

LINKING DIVERSITY MANAGEMENT, INCLUSIVE PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON PERFORMANCE: EVIDENCE FROM DEPOSIT MONEY BANKS

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Abstract

This study investigates the linkage between diversity management, inclusive practice, and organizational citizenship behavior to organizational performance in the banking industry using selected deposit money banks in the south-south region of Nigeria. The study used a survey research design method, and data were collected from 283 employees of 15 deposit money banks in the south-south region of Nigeria. STATA 13.0 was employed for data analysis. The findings show a significant relationship between the variables of diversity management, inclusive practice, and organizational citizenship behavior on organizations in deposit money banks' performance. In particular, the model results show the level of the relationship between diversity in race, tribe, age, work experience, and educational qualification on organizational performance and intention to leave. Also, inclusive practice creates an opportunity to implement best practices to foster organizational performance. Moreover, organizational citizenship behavior practices such as networking enhance team organizational performance. All the variables tested under the independent variable have positive path coefficients as factors that affect organizational performance in deposit money banks. It is recommended that deposit money banks in the south-south region of Nigeria should endeavor to erase subtle obstacles that will prevent minorities from fulfillment.

Keywords: *Diversity Management, Inclusive Practices, Organizational Citizenship Behaviour, Workforce, Management Practice.*

Introduction

Migration has made the workplace heterogeneous and scholarly; interest in diversity management, inclusive practices, and organizational citizenship behaviour has been increasing steadily over the last decades (Itam & Bagali, 2019; Su, Lin & Ding, 2019; Hwang & Hopkins, 2015). It is therefore not surprising that a considerable amount of management research has looked at how diversity management, inclusive

practices, and organizational citizenship behavior substantially influence organizational performance in the workplace at different levels of analysis (Ongori, 2007; Brimhallet al., 2017).

However, despite extensive research on its impact on organizational performance, the effects remain challenging and ambiguous (Kundu & Mor, 2017, Eshegbe & Dastane, 2015, Ayub, Arslam, & Razzaq, 2013). For example, diversity is seen as a form of

integration that leads to innovation and creativity in firms to gain a competitive advantage (Bassett-Jones, 2005; Guillaume al., 2014). However, Kirton and Green (2010), indicate that the main shortcoming of this concept is its complete focus on the majority. Arguably, Kundu and Mor (2017), highlight that any sound management thought should start by addressing disparity, dissimilarities, and inclusive practices, actions that promote diversity management. Indirectly supporting this argument, Eshegbe and Dastane, (2015) stated that the diversity arising from attributes such as the positive effect of gender, race, and ethnicity, and the non-positive effect of age and education on performance shows the challenges associated with an organizational context.

Although empirical and narrative literature reviews exist, their restriction is on a specific level of analysis (Mor-Barak et al., 2016) or on specific diversity attributes (Vaidya, Wanjari & Shirigirwar, 2013). This becomes a concern; first, previous reviews limit their scope to an atmosphere that appreciates disparity in an individual uniqueness. Consequently, such leads to partial performance, but with inclusive practices and organizational citizenship behavior which negate emotions, and cynicism, from stiff competition, participatory management is encouraged. Second, previous reviews focused on managing diversity and inclusive practices as a combined attribute (Mor & Kundu, 2017; Hwang & Hopkins, 2015; Brimhall et al., 2017). This negates employee behaviour which serves as a game changer, and its potential to affect performance differently.

Therefore, a more holistic understanding is inevitable. Through a comprehensive quantitative survey, we advance the literature in three folds. First, advancing a single attribute to a more comprehensive attribute affecting organizational performance. This allows for an understanding of previous studies, on networking to overcome anger, contempt, disgust, fear, and nervousness which eventually adds value to organizational performance. Second, by reviewing inclusive practices we recognize the nature of teamwork, fairness, justice, support, and empowerment of employees which propel performance in organizations. Third, employees' behavior is been reviewed and aligned with organizational citizenship behavior, this annex diversity as a tool for challenges that might be encountered in workplaces.

Given the fact that this concept is new to the Nigerian organizational setting, studies are still at an embryonic stage in Nigeria's banking sector. The authors of this paper extend the study of Osibanjo et al., (2020) by including inclusive practices and organizational citizenship behavior as a determinant of organizational performance, moreover, this paper extends the scope of study to increase the numbers of deposit money banks from five to fifteen banks in the south-south region of Nigeria. Our review is particularly suited to how to adapt, innovate, and thrive amidst uncertainty in the workplace.

