IMPACT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE IN CALABAR, CROSS-RIVER STATE

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DECLARATION
I hereby certify that this project was written by me and is a record of my original research work. It has not been presented before in any previous application for a degree except fully acknowledge within this text. References made to published literature have been duly acknowledged.

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DEDICATION

I dedicate this research to God for granting me the grace to complete this research successfully. I also dedicate this to my parents for always wanting me to get the best education any child could ask for and the encouragement and support they showed. Finally, I dedicate this to my supervisor that guided me all through the course of this research.
ACKNOWLEDGEMENT

As it is necessary to give credit to who credit is due, I appreciate many people that directly or indirectly contributed to this work.

I sincerely thank my supervisor Dr. SAMUEL AKANNO for his relentless support and guidance through the completion of this research.

It will be impossible for me not to mention my parents, IBRAHIM NYAKO and MRS. FATIMA IBRAHIM for both their spiritual and financial support, thank you for the encouragement.

I appreciate the encouragement from my friends Shuaib Jalaludeen, Hasiya Gangwaso, and all of you that I could not mention your names.

Finally, special thanks to all the small business enterprises that responded to my questionnaires, without them this project wouldn’t have been completed.
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ABSTRACT

It is generally perceived that there is diversity in the workforce of any endeavor, be it business, government, or common society. This study therefore tries to discover the impact of workforce diversity on organizational performance in cross river state in Nigeria for the study. We utilized the Blau's1977 list of heterogeneity to gauge the diversity record. While resource development for the year 2008 and 2009, utilizing 2007 and 2008 as base year was utilized to gauge the development strategy. To decide group diversity and performance outcome directed by work group context, a progression of various leveled regression analysis were conducted. The study find significant relationship between a portion of the diversity factors and also individual diversity factors with the measures of organizational performance Likewise it uncovers that sexual orientation, gender and ethnicity are negatively identified with both employee efficiency and performance reward. What's more the study finds that sexual orientation, age and tenure diversity are decidedly connected and are essentially related. It is recommended that organization executives utilize great systems to adequately manage workforce diversity and collective research effort should be done to find out the relevant factors that direct workforce diversity to create positive performance results.
CHAPTER ONE

1.1 Background to the study

The increase in world globalization today brings about continuous interactive session between people and organizations from varied backgrounds. These days, for people or organizations to be a constant competitor in the international or global market, there has to be working experience and or business transactions outside their immediate environment. Business organizations now have to put more resources and concentration on the workforce diversity phenomenon for them to remain as an active and constant competitor. In recent years there have been an increase in the study of workforce diversification amongst scholars and students of management so as to know how far the issue of workforce diversity is been handled. The recognition of workforce diversity fosters creativity and in turn, creativity drives innovation, while innovation creates competitive advantage.

Business organizations these days and most importantly managers need to be awake to monitor so as to understand the ways their workplace is evolving through diversification because managing an organization that is actively engaging in workforce diversity is a huge organizational challenge so as not to be caught off guard. Although there is an increase in the study of workforce diversification globally, there is no much information on how this experience is affecting organizations in my area. Diversity according to Weller is defined as representing a multitude of individual differences and similarities that exist among people. He further explains that diversity encompasses many human characteristics inclusively, race, age, creed, nationality, religion, ethnicity and sexual orientations (Weller 2000). Gardenswartz and Rowe exemplified the definition of diversity in a more understandable way as being like an onion that possesses layers that
when one layer is peeled; there are still numerous cores to be revealed (Gardenswartz and Rowe 1994).

Workforce, on the other hand, can be referred to as workers employed by an organization that is engaged in specific activities. It is basically the number of employees that an organization possesses (Merriam-Webster). Organizational performance can be determined by many different activities that an organization is partaking, which can be resulted into a successful performance. Performance can be defined as a measurement of change in the financial level of an organization, or the financial result of managerial decisions and execution of those decisions. Unarguably, each of these activities carried out by an organization, and can be recognized as a success, is unique. Furthermore, every business organization has unique sets of situations, which makes their performances measurement situational (Cameron & Whetton, 1983). As a result, a unified standpoint, workforce diversity will be studied to determine its impact on organizational performance.

1.2 Statement of the problem
The improvement in the global market has paved way for a mass globalization, which at the same time has made bilateral trade easier. Evidently, globalization is also making the international market more diversified, which is really impacting positively on the performance of the organizations that are actively engaging in workforce diversification. Although most studies have focused on the workforce diversity and its impact on organizational performance in the first world countries there are some gaps that are yet to be filled, this now brings about my problem statement "impact of workforce diversity on organizational performance in selected business organizations in cross river state".
1.3 Research Questions
These following research questions will be used to determine the impact of workforce diversity on organizational performance for this project.

- How active are businesses in cross river organizations involved in workforce diversification
- How efficient has workforce diversity been in the day to day running of organizations
- The impact workforce diversity is having on some organization

Statement of Hypothesis

The hypotheses of the proposed study will be tested in relation to the research questions

Businesses in cross-river are actively involved in workforce diversification

Workforce diversity has tremendously contributed positively to the day to day running of organizations

Workforce diversity is impacting positively on organizations

1.4 Purpose of the Study
To find out if organizations in cross river engage in workforce diversity

To find out if workforce diversification contributes positively to the day to day running of organizations

To find out if workforce diversity is impacting positively to organizations

1.5 Significance of the Study
The significance of the study is to make organizations and management students know the level at which organizations in Calabar, Cross River state practices workforce
diversity, and also this study will serve as a body of general knowledge to everybody so as to encourage continuous research in this area.

