Diversity Management and Performance of Banks In Ekpoma, Edo State

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ABSTRACT
This study is centered on diversity management and performance of banks in Ekpoma, Edo state. The specific objectives of this study are to ascertain the relationship between ethnic diversity and business agility in Fidelity Bank Nig plc and Guaranteed Trust bank Plc, Ekpoma, Edo State. An hypothesis was drawn from the research question to measure the relationship between the variable used. The analysis of collected data was done through the simple percentage and used Pearson Product Moment Correlation Analysis. The study found that there is a positive significant relationship between ethnic diversity on business agility in Fidelity Bank Nig plc and Guaranteed Trust bank Plc, Ekpoma, Edo State. Based on the findings, the researcher concluded that there is a strong positive relationship between diversity management and performance of Fidelity Bank Nig plc and Guaranteed Trust bank Plc. It was therefore recommended Studied of financial institution should endeavour to accommodate all religion and ethnicas it could positively affect employee's innovative criterion, managers of the studied financial institution should encourage the staff (male and female) to work together so as to enhance organisational competitive advantage and finally superiors of the studied financial institution should create an atmosphere that could ensure team work as it could impact business agility.
Keyword: Diversity, Performance, Ethnic, Business, Agility

I.   Introduction

During the 1960 and 1970, the United States for the first time saw the need to promote workplace diversity. President John F. Kennedy in 1961 recognized a President's Committee on Equal Employment Prospect with the goal of ending discrimination in employment by the government. The Civil Rights Act of 1964 went further, avoiding discrimination in any activity. The promotion of workplace diversity continued to go further, setting a policy to promote equal employment chances by creating the possibility for the program to continue for a long period of time in any department. It turned out to be a turning point, because it succeeded in avoiding the deliberation of diverse characteristics such as "nationality, human race, skin color etc." to believing in the principle that to be fair to all, one needs to be committed to treating everyone equally (Tatli 2018). In Nigeria, Diversity in the concept of management is a strategy that is intended to foster and maintain a positive workplace environment. Usually initiated by Human Resources professionals and managed by department heads and supervisors, an effective diversity management program will promote recognition and respect for the individual differences found among a group of employees (Akhimien, 2022). The idea of this management approach is to encourage employees to be comfortable with diversity in the workplace and develop an appreciation for differences in race, gender, background, sexual orientation or any other factors that may not be shared by everyone working in the same area of the company anywhere in the country. The underlying principle of diversity in management has to do with acceptance. While individuals retain their own sense of values and ethics, diversity in management encourages people to recognize that not everyone is alike. Rather than being intimidated or prejudiced by those differences, employees are encouraged to accept the fact that there are diverse interests, diverse values, and diverse physical and emotional characteristics present within the office environment (Sonia, 2006). Further, the diversity present in the office does not have to hamper productivity or

create conflict. Instead, the diversity may function as helpful attributes that promote the attainment of the goals and objectives ofNigeria company.

Diversity can generally be defined as recognizing, understanding and accepting individual differences irrespective of their race, gender, age, class, ethnicity, physical ability, race. Sexual orientation, spiritual practice and so on. Grobler (2002) also supports this view by adding that each individual is unique but also share any number of environmental or biological characteristics. Diversity can be classified into two dimensions. The primary dimension such as age, gender, sexual orientation and so on, exhibits the main differences between various individuals. This primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical location, income etc, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. These qualities are only noticed after some interactions occur between individuals. (Ashton 2010). Globalization in this recent time has triggered more interaction amongst people from different cultures and backgrounds than before. People are now more open-minded in the marketplace worldwide with competition coming from almost everywhere in the continent. Diversity can be a problem to an organisation but could also be a solution, It also comes with its disadvantages but also benefits and dangerous but also constructive. The challenge then is to extract the very essence of diversity and tactically manage it for the improvement of the people and the organization.

Diversity in management can be adapted to many different types of working environments and be integrated into many different types of management styles (Garus, 2003). Promoting recognition and acceptance of diversity among the employees can convert a hostile workplace environment into a welcoming environment where people freely communicate and support one another with any tasks associated with the job (Benaus, 2004). In doing so, the implementation of a diversity management approach often makes it possible for productivity levels to increase dramatically.

