FUW-IJMSS
ISSN: 2635-3539 (Print)
2384-6224 (online)
Open Access
Google Scholar

GENDER AND MARITAL STATUS DIVERSITY ON EMPLOYEES' PERFORMANCE IN SELECTED FEDERAL UNIVERSITIES IN SOUTH-EAST NIGERIA

[1]Nwaoma, Peter Chikwendu, Ph.D
[1]Directorate of Human Resources Management
Michael Okpara University of Agriculture, Umudike
Abia State, Nigeria
GSM: +2348068758386
Email: **pcnwaoma@gmail.com**

[2]I. Dialoke, Ph.D
[1]Department of Industrial Relations and Personnel Management
Michael Okpara University of Agriculture,
Umudike, Abia State, Nigeria
GSM +2347039023340
Email: drdialokeikechukwu@gmail.com

ABSTRACT

This study is a survey research on the gender and marital status diversities on employees' performance in selected Federal universities in South-east Nigeria. Primary data were obtained through a structured questionnaire from a sample population of 1,756 from three selected Federal Universities, made up of 1,252 for University of Nigeria, Nsukka (UNN), 373 for Michael Okpara University of Agriculture, Umudike (MOUAU) and 229 for Alex Ekwueme Federal University, Ndufu-Alike Ikwo (AEFUNAI), respectively. The researchers used descriptive statistics and linear regression to analyse data obtained in the study. The result proved that the gender of participants generated an important ($p<0.005$) effect on employees' performance. In particular, the males were found to have a higher performance than the females. Marital status diversity has a p-value of 0.644 and thus has no significant effect on employees' performance in the universities studied. It was concluded that universities that employ both males and females without distinction are bound to accomplish their goals better. It was recommended that the selected Federal universities (UNN, MOUAU and AEFUNAI) should maintain their gender-inclusive recruitment policy and continue to give both married and unmarried employees equal opportunity in the scheme of things.

Keywords: Diversity, gender, marital status, and employee performance.

INTRODUCTION

Diversity in work organisations attempts to unravel who is included or excluded. It is generally believed that no one should be deprived of opportunity in the workplace. Moreover, the most outstanding objective of University of Nigeria, Nsukka, Michael

Okpara University of Agriculture, Umudike and Alex Ekwueme Federal University, Ndufu-Alike, Ikwo, which is consistent in all their laws, behoves on the need to encourage the advancement of learning and to hold out to all persons, the opportunity of acquiring a higher education without distinction of race, creed, sex or political conviction (Federal Universities of Agriculture Act 48, 1992). In addition to the above objective, the law excluded discrimination as to race, ethnicity, sex, place of birth or family origin, religious or political persuasion as a condition of holding any appointment in any of these Federal universities or being a member of anybody established by virtue of their law. Moreover, the law states that no person shall be subjected to any disadvantage or accorded any advantage in any of the Federal universities in relation to the aforesaid matters. These provisions, no doubt, place the Federal universities under obligation as diversity institutions. Suffice it to say that they are bound to accommodate diversity in their workplace.

Diversity is encouraged in modern organisations for many reasons. One of such reason is to give the organisation an opportunity to trap from a multiplicity of factors pertaining to their employees such as gender, age, marital status, religion, physical ability, education, etc. Therefore, workplace diversity proves vital in harnessing the creative ability of workers, their cultural trait, as well as the skills they employ to communicate with one another, thereby utilising them to achieve what gives competitive benefit to the organisation concerned (Noe, Hollenbeck, Gerhart and Wright, 2018). This in turn, affects employees' commitment and performance. To manage workplace diversity would therefore imply getting the maximum derivable advantage which diversity portends while at the same time reducing to the barest minimum all the foreseeable negative effects which might include prejudiced attitudes that are capable of undermining an organisation's performance (Dessler, 2020). Martin (2014) articulated the undesirable outcomes of diversity in organisations to include wrong communication, erection of obstacles, and dysfunctional variation of behaviour. He found that unsuccessful conveyance of major organisational goals could lead to uncertainty, lack of cooperation and little drive and interpersonal conflicts among employees.

Differences between married and unmarried employees in a university could result in failure to be productive and create unenthusiastic emotions within a group of workers. This evidently could work at the detriment of the university concerned. The positions of males and females in the workplace have generated varied interest. Gender analysis generally refers to those behavioural roles which various cultures expect of their males and females (Mitra, 2003). Often times, inequalities in roles of male and female are highlighted; in other times, discrimination, or negative cultural practices hinging against females (Eboiyehi, Fayomi & Eboiyehi (2016) and Madumere-Obike & Ukala (2012).

STATEMENT OF THE PROBLEM

In the Federal universities, it is evident that institutional vision, mission, and objectives are clearly stated and employees' performance hinges around the achievement of the same. University of Nigeria (UNN), Michael Okpara University of Agriculture, Umudike (MOUAU) and Alex Ekwueme Federal University, Ndufu-Alike, Ikwo (AEFUNAI) have their strategic plans, which are implemented and monitored or adjusted to assess growth rate and accomplishments of the institutions. Whatever the average employee does or fails to do have important bearing to these universities' performance and achievement of their strategic plans. One crucial aspect of these universities' mission is to enroll and graduate students as at when due. The workforce of the Federal universities in South-east Nigeria studied cut across males,

females, married and unmarried persons. However, the connection between gender and marital status diversities and employees' performance in these universities is not well researched. For instance, previous empirical studies by researchers such as Gberevbie, Osibanjo, Adeniji and Oludayo (2014) and Ugwuzor (2014) showed evidences of discrimination between males and females based on their ethnic identities, religious beliefs and geo-political zone. Thus, a gap exists in previous studies on the effects of gender and marital status diversity on employees' performance. Therefore, this study investigated the effect of gender and marital status diversity on employees' performance in selected Federal universities in South-east Nigeria.