1.6 Scope of the Study
The research will cover various organizations that engage in workforce diversification starting ranging from privately owned organizations to federal government agencies in Calabar, Cross River State of Nigeria.

1.7 Research Method to be used
- Relevant research design: Descriptive
- Sampling approach: Non Probability Sampling
- Data collection approach: Questionnaires
- Measurement scale: Nominal
- Primary date

1.8 Definition of Terms
Diversity: according to Diversity Faculty Case Studies of Queens borough Community College, the concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. Simply put, diversity can be defined as recognizing and accepting individual differences of either age, gender, culture or even work experience.
**Age Diversity:** Duncan, (2003) has argued that the business case for age diversity may also be used to stake a claim against recruiting older workers, on an account of higher employment cost. Scholars of diversity talk more on age-diverse and how it displays a host of different knowledge, values and preferences. Medical, psychological and economic research has also shown that employees of different age groups differ in skills, attitudes and abilities and that these differing characteristics have different effects on productivity, Gelner & Veen (2013). Companies are advised to adjust to the aging population in different ways.

**Gender Diversity:** this day, gender diversity in the workplace has attracted more attention because of the issue of feminism moving around the globe. The question that comes to mind is if gender composition in an organizational workforce will affect organizational performance. Some findings are against this question will some other findings go for it. Men and women differences may provide insights to different needs of male and female customers. Researchers have further argued that men and women may also have different cognitive abilities. A combination of different rational abilities in a gender diverse team may enhance overall team consistency, ingenuity and innovation leading to improved organizational performance.

**Work Experience Diversity:** Avolto, Waldman and McDaniel (1990) noted that work experience was a better predictor of performance than age. Work experience can also have a positive effect on one's value system, problem-solving capabilities, emotional intelligence, leading to improved individual productivity and overall organizational performance.

**Cultural Diversity:** Zgourrides and Watson (2002) were of the opinion that differences in cultural characteristics can predict team scores which can further be interpreted as an advantage of having ethnically different views for a team, resulting
in increased problem solving and team performance. Many private firms have also manifested this kind of diversity, although a good number hire on merits especially the multinationals.

**Workforce:** As stated by the business dictionary workforce can simply be defined as the total number of a country's population employed in the armed forces and civilian jobs, plus those unemployed people who are actually seeking paying work. A total number of employee (usually excluding the management) on an employer's payroll.

**Management:** According to the management guru Peter Drucker (1909-2005), the basic task of management includes both marketing and innovation. The practice of modern management originates from the 16th-century study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

**Organization:** Prasad Morye in his article-defined organization as the foundation upon which the whole structure of management is built. The organization is related to developing a framework where the total work is divided into manageable components in order to facilitate the achievement of objectives or goals. Thus, an organization is the structure or mechanism (machinery) that enables living things to work together. In a static sense, an organization is a structure or machinery manned by a group of individuals who are working together towards a common goal.
Employee: Business dictionary defined the term Employee as An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.

Globalization: As defined by BBC the term globalization can be viewed as the process by which the world is becoming increasingly interconnected as a result of massively increased trade and cultural exchange. Globalization has increased the production of goods and services. The biggest companies are no longer national firms but multinational corporations with subsidiaries in many countries.
CHAPTER TWO

LITERATURE REVIEWED
The literature reviewed in respect to this study is in relation to workforce diversity, organizational performance, as well as the impact of workforce diversity on organizational performance.

2.1 INTRODUCTION
Improvement in technology and the dawn of a global economy bring people from various parts of the world closer than ever before. As a result of this, businesses, educational systems and other business parastatals are exploring ways to bet deliver the best of services to their customers. This involves the capability to invite and retain the finest and most qualified employees. The business organizations that are determined and able to apply the necessary policies and procedures will maintain will increase their competitive advantage over other organizations and at the same time increase the business effectiveness. Organizations used in carrying out this research are those that recruit their workers from all over the country as well as foreigners. So it can be concluded that their workforce is so diverse one. Workforce diversity has a very important effect towards management policies and practices.

Myriad of studies have lately been conducted on workforce diversity. This study is unleashed by the gap left vacant by numbers of research that has been carried out on workforce diversity and its impact on the organizational performance. Lately, diversity management and the phenomenon of workforce diversity has been extensive and as a result, forced business organizations to welcome the concept in their businesses with the purpose of increasing productivity and profit. This forced concept has to lead to discrepancy and uncertainty in the workforce, as the management is not
equipped enough to control the concept of diversity in management and its ethics. This makes it difficult for the manager to effectively carry out their responsibilities, which have become a burden on their neck. According to Jehn et al., 1999 employee diversity when left unmanaged is more likely to damage morale, increase the employee’s turnover and as well cause a significant problem in communication. The already stated negative effect of workforce diversity is predominant to organizations today, but solutions are needed for organizations to perform to the best of their abilities (Eugene et al., 2011). Thus, this study investigated the impact of workforce diversity on organizational performance in Calabar Cross-river state.