Statement of Problem

Organizations in Nigeria are global today, especially in the Banking sector. This has led to an increase in the heterogeneousness

among employees and propelled the challenges of organizations to change diverse employees. Incorporating diverse employees' values has become a major concern for the organization. The repercussion for not managing diversity would lead to a lack of skills, competencies, and interest in employees, which will ultimately increase employee turnover and reduce organizational performance.

Inclusive practice and organizational citizenship behavior intend to create and maintain a positive work environment where similarities and differences of employees are valued so that all can reach their potential and maximize their contribution to an organization's strategic goals and objectives. Diversity management, inclusive practice, and organizational citizenship behavior ensure that all employees have ample opportunities to maximize their potential and enhance self-development. It's imperative to recognize that employees from different backgrounds can develop ideas and perceptions that foster efficiency, creativity, and innovation to tap hidden capacity for growth, and competitiveness in an organization. Contrary, it should be noted that these concepts are a forced integration that can create conflict and uncertainty if not well managed and practiced. Human resource managers are in most cases not well equipped to effectively practice these concepts, identify what factors contribute to their effectiveness, the specific level of analysis, how to appreciate disparity, and the combination of these concepts to deal with related issues in the workplace.

Past studies focused on its impact on corporate culture. This study has been undertaken to find out the combination of this concept as a more comprehensive attribute of organizational performance, thereby recognizing the need for networking, fairness, and empowerment which serve as a tool that can challenge any encounter in the workplace. It is in this context that the present study was conducted to explore diversity management, inclusiveness, and organizational citizenship behavior on organizational performance in the banking sector in the South-South region of Nigeria.

Research Objectives

The main objective of the study is to determine the linkage between diversity management, inclusiveness, and organizational citizenship behavior on organizational performance, while the specific objectives are:

1. To determine the effect of diversity management on organizational performance in deposit money banks in south-south, Nigeria.
2. To identify the effect of inclusive practice on organizational performance in deposit money banks in south-south, Nigeria.
3. To establish the effect of organizational citizenship behavior on organizational performance in deposit money banks in south-south, Nigeria.

Conceptual Framework

This study is an investigation of the correlation between the linkage of diversity management, inclusive practice, and organizational citizenship behavior on

organizational performance in deposit money banks in south-south, Nigeria. Diversity management, inclusive practice, and organizational citizenship behavior are

the predictor variable (the independent variable), and organizational performance is the criterion variable (the dependent variable) as shown in Figure (1)



Figure (1): Conceptual Framework
Source: Authors (2023).

2.0 Literature Review

2.1 Theoretical Foundation

Optimal distinctive theory suggests that leveling of the playing field and providing opportunities through organizational and managerial practices offer real prospects for equal opportunities for employees who belong to minority or social identity that experience greater discrimination (Bell al., 2011). Diversity and inclusion are crucial to employees who have experienced exclusion, especially to those historically inclusion, these concepts are based on the pre-established values that create equal

opportunity for employees who have been marginalized to participate and contribute meaningfully. Arguably, for meaningful action and transparency, the organization can take to address racial inequalities by valuing distinctive feature that promotes inclusion, therefore, commitment, trust, well-being, creativity, and innovation become a distinctive feature of employees who wants to embrace unique qualities of diversity, organizational citizenship behavior, and inclusive practices in the workplace.

2.2 Conceptualising Diversity Management

Different terms have been associated with diversity management, and possibly inclusion. However, most scholars define diversity management in terms of the conditionality of the prevailing environment or workplace, for example; Ashikali and Groeneveld (2015), defined diversity management as effective management of workforce and organizational practices. George, Yusuf, and Cornelius (2017) described diversity management as a faithful initiative aimed at achieving equal, diverse and equitable representation without compromising merit. Li al., (2020) defined it as management of all individual differences such as race, gender, age, cultural differences, education background, interest, status, and physical abilities. Along these lines, diversity refers to employee's perception of the extent to which an organization fosters fairness and inclusion in the formal and informal managerial practices on policies (Dwertmann, Nishi & Van Knippenberg, 2016). In another line of reasoning, Barak, Michelle & David (1998) distinguish fairness, inclusion, and diversity. Fairness diversity refers to how to prevent inequality, while inclusion fairness involves the proactive integration of employees regardless of their identities into the streams (Dwertmann et al, 2016).

