversity using Descriptive Statistics for analyzes. The main purpose of this article is to review the recent literature of workforce diversity on global basis and specifically Turkey. Besides giving insight about global workforce diversity management for comparison purposes between different continents, the purpose of this paper is to provide information for the potential researchers about basic aspects of global workforce diversity management.

Gaunya (2015) examined effect of workforce diversity management on employee performance in the public sector in Kenya using educational diversity and age diversity on the performance of employees in the public sector in Kenya. Descriptive and inferential statistics was used to analyze data collected on a sample of 180 line officers and 10 management level officers from the department of Probation and Aftercare Services using simple random sampling technique. Finding revealed that there is a significant positive relationship between educational diversity and employee performance and further found that age diversity had a statistically weak relationship with employee performance. The study recommended that organizational leaders implement educational diversity initiatives in efforts to motivate and encourage each individual to work effectively with others so that organizational goals are achieved.

Lu, Chen, Huang and Chien (2015) examined the effect of diversity on human resource management and organizational performance in Taiwan. The study provided empirical evidence on the effect of age diversity, professional tenure diversity, and expertise diversity in the fashion industry using multiple regression analysis on a sample of 80 shop owners and 320 customer service employees. Findings revealed that demographic diversity positively moderates the HRM–store performance relationship. Greater age diversity strengthens the HPWS–performance relationship. HPWS implementation fosters team autonomy and, consequently, cooperation and communication among team

members. Age diversity enhances an organization's attractiveness. The moderating effects of professional tenure diversity and expertise diversity are insignificant. Prominent diversity factors in organizations warrant further investigation.

Saxenaa (2014) investigated Workforce Diversity: A Key to Improve Productivity in Indian using age, gender, caste, experience, professional qualification and geographical diversity as critical aspects of diversified workforce that affects the working of employees. The study was content analyses of extant literature. Findings revealed that hiring diversified workforce will definitely leads to improved productivity, but may prove to disaster if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human behavior which ultimately if managed properly, can increase the productivity of any organization.

Munjuri and Maina (2013) examined workforce diversity management and employee performance in the banking sector in Kenya. The study showed that employee's level of education and performance ability is the key determinants of employee's compensation. Descriptive survey research design was used on a population which included all the 4000 employees of the bank. Findings revealed that Workforce diversity affect employee performance at varying degrees considering both managers and non-managerial employees of the Bank. The managers registered a greater impact while the impact was less among the non-managerial employees. The various tests of hypotheses showed a significant level of association between employee performance and the mean productivity levels of the bank workforce when categorized by gender, age and level of education.

Alca´zar, Ferna´ndez and Gardey (2013) investigated workforce diversity in strategic human resource management models: A critical review of the literature and implications for future research in Spain. Using diversity in universalistic models, diversity in contingent models and diversity in configurationally models on strategic human resource management models. The study was content analyses of extant literature. Findings revealed that heterogeneous workforce influences holistic transformation of human resource strategies.

Methodology

The study adopted descriptive survey design. The population of the study stood at 1284 selected from Nigerian Breweries and the SABMiller Breweries in Onitsha, Anambra State. A sample size of 305 was arrived at using Taro Yamane Formula. Data were collected via structured questionnaire, and was analyzed using descriptive statistics of frequency table and percentages. In order to ensure that the instrument measure what it was designed for, content and construct validity was used to validate the instrument.

Cronbach alpha was used to test for the reliability of the instrument at 5% level of significance. The Cronbach's Alpha reliability statistics of 0.876 is considered sufficiently high and above the cut-off point of 0.6 suggested by Hair, Bush, and Ortinua (2006). Hypotheses were tested using Pearson Product Moment Correlation Coefficient.

Results and Discussions

Test of Hypotheses

Interpreting the Pearson Result

A positive correlation means that as the independent variable increases in value, the dependent variable also increases in value. Similarly, as the independent variable decreases in value, the dependent variable also decreases in value.

Decision Rule: Reject the null hypothesis and accept the alternate hypothesis if P-value < 0.5; if otherwise accept the Null Hypothesis.

Test of Hypothesis One

Ho**:** There is no significant relationship between gender diversity and job position of workers in brewing firms in Anambra State.

Ha: There is a significant relationship between gender diversity and job position of workers in brewing firms in Anambra State.

Table 4.1 Correlation between gender diversity and job position of workers in brewing firms in Anambra State.

Correlations

		Gender Diversity	Job Position
Gender Diversity	Pearson Correlation	1	.754
	Sig. (2-tailed)		.023
	N	294	294
Job Position	Pearson Correlation	.754	1
	Sig. (2-tailed)	.023	
	N	294	294

Source: SPSS version 23 Output

Result Summary

Table 4.1 shows that there is a positive significant relationship between gender diversity and job position of workers in brewing firms in Anambra state with r = 0.754, n = 294 and p-value of 0.023 ($p<0.05$).Since the p-value is less than the given level of

significance, therefore, we accept the alternate hypothesis and conclude that there is a significant positive relationship between gender diversity and job position of workers in brewing firms in Anambra State. This implies that increase in gender diversity leads to a commensurate increase in job position.