2.2 CONCEPTUAL FRAMEWORK
Diversity is a subjective spectacle, created by individuals themselves who on the premise of their distinctive social personalities sort others as similar or dissimilar: "A group is diverse in that it is made out of people who vary on a characteristic on which they center their own social identity ". Diversity could be characterized as that which separates one group of individuals from another along primary and secondary dimensions. Primary dimension of diversity, those applying primary effects on our personalities are gender, ethnicity, race, sexual orientation, age and mental or physical capacities and characteristics. There is a clear pattern towards meanings of a multiplicity of diversity dimensions; Cox, (1994) includes culture, social class and language to the primary dimension and healthcare beliefs and recreational interests to the secondary dimension. She additionally includes a tertiary dimension, which includes historical instants experienced.
Cox records 38 conceivable diversity dimensions, and further recommends that this item "character traits" is "infinitely expandable". He delineates this multi-dimensionality by reference to the person as a kaleidoscope. The similarity of an iceberg rings a bell even with these conceivably endless dimensions; the conspicuous characteristics of race, ethnicity, sexual orientation, age and disability identify with the little, noticeable part of the iceberg, and are the premise of much anti-discrimination legislation around the globe. Other dimensions, for example, religion, culture and political orientation are subtler and could be said to constitute the secondary dimension lying just underneath the surface, which might be uncovered with time. The tertiary dimension is regularly the center of individual identity and lies further underneath the surface. It is the vast range of qualities that lie underneath the surface that gives the genuine substance of diversity to be taken advantage of, and these have not as of not long ago been recognized. It ought to be noticed that only some of the possible dimensions appeared in Table below.

Dimensions of Diversity

<table>
<thead>
<tr>
<th>PRIMARY DIMENSIONS</th>
<th>SECONDARY DIMENSIONS</th>
<th>TERTIARY DIMENSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>Religion</td>
<td>Beliefs</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>Culture</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Gender</td>
<td>Sexual orientation</td>
<td>Perceptions</td>
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<tr>
<td>Age</td>
<td>Thinking style</td>
<td>Attitudes</td>
</tr>
</tbody>
</table>
There are two key concepts that make possible a conceptual framework for this research, workforce diversity and organizational performance. Workforce diversity has been referred to as the differences and similarities in age, gender, ethnic heritage, physical abilities and disabilities race and sexual orientations among employees of an organization (Jayne & Dipboye, 2004). And also the management of workforce diversity according to Knippenberg, de Dreu & Homan 2004 is a process by which the organization intends to create and maintain a positive work environment where the differences and similarities of their employees are valued. Organizational performance on the other hand, according to Daft, (2000) organizational performance is the ability for an organization to attain their goals by using their available resources efficiently and effectively.
sufficient and effective way. (Wainganjo Mukulu & Kahiri, 2012) note that organizational performance can be measured in terms of its objective profitability, employee satisfaction, productivity, and growth among other organizational objectives. Recently, the performance of organizations has been measured using the scorecard methodology, where the organizational performance is tracked and measured using multiple dimensions such as customer service, financial performance, social responsibility, and the employee's stewardship. Khan Khan (2011) claims that the successful performance of an organization includes the contribution of their human resource capital, purposely because human resource contributes drastically to the growth and the organizational performance.

The below diagrams shows the four layers of diversity, it was adapted from the 1994 work of Gardenswartz and Rowe. The diagram shows the internal workforce dimension, external workforce dimension, and the organizational workforce dimension. The internal dimension primarily has to do with the individual differences and or their similarities concerning gender, ethnic heritage and sexual orientation. The external dimension is concerned with the individual differences and or similarities on the basis of individual income, religion, educational background, work experience, marital status and the organizational dimension in the term of work content, work location, and the individual type of employment.
2.3 INTERNAL DIVERSITY DIMENSIONS AND ORGANIZATIONAL PERFORMANCE

As a country's population turns out to be progressively diverse, organizations workforce unescapably also becomes diverse on the criteria of age, gender, and ethnicity. This increasingly causes fundamental changes in the quality of services offered by these organizations, the effectiveness and efficiency of the organization hence contributing immensely to the performance of such organization. Internal dimensions of workforce diversity have to do with the differences and the similarities in people’s gender, their ethnic and social orientations (Osaze & Anao 2000). The blend of these dimensions controls employee’s behavior at work, the attitudes they
showcase towards each other and also how they carry out their duties in workgroups. According to Kreittner (2001), the internal dimension of diversity are those characteristics that have long had an influence on people’s opinions, expectations, and their attitudes toward people who are dissimilar. According to Ashton (2010), the internal dimension of diversity are those primary personal characters that showcase the main difference between individuals such as their age, gender, sexual orientation, ethnic background and so on. Robin (2002) stated that internal diversity of management is a major challenge to many business organizations as there are no apparent boundaries and or limitations.

