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DIVERSITY MANAGEMENT INCLUSION AND EMPLOYEE PRODUCTIVITY AMONG BANK EMPLOYEES IN LAGOS METROPOLIS

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Abstract

This study investigates the relationship between diversity management, inclusion, and employee productivity among bank employees in Lagos Metropolis. Specifically, it examines four key areas: the effect of diversity team building, the impact of diversity recruitment, the role of diversity training, and the influence of workplace inclusivity on employee productivity. Using a survey questionnaire, the study collected data from 120 participants, with 115 completed responses returned. The data was analyzed using SPSS software, employing frequency and percentage distributions for descriptive statistics, and multiple regression analysis for hypothesis testing at a 0.05 significance level. The findings from the study revealed that organizations that promote diversity and inclusion experience higher employee engagement, job satisfaction, and productivity. Employees in inclusive work environments, where diverse perspectives are valued, reported increased motivation and commitment to their roles. The study highlights that diversity team-building activities encourage collaboration among employees from various backgrounds, fostering a culture of mutual respect and creativity, which ultimately enhances productivity. Moreover, the research found that diversity training programs positively influence employee productivity by improving cultural competence, reducing biases, and enhancing interpersonal communication. The study also emphasized the importance of workplace inclusivity in driving productivity, where employees feel valued and have equal opportunities for career advancement. In light of these findings, the study recommends that organizations implement structured diversity team-building programs, strengthen their recruitment practices to ensure diversity, and invest in continuous diversity training to maximize employee productivity.

Keywords: Diversity Management; Inclusion; Employee Productivity; Workplace Inclusivity; Diversity Training

Introduction

Employee productivity is a critical factor in achieving organizational success and maintaining competitive advantage, particularly in dynamic industries like banking. Productivity reflects the efficiency and effectiveness with which employees perform their tasks and contribute to organizational goals. In recent years, diversity management and inclusion have emerged as key factors influencing productivity, especially in environments where workforce heterogeneity is prominent (Roberson, 2019). As globalization continues to shape business practices, organizations in metropolitan areas like Lagos are increasingly composed of individuals from various cultural, ethnic, and gender backgrounds. Managing such diversity requires intentional policies that promote inclusion and enable employees to maximize their potential. For banks in Lagos Metropolis, diversity management and inclusion are not only ethical imperatives but also strategies for enhancing organizational productivity. Studies indicate that a well-managed diverse

workforce can lead to innovative problem-solving, better decision-making, and higher employee output (Combs, 2019).

Team building is a vital approach to enhancing collaboration and productivity among employees. Diversity-focused team-building activities aim to integrate individuals with different backgrounds, perspectives, and skills into cohesive units that work effectively toward shared goals (Osibanjo, 2020). In the banking sector, where teamwork underpins daily operations, such initiatives encourage creativity and dynamic problem-solving among employees (Shen et al., 2009). By leveraging the unique strengths of diverse team members, banks can foster a culture of innovation and adaptability. This study will assess the impact of diversity team-building initiatives on employee productivity within Lagos-based banks, providing insights into whether fostering collaboration among diverse groups translates into higher organizational performance.

Diversity recruitment is another critical component of managing workforce heterogeneity. It involves hiring individuals from diverse backgrounds to ensure representation across ethnic, gender, and cultural lines (Combs et al., 2019; Bako et al., 2021). Research suggests that organizations with robust diversity recruitment policies are better positioned to innovate and adapt to changing market demands, as a diverse workforce introduces fresh perspectives and varied approaches to problem-solving (Roberson, 2019). In Lagos, where banking institutions serve an increasingly global clientele, embracing diversity recruitment is a strategic necessity. This study seeks to explore how diversity recruitment practices impact employee productivity in Lagos Metropolis banks, examining whether these practices lead to a more innovative and productive workforce.

Diversity training and workplace inclusivity also play pivotal roles in enhancing productivity. Diversity training educates employees on embracing differences, reducing biases, and fostering respectful communication across cultural lines (Bezrukova et al., 2012). In the banking industry, such training can improve teamwork, customer relations, and overall efficiency. Meanwhile, workplace inclusivity creates environments where all employees feel valued and have equal opportunities to contribute to organizational goals (Mor Barak, 2015). Inclusive workplaces foster higher engagement, satisfaction, and loyalty, leading to lower turnover and better performance.

This study will investigate the influence of diversity training and inclusivity on employee productivity in Lagos-based banks, offering evidence of the tangible benefits of these practices in driving organizational success. This study will assess the role of workplace inclusivity on employee productivity in the banking sector, exploring whether inclusive work environments lead to better performance, lower turnover, and enhanced employee satisfaction.