Recently, scholars' attention has grown to the concept of diversity from different angles and points of view. Further contributing to this puzzle, Ayega and Muathe (2015) insight into diversity reveals, paying attention to equal employment opportunities, staff wellbeing,

and pursuit of goals without being hindered by gender, race, nationality, or other qualities that are not unrelated to performance and summarily collective petition to the management directly in charge, through special appeal to a higher authority with the intention of innovative moves towards development and transformation. Understanding the dimension of diversity helps to determine its significant influence on organizational performance, this makes the concept strategic. Arguably, knowledge of its dimension enhances its management. Four layers of dimensions exist: they include 'personality' which refers to likes, values, and beliefs; 'Internal' refers to diversity in the non-reflex action of employees; 'External' consists of voluntary diversity strictly controlled by employees; 'Organizational' with an anchor on corporate culture. Gardenswartz & Rowe (1998) focused on the internal dimension, however, major issues of preferential treatment and opportunities for advancement or promotions are influenced by external dimensions. Indirectly supporting the argument, Carnegie Mellon University (2014) grouped diversity into primary and secondary orientations. Personality characteristics constitute the primary orientation, whereas demographic features constitute the secondary orientation. Moreover, the University of Washington (2018) identified demographic characteristics as the sixth dimension. Irrespective of the classification by scholars it must include demographic and personality characteristics.

Empirical literature indicates that gender discrimination, communication barriers,

ethnic marginalization, resistance to change, and age are the major drawbacks of workplace diversity (Finn, 2015; Greenberg, 2015; Wengrzyn, 2015). Despite these challenges, numerous benefits can make a diverse workplace yield positive results, making it attractive in a global environment. The benefits of workplace diversity include rapid adaptability, alternative methods for solving problems, in-service sourcing, and proper allocation of resources (Greenberg, 2015), diverse assemblage of skills/experiences (Duke, 2012), diverse language/cultural backgrounds (Duke, 2012). The diverse assemblage of skills and experiences coupled with the variety of alternative techniques for solving problems leads to efficiency in the execution of projects (Greenberg, 2015). Arguably, diversity respects the values, traits, behaviour of employees allowing individual differences to prevail in a workplace which enhances understanding and tolerance. Principally, diversity is heterogeneous vis-a-vis the associated challenges. This makes it sacrosanct to organizational success. Employee diversity has a significant impact on organizational performance. A diverse workforce brings together employees with difficult background experiences and perspectives. They can team up with innovative ideas that can help to solve complex problems in new products or services, thereby acknowledging the individual strengths and the potential of the secret to a successful thriving workplace.

Conceptualising Inclusive Practices

Inclusive practice is a different concept to define with growing diversity in work organization. Scholars have increasingly

become aware of the importance of creating an inclusive environment. Moreover, scholars focus on inclusion is still in the initial stages. Nonetheless, several authors have attempted to give meaning to the concept of inclusive practices. Mor-Barak (2000) conceptualized inclusion as a continuum for the degree to which employees perceive themselves as a part of the critical organizational process (Cho & Mor Barak, 2008; Omofowa & Akhidue-Ogogo, 2021). Additionally, understanding its effect on job satisfaction, traits, commitment, well-being, best practice, and organizational citizenship behaviour is an important phenomenon, not only that, fairness as an integral part of inclusive practices, demands organizational trust, and wellbeing which leads to organizational performance. Arguably, inclusiveness unifies and fulfills employee's needs and achievements. It helps to develop connections and social acceptance. Indirectly supporting this argument, inclusive practice is domicile on pluralistic values that respect cultural reforms amongst employees, especially to those who have been excluded historically diversity focuses chiefly on bringing employees and all other marginalized groups. Inclusive practice creates opportunities for employees to participate in decision resolution. In another line of reasoning, inclusive practice reflects participatory management of employees, invariably; it leads to high human relations in, well-being, and job performance. Extant studies have increased tremendously in recent times. However, most of the studies were built on Mor Barak's (2000) ideas, likewise Ferdman (2010) and Ferdman (2011). New horizon on what specific practices and behaviours contribute to

inclusionary experiences at work, yet, inconsistent results emanate from such empirical testing; so there is a need to advance inclusionary practices experience amongst employees. Inclusionary practices unify, fulfill, and link social needs with achievement, hence employees need to be an integral part of an organization, maintaining relationships and fulfilling psychological needs. This helps to develop connection and social acceptance, but some organizations might make the employees insecure and isolated (Bryer, 2020). Inclusive leadership positively drives task performance through resilience capacity and work meaningfulness. An inclusive culture gives employees a meaningful voice in workplace decisions with the knowledge that their voice matters, in planning to achieve goals. Inclusive organizations support employees, regardless of their background or circumstance, but these terms must be upheld, removing bias, recognizing awareness, training employees, and equity in remuneration.