Pyke (2017) asserts that most organizations in their own perspective, adopt diversity at their workplace or organisation to become more creative and open to change. Increasing and improving workplace diversity has become an important issue for management in the recent years due to the recognition of how the workplace is changing. Since managing diversity still remains a challenge in organisations, managers tend to learn managerial skills needed in a multicultural working environment and prepares themselves to teach others within their organizations to value cultural differences and treat all employees with dignity. For some business leaders and managers point of view, diversity is a big challenge to them although it knows no organizational boundary and has no limitations.

The purpose of Diversity Management is to tap into the positive potential of diversity and transform this potential into a reality. Organizations are reassessing their structures and processes in the light of equal opportunity (Paulson, 2011). Awareness of diversity and competence in its management are necessary prerequisites for success. Many business and other organizations have already developed diversity management programs with some success. Having originated in the US in the early 1980, DM is to some extent already established in many organizations (George, 2009). Also, in Europe organizations are learning to use diversity as an advantage. Valuing differences makes the difference for success, Diversity Management is a young management discipline, which originated out of a maze of many different historical currents and social issues. In the USA, Diversity Management is still associated (rightly or wrongly) with "affirmative action" and "equal opportunity" in multi-cultural (ethnicity, race, gender, sexual preference, etc.) contexts (Philip, 2010). In Europe the emphasis has been more on the management of language and national differences as well as equal opportunity for women (gender mainstreaming).

In Nigeria, there seems to be movement away from Equal Opportunity, which often, albeit sometimes unintentionally, leads to quotas and presupposes assimilation as the main adaptation principle, toward a more systematic, positive, organizational approach of diversity management, toward appreciation of diversity and the conscious striving toward a scientific as well as ethical and results-oriented approach (Ugoji, 2003). This approach, however, is not easy to put into practice. Conflicts and social issues obviously cannot be overlooked as they are embedded in their complexity and contexts.

This complexity entails the fine tuning and nimble use of different tools for dealing with it, and for describing and assessing each unique diversity constellation of any particular organization, community, region or country. For example, in Nigeria diversity takes on a different form than in South Africa. The different historical and social roots of the Nigerian and South African diversities have to be deeply respected and taken seriously (Friday, 2007).Studies of workplace diversity and equality have evolved in different directions over the last two decades in Nigeria. However, it is possible to categorize research into three broad streams; studies of the relevance and appropriateness of particular approaches (whether managing diversity or ensuring equality of opportunities), research into the impact of diversity on organizational outcomes, and studies exploring the issues of discrimination in relation to particular aspects of employment.

The diversity commonly affecting organisational goals in Nigerian organisations are usually the ethnic, sex and religion, to create a positive work climate, the leaders of the organization must work with staff in order to manage diversity. This fosters and sustains staff motivation. It is on this bane that this study intends to examine the diversity management inherent in business organisation in Nigeria.

Problem Statement

Well-managed workplace diversity is strength, according to a substantial body of research on the influence of diversity on group performance. When it comes to a lack of management of workplace diversity, Brinkerhoff, and Derrick (2017) argue that this is the most likely cause of a lack of productivity. In spite of spending millions of dollars on workforce diversity to increase employee morale and performance, many firms fail to see the results they expect. Commercial organizations face a difficult responsibility in protecting society or business organizations from potentially destructive disputes that can occur quickly in an organization that is racially, ethnically, culturally or religiously diverse (Dass & Parker, 2016).Organizations with high degrees of well-managed diversity are effective and guiding, which eventually produces corporate cultures with new perspectives, pioneering talents and creative ideas need to survive (Schulz & Kelly, 2012).

Diversity management and workforce diversity are words that have gained prominence in Nigeria since workforce integration was implemented following the repeal of the formal segregation policy. Because leadership is unfamiliar with the discipline of diversity management and its principles, this forced integration produces conflict and confusion in the workplace. As a result, managers lack knowledge of how to properly implement diversity management. Managers are unaware of the variables that contribute to effective diversity management or of the specific leadership responsibilities that may be performed to effectively deal with diversity challenges in the workplace. In order to complete this study, relevant theoretical works are investigated to identify what elements could lead to the formation of a favourable or detrimental working environment in terms of diversity management. In addition, it is critical to understand the consequences for leadership in order to build a healthy working environment through workforce diversity management.