Statement of the Problem

Employee productivity highlights the critical role diversity management and inclusion play in fostering a productive workforce. Despite the potential of diverse teams to drive innovation and adaptability, many organizations face challenges in implementing effective diversity management practices (Schuler, 2011). One key issue is the disconnect between diversity policies and their practical application, which can lead to the marginalization of specific employee groups. This misalignment undermines employee engagement and hinders productivity, as marginalized employees may feel undervalued and less motivated to contribute fully to organizational goals (Opele, Tongo & Ajayi, 2021). Moreover, tokenistic diversity initiatives fail to incorporate diverse perspectives into the organizational strategy, further diminishing the productivity gains that inclusion can provide (Ashikali & Groeneveid, 2015).

Another significant challenge is the lack of effective team-building initiatives to unite employees from diverse cultural, gender, and ethnic backgrounds. In the banking sector, where collaboration is critical, fragmented teams can lead to communication breakdowns, reduced trust, and misaligned objectives, all of which negatively affect productivity (Onifade, 2022). Employees may struggle with cultural differences, causing misunderstandings that impede teamwork and workflow (Mason & Aramovich, 2013). The absence of diversity-focused team-building activities that celebrate differences compounds this issue, creating a disjointed work environment that fails to harness the full potential of its diverse workforce.

Recruitment practices also present a challenge to fostering diversity and productivity. Many banks aim to attract a diverse workforce but fall short due to unconscious biases and inconsistent recruitment policies (Osibanjo, 2020). A homogeneous workforce restricts the organization's ability to draw from varied perspectives and skills, limiting innovation

and reducing employee engagement (Olanipekun, 2020). This lack of inclusivity in recruitment diminishes the organization's ability to optimize its human resources for maximum productivity (Uche, 2020). Addressing this issue requires deliberate efforts to eliminate bias and standardize inclusive recruitment processes that bring diverse talents into the organization.

Lastly, poorly implemented diversity training programs often fail to achieve lasting impact. These initiatives may not address entrenched biases or foster genuine understanding among employees, especially when perceived as mere compliance exercises (Bezrukova, Jehn, & Spell, 2012). Without ongoing reinforcement and organizational support, the benefits of such training are short-lived. Employees may remain disengaged, feeling undervalued in the workplace, which leads to higher turnover rates and reduced productivity. To enhance employee productivity, it is essential to address these challenges comprehensively by aligning diversity policies with practices, fostering inclusive team-building, improving recruitment strategies, and ensuring the effectiveness of diversity training programs.

Objectives of the Study

The major aim of this study is to examine diversity management inclusion and organizational productivity among bank employees in lagos metropolis. However, the specific objectives are to:

i. Examine the effect of diversity team building on employee productivity
ii. Ascertain the effect of diversity recruitment on employee productivity
iii. Find out if diversity training on employee productivity
iv. Ascertain the role of workplace inclusivity on employee productivity

Research Questions

The following questions will be answered in this study:

i. What is the effect of diversity team building on employee productivity?
ii. How effective are diversity recruitment on employee productivity?
iii. How do diversity training influence employee productivity?
iv. What role do workplace inclusivity play in enhancing employee productivity?

Hypotheses

The following null hypotheses will be tested in this study:

Hypothesis One

H_{o1}: Diversity team building have no significant effect on employee productivity.

Hypothesis Two

H_{o2}: Diversity recruitment have no significant effect in improving employee productivity.

Hypothesis Three

H_{o3}: Diversity training do not significantly influence employee productivity.

Hypothesis Four

H_{o4}: Workplace inclusivity do not enhance employee productivity.

LITERATURE REVIEW

Concept of Diversity Management

Diversity Management refers to the organizational practice of actively recognizing, valuing, and leveraging the variety of differences among employees, such as race, gender, age, ethnicity, religion, physical abilities, sexual orientation, and cultural backgrounds (Ahmad, 2020). Nwafor, A. E., Umetiti, C. B., and Ndu-Anunobi, G. U. (2024) Established that Workforce diversity has important implications for the organizations that want to achieve their set objectives. It means then that to have a diverse workforce is one thing while its effective management is a different thing all together In today's globalized workforce, diversity is not merely about compliance with regulations or filling quotas; it involves creating a more inclusive work environment where all individuals can contribute their unique perspectives and talents (Barak, 2016). Effective diversity management enables companies to embrace the varied experiences and ideas of their employees, which can drive innovation and improve overall business performance (Shen et al., 2009).