Test of Hypothesis Two

Ho**:** There is no significant relationship between age diversity and employee commitment in brewing firms in Anambra state.

Ha: There is a significant relationship between age diversity and employee commitment in brewing firms in Anambra State.

Correlations

		Age Diversity	Employee Commitment
Age Diversity	Pearson Correlation	1	.821
	Sig. (2-tailed)		.020
	N	294	294
Employee Commitment	Pearson Correlation	.821	1
	Sig. (2-tailed)	.020	
	N	294	294

Source: SPSS version 23 Output

Result Summary

Table 4.1.2 shows that there is a significant positive relationship between age diversity and employee commitment in brewing firms in Anambra state with r= 0.821, n = 294 and p-value of 0.020 ($p<0.05$). Judging from the results, the positive relationship is depicted by r=0.821 and p-value less than 0.05 implies that the alternate hypothesis is accepted while the null hypothesis is rejected. We, therefore, conclude that there is a significant positive relationship between age diversity and employee commitment in brewing firms in Anambra state. The import is that an increase in age diversity creates room for an equal increase in employee commitment.

Test of Hypothesis Three

Ho: There is no significant relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state.

Ha: There is a significant relationship between cultural diversity and employee satisfaction in brewing firms in Anambra State.

Table 1.0: Correlation between cultural diversity and employee satisfaction in brewing firms in Anambra state.

Correlations

		Cultural Diversity	Employee Satisfaction
Cultural Diversity	Pearson Correlation	1	.674
	Sig. (2-tailed)		.008
	N	294	294
Employee Satisfaction	Pearson Correlation	.674	1
	Sig. (2-tailed)	.008	
	N	294	294

Source: SPSS version 23 Output

Result Summary

Table 4.11 shows that there is significant positive relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state with r = 0.674, n = 294 and p value of 0.008 (p<0.5). Therefore, we accept the alternate hypothesis and conclude that there is a significant positive relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state.

Discussion of Findings

Hypothesis One

Hypothesis one revealed that there is a significant positive relationship between gender diversity and job position of workers in brewing firms in Anambra state with r= 0.754 n = 294 and p value of 0.023 (p<0.05). Therefore, we accepted the alternate Hypothesis and concluded that there is significant positive relationship between gender diversity and job position of workers in brewing firms in Anambra state. This finding is in agreement with Obamiro, Kumolu-Johnson and Ngwamaj (2019) result that gender diversity correlate with job position at a value of r = 0.891 in their study of Workforce Diversity and Employees' Performance: Evidence from a Nigerian Bank in Nigerian.

Hypothesis Two

It indicated that there is a significant positive relationship between Age diversity and employee commitment in brewing firms in Anambra state with r= 0.821 n = 294 and p value of 0.020 (p<0.05). Therefore, we accepted the alternate Hypothesis and concluded that there is a significant positive relationship between Age diversity and employee commitment in brewing firms in Anambra state. This finding is in tandem with Osibanjo, Adeniji, Falola, Salau, Ogueyungbo, and Odion (2020) finding that a significant positive relationship exists between age diversity and employee commitment in deposit money banks in Nigeria. Also, Gaunya (2015) disagreed to this finding

through the investigation of workforce diversity management on employee performance in the public sector in Kenya using educational diversity and age diversity on the performance of employees in the public sector in Kenya, result indicated that age diversity had a statistically weak relationship with employee commitment. Olajide-Arise, Oluseyi, Olalekan, and Adekunle (2019) concurred that age diversity has positive and significant effect on employee affective commitment in the study of workforce diversity and employee affective commitment of selected deposit money banks in Lagos State in Nigeria.

Hypothesis Three

The result revealed that there is a significant positive relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state with r= 0.674 n = 294 and p value of 0.008 ($p<0.5$). Therefore, we accepted the alternate hypothesis and concluded that there is a significant positive relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state. This finding is in agreement with Ma Qiaoxin (2018) study of the Analysis of Cultural Diversity Factors Influencing Employees Satisfaction which revealed that cultural diversity has significant influence on employee satisfaction in the company.

Summary of Findings

1) There is a significant positive relationship between gender diversity and job position of workers in brewing firms in Anambra state.
2) There is a significant relationship between Age diversity and employee commitment in brewing firms in Anambra state.
3) There is a significant relationship between cultural diversity and employee satisfaction in brewing firms in Anambra state.

Conclusion

Diversity management had a significant relationship with employee performance of brewing firms in Anambra State. The results proved a significant between gender diversity and job position of workers; age diversity and employee commitment; cultural diversity and employee satisfaction in brewing firms in Anambra state. The study concluded that all the proxies (gender diversity, job position, age diversity, employee commitment, cultural diversity and employee satisfaction) indicated significant positive relationships..

Recommendations

Based on the findings of this study, the following recommendations were made:

- Organizations need to be gender sensitive during recruitment to ensure that job position of workers are skewed appropriately.

- ❖ Organizations need to design diversity management programme that will ensure that job descriptions and roles are factors in age of the employees.
- ❖ Organizations need to design diversity management programme that will ensure that cultural differences are tolerated among the employees to ensure employee satisfaction in brewing

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