Objective of the Study

The objective of the study is to examine diversity management and the performance of selected banks in Edo State. The specific objective of the study is to ascertain the relationship between ethnic diversity on business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc:

Research Hypotheses

The following hypothesis were raised for the study
Ho: There is no significant positive relationship between ethnic diversity and business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc.

II.   Literature Review

Conceptual Framework
Diversity Management

Diversity has been defined as the specific characteristics that differentiate one individual from another (De Cieri & Olekalns, 2021; Dobbs, 2020). Loden & Rosener (2018) identify diversity in the organisational context as the important dimensions of differences among an organization's human resources and they classify diversity into two categories. The primary dimension classifies observable characteristics such as gender, age, ethnicity, race, physical and mental abilities and sexual orientation. The secondary dimension includes factors that cannot be observed such as education, physical abilities or qualities, religious beliefs and family status such as pregnant workers, new parents and those returning to work after parental leave.

Diversity refers to a mosaic of people who bring a variety of backgrounds styles perspectives, values and benefits as assets to the groups and organizations with which they interact. The term used to describe this challenge is "workforce diversity" which means the organizations are becoming more heterogeneous in terms of race ethnicity ability age and other aspects of differentness. Broadly, defined diversity management as the systematic and planned commitment by the organizations to recruit, retain, reward and promote a heterogeneous mix of employees Theories and techniques of diversity management have been developed and enthusiastically supported by a growing number of chief executives,training specialists,diversity consultants and academics (Saji,2014). Diversity can improve organizational effectiveness.Organizations that develops experience in and reputations for managing diversity will likely attract the best personnel (Carrel, 2018). Diversity refers to the co-existence of employees from various social-cultural backgrounds within the company.Diversity includes cultural factors such as race, gender, age,color,physical ability, ethnicity etc. The broader definition of diversity may include age, national origin religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status (Wentling, & Palmarivas, 2016). Diversity requires a

type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race,nationality, religion, or other factors that are irrelevant to performance (Bryan,1999). Managing diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has advantage or disadvantage (Torres and Bruxelles, 2012).

Diversity has increasingly become a "hot –button" issue in corporate, political and legal circles. For example, managing workforce diversity is one of the most difficult and pressing challenges of modern organizations. The demographic differences like sex, age was conventionally related to team level outcomes (Williams, & O"Reilly, 2018). Managers in public and private organizations will have to understand, predict and manage this intriguing nature of the diverse workforce.An understanding about history of diversity management gives an idea about the evolution of the interest in a diverse workforce in organizations. While many organizations have embraced diversity, others still consider it merely an issue of compliance with legal requirements. Effective diversity management has historically been used to provide a legally defensive position; that is , a firm with diverse workforce could argue that they were not guilty of discrimination because of the prima facie case based on their workforce demographics representing the demographics of the local community .

Ethnic Diversity

With the rise of globalization, communication networks have become better or worse in certain areas. Intercultural relationships have increased in the past decades through language and cultural diversity. Culture is an important role in today's business world as is involves multiple activities including, safeguarding the heritage of different ethnicities, the promotion of creativity and enabling intercultural communication (UNESCO, 2009). Ethnic Diversity has shown to bring multiple benefits to a company including access to new consumer markers, progress corporate image, superior creativity, new problem-solving skills, overall employee performance and increased market share (Momaya, 2010). Ethnic diversity is related to increase competitiveness and enhances creativity. Saji (2010) mention ethnic diversity as an important source and need in the global world which increases the chances of a company to succeed in different markets which have ethnically different requirements. People with different backgrounds can be an asset for the company as they can contribute pertaining to their experience and skills which the organization can take advantage and compete with innovative ideas. Furthermore, ethnically diversified team is more sustainable in different markets as it is easier for the company to understand culturally differentiated markets and their potential.