Alozie (2020) noted that the key aspects of diversity management is promoting a culture of inclusion, where all employees feel valued, respected, and supported. This involves implementing policies that eliminate discrimination, bias, and unequal treatment while fostering collaboration and mutual respect (Cox & Blake, 1991). Companies that excel in diversity management focus on creating an environment where differences are seen as strengths rather than obstacles. This can be achieved through employee training, diversity awareness programs, and leadership initiatives that promote inclusivity at all levels of the organization (Thomas, 2006).

Diversity management also plays a crucial role in enhancing employee satisfaction and retention. When employees feel that their

diverse perspectives and contributions are appreciated, they are more likely to be engaged and motivated, leading to increased job satisfaction and productivity (Grobler et al., 2012). A well-managed diverse workforce can also improve the company's reputation as a socially responsible organization, attracting top talent from a broader pool of candidates. Furthermore, diverse teams tend to be more creative and effective in problem-solving, as they bring different perspectives to the table, leading to better decision-making and innovation (O'Leary & Weathington, 2006).

Arslan (2022) argued that successful diversity management involves strategic recruitment, retention, and development practices aimed at fostering diversity in leadership positions as well. Companies must ensure that their talent pipelines are inclusive, providing equal opportunities for advancement and career growth for all employees (Shen et al., 2009). Aligning diversity goals with the overall business strategy, organizations can create a competitive advantage that not only improves internal operations but also helps them better understand and meet the needs of diverse customer bases in the global marketplace (Barak, 2016).

Diversity Team Building

Diversity Team Building refers to the intentional creation and development of teams composed of individuals from varied backgrounds, including race, gender, age, culture, and other social or demographic factors (Ashikali, 2021). The goal of diversity team building is to foster an inclusive environment that harnesses the unique perspectives and experiences of all team members to improve problem-solving and innovation. Diverse teams, when properly managed, tend to be more creative and effective, as they bring together different ways of thinking and addressing challenges (Shore et al., 2009). Organizations that engage in diversity team building often benefit from increased innovation, adaptability, and access to a wider range of talents (Cox & Blake, 1991).

Baran & Kłos (2014) argued that the central aspects of diversity team building is promoting strong communication and collaboration among team members, especially when differences in cultural or personal backgrounds may initially present challenges. Effective diversity team building involves addressing potential conflicts that may arise from misunderstandings or differing perspectives by facilitating open communication and mutual respect (Jehn et

al., 1999). Teams must learn to navigate and embrace these differences to enhance performance, requiring organizations to provide adequate training and leadership support to foster an inclusive culture that respects diversity (Ely & Thomas, 2001).

Diversity team building is also crucial for improving decision-making processes. Research has shown that teams with greater diversity often make better decisions because they consider a wider range of perspectives, minimizing the risk of groupthink (Page, 2007). However, this benefit is only realized when teams are effectively managed to ensure that all voices are heard and valued. Leadership plays a pivotal role in this by creating a psychologically safe environment where team members feel comfortable sharing their ideas, even if those ideas challenge the status quo (Edmondson, 1999). This inclusivity in team dynamics leads to higher-quality discussions and more innovative solutions to complex problems.

Diversity team building contributes to improved employee engagement and retention. When employees feel that their unique identities and perspectives are recognized and appreciated, they are more likely to be satisfied with their jobs and remain committed to the organization (Shore et al., 2009). In turn, diverse and inclusive teams help organizations attract top talent from various demographic groups, giving them a competitive edge in the marketplace. By investing in diversity team building, organizations can create a more dynamic, creative, and resilient workforce that is better equipped to face the challenges of a globalized business environment (Cox & Blake, 1991).

Diversity Recruitment

Diversity Recruitment refers to the strategic process of attracting, selecting, and hiring candidates from a wide variety of backgrounds, ensuring that the workforce reflects a broad spectrum of demographic, cultural, and social diversity (Conţu, 2020). This approach aims to reduce unconscious bias and create an inclusive hiring process that values different perspectives, skills, and experiences. Organizations engage in diversity recruitment to not only comply with anti-discrimination laws but also to harness the benefits of a diverse workforce, such as increased innovation, creativity, and competitiveness in the marketplace (Avery & McKay, 2006).

According to Delgado-Piña (2020), the key elements of diversity recruitment is ensuring

that the hiring process is free from biases that may favor certain groups over others. This can involve using standardized assessments, structured interviews, and blind resume reviews to evaluate candidates purely on their qualifications and potential, rather than on factors such as race, gender, or age (Sohn & Shen, 2019). Additionally, organizations may implement diversity recruitment strategies by actively reaching out to underrepresented groups through targeted job postings, diversity job fairs, and partnerships with educational institutions or professional organizations that cater to diverse communities (Ng & Burke, 2005).