Conceptualizing Organizational Citizenship Behaviour

Employee behaviour refers to discretionary actions in ongoing learning activities to master new knowledge, skills, and abilities it includes grievances, traits, values, and norms that occur in the interaction between employees and their manager and way of life exhibited by the employees in workplace for this behaviour to fit into the organization, there should be reforms to improve it standard, employees are given the opportunities to identify ideas and concerns, and to have those ideas and concern actively considered (Klaus al., 2012). It refers to an employee's

discretionary action, not explicitly recognized in a formal reward system. However, it's linked to promoting effective functioning processes and adding value to the entire system. The discretionary action includes suggesting new ideas, assisting managers/colleagues, or extending work schedules to meet deadlines. Diversity management enhances organizational citizenship behavior by supporting and understanding, dissimilarities, physical intellectual capacity, and innovation, reducing turnover and absenteeism. Diversity and inclusive practices relate to organizational citizenship behaviour as they promote the ability to manage employees from different backgrounds, promote harmonious relationships amongst employees/managers, and avoidance of discrimination (Abidi al., 2017). Organizational citizenship behavior appears to be the most studied concept in human resource management. Organ, Podsakoff and Mackenzie (2006) characterized OCB as an employee's conduct that is advantageous to the corporation and not specially documented as the official reward system, it is mainly a choice of employees such that oversight is not punishable. OCB entails staging even after working hours to help smoothen the function of organizations. Age diversity management is a key condition in which employees create a shared feeling of working in the direction of the objectives. When the corporate organization exhibits honesty and reliability this creates a high-quality social exchange relationship amongst employees which also connects with a high degree of OCB. Furthermore, William and Anderson (1991) suggested classifying organization citizenship behaviour into two, OCB1

turnover, also, there is organizational outcome. This could be achieved through proper management philosophy i.e. management by objectives, total quality management, quality assurance, productivity and services, and financial accounting outcomes, this deals with the balance sheet of the organization, it tells whether the organization is profiting or not.

The link between Diversity Management and Organizational Performance

The questions managers often ask are how diversity and its management affect the bottom-line performance of an organization and whether there is any tangible evidence that shows any relationship between them (Jackson & Joshi, 2004). The extant literature on it remains uncertain. Nonetheless, there is a need for a comprehensive review and future direction. However, scholars have struggled to improve their understanding. The results of these studies were inconclusive and inconsistent. There is a need for an in-depth insight into its linkage. Numerous empirical studies seem to confirm what employers already know; namely that the potential benefit of workplace diversity does not accrue automatically, (Jackson & Joshi, 2004). In addition, other researchers submitted that various forms of diversity are associated with greater innovation, improved strategic decision-making, and organizational performance (Jackson, Joshi & Erhardt, 2003). Whereas, other studies found that various forms of team and organizational diversity sometimes increase conflicts, reduce social cohesion, and increase turnover, (Jackson & Joshi, 2004). Cox (1993) admitted disparity in rethinking diversity in communications, creativity, and

problem-solving on performance. However, Watson, Kumar & Michaelson, (1993) stated that the combined impact of ethnic and cultural diversity on group process and performance is somewhat difficult to predict from existing research. A literature review on diversity by Jayne and Diboye (2004) admitted the following; that diversity does not necessarily improve the talent pool, commitment, motivation, and conflict reduction, additionally, it does not necessarily lead to higher teamwork (Jayne & Diboye, 2004).

Using the theoretical argument of cognitive resource diversity, Cox and Blake, (1991), Hambrick, Cho, and Chen (1996) submitted that diversity has a positive impact on organizational performance because of the unique cognitive resources that members bring to the team. Reasoning along this line, Roberson & Park, (2007), found that there was a relationship between diversity reputation and book-to-market equity, which suggests that diversity reputation may signal investors about companies future performance, however, their study also shows a positive relationship between top management team diversity and revenue growth such that organizations with greater ethnic minority representation in top management tend to experience larger increase in annual revenues leading to strategic and competitive advantage. Nonetheless, diversity management linked to organizational performance can be viewed in the ways of improving recruitment and selection exercise, innovation, and creativity for optional organizational performance, consequently adhering to a firm commitment to social

which deals with employee behaviour that is beneficial to the colleagues, and OCB2 which deals with behaviour that immediately benefits the whole organization. Organizational citizenship behavior is a critical part of any successful organization it can help an organization increase productivity, improve morale, foster cooperation between coworkers, and create a positive working environment which can lead to a higher rate of retention. It increases employee's level of work meaningfulness and also creates better social interactions between employees, as it reduces stress. Organ (1988) conceptualizes organizational citizenship behavior into five, they are; altruism, courtesy, sportsmanship conscientiousness, and civic virtue all necessary for effective organizations and enhancing the effectiveness of the organizations. Organizational citizenship behavior cannot be demanded by force.