An organization consisting of a multicultural workforce is prone to operate successfully in an international market as its employees are more acceptable towards the differences in each market (Alder, 2006). People from different cultures and backgrounds when work together enhances the knowledge and increase the overall competence of an organization. The knowledge development is highly dependent on the employees of the company who are the main source for introducing and using knowledge (Alder, 2006). One of the most salient dimensions of team heterogeneity is ethnicity (Alesina & La Ferrara, 2015). Ethnic diversity implies heterogeneity in (mother) languages, religions, races and cultures (Alesina & La Ferrara, 2015). It is commonly measured based on country of birth, of the individual or of his/her parents. It coincides with a variety of norms, information sets, knowledge and ability levels (Morgan & Vardy, 2019). This variety affects the formation and performance of teams. Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementariness and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation (Alesina & La Ferrara, 2015; Lee and Nathan, 2017; Ozgen, 2019).

On the other hand, the costs associated with more ethnic diversity would be related to more di-cult communication and coordination (Morgan & Vardy, 2019). All in all, ethnic diversity is an influential source of heterogeneity. Ethnic diversity is highly relevant in an increasingly globalized world. Multinational forms often staff teams internationally and local populations -especially in big cities- become more mixed and multicultural. Ethnic diversity is a current fact of life and the share of ethnic minorities in Western populations is increasing sharply (Lazear,2019; Alesina & La Ferrara, 2015; Ozgen., 2019).

Organisational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) expressed in terms of financial performance (profits, returns on assets, return on investment), product market (sales, market share), shareholder return (total shareholder return, economic value added) and non-financial (strategic planning, operations, finance, legal, and organizational development, customer service, employee stewardship, corporate social responsibility: community outreach, corporate citizenship) aspects (Catalyst, 2004; Curtis., 2012; Mckinsey, 2015; Christiansen, 2016).

Currently there are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance closely related to environmental factors.Didier Noyé (2002) believes that the performance consists in ″achieving the goals that were given to you in convergence of enterprise orientations″. In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier Noyé considers that this concept is actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another.

Michel Lebas (1995) characterizes the performance as future-oriented, designed to reflect particularities of each organization / individual and is based on a causal model linking components and products. He defines a ″successful″ business as one that will achieve the goals set by the management coalition, not necessarily one that achieved them. Thus, performance is dependent as much of capability and future. Unlike other authors, Michel Lebas noted the difference between ″a performance″, ″performance″ and ″being performant″. ″A performance″ is subject generally to a measured result, higher than that provided for or arising from the previous results. ″A performance″ thus indicates always a positive connotation. ″Performance″ can be both positive and negative and relates to past results.For Whooley (1996), performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it exists somewhere. According to the author, performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity. Whooley (1996) consider performance as subjective and interpretative, not least, being related to the cost lines, which emphasizes the ambiguous nature of the concept. Rolstadas (1998) believes that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability. Performance is closely related to the achievement of the criteria listed above, which can be regarded as performance objectives. According to Rolstadas, it cannot be established a precise definition of performance because it is dependent on the seven criteria of performance, that cannot be clearly defined.

In the research of performance in business, the definition of performance has led Folan (2007) to highlight three priorities or objectives of governance of performance:
- Firstly, performance should be analysed by each entity within the limits of the environment in which they decide to operate. For example, a company's performance needs to be analysed in the markets in which it operates and not those that are not relevant to its operations.
- Secondly, performance is always linked to one or several objectives set by the entity whose performance is analysed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies.
- Thirdly, performance is reduced to the relevant and recognizable features.
According to Folan's theory, performance is influenced by the environment, the objectives to be achieved and the relevant and recognizable features. Folan uses several definitions for the concept of performance as it should be analysed and quantified from several points of view.
Neely (2002) believes that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. According to the definition of Neely and other authors, performance is closely related to efficiency and effectiveness.

Business Agility

Adeniyi (2018)stated that organisational agility is increasinglycriticalforthesurvivaloforganisationsin turbulent environments. Organisations are looking for ways to increase their capacity to deal with a fast-changing environment with all its fluctuations in demand, risks and opportunities. Truly a VUCA world, then: volatile, uncertain, complex and ambiguous. One which is adding to the variety and complexityof activitieswhich theorganisation needsto handle, onewhich is increasing the possible futures they need to prepare for, and the speed at which they must do so, in order to survive and thrive in their environment. Pressure to deliver today creates a push for efficiency, a push to lock in resource to doing more of the same thing. But pressure to be ready for tomorrow needs freedom of choice and manoeuvre, ability to break out of today's ways of thinking and doing to do something different. And this needs enough spare resource to effect change: agility. It's important to be clear on the agility 'requirement' - how much agility do you need? where? how quickly?Without knowing how agile an organisation is, it's not possible to know what strategies are possible,whethermanagerscanmanage(effectchange)or whether the organisationis likelytosurvive,inthecontextoftheagilityrequiredtosurviveand thrive in its environment. So, agility matters: it matters strategically and it matters operationally, and designing organisations with requisite agility matters.