Diversity recruitment is also critical for improving organizational culture and employee engagement. When employees see that their company values diversity and is committed to creating an inclusive work environment, they are more likely to feel a sense of belonging and commitment to the organization (McKay et al., 2007). This, in turn, can lead to higher levels of job satisfaction, productivity, and retention, particularly among employees from traditionally marginalized groups. Moreover, diverse recruitment practices can enhance an organization's reputation, helping to attract top talent from a wider range of backgrounds, which can result in a more dynamic and innovative workforce (Cox & Blake, 1991).

Diversity recruitment provides companies with a competitive edge in the global marketplace. A diverse workforce can better understand and serve the needs of a diverse customer base, making the organization more adaptable and responsive to changing market conditions (Shen et al., 2009). By fostering an environment that promotes diversity from the recruitment stage onward, organizations position themselves as inclusive, forward-thinking, and socially responsible, which can lead to improved business outcomes and long-term success.

Diversity Training

Diversity Training refers to educational programs designed to increase employees' awareness of cultural, racial, gender, and other forms of diversity within the workplace (Ensari, 2017). The goal is to equip employees with the knowledge and skills to work effectively in a diverse environment, reduce biases, and foster inclusivity. By helping employees understand and appreciate differences among their colleagues, diversity training aims to create a more inclusive organizational culture where all individuals feel respected and valued (Paluck & Green,

2009). Diversity training often covers topics such as cultural competence, unconscious bias, inclusive communication, and conflict resolution in diverse teams.

Ezeanyim & Ezeanolue (2020) noted that the core components of diversity training is addressing unconscious bias, which refers to the automatic and often unintentional associations people make based on factors like race, gender, or age. Unconscious bias can influence decision-making in hiring, promotions, and everyday workplace interactions, often leading to inequities. By raising awareness of these biases, diversity training helps employees recognize and mitigate their own prejudiced behaviors, which can lead to fairer and more inclusive work environments (Bielby, 2000). Through activities such as role-playing, case studies, and group discussions, employees are encouraged to reflect on their attitudes and learn strategies for managing bias.

Diversity training also aims to improve teamwork and communication in diverse settings. When employees come from different cultural or social backgrounds, misunderstandings and conflicts can arise due to differing communication styles or perspectives. Training helps employees develop cultural competence—the ability to interact effectively with people from different backgrounds—and fosters better collaboration in diverse teams (Ely & Thomas, 2001). By teaching employees how to navigate cultural differences and build trust, diversity training improves organizational cohesion and helps teams capitalize on the benefits of diversity.

Diversity training contributes to organizational goals by improving employee satisfaction and retention, particularly for underrepresented groups. When employees see that their organization is committed to promoting diversity and inclusion, they are more likely to feel valued and supported, leading to higher levels of engagement and loyalty (Nishii, 2013). Additionally, organizations that invest in diversity training can enhance their reputation as socially responsible employers, which can help attract top talent from a variety of backgrounds and improve overall business performance (Dobbin & Kalev, 2016).

Workplace Inclusivity

Workplace inclusivity refers to creating an organizational environment where all employees, regardless of their background or identity, feel respected, valued, and able to contribute to their fullest potential (Ashikali, 2021). Inclusivity goes beyond diversity,

focusing not only on representation but also on fostering an atmosphere where differences are embraced and everyone has equal opportunities for participation, growth, and success (Nishii, 2013). Inclusive workplaces are characterized by equitable access to resources, fair treatment in decision-making, and active efforts to ensure that diverse voices are heard and integrated into the company's processes.

According to Vohra & Chari (2015), the key aspect of workplace inclusivity is ensuring that all employees feel a sense of belonging, regardless of their race, gender, age, sexual orientation, or other identity factors. This involves creating an environment where differences are acknowledged and valued, and where employees can express their individuality without fear of discrimination or exclusion. Organizations often implement policies and practices such as flexible work arrangements, employee resource groups, and inclusive leadership to support inclusivity and foster a culture where everyone feels they can thrive (Shore et al., 2011).

Inclusive workplaces also prioritize removing barriers to participation and advancement for underrepresented or marginalized groups. This includes addressing systemic biases in hiring, promotions, and performance evaluations that may disadvantage certain individuals. Inclusivity efforts often involve ongoing diversity training, mentorship programs, and unbiased evaluation processes that promote fairness and equal opportunity for all employees (Roberson, 2006). By creating an equitable environment, organizations ensure that all employees have the tools and support they need to succeed, which can lead to greater job satisfaction, higher retention rates, and enhanced organizational performance.