1.3 OBJECTIVES OF THE STUDY

The broad objective of this paper was to examine the effects of gender and marital diversity on employees' performance as it pertains to the selected Federal Universities in South-east Nigeria.

The specific objectives were to:

i. examine the effect of gender diversity on employees' performance in the selected Federal Universities in South-east Nigeria;
ii. know the effect marital status diversity has on employees' performance in the selected Federal Universities in South-east Nigeria, and
iii. unravel the effect bonding relationship among employees of similar gender and marital status have on their performance.

1.4 RESEARCH QUESTIONS

The research questions were:

i. in what way did gender diversity affect employees' performance of selected Federal Universities in South-east Nigeria?
ii. how did marital status diversity affect employees' performance in selected Federal Universities in South-east Nigeria?
iii. how does the bond among employees of the same gender and marital status affect employees' performance in the selected universities?

1.5 RESEARCH HYPOTHESES

The following hypotheses were formulated to guide this study:

Ho_1: Gender diversity had no significant effect on employees' performance in selected Federal Universities in South-east Nigeria.

Ho_2: Marital status diversity had no significant effect on employees' performance in selected Federal Universities in South-east Nigeria.

2.0 REVIEW OF RELATED LITERATURE

2.1.1 Employees' Performance

Performance is one of the most common organisational behaviours in the workplace. Generally, employees' performance is a concept that has no acceptable definition. Pradhan & Jena (2017) saw it as a multi-faceted concept with various parts; a concept that a person can make a distinction between its many processes or behavioural involvements associated with the resultant effects. According to Campbell & Wiernik (2015), the behavioural aspect refers to the activities individuals participate in to achieve a given organisational task while the result represents the effect of a person's task behaviour. Performance, in the opinion of Jenatabadi (2015) should be connected to results as well as hover around actions and behavioural orientation of workers in that regard meant to grow organisational objectives or expectations. It has been observed that there is a lack of adequate knowledge of the meaning of the concept or explication of the definition by various researchers as there are

different interpretations and inferences based on their own perceptions. According to Igbal, Ahmad, Haider, Batool, & Ain (2013) and Osah, Ojabo, & Alagah, (2017) employees' performance involves synchronising the objectives and goals of the organisation with expected targets of employees as affirmed and made measurable. Organisations make strategic plans where they outline their expectations, targets, and what will indicate performance. Performance behaviour represents the sum of the behavioural orientations connected to work which fall within what an organisation has expectation for its employees to show in the day-to-day discharge of their duties.

According to Robbins and Judge (2013), there are triple forms of behaviour constituting performance in an organisation. The foremost is the "task performance", involving performance of the roles and responsibilities expected to make the manufacturing of goods, services or administration possible. This is followed by what they called "citizenship", representing the actual steps taken to improve the psychological well-being of the organisational environment. This is done when workers in an organisation help their colleagues without solicitation, to support them in achieving objectives of the organisation devolved to them, and treat fellow workers with respect. The last is what they called "counter-productivity behaviours", which are not complementary behaviours or those things capable of causing serious harm to the organisation e.g. stealing, destroying organisation's property, and aggressive behaviour against fellow workers. Employees' performance is situated around these major behaviours and may either achieve the objectives of the organisation or stultify it. To this end, employees' performance behaviourally relates to "what people do at work" and the "results of the individual's behaviour" (Sonnentag, Volmer & Spychala, 2018). As Armstrong (2012) rightly said, performance as a concept has multiple attributes with dual parts- the behavioural or action part and the result part. Armstrong (2012) defined performance as behaviour that accomplishes results while Campbell & Wiernik (2015) defined employee performance as things that employees really do or the actions they take to achieve organisational objectives. These two outstanding behaviours are significant in proper conceptualisation of this study. The cumulative outcome of employees' performance will translate to organisational performance.

Pradhan and Jena (2017) identified three parts of employee performance, which are "task performance", "contextual performance" and "adaptive performance". Task performance is behavioural in nature and revolves around cognitive disposition and is made possible by the basic knowledge of the tasks concerned. In summary, Pradhan & Jena (2017) argued that as a precondition for task performance, one must primarily possess the ability to do the job and be experienced on the job. In the Nigerian University System, individuals with adequate experience are hired and through annual performance appraisal exercise their actual performance is ascertained to plan improvements on future performance. For teaching staff, research activities, publications, teaching, administrative/leadership experience and public service constitute the major criteria for assessment of performance. However, for non-teaching staff, on the job performance is assessed through output of work, administrative experience, creativity and initiative. On the other hand, adaptive performance is defined to include a person's capacity to become very familiar with their schedule and dynamically adapt to demands of the job. Huang, Ryan, Zabel & Palmer, (2014) observed that the sooner employees accomplish some level of perfection in jobs allocated to them, they would start to exhibit adaptation orientation and behaviour that

would stretch to cover the dictates of their role as employees. In many organisations, employees adapt to technological changes, restructuring of jobs and other changes in their core jobs as well as to interpersonal behaviours involving their organisation peers and subordinate employees. As Baard, Rench & Kozlowski (2014) put it, employees can effectively adapt their job performance in order to maintain an efficient work and overcome challenges in the workplace. Contextual performance include those intangible things the employees do at their own volition, which of course are beneficial to employers. This is the idea of organisational citizenship behaviour (OCB). The behaviours covered here are tacitly expected of the employee but not found in their job specification. According to Pradhan & Jena (2017) "contextual performance" incorporates those attitudinal orientations like deciding to do additional work, offering a helping hand to other employees especially when resolving herculean assignments, maintaining high spirit in the workplace, and identifying with people when it is much needed. In the university environment, we take these three broad categories as our locus of performance, involving execution of tasks, adapting to performance and contextual performance. Individual employees irrespective of their gender and marital status are expected to exert their impact on organisational performance. In one way or the other, the esprit-de-corps among employees of similar gender and marital status, may reflect more on contextual performance.