Organization agility is an important concept was starting with a quick response to change and uncertainty in an environment, where organizations must act to overcome obstacles or gain and win

opportunities. In our study, we did focus on three dimensions: HR, information technology, and innovation (Alhadid & Aburuhman 2015). Human Resource Agility: which is consistent with people's capability and flexibility to have crucial roles in an agile organization which faces a permanent change in the circumstances? Information Technology Agility: This benefits an organization by supplying it with a high information capacity. This goes along with exchanging information amongst collaborated organizations, which has been proved necessary in order to secure their important information system, relationship, and inflexibility. Secure information and IT have advanced further than other technologies and industries and are being used to expand through innovative technology. Innovation Agility: A more effective way for an organization to provide solutions to customers rather than just selling products, by expanding their horizons, and employing creative ways throughout the newly designated process. (Saeed et al. 2013).

Theoretical Framework

The Social cognitive theory, which addresses diversity management in an organization as well as the occupational of workers in an organization, will be employed for this study. Learning is explained by social cognitive theory through observation and modeling. The observational learning perspective was initially known as social learning theory (Akers, Krohn, Lanza-Kaduce, & Radosevich, 1979). Bandura (1986) renamed learning by observation social cognitive theory in later writings to reduce the emphasis on the traditional pairing of learning with its'response' acquisition process. Bandura (1986) defined learning as the process of acquiring 'knowledge.' He also claimed that such knowledge may be gained by observing others, a technique known as vicarious learning. Through observations of earlier events in a social setting, an individual can build a concept of how to carry out an activity without actually completing it (Bandura, 1986; 1989). As a result, social cognition theory's vicarious learning idea gave environmental events and learning from seeing others' past behaviors a role. This idea, according to Bandura (1986), happens inside a triadic reciprocal learning process. In addition to vicarious learning, modeling is a key strategy for acquiring competence in all three determinants of the triangle described above (Bandura, 1986). Modeling is the act of replicating behaviors observed in others and thereby acting vicariously (Bandura, 1986). Modeling gives a roadmap for understanding how the past influenced present norms. Researchers used vicarious learning and modeling to apply social cognitive theory to a variety of disciplines, including organizational behavior (Manz & Sims, 1981) and organizational learning (Gibson, 2004). In this dissertation, the compositions of boards of directors are hypothesized as models for diversity management behaviors, and previous diversity management practices are theorized as environmental practices that lead proper ethical sequences. According to Bandura (1998), similarity and consistency are crucial traits that facilitate and strengthen the modeling process. Diversity management, in addition to being a precursor, has parallels with ethical practices. They are both based on different ethical ideas (Alder & Gilbert, 2006).

Empirical Review

Research invariably exploring the linkages between diversity management and organizational effectiveness are varied. That is, what is the relationship between diversity and organizational level outcomes such as client satisfaction; employee turnover, satisfaction, and productivity; and financial performance? Some of the studies in this area as reviewed in this paper are outlined below.

Messah & Mwalekwa (2021) investigated Effects of Workplace Diversity Management on Organizational Effectiveness, The study sought to establish effects of workforce diversity management on the organizational effectiveness selected branches of Kenya commercial bank limited .Specifically, the study sought to establish the extent of demographic diversity , extent of social-cultural diversity, the management of diversity at the bank's branches and how the management of the workforce diversity affect organizational effectiveness. The Study adopted a descriptive research design. The study population consisted of all branches of KCB limited in five countries in the East African region. A sample size of 100 respondents was selected. The internet mail survey had a 60% response rate. Data collection was by use of questionnaire through internet mail. Analysis was by use of descriptive and inferential statistics and SPSS version 15.0. The Pearson's correlation coefficient indicated the relationship between each independent variables and the dependent variable and tested at 5% significance level. The study established that overall, diversity affects the cohesion of the KCB and although the problems related to diversity are intermittent occurrences, in some branches, less than 20% of the branches, these happen very often. Although in 20% of the branches, diversity issues are minimal. Although, there are deliberate efforts to capitalize on diversity at KCB, very little is being achieved, and negative diversity is likely to affect organizational effectiveness, if not properly addressed. The study recommended that in order leverage of the existing diversity, a philosophy be established on diversity that would affect most of the human resources activities with regard to the differences as existing among its employees.