Finally, workplace inclusivity contributes to a positive organizational culture and business success. Companies with inclusive environments tend to have more engaged and productive employees, as inclusivity fosters collaboration, creativity, and innovation (Herring, 2009). Furthermore, inclusivity helps organizations attract and retain top talent, enhances their reputation, and can improve relationships with diverse customer bases. By embracing workplace inclusivity, organizations not only build stronger teams but also position themselves for long-term success in an increasingly diverse and competitive marketplace.

Employee Productivity

Employee productivity refers to the efficiency with which employees perform their job tasks, contributing to the overall goals and objectives of an organization (Triguero-Sanchez, 2018). According to Nwafor, A. E., Ojiako, C. I., and Umetiti, C. B. (2020) Employees' productivity is a concept which is directly related to output, Productivity is the ability of workforce to produce maximum outputs with optimal inputs. It is commonly measured in terms of the output produced by an employee within a given time period, relative to the resources consumed (Pinder, 2008). High employee productivity is critical for business success, as it directly impacts an organization's profitability, competitiveness, and capacity for growth. Factors such as skill level, motivation, working conditions, and management practices significantly influence productivity. Organizations continually seek ways to enhance employee productivity to improve their operational efficiency and achieve better business outcomes (Cascio, 2015).

Triguero-Sanchez (2017) argued that the key factor affecting employee productivity is motivation. Motivated employees are more likely to put in extra effort and produce higher-quality work. Motivation can be intrinsic, driven by personal satisfaction and interest in the job, or extrinsic, fueled by external rewards such as salary increases, bonuses, and promotions (Ryan & Deci, 2000). Employers often implement motivational strategies, such as recognition programs, performance incentives, and opportunities for career advancement, to boost productivity. According to Herzberg's two-factor theory, intrinsic factors like achievement and recognition contribute significantly to job satisfaction and, in turn, to higher productivity (Herzberg, 1966).

Training and development also play a crucial role in enhancing employee productivity (Uche, 2020). When employees are equipped with the necessary skills and knowledge, they are more efficient and effective in performing their tasks (Aguinis & Kraiger, 2009). Regular training not only helps employees stay updated with industry trends and technologies but also fosters personal growth and job satisfaction, which further enhances their productivity. A study by Tharenou, Saks, and Moore (2007) found that organizations that invest in employee training experience a notable increase in productivity and overall organizational performance.

Work environment and conditions also significantly affect employee productivity (Diaz, 2020). A conducive work environment,

characterized by adequate lighting, comfortable seating, and the right equipment, can improve employees' efficiency and focus (Dul & Ceylan, 2011). Additionally, factors such as work-life balance, flexibility in work schedules, and access to resources like technology can contribute to higher productivity. On the other hand, poor working conditions, such as excessive noise, poor lighting, or inadequate tools, can lead to stress, burnout, and a decline in productivity (Vischer, 2007).

Effective management and leadership practices are critical for maintaining and improving employee productivity (Ensari, 2017). Leaders who set clear expectations, provide regular feedback, and foster a supportive work environment can significantly enhance their team's productivity (Gopal & Chowdhury, 2014). Transformational leadership, which involves inspiring employees to exceed their own expectations and work toward the collective goals of the organization, has been shown to be particularly effective in boosting productivity (Bass, 1990). Moreover, managers who engage in open communication, delegate tasks appropriately, and empower employees to make decisions often see improvements in productivity levels.

Theoretical Framework

This study anchors on Social Identity Theory (SIT), developed by Henri Tajfel and John Turner in the 1970s as a framework for analysis. The theory explains how individuals derive a sense of identity and self-esteem from the social groups to which they belong. According to SIT, people categorize themselves and others into social groups based on characteristics like race, gender, age, or occupation. This categorization forms the basis for in-group (people similar to oneself) and out-group (people different from oneself) distinctions (Tajfel & Turner, 1979). The theory suggests that individuals strive for a positive self-concept, which is partly derived from their membership in groups perceived to be superior. This can lead to in-group favoritism and out-group discrimination, as individuals enhance the status of their group while diminishing others (Hogg & Terry, 2000).

A key tenet of Social Identity Theory is the process of social categorization, which helps individuals make sense of their social environment by simplifying complex social information. Once individuals are categorized into groups, they tend to exaggerate the differences between their group (in-group) and others (out-groups) while minimizing

differences within their group. This can result in stereotyping and biased behavior, as individuals tend to view their in-group more positively and the out-group more negatively (Turner, 1987). Social comparison, another tenet of SIT, refers to the way individuals assess their group's value by comparing it to others, seeking to maintain or enhance their group's standing in relation to others (Abrams & Hogg, 1990).