2.4 EXTERNAL DIVERSITY DIMENSION ON ORGANIZATIONAL PERFORMANCE

The external dimension of diversity is those personal traits that we have an undeniable volume of control over. They include factors such as religions, education, work experience, appearance, income, personal and recreational habit marital status and geographic location (Kreittner, 2001). The external dimension of workforce diversity consists part of our lives which we have certain control and can moderate with time. According to Ashton (2010), the external dimension of diversity are those secondary diversities that show differences and similarities among people. Ashton argues that the qualities under which external dimension of diversity lies are those qualities that is not noticeable in the first encounter and can as well transform throughout different encounters. According to Kreittner, (2001) external dimensions of diversity can immensely improve the overall performance of the organization. Kreittner used countries such as Israel and South Africa as an example of countries with diverse populations, contains many cultural, social and religious groups, with income levels that vary and educational background also different races from a different national background (Kreittner 2001). He asserts that the combination of the
varied diversity has brought these countries on the world map today.

2.5 ORGANIZATIONAL DIVERSITY DIMENSIONS AND ORGANIZATIONAL PERFORMANCE

According to Kreittner, organizational dimensions of workforce diversity are applicable or noteworthy to the organization itself. The organizational dimensions include factors such as management status, unit or division, work field, seniority, union affiliation (Kreittner 2001). Kreittner also moves on to argue that public organizations must designate importance to diversity so as to attract interested customers and stakeholders he referred to this as a higher level of “diversity awareness” from affirmative action. Grobler (2003), stated that for an organization to value diversity it must understand the difference between valuing diversity and employment equity. Alesina and La Ferrara (2005) argue that the highest level of “diversity awareness” is the self-control of diversity management that take time to create organizational changes that give all employees the same opportunities to perform up to their maximum potential irrespective of their differences. Okoro and Washington (2012) clarified that organizations are established in diverse methods in terms of units, departments, location, and level of seniority, work content and individual field of specialty.

Kreittner (2001) alleges that managing organizational diversity is crucial and a strategic significance for refining overall performance of an organization. Henceforth, if it is not managed well it might become employee’s inefficiency, ineffectiveness, and poor service, therefore, leading to the overall organizations collapse.

2.6 THEORETICAL FRAMEWORK

To understand the relationship between workforce diversity and the organizational performance, various researchers have gone into the in-depth study of the
phenomenon, and come up with varied theories that can be used to better understand it. First of the theories is the social identity theory (SIT), this theory was initially formulated by Tajfel and Turner (1979) in the 1970s and 80s. The theory helps to shed more light on the in examining and understanding the relationship between workforce diversity and organizational performance (Turner and Reynolds 2010). The social identity theory is known as a means of predicting workplace and societal inter-group behavior. The social identity theory is recognized as a helping hand to better understand the fashion in which people in social groups interact, which predicts that they carry out their different roles on the basis of a preexisting stereotype, differences in status, individual status, legitimacy and stability of such differences. The theory is also believed to predict inter-group behavior based on the perceived abilities of persons in the group to transit from one group to another. The structure of the social identity theory provides an image into individual persons’ cognizance of each other’s social identity and individual behavior at their workplace. The theory as well, predicts the weight of individual identity within an organization and its social structures.

Secondly, Buunk and Gibbons (2007) ascertain the essential element of the social identity theory with its divisions, group contact and comparison in individual’s awareness of the self and others. Their argument draws on the part of social perception in the context of individual differences based on their ethnic background, gender, education/profession, religion, and work experience, type of work and duty locations among others. The effective management of the difference in these individualities will apparently be important for the performance of organizations.

According to Abrams & Hogg (1990), there are numerous units that are very important to better understand the linkage between workplace diversity and service
quality, efficiency and effectiveness in the organization. This study seeks to confirm
the existence and the impacts of workforce diversity and its contribution to increased
organizational performance.
CHAPTER THREE

RESEARCH METHODS

3.1 INTRODUCTION

This chapter of the study describes the research method for the study. The study aims at providing quantitative analysis of the impact of workforce diversity on organizational performance in Calabar. For this reason, this chapter discusses aspects of the study such as the study of population, sampling design and techniques, data collection mechanism, and procedures for data analysis.

3.2 RESTATEMENT OF THE RESEARCH HYPOTHESES

In respect to the research questions, the following hypotheses will be verified.

Hypothesis 1: Businesses in cross-river involve in workforce diversification.

Hypothesis 2: Workforce diversity contributes positively to the organizational activities.

Hypotheses 3: Workforce diversity is positively related to organizational performance.

3.3 PURPOSE OF THE STUDY

To find out if organizations in cross river engage in workforce diversity

To find out if workforce diversification contributes positively to the day to day running of organizations

To find out if workforce diversity is impacting positively to organizations
3.4 SAMPLING SIZE
A sample size of 100 will be selected from the population using simple random sampling technique. Simple random sampling is a basic sampling technique where we select a group of subjects (a simple) for study, from a larger group (population) in which each individual is being chosen entirely by chance and each member of the chosen population has an equal chance of being selected. It eliminates bias and allows each member of the population have an equal chance of being selected.