2.1.2 Gender Diversity and Employees' Performance

According to World Health Organisation (2011), gender refers to the characteristics pertaining to women and men which are constructed socially. The distinguishing factor between men and women has to do with their learned behaviour and experiences overtime. Attempts to study gender identities revealed things like the level of inequalities or unequal power relationships existing in the various roles performed by men and women. The effects of the inequalities and power relationships matter very much in gender studies. Gender looks at the role and behavioural expectations of males and females. It specifically stands for social conception of males and females as depicted in various attitudinal and role behaviours (Eboiyehi, Fayomi & Eboiyehi, 2016). In view of the unacceptable traditions and behaviour manifestations and socio-cultural practices which hinged against the female folk, the concept gender is often narrowed to efforts towards understanding their circumstances and position; it equally defines their roles, predicaments and essence in a world where men dominate its functions. Madumere-Obike & Ukala (2012) observed that females in Nigeria are engaged in employments that are not of complementary status with the males notwithstanding the fact that they have higher population figures than the males and improved academic attainments. However, recent studies have widely suggested that gender diversity correlates with improvements in the socio-economic accomplishments of organisations. For instance, in Italy, Golfo-Mosca Law enshrined specific provisions on gender equality in the composition of corporate boards in the country (Solimene, Coluccia & Fontana, 2017). It was made mandatory that with effect from 2012, all companies should have at least 1/5 female board members while from 2015 they should have 1/3 till 2022 when the law will terminate. The studies concerning how Italian corporate bodies have engaged female directors showed a marked improvement from 2009 to 2014. For the year 2014, it was reported that only four companies among those sampled were yet to appoint females on their board at all (Solimene, *et al.,* 2017). Italy registered significant number of females in their corporate boards, having followed other European nations in this regard. While Norway passed its own law in 2003, which required at least 40% representation of males and females on

company boards, Germany enacted its own law in 2016 making it mandatory for females to form a minimum of 30% of jobs equivalent to supervisors. Generally, it was found that the adoption of quota system had enhanced the proportion of female on most of the publicly quoted companies in Europe (Solimene, *et al.,* 2017). Carter, D'Souza, Simkins & Simpson (2010) studied the connection existing between a firm's performance or fortunes and diversity on the board vis- a- vis females and persons of other racial origin. They discovered that there was a positive correlation between number of women company directors and their performance. It was concluded that presence of female directors affected board's behaviour in terms of meeting attendance. Krishnan (2020) and Kyalo & Gachunga (2015) discovered that gender diversity positively related to employees' performance.

2.1.3 Marital Status Diversity and Employees' Performance

Marital status showed whether one is married or unmarried (single). Organisational psychologists have emphasised the need to create appropriate work-family balance (WFB) for workers. A good WFB among employees in turn unleashes some advantages including increased rendering of service, minimisation of labour turnover and tendency to keep or be absent from work. It is also accepted that a good work-family balance (WFB) enhances organisational effectiveness and commitment (Chang, Zhou, Wang & Heredero, 2017). The concept of WFB stands for the perception of an individual on the latitude to which the person would experience positive relationship between work and family roles (Ha, Ip, Lin & Zhuo, 2018). It was posited that the relationship between work and family should be seen to have harmony and equilibrium with each other. Consequently, one's family life could create an interference with one's work life. While earlier researchers focused on the conflict inherent in work-family construct as a result of the inadequate time and money at the disposal of the individual employee to spread across their multiple life roles, nascent researchers are making giant strides to resolve the work-family conflict (Toffoletti & Karen, 2016; Lin, Wang, & Ho, 2013). Furthermore, Padmanabhan & Magesh (2016) observed that married workers and in particular women receive more unsuitable treatment in the workplace. They opined that distinction could be seen between employees depending whether they were males and females in relation to job performance. This could also happen whether they are married, single or separated. However, they believe that a greater part of the problems was seen more at the time when an unmarried employee gets married and begins to cater for both family and work life. The belief was that single males or females employed in an organisation could invest reasonably greater or much more time to concentrate on their job due to the fact that they have less distracting factors than the married. This will definitely show on the level of performance of the unmarried vis-a-vis the married workers (Padmanabhan & Magesh, 2016).

2.3 Empirical Review

Muthiora (2017) conducted a research on labour force diversity management and staff performance in National Biosafety Authority, Nairobi Kenya. The research was premised on the objective of determining if performance of employees was impacted by the way different aspects of workforce diversity were managed. The researcher collected primary data from 38 employees of the agency using survey. It was discovered that workforce diversity management namely, education background, gender and age diversity affected workers' output in the agency while marital status did not influence employee performance. It was concluded that education background, gender and age diversity were critical workforce diversity variables that determine employees'