In the context of diversity management, inclusion, and employee productivity, Social Identity Theory is particularly relevant as it provides insights into the dynamics of group-based behavior in the workplace. In diverse organizations, employees from different social groups (based on ethnicity, gender, or even departments) may naturally categorize themselves and others into in-groups and out-groups. This can create tensions and barriers to collaboration if individuals view members of out-groups with suspicion or hostility (Van Knippenberg & Schippers, 2007). In such scenarios, diversity management becomes essential in fostering inclusion by promoting a sense of belonging across different social identities, which can reduce intergroup conflict and enhance cooperation.

Inclusion efforts in the workplace, aimed at breaking down the negative effects of social categorization, can help employees from diverse backgrounds feel that they belong to the larger organizational group. By promoting inclusive policies, such as ensuring fair treatment, representation, and equal opportunities for all employees, organizations can counteract the negative impact of in-group/out-group dynamics. Research shows that inclusive work environments lead to higher levels of employee engagement and productivity, as individuals feel valued and supported, regardless of their social identity (Nishii, 2013). Thus, fostering inclusivity directly impacts employee productivity, particularly in diverse work settings like the banking sector in Lagos, where multiple social identities interact.

In terms of the study on Diversity Management, Inclusion, and Employee Productivity among Bank Employees in Lagos Metropolis, Social Identity Theory can be used to understand how employees from different ethnic, cultural, or gender groups interact within the banking environment. The theory highlights the importance of managing the dynamics between in-groups and out-groups to ensure that diversity leads to positive outcomes, such as enhanced productivity, rather than conflicts or divisions. By actively promoting inclusive practices,

such as diversity training and equitable leadership opportunities, banks can mitigate the potential downsides of social categorization and create a cohesive, high-performing workforce that benefits from its diversity.

The Role Diversity Management Inclusion on Employee Productivity

Diversity management and inclusion play a pivotal role in enhancing employee productivity by fostering an environment where individuals from various backgrounds feel valued and respected. As workplaces become increasingly diverse due to globalization and shifting demographics, the need for effective diversity management strategies has grown. Research suggests that inclusive organizations are more likely to experience higher levels of employee engagement and innovation, which are critical drivers of productivity (Ashikali & Groeneveid, 2015). When employees perceive that their unique perspectives and skills are appreciated, they tend to be more motivated to contribute meaningfully to organizational goals.

The key area where diversity management inclusion impacts productivity is through team dynamics. Diverse teams bring a range of perspectives, skills, and experiences that enhance problem-solving and creativity (Shen, Chanda, D'Netto, & Monga, 2009). However, these benefits are only realized when the organization actively fosters an inclusive environment that encourages collaboration among employees from different backgrounds. For instance, in the banking sector, where teamwork is crucial, diversity-focused team-building initiatives have been shown to improve communication and reduce misunderstandings, leading to more cohesive and effective teams (Onifade, 2022). Without inclusivity, however, cultural differences may lead to conflicts, undermining team productivity.

Recruitment strategies that prioritize diversity also contribute significantly to employee productivity. A diverse workforce reflects a wide range of perspectives, which can improve decision-making and drive innovation (Roberson, 2019). Effective diversity recruitment ensures that organizations attract top talent from various demographic groups, enriching the talent pool. For banks in metropolitan areas like Lagos, inclusive hiring practices help create a workforce that mirrors the diversity of their customer base, enabling better service

delivery and customer satisfaction. However, the absence of inclusive recruitment policies can result in a homogeneous workforce, limiting the organization's ability to adapt to changing market demands and reducing productivity (Osibanjo, 2020).

Training and development programs are another critical component of diversity management that influence productivity. These programs aim to educate employees about the value of diversity and equip them with the skills needed to work effectively in multicultural settings (Bezrukova, Jehn, & Spell, 2012). For example, diversity training in banks can help employees navigate cultural differences and foster inclusive customer interactions, enhancing overall organizational performance. However, the effectiveness of such training depends on its implementation. Poorly executed training programs that lack follow-up or fail to address deep-seated biases may have minimal impact, leaving the organization without the tools to fully leverage its diverse workforce (Mason & Aramovich, 2013).

Workplace inclusivity is fundamental to sustaining employee productivity. Inclusivity ensures that all employees, regardless of their background, feel a sense of belonging and are empowered to contribute to organizational success (Mor Barak, 2015). This is achieved through policies that promote equal opportunities for career advancement, fair treatment, and open communication. Research indicates that inclusive workplaces experience lower turnover rates and higher employee engagement, which are crucial for maintaining productivity (Combs, 2019). In the banking sector, inclusive practices such as recognizing diverse cultural celebrations and offering flexible work arrangements for employees with different needs have been linked to improved morale and performance.