3.5 RESEARCH DESIGN
The aim of this study is to find out if businesses in Calabar, cross-river state embrace the idea of workforce diversity, and to also find out its impact on their performance. Descriptive research design was adopted in the process of this study, and the field study was based on the use of questionnaires and some interviews as a means of gathering data. The data gathering involves two steps, which are the physical administration of questionnaires and face-to-face interviews. The data gathered were input into the Microsoft Excel spreadsheet.

3.6 CHARACTERISTIC OF STUDY POPULATION
The research population for this study is business enterprises in Calabar who have employees that come from different parts of the country, also that have the two genders occupying an important position in the organization, and at least one foreigner among their employees. This was ascertained as a pre-run on the questionnaire was carried out. The respondent to the questionnaires are human resource managers, the general manager as well as other employees of the business. Most of the respondents are manufacturing companies, NGOs, as well as government agencies.
3.6 SAMPLING DESIGN
This research adopts the non-probability simple random sampling method, because I do not possess the list of all the business enterprises in Calabar, who have at least one foreigner as an employee, and also because I will use the data gathered from organizations I have access to.

3.7 METHOD OF DATA COLLECTION
The strategy for generating the data involves the administration of copies of the validated questionnaire to the respondents. The questionnaires subjected to five (5) point scale ranging from 1- strongly disagree to 5- strongly agree.

3.9 STUDY AREA
The study area adopted by this research work is Calabar Municipal Local Government, Cross River State Nigeria. It's an area of 142km² and a population of 179,392 (according to the 2006 CENSUS). The municipality is bounded by Odukpani LG area in the North East and Bakassi by the South, surrounded by the Calabar River and Calabar South LG. it consists of 10 wards which place a dual role apart from being the capital city of Cross River state, it also plays a vital role as the Southern Senatorial District HQ. The two major ethnic group from this indigenous population are Quas and Effiks. Due to the location of Calabar municipality along the waterfront, the people of this settlement embrace the western culture. They carry out a successful trade with early European. Another main occupation is fishing which is mainly done by the aqua. It's a settlement that is also known for their vast agricultural productivity, trade and blacksmith foundation. Calabar became one of the earliest city in Nigeria.
having a Local Government administration in the Eastern region in the year 1952.
Due to this, Calabar was capped the first capital city of Nigeria.

**MODEL SPECIFICATION**

A simple linear regression model will be used in the analysis of the data. This model, which is specified below intends to investigate the impact of workforce diversity on organisational performance in Calabar, Nigeria.

Attitude toward diversity (ATD), is the dependent variable while Organizational Performance (OP) will be the independent variable

\[ OP_i = \beta_0 + \beta_1 \text{ATD}_i + \beta_2 \text{CC}_i + \beta_3 \text{HR}_i + \beta_4 \text{CD}_i + \beta_5 \text{PP}_i + \beta_6 \text{INT}_i + \beta_7 \text{IS}_i + \beta_8 \text{DTP}_i + \mu_i \]

Where:

\( \beta_0 \) = intercept

\( \beta_1 - \beta_8 \) = coefficient parameters

OP = organizational Performance

ATD = Attitude toward Diversity

CC = Corporate Culture

HR = Hiring Recruitment

CD = Carrier Development

PP = Policies and Procedures

INT = Interaction

IS = Immediate Supervisor

DTP = Diversity Training Program

\( \mu \) = Error Term

**METHOD OF ESTIMATION.**

The profit regression analysis has been chosen for this study. The predictions from the
equations estimated by the profit regression analysis often compare favorably with those obtained from equations estimated by the simultaneous equation method. Among other reasons, is the simplicity of its computational procedure in conjunction with optimal properties of the estimates obtained and these properties are linear, unbiased and minimum variance among a class of unbiased estimates (Koutsoyiannis, 1973)

Method of evaluation
The following criterions were adopted to evaluate the regression result;

i) Economic Criteria: this is also the apriori criteria; it is based on apriori expectation. The apriori expectation refers to the expected economic relationship that exists between the dependent and explanatory variable. The possible and positive relationship is expected between the dependent and the explanatory variables. This aspect of the model is concerned with values and signs. Of estimated parameters.

ii) Statistical Criteria: This criterion is concerned with the size and values of parameter estimates and other relevant statistical values of the mode. This criterion looks at the level of significance of the estimated parameters and other relevant values of the estimated equation, this will involve a various test of significance. Therefore, the technique for evaluation of results implies the use of the following standard criterion; student t-test, R square (adjusted R square for degrees of freedom) for testing of the goodness of fit of the estimated regression equation, F test for testing the significance of the regression coefficient.

iii) Econometric Criteria: The criteria are used to evaluate the results in order to ensure that the assumptions of the Ordinary Least Square (OLS) Method are fulfilled. The econometric tests used include; Durbin-Watson for serial correlation, test for heteroscedasticity etc.
CHAPTER FOUR

4.1 Introduction
This chapter deals with the analysis of the data gotten from the questionnaire administered. The analysis done here is based on the returned questionnaire from 100 respondents out of the total distributed questionnaire of 100 copies to respondents in the study area chosen for this study. This shows that there is 100% response rate.

The questionnaires were administered on business enterprises in Calabar with different employees from a different part of the country. The results are presented below.