performance. Kerga & Asefa (2018) investigated the outcome of labour force diversity namely, age, sex, ethnic group, educational qualification, job skill and marital status on employees' performance in Ethio-telecom, Ethiopia. The researchers established an affirmative association between all those variables on job outcome except ethnicity which has no significant relationship. In related study, Zhuwao (2017) examined labour force diversity and its effects on employees' job outcome in University of Venda, South Africa. The regression analysis showed that the autonomous variables namely, age, sex, ethnicity and education diversities explained variation in workers' performance by only 10.8%. Thus, the researcher concluded that other variables that were not considered in the research might have influenced the result. In any case, Zhuwao (2017) found that gender was the aspect of diversity which had the uppermost contribution on observed difference in workers' performance (β=0.258, p=0.00) unlike age, ethnicity and education diversities. This was followed by educational diversity (β= 0.214, p=000) as well as ethnicity with (β=0.058, p=0.138). In summary, Zhuwao (2017) hypothetically used correlation analysis to establish a major positive association between gender and ethnic diversities and employees' performance while age diversity had no significance. This finding corroborates Kyalo & Gachunga (2015) who observed that gender, ethnic and education diversities as being significantly associated with employee performance apart from age in firms managing finances in Kenya. Akpakip (2017) also studied the effects of labour force diversity on workers output in First Bank, Ota Branch. He found a major association between sex of individuals and their job performance. He stated that the sex of individuals had a high predictive power on employee output. In addition, a significant positive association between age variation and workers output in the organisation studied. On the other hand, Schlick, Frieling & Wegge (2013) believed that the negative effect of age diversity on worker performance might be attributed to the supposition that employees who are older perform less efficiently and effectively due to their declining strength as a consequence of old age. Akpakip (2017) found no major association between ethnicity and workers output while he recognised a major association between education diversity and employees' performance. He concluded that allowing diverse individuals in an organisation's workforce composition encourages performance as they bring different experiences and expertise. Tarinabo (2013) found variations between the leading and administrative styles of mangers that are males and females in corporate bodies especially when it comes to change management. Female managers were considered more capable in management of organisational changes than men. This was attributed to be as a result of their soft, open and transformational style while men were identified as often adopting command-oriented transactional "hard approaches" in overseeing changing circumstances in their organisations. The conclusion was that as long as managing change is concerned, variations and choices are prevalent based on people's gender which might have possible effect on overall organisational outcome.

Busolo (2017) studied the effect of three elements of diversity namely ethnicity, education and gender on organisational performance in AAB Group of Companies, Nairobi Kenya. The finding was that gender diversity had significant effect on organisational output. "Competitive advantage'' was ranked highest followed by management leadership quality which was ranked second. The second finding was that ethnicity impacted highest on corporate reputation followed by employee productivity. The correlation between ethnicity, sex, age of

individuals and organisational performance were weak. Nevertheless, the study drew a conclusion that age, gender and ethnic diversities remained important determinants of organisational performance. This deduction was hinged on the regression analysis with adjusted R^2 value of the model indicating that 13% of the change or variance could be accounted for by age, gender and ethnic diversities. Out of the 3 variables measured in the research, only gender diversity significantly affected productivity while age and ethnicity were insignificant on organisational performance. Oladipo, Ismi & Bahaman (2017) investigated the social and demographic variables which impact on employees' work fulfilment among lecturers in government owned universities in Nigeria. 199 academic staff from government owned universities in Nigeria who were undertaking research in 3 universities in Malaysia constituted the population of the research. The research had three objectives, namely, to investigate the difference between job satisfactions of the academic staff factored on their sex; to investigate the difference between fulfilment in career of the lecturers and their educational qualifications as well as the examination of distinction between job fulfilment and age of the participants. The results indicated there was no major differentiation between job satisfaction and demographic variables (sex, age and educational qualifications) of the lectures in government owned universities. Eboiyehi, Fayomi & Eboiyehi (2016) studied gender inequality among senior management staff of selected Nigerian Universities in South western Nigeria. They found low representation for women (29.2%) as against the men (70.8%).

Iwuagwu, Okogbo & Okonta (2016) did an examination of the effect of marital status on task performance of teaching staff in government post-primary schools in Edo State. They collected information from 598 teachers drawn from among 4,496 employees in the schools. Two basic hypotheses were proposed. The first was that marital status does not predict performance in public secondary schools while the second was that married and unmarried teachers do not significantly differ in their degree of work performance in the schools. Data gathered from the research was analysed with both descriptive and inferential statistics. The regression result indicated that marital status was significantly related to employees' performance. The findings showed that married employees had a greater intensity of devotion to organisation life and work than unmarried employees. They particularly found that married teachers performed better than unmarried teachers on the job. The researchers concluded that marital status has significant influence on the work output of post-primary school teachers in Edo State.

3.0 Methodology

The researcher used both primary and secondary data in the study. The primary data was obtained through structured questionnaire rated on a five-point Likert scale and administered on 1,854 samples of employees from the selected Federal universities in South-east Nigeria. In addition, oral interviews were used to collect some data from major officers (Registrars, Bursars and Heads of Personnel Units) in the selected Universities while specific secondary was collected from published statistical digests.

The sample size was determined from a population of 14,594 using the formula recommended by Watson (2001) as shown in table 3.2 below:

Table 3.1: Sample Size for each Institution based on Proportional allocation.

S/No	University	Population	$n_i = \frac{N_i * n}{N}$
1	UNN	9,857	$n_i = \frac{9,857 * 1854}{14,594} = 1252.2 \approx 1252$
2	MOUAU	2,932	$n_i = \frac{2932 * 1854}{14,594} = 372.5 \approx 373$
3	AEFUNAI	1,805	$n_i = \frac{1805 * 1854}{14,594} = 229.3 \approx 229$
Total		**14,594**	**1854**

Source: Adapted from NUC Statistical Digest, 2018.

The sample was a total of 1, 854 respondents, made up of UNN 1,252; MOUAU 373 and AEFUNAI 229. The objectives were analysed with descriptive statistics (percentages and mean scores) while Linear regression was used to test the hypotheses.

4.0 RESULTS AND DISCUSSIONS

4.1 Effects gender diversity on Employees' Performance (Graduate Output) in selected Federal universities in South-east Nigeria.

Table 4.1 showed the results of the frequency distribution of research participants in relation to the effects of gender diversity on employees' performance (graduate output) in selected Federal Universities in South eastern Nigeria.