Conceptualizing Organizational Performance

Organizations must create an atmosphere where a diverse workforce is integrated (Thomas & Ely; 1996) this creates a sense of belonging, creativity, innovation, and acceptance. Maintaining this premise, employees are more likely to contribute their prowess and potential leading to organizational performance. Shen, D. "Netto, Chanda & Monga, (2009) claim that effective diversity management through suitable HR practices and processes results in positive outcomes such as innovation/creativity, responsiveness, employee attraction and retention, turnover/absenteeism reduction, greater marketing capability, and high

organizational performance. However, organizational performance highly depends on employee suitability, job security, religiosity, and ethnicity, these have an impact on employee engagement thus contributing to organizational performance. Recruitment and selection entail the suitability of candidates and their tendency to engage in diversity management, inclusive practice, and organizational citizenship behaviour. Training and development are associated with ethical conduct through knowledge sharing. However, teamwork is essential for organizational performance. Teamwork stands as a distinguishing factor that differentiates two or more employees' competence in terms of valued goal/objective/mission. Teamwork leads to pursuit of common goals which logically facilitates and contributes to workgroups which leads to greater feelings of inclusion. It holds theoretical promise for reducing unfairness, collaborative work arrangement, and conceptualizing organizational conditions that enable cross-boundary problem-solving that brings about closer working relationships between management and employees. Organizational performance, however, an organization can reach its goals and optimize results. In today's workforce, organizational performance is the ability to achieve goals in a state of consistent change, but somehow, employees always try to resist change, Dyer & Reeves (1995) proposed four possible types of measurement for organizational performance, in modern-day banking. They are human resource outcomes which entail job satisfaction and proper descriptive role of the employees to reduce absenteeism and lower the rate of

responsibility. Based on the above analyses, we hypothesized thus:

HO₁: Diversity management does not impact organizational performance

Link between Inclusive Practices and Organization Performance

A focus on workplace inclusion has undoubtedly led to progress in tackling workplace disparity. Nevertheless, organizations are now inclined to participatory management. Inclusion is organization-friendly, but its meaning is complex. Without clarity on what inclusion links to organizational performance means, taking targeted action in an organization is challenging and, there is a risk that inclusion initiatives are rebranded as diversity initiatives that don't fully address barriers to inclusion (Robertson, 2006). Addressing these barriers requires a reflection on culture, and experiences more broadly. By comparison, recognizing that policies and practices alone negate inclusiveness indicating a clear power imbalance where only one group can get ahead is unlikely (Nishii & Rich, 2014). Equally, the hierarchical nature of the workplace established contrast, therefore creating an inclusive culture and climate is key to addressing performance in the organization (CIPD, 2014). In addition, the Leader-member Exchange (LMX) theory suggests that knowledge sharing becomes a source of appraisal mechanism if participatory management contribution is valued, which enhances inclusion. Survey research in US public service organizations support these ideas over 12 months, strong LMX was associated with the perception of inclusion, more so than organization

commitment and job satisfaction, this study highlights the position link between inclusion and organization performance relationship is consistent with time (Mitchell, Boyle, Parker, Giles, Chiang & Joyce, 2015). Drawing on Nishii & Rich (2013), the measure of inclusive ideas, linking employee's inclusive perceptions and creativity in a multicultural team, the author suggests that inclusion means that less categorization happens in diverse and inclusive teams, creating a safe atmosphere where ideas can be shared and innovation thrives (Li, Lin, Tien & Chen, 2017). Building on this another study found supporting evidence that an inclusive climate where employees perceive there is an appreciation of differences and inclusion in team decision-making is linked to enhanced knowledge-sharing in teams (Bodia, Tang, Jiang & Tian, 2018). Nonetheless, inclusive practices are imperative as an important factor in the success of organizational performance in different contexts. We reason that inclusive practices can optimize organization belongingness, stop racial discrimination, and gender discrimination, and enhance knowledge sharing to establish a conducive working environment. Employees can learn, integrate, apply new knowledge, and adapt to a dynamic work environment. Based on the above analysis, we hypothesized thus;