Furthermore, organizations that excel in diversity management inclusion often demonstrate a strong commitment to equity and fairness. This commitment helps build trust among employees, reducing workplace conflicts and fostering a collaborative culture. Employees are more likely to feel valued and respected in such environments, leading to higher job satisfaction and productivity (Opele, Tongo & Ajayi, 2021). Conversely, a lack of inclusivity can create a hostile work environment, where employees feel marginalized and disengaged, ultimately hindering productivity.

Diversity management and inclusion are essential components of modern organizational strategies, particularly in

diverse and competitive sectors like banking. By implementing policies that promote inclusivity, organizations can harness the potential of their diverse workforce to drive innovation, engagement, and overall productivity. However, the success of these initiatives requires a genuine commitment from leadership, ongoing employee education, and the alignment of diversity policies with practical actions. When effectively managed, diversity and inclusion not only enhance employee productivity but also contribute to organizational success in a rapidly changing global landscape.

Methodology

Descriptive survey research design was adopted for this study. Descriptive surveys serve as a research method focused on examining current phenomena concerning conditions, practices, beliefs, processes, relationships, or trends (Bryman, 2020). The population of a study refers to the entire group of individuals, events, or objects that possess common characteristics or traits from which researchers draw conclusions. The population for this study comprises the entire bank employees in Lagos metropolis. The number of this population is not known. Here's a formula for calculating the sample size needed for an unknown population size:

$$n = \frac{Z^2P(1-P)}{e^2}$$

Where:

- nn = sample size
- ZZ = Z-score corresponding to the desired confidence level (e.g., 1.96 for a 95% confidence level)
- pp = estimated proportion of the population with the characteristic of interest (if unknown, typically set to 0.5 for maximum variability)
- EE = desired margin of error (expressed as a proportion)

The non-probability sampling procedure, especially snowball sampling was employed for the study. According to Saunders and Townsend (2018), non-probability sampling (or non-random sampling) provides a range of alternative techniques to select samples based on subjective judgment to answer research questions and meet the objectives.\. However, to select the sample needed, bank employees from the metropolitan of Lagos were purposively selected (snow-ball method). 120 employees were selected. Primary data was used to for the study, which was obtained

using a self-constructed questionnaire. The descriptive statistics of frequency count and percentage was used to present the demographic description of the respondents. The research questions were be answered using descriptive statistics of mean and standard deviation while the postulated hypotheses was tested using the inferential statistic of multiple regression at a 0.05 level of significance. All analyses was done with the use of the Statistical Package for Social Science (SPSS, Version 25.0).

DATA PRESENTATION AND ANALYSIS

Test of Research Hypotheses

Table 1: Model Summary Table for the Independent Variables of Interest on Employee productivity.

Model	R	R Square	Df	Sig. Change
	0.97	0.94	265	.001

a. Predictors (Constant), Diversity Team Building, Diversity Recruitment, Diversity Training, Workplace Inclusivity
b. Employee Productivity

Table 1: Model Summary provides a concise overview of the relationship between the independent variables—Diversity Team Building, Diversity Recruitment, Diversity Training, and Workplace Inclusivity—and the dependent variable, Employee Productivity. The model demonstrates a high correlation (R = 0.97), indicating a strong relationship between the predictors and employee productivity. The R Square value of 0.94 signifies that 94% of the variation in employee productivity can be explained by the combined influence of the four independent variables. The degrees of freedom (Df = 265) reflect the data points used in the analysis, while the significance level (Sig. Change = 0.001) confirms that the model is

statistically significant at a 0.05 threshold. These results underline the substantial impact of diversity management practices on enhancing employee productivity in the studied context.

Regression Coefficient Summary Table showing the Relative contribution of the Independent Variables to the Prediction of Employee Productivity

MODEL	Variables	B	Beta	T	Sig
Independent Variables	Diversity Team Building	.33	.28	13.56	.001
	Diversity Recruitment	.37	.32	17.41	.001
	Diversity Training	.11	.11	4.19	.001
	Workplace Inclusivity	.49	.49	22.08	.001

Dependent variable: Employee Productivity

The regression coefficient summary table indicates the relative contributions of the independent variables—diversity team building, diversity recruitment, diversity training, and workplace inclusivity—to predicting employee productivity. Workplace inclusivity demonstrates the strongest impact with the highest beta value (.49), indicating it is the most significant predictor of employee productivity, followed by diversity recruitment (.32) and diversity team building (.28). Diversity training has the least contribution, with a beta value of .11. All variables are statistically significant ($p < .001$), suggesting that diversity-focused practices collectively enhance employee productivity, with inclusivity playing a pivotal role.