Table 4.1: Analysis of mean scores on the effects of workplace demographic diversity (Gender) on employees' performance (Graduate Output)

Questions	TVLE(1)	TLE(2)	TSE(3)	TGE(4)	TVGE(5)	Mean	STD
The university gives equal opportunity to all persons in job recruitment without minding their gender.	82	72	357	690	555	3.9	1.0
I effectively bond with employees who are of the same gender with me in the workplace.	151	182	263	813	347	3.6	1.2
The job performance of men is usually higher than women in my university.	447	482	386	335	106	2.5	1.2
My university gains increased productivity (graduate output) by reason of my gender.	382	298	452	551	73	2.8	1.2
One's commitment (attachment and dedication to duty) in h/her university and job is made higher by h/her gender.	371	310	318	578	179	2.9	1.3

Overall	**3.1**	**1.2**

Source: Field Survey, 2020.

Note: STD = standard deviation, TVLE-to a very little extent, TLE- to a little extent, TSE-to some extent, TGE- to a great extent, TVGE- to a very great extent

Table 4.1 showed the results on the effects of gender diversity on employees' performance (graduate output) in selected Federal Universities in South eastern Nigeria. The table revealed that the respondents agreed that their universities gave equal opportunity to all persons in job recruitment without minding their gender ($\bar{x}$ = 3.9); and that they effectively bond with colleagues of similar gender in the workplace ($\bar{x}$ = 3.6). Conversely, respondents disagreed that the job performance of men was usually better than those of women in their universities ($\bar{x}$ = 2.5); their universities gained increased productivity (graduate output) by reason of their gender ($\bar{x}$ = 2.8). The average mean score ($\bar{x}$ = 3.1) from the table indicated that the respondents accepted that their gender affected their job performance in their universities.

4.2 Effects of Workplace Demographic Diversity (Marital Status) on Employees' Performance (Graduate Output) in selected Federal Universities in South-east Nigeria.

Table 4.2: Analysis of mean scores on the effect of gender diversity on employees' performance (Graduate Output)

Source: Computed by the Researcher from Field Survey, 2020.

Questions	TVLE(1)	TLE(2)	TSE(3)	TGE(4)	TVGE(5)	Mean	STD
Marital status of employees is an important factor considered in job recruitment in my university.	672	634	204	196	50	2.0	1.1
Single employees are given more challenging jobs in my university than married ones.	695	586	219	181	75	2.1	1.1
Job performance of unmarried employees in my University is higher than those of married employees.	678	500	369	110	99	2.1	1.2
Single employees are more committed (attached and dedicated to duty) in my university and their jobs than married ones.	550	609	331	206	60	2.2	1.1
My university gains increased productivity (graduate output) by reason of my marital status.	448	362	421	396	129	2.7	1.3
Overall						**2.2**	**1.2**

Table 4.2 indicated the analysis of the responses of the study population as it relates to the effect of marital status diversity on employees' performance (graduate output) in selected Federal Universities in South eastern Nigeria.

From Table 4.2, respondents did not consent that marital status was an important factor considered in job recruitment in their universities ($\bar{x}$ = 2.0); singles were given more challenging jobs in their universities than married female ones ($\bar{x}$ = 2.1); job performance of singles or unmarried employees was higher than those of the married ones ($\bar{x}$ = 2.1); and that their universities gained increased productivity (graduate output) by reason of their marital status ($\bar{x}$ = 2.7). The average mean score from Table 4.2 ($\bar{x}$ = 2.2) showed that marital status did not affect employees' job performance in selected Federal Universities studied in South eastern Nigeria. This suggested that marital status of employees in the universities studied generally had no serious effect on their thrust to increase graduate output. This finding differed from Iwuagwu, *et al*., (2016) who found that married teachers perform better than unmarried ones on

the job and concluded that marital status had influence on work performance of teachers in higher schools in Edo State, while Palmanabhan & Magesh (2016) found that workers who are not married performed better than their counterparts who are married.

4.2 Hypotheses Testing

Ho_1: Gender diversity has no significant effect on employees' performance (graduate output) in selected Federal Universities in South-east Nigeria.

Table 4.3 showed the result of generalised linear regression on the effects of gender and marital status on employees'.

Table 4.3: Generalised Linear Regression Model on effects Gender and Marital Status diversity on Employees' Performance (Graduate output) in Selected Federal Universities in South-east Nigeria.

Overall Effect				
Parameter	Wald Statistic		Df	p-value
Intercept	20425.123		1	<0.001
Gender	17.885		1	<0.001
Marital Status	0.213		1	0.644
Likelihood Ratio (18.88, p-value <0.001)				
Parameter	**B**	**Std. Error**	**p-value**	**OR**
Intercept	3.041	0.026	<0.001	20.93
Female	-0.139	0.033	<0.001	0.870
Male	RC	RC	RC	RC
Single	-0.019	0.041	0.644	0.981
Married	RC	RC	RC	RC

Source: Computed by the Researcher from Survey Data, 2020
Note: RC=reference category, OR = Odd ratio, df-degree of freedom.
Decision Rule: $p<0.05$ indicates significance