HO₂: Inclusive practice does not impact organizational performance

Organizational Citizenship Behaviour and Performance Linkage

Although social exchange theory and relational perspective, provide a good

reason for linking organizational citizenship behaviour to performance, there is a need for the employees to identify themselves with the organizations when such opportunities for personal achievement arises. The need for devotional effort to benefit an organization may raise an employee's identity. Organizational citizenship behaviour is a prosocial behaviour defined as the employees' voluntary performance of extra-role tasks that are not recognized by the organization's formal reward system (Organ, 1988), though it is recognized as a primary component of individual and organizational-level effectiveness (Podsakoff, Whiting, Podsakoff & Blume, 2009). Studies have shown that it contributes to employee's well-being by helping them work together, and has a positive impact on organization productivity by enhancing employees (Wang, Law Hackett, Wang & Chen, 2005). Research has also shown that the link between organizational citizenship behaviour and performance is highly dependent on context (Joshi & Roli, 2009) in other words, having a diverse workforce is a good start, but there are other important factors that influence workplace outcomes such as raising awareness and encouraging reflection on current norms, developing a vision of organizational inclusion and the changes that are needed, assessing and adapting management practices, and building the vision into employees management practices – both through increasing competence and amended reward and recognition practices. A large literature has shown that a higher level of job satisfaction may promote employees' involvement in organizational citizenship

behaviour (Organ, 2018, Hema Kumara, 2020) suggesting that job satisfaction could be seen as an antecedent to organizational citizenship behaviour. A positive employer-employee relationship would elicit, in the employee's reaction such trust and job satisfaction that, in turn, may stimulate them to engage in positive organizational citizenship behaviour (Greenberg & Scott, 1996). Based on the above analysis, we hypothesized thus;

HO₃: Organizational Citizenship Behaviour does not impact organizational performance

3.0 Methods and Materials

The state of knowledge and theory development in a field and the researcher's view of the world is guided by the post-positivistic view that advocate objective testing of empirical hypotheses (Bryman & Bell, 2003). This study employs a cross-sectional survey research design. This enables the researcher to collect information on what is going on at a given time and test the hypotheses quantitatively.

Sample Size and Population

There is a need to shed light on diversity management, inclusive practices, organizational citizen behaviour on performance and to test theories 2 developed in advanced economies. Thus, the effect of diversity management, inclusive practices, and organizational citizenship behaviour on performance in developing economies is likely to differ from developed economies. Hence, it is important to address the current issues in deposit money banks in Edo State, Nigeria.

The study population comprises employees of fifteen selected deposit money banks; First City Monument Bank, Fidelity Bank, Zenith Bank, Globus Bank, Eco-bank, Heritage Bank, First Bank, UBA, Union Bank, Sterling Bank, Access Bank, Polaris Bank, GT bank, Unity bank, Jail bank, Stanbic IBTC with a total of 976 staff, Edo state were selected based on the license with International, National and Regional authorization for the composition nature of its diversity in population, size, language, gender, and population. Most of the managerial staff have been with these banks

for up to 10 years, since they were able to bring in customers who have increased their deposits, and always used the bank for international transactions, these staff were promoted to the managerial level, justifying their stay for a period of 10years above with qualifications in SSCE, ND, HND, B.Sc & MBA/M.Sc degrees.

The total population is 976 staff. The sample size of the study was determined by the TARO YAMANE formula (1964) for a sample size determination for a finite population.

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = sample size

N = total population

e = error term 5%

$$n = \frac{976}{1 + 976(0.0025)}$$

$$n = \frac{976}{1 + 2.44}$$

$$n = \frac{976}{3.44}$$

$$n = 283$$

For sampling techniques, purposive, stratified and convenient sampling techniques were used. What informed the choice of purposive sampling was that permanent and contract staff in Benin, Auchi and Uromi participated in the survey. Stratified sampling was used because the population comprises different strata, besides, the convenient sampling method

was used based on the willingness of staff to participate. The survey was done from January 2023 to April 2023 covering deposit money banks in Benin City, Auchi, and Uromi. These towns have a total of 9 banks each in their domain.

Out of the 283 copies distributed only 250 copies were confirmed suitable, representing 88% response rate. In addition,

responses were measured anonymously; therefore, we could not profile their demographic characteristics. However, we ignored any segregation criteria that might arise. Structured questionnaires, were adapted from existing literature, and used for collecting data.