4.2 DATA ANALYSIS AND PRESENTATION
The discussion of the analysis begin with an explanation of the organizational performance and the information gathered from the analysis

Table 4.1 Questionnaire Distribution and Collection
The table above shows questionnaire distribution and collection. As stated above 100 questionnaires were administered. 100 questionnaires representing 100% were duly completed and returned. All the questionnaire returned were accepted for the analysis.

4.1.1 Demographic Distribution of Respondents
The tables below show a descriptive analysis of the respondents in the study area. They consist of information on the total number of respondents as well as other information with regards to the variables of interest as indicated in the model of this study.

Table 4.1.2: Age Distribution of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 18 years</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>26 – 35 years</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Above 46 years</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

The table above shows age distribution of workforce in Calabar. It shows that 23 respondents corresponding to 23% are below 18 years, 52 respondents corresponding to 52% are within 26 to 35 years of age, 18 respondents corresponding to 18% are
within 36 to 45 years of age, while 7 respondents corresponding to 7% are above 46 years.

**Table 4.1.3: Sex distribution of Respondents**

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Male</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey

Table 4.1.3 shows sex distribution of respondents in the study area. Out of the total number of respondents, 37 respondents corresponding to 37% are females, while 63 respondents corresponding to 63% are male.

**Table 4.1.4: Religion of Respondents**

<table>
<thead>
<tr>
<th>Religion</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christianity</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td>Islam</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey

The above table presents an analysis of religion of the workforce. Out of the total respondents, 73 respondents corresponding to 73% are Christians, while 27 respondents representing 27% are Muslims.
Table 4.1.5: Department of Respondents

<table>
<thead>
<tr>
<th>Departments</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer care</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Sales</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Operation</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Collection</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey

Table 4.1.5 shows the department that each worker belongs to in their various organizations. Out of the total respondents, 30 respondents representing 30% belong to customer care department, 31 respondents representing 31% belong to the sales department, 28 respondents representing 28% belong to operation departments, and 11 respondents representing 11% belong to collection department.

Table 4.1.6: Sex Distribution of Supervisor of Respondents

<table>
<thead>
<tr>
<th>Supervisor’s Sex</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Male</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey

The table above shows the sex distribution of respondents’ supervisor. It was revealed that out of the total respondents, 25 respondents corresponding to 25% have females as their supervisor, while 75 respondents corresponding to 75% have males as their supervisor.
Table 4.1.7: Showing Number of Dispute Had With Supervisor

<table>
<thead>
<tr>
<th>Dispute</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most of the time</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Sometimes</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Never</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey

The above table shows the number of times workers had issues and dispute with their supervisor. Out of the total respondent, 12 respondents representing 12% responded that they have had a dispute with their supervisor many times, 24 respondents representing 24% responded that they sometimes had a dispute with their supervisor, and 64 respondents representing 64% responded that they never had a dispute with their supervisor.

4.1.8: Showing Leadership Encouragement of Diversity

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY DISAGREE</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>AGREE</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>STRONGLY AGREE</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey
The table above shows responses on leadership in company encouraging diversity in their organization. Out of the total respondents, 2 respondents corresponding to 2% strongly disagree that leadership in company encourages diversity, 13 respondents corresponding to 13% disagree that leadership in company encourages diversity, 18 respondents corresponding to 18% are undecided that leadership in company encourages diversity, 53 respondents corresponding to 53% agree that leadership in company encourages diversity, and 14 respondents corresponding to 14% strongly agree that leadership in company encourages diversity.

Table 4.1.9: Showing Management Display of Diversity through its Action

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY DISAGREE</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>AGREE</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>STRONGLY AGREE</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey

The above table shows management display of diversity through its action in operation. Out of the total respondents, 4 respondents representing 4% strongly disagree that management display diversity through its action in operation, 28 respondents representing 28% disagree that management display diversity through its action in operation, 21 respondents are undecided, 37 respondents agree that management display diversity through its action in operation, and 10 respondents strongly agree that management display diversity through its action in operation.
Table 4.1.10  Showing Company Making Progress with Diversity Initiatives

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY DISAGREE</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>DISAGREE</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>NEUTRAL</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>AGREE</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>STRONGLY AGREE</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey

The table above shows respondents responses on company’s progress as a result of diversity. Out of the total respondents, 2 respondents corresponding to 2% strongly disagree that company’s progress is as a result of diversity, 20 respondents corresponding to 20% disagree that company’s progress is as a result of diversity, 17 respondents are undecided, 46 respondents corresponding to 46% agree that company’s progress is as a result of diversity, and 15 respondents corresponding to 15% strongly agree that company’s progress is as a result of diversity.