The results of the generalised linear regression showing the effect gender diversity and marital status) on employees' output depicted through graduate output in selected universities are shown in two partitions in Table 4.3. The first partition of the table is on the overall effects, while the second partition is on the details of the categories of the various independent variables (gender and marital status). The significant ($p<0.05$) likelihood ratio of 18.88 is a proof of the adequacy of the regression model. Consequently, the result clearly showed that gender of participants generated an important ($p<0.05$) effect on employees' output. In particular, the males were found to have a higher performance than the females. This is evident with -0.139 and 0.870 as the coefficient and Odds (OR) respectively for the female category in the regression model. In view of the outcome of the linear regression model in table 4.3, and since the regression coefficients for gender was significant ($p<0.05$), the null hypothesis (Ho_1) is rejected. Therefore, the alternative hypothesis was accepted that gender diversity ($p<0.05$) had significant effect on employees' performance (graduate output) in selected Federal universities in South eastern Nigeria. This implies that employees of different gender (males and females) asserted faith in their

gender as a positive factor in their job performance. This result of null hypothesis (Ho_1) was corroborated by the bar charts in Figures 1, 2 and 3 below showing the outcome of secondary data on graduate output from two of the selected universities (UNN and MOUAU) for a period of 10 years respectively and 5 years for AEFUNAI (which was less than 10 years at the period of study). The results from the bar charts indicated that graduate output of the selected universities increased over the years, as an evidence of the significant effect of gender diversity on employees' performance. It is evident that male and female employees of the selected universities contributed to the increase in graduate output of their universities over the years.

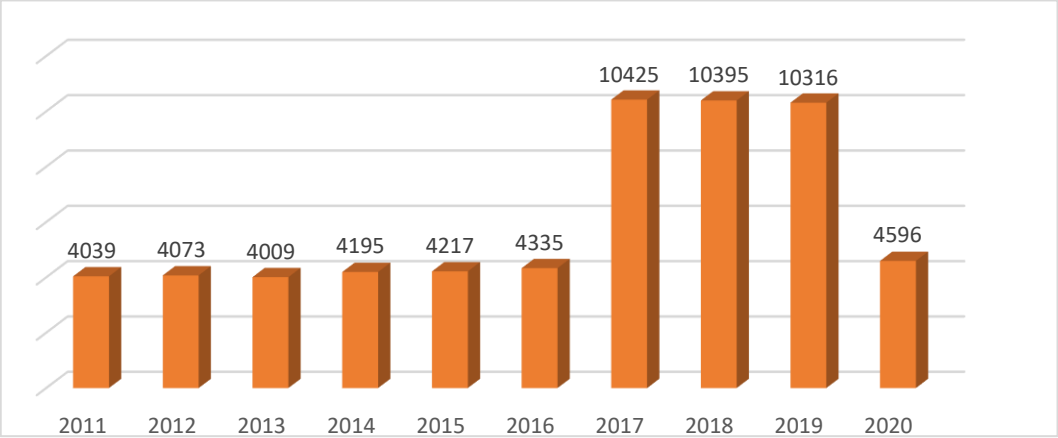

FIGURE 1: Bar Chart Showing UNN Graduate Output (2011 - 2020)
Source: Computed from Secondary data by the Researcher, 2021

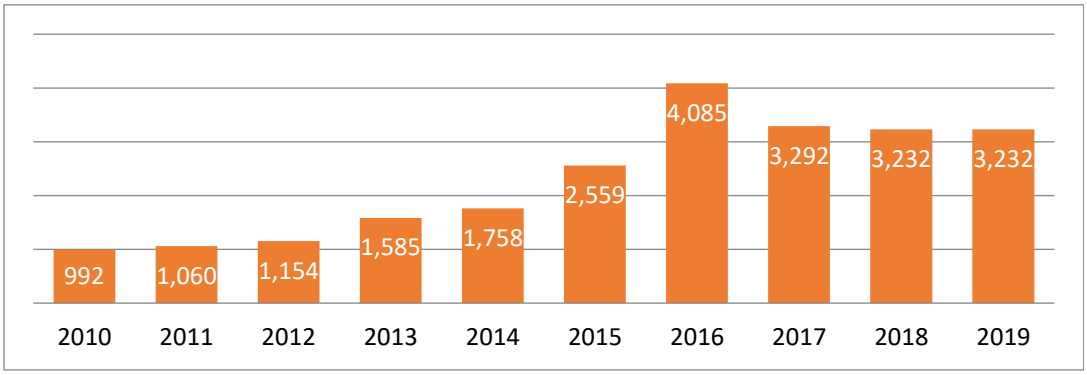

FIGURE 2: Bar Chart Showing MOUAU Graduate Output (2010-2019)

Source: Computed from Secondary data by the Researcher, 2021

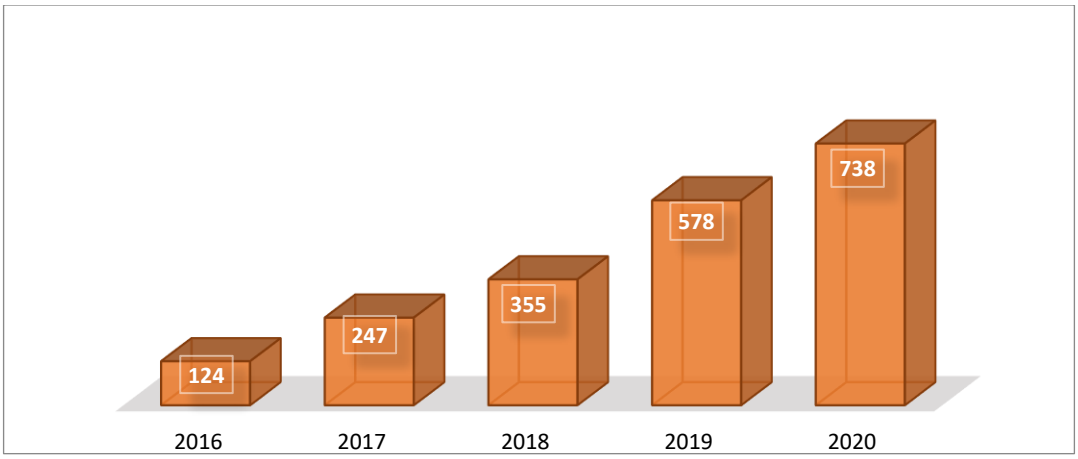

FIGURE 3: Bar Chart Showing AEFUNAI Graduate Output (2016 - 2020)

Source: Computed from Secondary data by the Researcher, 2021

Ho_2: marital status diversity has no significant effect on employees' performance (graduate output) in selected Federal Universities in South-east Nigeria.