Findings

The findings from the study highlight the strong and statistically significant relationship between diversity management practices—namely diversity team building, recruitment, training, and workplace inclusivity—and employee productivity. Table 1 shows a high correlation ($R = 0.97$) and an R Square value of 0.94, indicating that these variables collectively account for 94% of the variation in employee productivity. This aligns with previous research, such as Cox and Blake's (1991) framework on diversity, which posited that inclusive and well-managed diverse workforces lead to enhanced organizational performance. The statistical significance ($p = .001$) further underscores the robustness of this relationship, affirming that diversity

management is not just a social imperative but a key driver of productivity.

The regression analysis provides further insight into the relative contributions of the independent variables. Workplace inclusivity emerged as the most significant predictor of employee productivity, with the highest beta value of 0.49. This finding corroborates studies by Shore et al. (2011), who emphasized that inclusivity fosters a sense of belonging among employees, leading to greater motivation and engagement. The impact of inclusivity in creating a cohesive work environment where diverse talents feel valued resonates strongly with the study's conclusions. It reinforces the idea that inclusivity is critical in maximizing the potential of a diverse workforce.

Diversity recruitment, with a beta value of 0.32, also showed a significant positive influence on productivity. This supports findings by Thomas (1990), who argued that diverse recruitment strategies bring a wide array of skills and perspectives to the workplace, enhancing innovation and problem-solving. Similarly, diversity team building (beta = 0.28) was shown to have a meaningful impact, aligning with Katzenbach and Smith's (1993) work on team effectiveness, which highlighted the role of diverse teams in driving collaboration and creativity.

Interestingly, diversity training had the least impact, with a beta value of 0.11, though it remained statistically significant ($p < .001$). This suggests that while diversity training is an important component, its effects might be more indirect or long-term compared to inclusivity and recruitment practices. Prior studies, such as those by Bezrukova et al. (2016), have shown that training alone is less effective unless reinforced by an inclusive organizational culture. Overall, these findings underscore the multifaceted approach required in diversity management, with workplace inclusivity standing out as the cornerstone for enhancing employee productivity.

Conclusion

The study highlights the crucial role that diversity and inclusion play in enhancing employee productivity in the banking sector. The research confirmed that when banks prioritize diversity management and create an inclusive work environment, employees tend to perform better. This is because an inclusive culture fosters an atmosphere where all employees feel valued, leading to higher job satisfaction, greater employee engagement, and a stronger sense of loyalty to the

organization. These factors, in turn, contribute to improved productivity across various departments. Furthermore, the study concluded that diversity management is not only beneficial for employee morale but also contributes to organizational success. By embracing diversity, banks can tap into a wide range of skills, perspectives, and ideas, which can help in problem-solving, innovation, and decision-making. This diversity also extends to the customer base, with a more inclusive environment helping to attract a broader demographic of clients, which further enhances the bank's performance and market reach. The relationship between an inclusive culture and productivity is clear: diversity management practices create a conducive work environment where employees are motivated to excel.

Lastly, the study recommended that banks in Lagos and beyond invest in comprehensive diversity management strategies. Such strategies should include clear policies on equal opportunity, regular training on inclusivity, and continuous evaluation of diversity-related outcomes. By doing so, banks can create a more harmonious and productive work environment, which will not only improve individual employee performance but also lead to sustained organizational growth and competitive advantage in the financial sector. The research underscores that diversity and inclusion are not merely social or ethical considerations, but essential components of a high-performing business strategy.

Recommendations

1. To enhance employee productivity, organizations should establish and promote team-building activities that specifically focus on leveraging the diverse skills and perspectives of employees.
2. Banks and other organizations should focus on creating inclusive recruitment strategies that target a broad range of candidates, ensuring that employees from diverse backgrounds are hired.
3. Continuous diversity training should be implemented to educate employees about the value of diversity and inclusivity. These programs should go beyond basic awareness and include skills-building in areas such as cultural competence, empathy, and effective communication.
4. Organizations should prioritize creating a workplace that actively promotes inclusivity, ensuring that all employees, regardless of their

background, feel welcomed, respected, and included in decision-making processes.

5. Regular assessment of diversity programs should be conducted to measure their effectiveness on employee productivity. Organizations should track key performance indicators (KPIs) such as employee engagement, job satisfaction, retention rates, and overall productivity levels.

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