The questionnaires were based on a 5-point Likert scale ranging from (5) strongly agreed to (1) undecided. The instrument sought to examine, variables such as diversity management, race, unity of command, teamwork, inclusive practices, management decision, leadership styles, organizational citizenship behaviour, loyalty, commitment, trust, and team players' role.

To minimize common bias, staff of the banks were asked to provide information only on the subject matter. The study ensures the respondent's anonymity, and discontinuation of any participant without explaining their decision to back out. Besides, we minimized evaluation apprehension by assuring respondent confidentiality (Podsakoff, Mackenzie, Lee, and Podsakoff, 2003). The participant was informed that the measurement of the independent variable is not associated with the dependent variable, Also the participants were adults, proving that they

were not vulnerable and consented to participate in the survey voluntarily without any form of compulsion. This could be categorised as implied consent which is adjudged sufficient for this kind of research as noted by Falola, Ogueyungbo & Ojebola (2020).

For validity, content, face, and construct validity were established. In contrast, the reliability test of each of the constructs was carried out through composite reliability, average variance extracted (AVE) estimate, and Cronbach Alpha. This was established through the pilot survey. The result shows that data were normally distributed, and the scale reliability was above the thresholds of 0.70 and 0.80 respectively. The KMO and Bartlett's test of sampling adequacy was significant (KMO; 0.525, $p = 0.000 < 0.05$) suggesting that the variables are reliable and internally consistent. We used descriptive statistics and inferential statistics for data analyses. Regression was used to test the effects of the independent variables on the dependent variable. The three hypotheses were tested at a 0.05% significance level, with a 95% confidence level which is acceptable in management research. STATA 13.0 software was employed for data analysis.

Table 1: Reliability Assessment

Item	OBS	Sign	Item-test correlation	Item-test correlation	Average Inter Item covariance	Alpha
incpr	25	+	0.7636	0.5477	0.426672	0.8376
dvmgt	25	+	0.7680	0.5885	0.4354003	0.8111
orgch	25	+	0.8655	0.7547	0.3686372	0.7394
ogpef	25	+	0.8668	0.7525	0.3622865	0.7385
Test scale					0.398249	0.8276

The Cronbach coefficient alpha was tested on both independent and dependent variable after factor analysis. Values range (0) to (1) with higher values indicating greater reliability. The minimum alpha value of 0.7 indicates good internal consistency and reliability. The reliability statistics for all the variables can be found in Table (3). 4 variables were tested for reliability results based on the hypothesis stated statistical software (STATA 13.0) was employed for data analysis.

Factor Analysis

A principal component analysis (CPA) was run on a 30-question survey that measures the concepts. The suitability of (PCA) was assessed before analysis, inspection of the correlation matrix showed all variables had at least one correlation greater than (0.74). The KMO and BARTLET test of sampling adequacy was significant (KMO = 0.525, P = 0.000<0.05) suggesting that the variables are reliable and internally consistent.

Table 2: KAISER-MEYER-OLKIN (Measure of Sampling Adequacy)

Variable	KMO
incpr	0.8950
dumgt	0.8812
orgcb	0.7191
ogpef	0.7170
Total	0.7750

Table 3: Bartlett’s Test Analysis of Variance

Source	SS	df	MS	F	Prob > F
Between groups	48.7262267	4	12.1815567	24.81	0.0000
Within groups	120.269773	245	0.490897034		
Total	168.996	249	0.678698795		

Bartlett’s test for equal variance: chi2(4) = 26.4376, prob>chi2 = 0.000

Table 4: Variable and Theoretical Underpinnings

Variables	Status	Concordance
Diversity Management	Independent	Itam & Bagali (2019), Ayub, Aslam & Razzag (2013), Ashikali & Groeneveld (2015).
Inclusive practice	Independent	Mor-Barak (2000), Bryer, (2020), Cho & Mor-Barak, (2005).
Organizational citizenship behavior	Independent	Organ (2018), Organ (1988), Hemakumara (2020).
Organizational performance	Dependent	Guillaume et al (2014), Ayub et al, (2013), Ayega & Muathe (2018).

Model Specification

This study adapted and modified the model specification of Abubakar & Ahmed, 2016. They examined workforce diversity and organizational performance of hotel and catering services firms in Kaduna metropolis, Nigeria. This study modified their model to ensure that organizational performance is not treated as a function of workforce diversity, which was econometrics represented as;

Perf = f(Age, gender, ethnicity, level of education) stating this relationship in a regression model form. $Perfo = \alpha_0 + \beta_1ADi + \beta_2Gdi + \beta_3EDi + \beta_4LDi + Ei$
 But organizational performance is the dependent variable.