Table 4.3 also revealed that marital status has a p-value of 0.644 and thus has no significant effect on employees' performance (graduate output) in the universities studied. In view of this, the null hypothesis (Ho_2) is accepted. It was concluded that marital status did not affect the performance of employees towards increasing graduate output of the selected Federal Universities in South-east Nigeria.

4.3 Discussion of Findings

The study showed that the selected universities in South eastern Nigeria have recruitment policies that were geared towards providing for the right of all gender in employment. In other words, gender equality was perceived as a prominent organisational practice in the universities studied. Gender equality is generally canvassed in the world of work in many climes including Nigeria. This is one of the areas covered by the Federal Character regulations and it implied that the selected Federal universities in South eastern Nigeria are sensitive to the provisions. In a related study, Gberevbie, *et al*., (2014)) found that Government Universities in Lagos State operate gender inclusive recruitment culture. Kyalo & Gachunga (2015) also found gender equality in hiring and promotion of workers in Kenyan banking industry. It is also pertinent to observe that staff of the selected Federal Universities studied bond positively with those with similar gender in the workplace. This is an interesting finding. However, this might be a latent challenge to the creation of a cohesive workforce since bonding along the lines of gender could give rise to negative skirmishes among the workforce. The cohesiveness of an organisation's workforce is desired to maintain competitive advantage. The outcome of the hypothesis agrees with the findings of Busolo (2017), Akpakip (2017) and Zhuwao (2017) that found out that gender diversity was ranked the highest in terms of its effect on workers' performance vis-a-vis output. This confirms Muthiora (2017), Chaudhry & Sharma (2016) and Kyalo & Gachunga (2015) who also found that workers gender had a significant impact on their output in the National Biosafety Authority, Kenya and the Banking sector. The finding however disagrees with Ehimare & Ogaga-Oghene (2011), who found gender to have negative relationship with workers' output as well as performance. An aspect of the findings which indicated that males performed higher than females is unique to this study and calls for an in-depth research. Marital status, on the other

hand, did not record any significant effect on employees' performance in the universities studied.

4.4 Recommendation

The Federal Universities in South-east Nigeria should sustain their gender inclusive approach to staff recruitment. This will help them to maintain increased graduate output, thereby satisfying their stakeholders. Both married and unmarried employees should be hired and given equal opportunity to show their mettle.

REFERENCES

Akpakip, C. E. (2017). Effect of Workforce Diversity on Employee Performance in Nigerian Banking Industry (A Study of First Bank Nigeria LTD, Ota Branch). *Masters of Science Project*, Covenant University, Ota.

Armstrong, M. (2012). *Armstrong's Handbook of Human Resource Management Practice* (12th ed.). London: Kogan Page Limited.

Baard, S. K., Rench, T. A. & Kozlowski, S. W. J. (2014). Performance adaptation: A theoretical integration and review. *Journal of Management*, 40(2), 48-99.

Busolo, E. (2017). The Impact of workforce Diversity on Organizational Performance: A Case Study of AAR Group. Kenya Master of Science in Organisational Development (MOD) *Research Project,* United States International University, Africa.

Campbell, J. & Wiernik, B. (2015) The modelling and assessment of work performance. *The Annual Review of Organisational Psychology & Organisational Behaviour,* 2, 47-74.

Carter, D. A, D'Souza, F., Simkins, B. J. & Simpson, W. G. (2010). The gender and ethnic diversity of US boards and board committees and firm financial performance. *Corporate Governance: An International Review*, 18(5), 396-414.

Chang, X., Zhou, Y., Wang, C. & Heredero, C. P. (2017). How do work-family balance practices affect work-family conflict? The differential roles of work-stress. *Frontiers of Business Research in China*, 11(8), 1-22.

Chaudhry, S. & Sharma, D. (2016). Role of gender and ethnicity diversity on performance of employee. *International Journal of Research in IT and Management (IJRIM),* 6(11), 112-119.

Dessler, G. (2020). *Human Resource Management*, 16th Edition, New Jersey: Pearson Education, Inc.

Eboiyehi, C. O., Fayomi, I. & Eboiyehi, F. A. (2016). From exclusion to discrimination: Gender inequality in the management of Nigerian universities. Issues in Educational Research, 26(2), 182-205.

Ehimare, O. A. & Ogaga-Oghene, J. O. (2011). The Impact of Workforce Diversity on Organizational effectiveness: A Study of a Nigerian Bank. *Annals of the University of Petrosani Economics,* 11(3), 93-110.

Federal Universities of Agriculture Act, 48, 1992, Lagos: Federal Government Press.

Gberevbie, D.E. I., Osibanjo, A. O, Adeniji, A. A. & Oludayo, O. A. (2014). An Empirical stud of gender discrimination and employee performance among academic staff of government Universities in Lagos State, Nigeria. *International Journal of Social, Human Science and Engineering,* 8(1), 104-108.

Ha, G. C. S., Ip, Y. K., Lin, F. F. & Zhuo, H. Z. (2018). Do Single and Married Females Have the Same Standard of Work – Family Balance? Case Study of Frontline Employees in Macau. *Journal of Tourism & Hospitality*, 7(3), 1 – 7.

Hassan, B. & Ogunkoya, O. (2014). Demographic Variables and Job Performance; Any Link? (A Case of Insurance Salesmen). *Aceta Universitatis Danbius(Economica),* 10(4), 1-13.