Table 4.2:  Ordinary Least Square Regression

| Variables                | Coefficients | Standard error | t-statistics | p>|t| |
|--------------------------|--------------|----------------|--------------|--------|
| Attitude towards diversity | 0.6383918    | 0.0329298      | 19.39        | 0.000  |
| Corporate Culture        | 0.281616     | 0.0330372      | 8.52         | 0.000  |
| Hiring Recruitment       | -0.1049086   | 0.0312553      | -3.36        | 0.026  |
### Regression Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient</th>
<th>Standard Error</th>
<th>t-value</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>0.1609921</td>
<td>0.336221</td>
<td>4.79</td>
<td>0.000</td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td>-0.1066545</td>
<td>0.0377699</td>
<td>-2.82</td>
<td>0.005</td>
</tr>
<tr>
<td>Interaction</td>
<td>0.26433</td>
<td>0.0402237</td>
<td>6.37</td>
<td>0.000</td>
</tr>
<tr>
<td>Immediate Supervisor</td>
<td>-0.1685341</td>
<td>0.0257572</td>
<td>-6.45</td>
<td>0.000</td>
</tr>
<tr>
<td>Diversity Training</td>
<td>0.0552652</td>
<td>0.0299955</td>
<td>1.84</td>
<td>0.066</td>
</tr>
<tr>
<td>Programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>0.1262496</td>
<td>0.0967084</td>
<td>1.32</td>
<td>0.188</td>
</tr>
</tbody>
</table>

Number of observations = 100  
prob > F = 0.0000  
$R^2 = 0.8221$  
Root MSE = 0.46383  
Adjusted $R^2 = 0.8181$

Source: Field Survey

### 4.3 Interpretation and Discussion of Regression Result

The objective of this section is to interpret the regression result presented in the table above. In the course of interpreting the results, an effort is made to see if our results satisfy the earlier stated *a priori* expectation by looking at the sign of the coefficient obtained from the OLS result against the earlier stated *a priori* expectation in chapter 3 of this research work.

**Attitude towards diversity ($\beta_1$)**

From the above analysis, attitude towards diversity is significant at 5 percent as shown by p-value (0.000), and also with a coefficient of 0.6383918 which shows a positive relationship between organizational performance and attitude towards
diversity. An increase in attitude towards diversity will induce 0.6383918 increases in organization performance.

**Corporate Culture (β₂)**

The analysis above shows that corporate culture has a positive relationship with organization performance with a coefficient of 0.281616, that is, an increase in corporate culture will lead to 0.281616 increases in organization performance. It can also be seen from the result that corporate culture is a significant determinant of organization performance with a p-value of 0.000.

**Hiring Recruitment (β₃)**

With a coefficient -0.1049086, there is a negative relationship between hiring recruitment and organization performance; this implies that an increase in hiring recruitment will bring about 0.1049086 decreases in organization performance. The p-value (0.026) shows that hiring recruitment is a significant determinant of organization performance.

**Career Development (β₄)**

From the above analysis, the coefficient (0.1609921) shows there is a positive relationship between career development and organization performance, that is, an increase in career development will lead to 0.1609921 increases in organization performance. The result also shows that career development is a significant determinant of organization development with a p-value 0.000.

**Policies and Procedures (β₅)**

The analysis shows that policies and procedures have a negative relationship with organization performance with a coefficient of -0.1066545 which implies that, an increase in policies and procedures will lead to 0.1066545 decreases in organization performance.
performance. With a p-value (0.005), policies and procedures is a significant determinant of organization performance.

**Interaction (β₆)**

The regression result above also shows that interaction has a positive relationship with organization performance with a coefficient of 0.26433, which implies that, an increase in interaction will lead to 0.26433 increases in organization performance. The result also shows that the relationship between interaction and organization performance is significant with a p-value of 0.000.

**Immediate Supervisor (β₇)**

The analysis also shows that there exists a negative relationship between immediate supervisor and organization performance with a coefficient of -0.1685341, which implies that, an increase in immediate supervisor will induce -0.1685341 decreases in organization performance. The p-value shows that immediate supervisor is a significant determinant of organization performance.

**Diversity Training Program (β₈)**

Diversity training program has a positive relationship with organization performance with a coefficient of 0.0552652, which implies that an increase in diversity training program will lead to 0.0552652 increases in organization performance. The p-value (0.000) shows that diversity training program is a significant determinant of organization performance.

**Model fitness**

The R-squared 0.8221 shows that 82 percent of the variation in the dependent variable – organization performance is explained by the explanatory variables in the model.
This shows that the model is fit and reliable for making an inference. The adjusted R-squared which is 0.8181 further shows that the model is a good fit.

**F-statistic (Prob > F)**

The F-statistic tests for the overall significance of the entire model. 5% level of significance will be used. The decision rule is that, if the probability values are ≤ 0.05, then the explanatory variables’ parameter estimates will be jointly statistically significant. Any value greater than 5% makes them jointly statistically insignificant. The f-statistics for this research is 0.0000 which implies that we reject the null hypothesis which states that the explanatory variables are not jointly significant; hence, we uphold the alternatives hypothesis which states that the explanatory variables are jointly significant.

**PROCEDURE FOR ANALYZING COLLECTED DATA**

The first step regarding analyzing the data that was gathered from these diverse business enterprises was to code the questionnaire and then design a master data sheet on Microsoft Excel. The data were analyzed to get information about the businesses.

**4.4 Conclusion**

From the descriptive analysis above, it was observed that majority of the respondents are male and majorly between the age of 26 and 35 years. Also from the analysis, more people are employed in the sales and customer care department, two departments with high potential to increase the profit and growth of any organization. Responses from respondents helped to know the role managements play in diversity, their commitment to ensuring diversification prevails in an organization, and the growth which diversification brings to an organization.