A study by Nazir (2021) was examined titled "Managing Cultural Diversity at Workplace" The purpose if this paper is to examine how cultural diversity is managed in a Swedish university, Jönköping International

Business School (JIBS). Also, further investigation is on the employee's perception of how the practices and policies of cultural diversity is being delivered by the management at the university, exploratory research is conducted for this paper and the empirical findings is gathered through qualitative research. The primary research is retrieved by semi-constructed interviews. The human resource department and teachers from different backgrounds and countries were interviewed to find out how the teacher's perception of cultural diversity management at their workplace based on how the practices and policies were delivered to them. Based on the interviews it was found that the cultural diversity management as a topic is well understood by both the management and the employees. However, the study revealed that the employees do not perceive it in the same manner it was being delivered to them by the management. The issues and practices connected to managing cultural diversity is not entirely provided by the management within the work environment. It essential that the management provide for more effectively communicated structure.

Dike (2021) examined "The impact of workplace diversity on organisations" The study is conducted to explore how companies manage workforce diversity and its consequences to the company's existence as well as examine how companies' deal with challenges that comes with employees from diverse cultural backgrounds. The research therefore answers the question `Has workplace diversity contributed to organizational success`. Because diversity covers a wide range of human attributes and qualities, The research is limited to the required tools for managing workplace diversity, advantages and disadvantages of managing a diverse workforce. Five companies in Finland and Ghana have been studied in order to acquire answers to the question that is being focused on. To gather the required data for this thesis, the author has mostly used the current material that contains Human Resource Management studies. Qualitative research method has been used to gather and analyze the data on the companies. To answer the research question as well as obtain and practical and relevant information on each company, the author conducted an interview on three of the companies, and gathered information on the internet on two of the Companies. The result shows that workplace diversity plays an effective role in some companies. However inadequate mentoring and guidance could cause a company low productivity. For this reason, there must be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing. In the conclusion, the findings of the thesis were indicated, which states that workplace diversity has contributed to more productivity but some factors such as differential treatment could hinder its successful implementation and hence company success. Big companies are more passionate about diversifying their workforce and see its implementation as a norm and continuously strive to improve diversity management, whereas small companies see it as a choice and evitable when they feel it a burden or cannot effectively manage it.

Munjuri (2012) conducted a survey on Workforce Diversity Management and Employee Performance in the banking sector in Kenya, It is in this context that this Research investigated the effects of workforce diversity management on employee performance in the Banking industry in Kenya. Descriptive survey research design was used. The target population included all the 4000 employees of the bank. Nairobi region was purposively selected because of nearness to the researchers, accessibility, and time limit. The respondents were selected using stratified random sampling technique from 3 branches in Nairobi region. The study revealed that the Bank had strategies such as balanced recruitment, support to minority groups, diversity training and equal employment opportunities. Other than an employee's level of education and performance ability, there was no other workforce diversity variable that determined an employee's compensation. Workforce diversity was found to affect employee performance at varying degrees considering both managers and non-managerial employees of the Bank. The managers registered a greater impact while the impact was less among the non-managerial employees. The various tests of hypotheses showed a significant level of association between employee performance and the mean productivity levels of the bank workforce when categorized by gender, age and level of education.

III.   Summary of literature Reviewed

In general, diversity research appears to be a desire for a precise classification of causes of difference that permits additional research into the effects of these differences. Concern exists regarding probable overlaps between categories and the accurate measurement of variations within each of these categories. Since the impacts of diversity are not always unambiguous, it is necessary to create additional categories in order to comprehend the sometimes-contradictory outcomes.