Huang, J. L. Ryan, A. M., Zabel, K. I. & Palmer, A. (2014) Personality and adaptive performance at work; A meta-analytic investigation. *Journal of Applied Psychology*, 99(2), 162-179.

Igbal, N, Ahmad, N., Haider, Z., Batool, Y. & Ain, Q. U. (2013) Impact of performance appraisal on employee's performance involving the moderating role of motivation. *Arabian Journal of Business and Management Review*, 3(1), 37-56.

Iwuagwu, B. O., Okogbo, B. & Okonta, V. (2016). Marital Status and Teachers' Job Performance in Public Secondary Schools in Edo State. *Journal: International Journal of Social Relevance and Concern,* 4(9), 33 – 38.

Jenatabadi, H. S. (2015). An overview of organisational Performance index: Definitions and measurements. Organisations and Markets: *Motivation & Incentives eJournal*. Retrieved from https://ssm.com/abstract_2599439.

Karakas, F. (2010). Spirituality and performance in organisations; a literature review. *Journal of Business Ethics*, 94(1), 89-106.

Kerga, A. B. & Asefa, A. (2018). The Effect of Workforce Diversity on Employee Performance (The Case of Ethio – Telecom South West Addis Ababa. *Asian Journal of Economics, Business and Accounting* 8(1), 1-27.

Khan, I., Khan, F. Khan, H., Nawaz, A. & Yar, N. B. (2013). Determining the Demographic impacts on the Organisational Commitment of Academicians in the HEIs of DCs like Pakistan. *European Journal of Sustainable Development,* 2(4), 117-130.

Krishnan, S. G. (2020) Gender Diversity in the workplace and its effects on employees' performance. *Journal of the Social Sciences*, 48(3), 1888-1898.

Kyalo, J. M. K. & Gachunga, H. (2015). Effect of Diversity in Workplace on Employee Performance in the Banking Industry in Kenya. *The Strategic Journal of Business and Change Management,* 2(53), 145-181.

Lin, J. H., Wong, J. V. & Ho, C. (2013). Promoting frontline employees' quality of life: Leisure benefit systems and work-to-leisure conflicts. *Tourism Management*, 36(C), 178-187.

Madumere-Obike, C. U. & Ukala, C. C. (2012) Women education: Eradicating illiteracy and building a better society. J*ournal of International Gender Studies*, 6(1), 143-150.

Martin, G. C. (2014). The Effects of Cultural Diversity in the Workplace. *Journal of Diversity Management,* 9(2), 89 – 92.

Maulabakhsh, A. (2015). *Impact of working environment on job satisfaction*. 2nd Global Conference on Business, Economics, Management and Tourism, 23, 717-727. Prague: Procedia Economics.

Mitra, C. (2003). *Women's Development Goals: Reshaping Globalisation.* Delhi: Authorpress.

Muthoria, D. M. (2017). Workforce Diversity Management and Employee Performance in National Biosafet Authority, Kenya, Master in Business Administration Dissertation, Kenyatta University.

National Universities Commission (2018). Nigerian University System Statistical Digest, Abuja.

Noe, R. A., Hollenbeck, J. R. Gerhart, B. & Wright, P. M. *(*2018). *Human Resource Management: Gaining a Competitive Advantage,* 9th edition, New York: McGraw-Hill Education.

Oladipo, K. S., Ismi, A. I. & Bahaman (2017). Socio-Demographic factors that influence job satisfaction among Academicians in Public Universities. Canada International Conference Education. Infonomics Society.

Osah, D. I., Ojabo, U. & Alagah, A. D. (2017). Workplace discrimination and employee performance in Nigeria Food and Beverage sector. I*nternational Journal of Advanced Research/Social & Management Sciences,* 3(11), 61-86.

Padmanabhan, L. & Magesh, R. (2016). Difference between Employees Marital Status and Performance Level in IT Industry. *Imperial Journal of Interdisciplinary Research*, 2(6), 1173 –1190.

Pradhan, R. K. & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspective and Research*, 5(1), 1-17.

Robbins, S. P., & Judge, T. A. (2013). *Organisational Behaviour*. (15th ed.). Boston: Pearson Education Inc.

Schlick, C. M., Frieling, E. & Wegge, J. (2013*). Age-differential work systems*. New York: Springer Heidelberg.

Solimene, S., Coluccia, D. & Fontana, S (2017). Gender diversity on corporate boards: An empirical investigation of Italian listed companies. Retrieved from www.palgrave-journals.com, doi 10.1057.

Sonnentag, S., Volmer, J. & Spychala, A. (2008). *Job Performance* (B. Jullian Ed.) SAGE, 1, 427 – 447.

Tarinabo, J. O. (2013). A Gendered Approach to Organisational Change Management: Differences in the way men and women manage organizational change in Nigeria. UFHR Conference Proceedings, UK: Edward Elgar Publishing.

Toffeletti, K. & Karen, M. R. (2016). Women Academics and work-life balance: Gendered discourses of work and care. *Gender, Work and Organisation*, 2395), 489-504.

Ugwuzor, M. (2014). Workforce Diversity Management and Corporate Performance of Firms in Nigeria. *International Journal of Business and Management Review*, 8, 32-49.

University of Minnesota Libraries Publishing (2015). *Principles of Management* (ed.) Minneapolis: University of Minnesota.

Watson, J. (2001). *How to determine a sample size: Tipsheet* No. 60. University Park, PA: Penn State Cooperative Extension.

World Health Organisation (2011). *World Report on Disability*. Retrieved from www.who.int_teams_world-report.pdf

Zhuwao, S. (2017). Workforce Diversity and its Effects on Employee Performance in a Higher Education Institution in South Africa: A Case of the University of Venda. *Masters Dissertation*, Department of Human Resource Management and Labour Relations, University of Venda.