The result of the regression result reveals the significance of the variables used to achieve the objectives of the study. An organization must employ different strategies
that combine these variables to improve its performance as well as achieve a
satisfactory result.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter is divided into three main sections namely; summary, conclusion and
recommendations. The summary is a concise brief of the entire work while the
conclusion represents the outcome or results drawn from the findings of this study. Finally, the recommendation section presents a set of suggested courses of action resulting from this study.

5.2 Summary of the study
This study was carried out to examine the impact of workforce diversification on organizational performance. In this study, it was demonstrated that organizations tend to grow better in a diversified environment where workers with different background and ideas work together for the achievement of the goals of an organization. It also shows that the recognition of workforce diversity fosters creativity and in turn, creativity drives innovation, while innovation creates competitive advantage. In order to have in-depth knowledge of this research topic, we divided the whole studies into five chapters.

Chapter one discussed the background and introduction of the workforce diversification, it talked about the complexity of global markets and the need for diversification in an organization. It also discussed how an organization can remain competitive in the market by taking advantage of diversification. This chapter further discussed the statement of research problem which was the failure of past researchers to examine its impact in third world countries like Nigeria. It is, therefore, necessary to suggest a solution to this problem in third world countries. This chapter also took cognizance of the significance of the study, research questions, objectives of the study, scope of the study, and limitations of the study among others.

Chapter two talked about past researches that have been carried out on this research topic. Past literature relating to workforce diversification were reviewed. Many terms in line with the research topic were defined and further explanation was made for clarification of the terms used in the research work. This chapter also took a look at
the theoretical framework, which was used to back the importance of workforce diversification in an organization.

Chapter three dealt with research methodology. Simple random sampling technique was adopted while questionnaire served as the research instrument for this study. One hundred (100) questionnaires were administered to human resource managers, the general manager as well as other employees of the business in different manufacturing companies, NGOs, as well as government agencies.

Chapter four dealt with presentation and analysis of data. This was done through the use of frequencies count, simple percentages, and the use of simple regression analysis to test hypotheses that were formulated. At the end, for each hypothesis, decision rules were made with comments and analysis made on each result. The result which showed that the variables that were used are significant to organization performance.

5.3 Conclusion
From the previous chapter, it can be concluded that many organization did not employ diversification in the area of gender; the number of employees that are male is quite larger than female, 63% of the employees are male in contrast with 37% female employed. It shows that this area is yet to be explored by the organization in Cross River state. Another area where diversification is lacking is the area of religion as shown in the previous chapter. 73% are Christians while 27% are Muslims, this is far from being even. It shows that many employees in these organizations are Christians. However, it was gotten from the respondents the management in these various organizations display diversification in their actions. A total of 47% agreed that management in their organization are working endlessly to make sure diversification prevails in their respective organization. Also, it was concluded that organizations are
progressing as a result of diversification; it gives them a competitive advantage in the market because different ideologies and concept are being combined to meet the needs of the market.

The regression result shows that the variables (Attitude towards diversity, Corporate Culture, Hiring Requirement, Career Development, Policies and Procedures, Interaction, Immediate Supervisor, Diversity Training Program) are the good indicator of organization performance. The test of significance carried out on the result shows that each variable is significant in determining organization performance and the R-squared also showed that the model was a good fit, this implies that inference can be made based on the result gotten from the analysis. It can be generalized that an increase in any of these variables will bring about an increase in performance of any organization as well as the growth of such organization.

5.4 Recommendations
Given the conclusions, drawn from the study, several recommendations are made in order to ensure that the performance of organizations is improved such that they can be competitive in the global markets. The following are recommended for increased organizational performance;

1. Expansion of Recruiting Base: Organizations need to look beyond their geographical boundaries whenever they want to recruit new employees. Many advantages lie in diversity as many individuals from a different angle of the country possess different skills which can be maximized by these institutions. Use other recruiting vehicles to expand your base, including online job boards, which anyone with Internet access can view. Also, advertise your openings in publications that appeal to minorities.
2. **Offer Language Training**: According to the Workforce Diversity Network website, the Society for Human Resource Management says that providing or paying for training in English as a second language is a way to improve diversity. Having this type of program allows you to recruit from a wider base of candidates, as it removes language barriers as a reason for not considering a qualified applicant.

3. **Create an Evaluation Form**: According to the Strategies and Tactics for Recruiting to Improve Diversity and Excellence program that Northeastern University implemented, developing a standardized form to evaluate candidates helps prevent discriminatory hiring practices. A form allows you to use the same evaluation criteria for all candidates, which reduces the possibility of interjecting personal prejudices.

4. **Make Use of Current Staff**: Use existing members of your staff to help recruit employees. For example, if you already have quality employees who are minorities, let them know about job openings to see if they know others who may be qualified or interested. This helps to create a flow of diverse candidates, and can also reduce your recruiting expenses.

5. **Clarify the Benefits**: Emphasize to your employees how diversity benefits the company, and how that ultimately benefits each employee. For example, if you hire a Latino sales representative, point out that this can help the company expand into the Latino marketplace, creating growth and more opportunities for everyone at the firm.
References


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