According to the research analyzed in this article, racial diversity in organizations has a favorable effect. In addition, harnessing diversity can result in a little improvement in consumer satisfaction. Also evident is the relationship between organizational commitment and organizational diversity. However, such benefits flow to the organization only if diversity is managed well. While the aforementioned research has focused on diversity in organizations, less attention has been paid to how such variety promotes organizational performance, specifically goal accomplishment. In addition, the aforementioned investigations were conducted in different contexts than the present investigation. This study will contribute to the body of knowledge by

establishing how organizational diversity, such as gender, ethnicity, and religion, impact organizational success in a local context. The Nigerian diversity dimensions may differ from other researchers' settings, and the study gaps will be covered by utilizing Nigeria Banks, which has a regional variety representation.

IV.   METHODOLOGY

The survey research design was adopted for this study. It was adopted because of the nature of the study. This study focuses on diversity management and performance of banks in Ekpoma Edo State using Fidelity Bank Nig Plc, Guaranteed Trust bank Plc, and First Bank Nigeria Plc as a case study.The population for this study was the employees of Fidelity Bank Nig plc (26), Guaranteed Trust bank Plc (24), and First Bank Nigeria Plc (28) Ekpoma. The total population is Seventy-Eight (78).Census also known as complete enumeration sampling method was by the researcher. It was used because the total population of seventy-eight (78) is an accessible size.In the selection of data for this study, the researcher adopted the use of both primary and secondary sources of data. The method used to collect the primary data was the use of questionnaire, which involved the use of questions relevant to the study for obtaining data and it was structured into two sections to deal with possible dimension of the research problem while the secondary sources made use of journals, articles, magazines and internet.The method to be used to generate and collect data for this research work is through administering of questionnaire. The instrument used for the study was the Pearson Moment Correlation Analysis method which is a statistical tool used to test the hypothesis of the study, therefore in this study the Pearson Moment Correlation analysis method will be employed using statistical package for social science SPSS version 17, Correlation Analysis method is suitable when: data are distribution free; the data are independent; and the category into which data placed are mutually exclusive.

DATA ANALYSIS
Test of Hypothesis

The hypothesis raised in the study are tested below;
Ho: There is no significant positive relationship between ethnic diversity and business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc

Correlations

		ETH_DIV	BUS_AGI
ETH_DIV	**Pearson Correlation**	1	.876**
	Sig. (2-tailed)		.000
	N	63	63
BUS_AGI	**Pearson Correlation**	.876**	1
	Sig. (2-tailed)	.000	
	N	63	63

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS version 23

The result shows that r = 0.876 (88%) it shows that there is a strong positive relationship between ethnic diversity and business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc. Since the p value 0.00< 0.001, it shows that the result is statistically significant at 0.05 (5%) level of significance.

V.   Discussion of Findings

The hypothesis found that there is a significant positive relationship between ethnic diversity and business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc, Ekpoma, Edo State. The result shows that r = 0.876 (88%) at 0.05 level of significance, this corresponds with the findings of Smallbone (2010) who found that ethnic diversity as an important source and need in the global world which increases the chances of a company to succeed in different markets which have ethnically different requirements. People with different backgrounds can be an asset for the company as they can contribute pertaining to their experience and skills which the organization can take advantage and compete with innovative ideas. Furthermore, ethnically diversified team is more sustainable in different markets as it is easier for the company to understand culturally differentiated markets and their potential.

Summary

The study examined diversity management and performance of banks using Fidelity Bank Nig plc and Guaranteed Trust bank Plc, Ekpoma, Ekpoma Edo State, the study. Results obtained from the test of hypothesis

shows that there is a strong positive relationship between ethnic diversity and business agility of Fidelity Bank Nig plc and Guaranteed Trust bank Plc, since r = 0.876 and p value 0.00 < 0.001.

VI. Conclusion

Based on the findings of the study the researchers concluded that diversity management impacts banks performance in Nigeria. In this world of managing crisis, diversity management seem to be a major concern because man is the hardest factor to manage in any enterprise, thus the study sought to examine if religious, gender and ethnicity hinders and affect organisational performances of banks in Nigeria specifically, Ekpoma, Edo State, after thorough investigation and analysis, the study concluded that gender, ethnicity and religion are all contributing factors which mainly affects banking performances.However, this study focused on the impact of ethnicity on business agility as the sub-variables for the independent and dependent variable respectively.

Recommendations

It was therefore recommended that studied of financial institution should endeavour to accommodate all ethnicity, gender and religion as it could positively affect impact business agilityand employee's innovative criterion.

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