The model is specified in the functional form of;
 $OGPDmB = \alpha_0 + \beta_1DmP + \beta_2IncP + \beta_3ORGCB + ui \dots \dots \dots um$

- Where;
- DMGTP = Diversity management practices
- INCPR = Inclusive Cultural practices
- DVMGT = Diversity Management
- ORGCB = Organizational Citizenship Behaviour
- OGPEF = Organizational Performance
- α_0 = Constant
- $\beta_1 - \beta_3$ = Regression Coefficient
- Ui = Error term

Approx expectation are that; β_1, β_2 and $\beta_3 > 0$

Analysis and Result

Out of the 283 questionnaires, 250 were valid and suitable for different analyses conducted. This represents an 88% response rate which is adequate for data analysis (Bryman & Bell, 2015). In terms of

the numbers of employees, 70 (28%) have been with the organization 23yrs, 60 (24%) between 3-5yrs, 37(14.8%) between 6-9yrs, 35(14%) between 10-15yrs, 25(9.9%) between 15-20yrs, and 23(9.1%) from 20years above.

Table 5: Descriptive Statistics

Variables	Mean	p.50	SD	Max	Min	N
incpr	3.82	4	0.9461399	5	1	250
dvmgt	3.868	4	0.8374852	5	1	250
orgcb	3.956	4	0.8028964	5	2	250
ogpef	4.004	4	0.8238318	5	2	250

Following the indicated result from Table 3 (Appendix 1), diversity management, inclusive practice, and organizational citizenship behaviour ($R^2 = 0.637$) jointly account for (63.7%) variation in organizational performance for deposit money banks for non-included variables, explaining (64%) variation in organizational performance. The standard coefficient (beta) was employed to assess the strength of diversity management, inclusive practice, and organizational citizenship behaviour.

For H_{O1} , the author used regression analysis to identify how diversity management may affect the perception of organizational performance, as shown in Table 3 (Appendix 1). The result shows a positive relationship between diversity management and organizational performance ($\beta = 0.183$, $t = 4.02$, $p < 0.05$). For employee's perception of diversity, the mean is 3.868 while the standard deviation is 0.837. The result indicates that diversity management is perceived, appreciated, and respected in these banks, therefore H_1 is supported. Table (3 Appendix 1) also shows that there is a consideration in the perception of inclusive practices regarding

management leadership styles of performance appraised in the banks.

The result indicates that in Table 3 (Appendix 1) for Inclusive Cultural practices, ($\beta = 0.094$, $t = 2.37$, $p < 0.05$), the mean is 3.82 while the standard deviation is = 0.946 accordingly, H_2 is also supported.

For H_{O3} , the author also used regression analysis to explore the association between organizational citizenship behaviour and performance. The table reflects a statistically positive association between organization citizenship behaviour and performance ($\beta = 0.634$, $t = 12.39$, $p < 0.05$), the mean is 3.96 while the standard deviation is = 0.803 accordingly

reflecting a strong association between the two variables, H_3 is supported. The author verified that there were no signs of multicollinearity in any of the three regression variables in the test for heteroskedasticity (0.51(0.961)). To summarize, all three variables were found to be a significant predictor of performance in a positive direction, therefore the three hypotheses were positively significant to organization performance.

Table 8: Post Regression Test

Breusch-Pagan/Cook-Weisburg test for Heteroskedasticity

Ho: Constant Variance

Variables: Fitted values of 'ogpef'

Chi2(1) = 0.00

Prob>Chi(2) = 0.9617

Ramsey RESET test using powers of the fitted values of ogpef

Ho: Model has no omitted variables

F (3,243) = 3.51

Prob>F = 0.0160

Table 6: Correlation

	Incpr	dvmgt	orgcb	ogpef
incpr	1.0000			
dvmgt	0.4007	1.0000		
orgcb	0.5235	0.5528	1.0000	
ogpef	0.5059	0.5712	0.7774	1.0000

Table 7: Multiple Regression

Source	SS	DF	MS	Numbers of obs	250		
Model	108.397836	3	36.132612	= F (3, 246)	146.68		
Residual	60.5981641	246	0.246334	= Prob>F	0.0000		
Total	168.996	249	.678698795	= R-squared	0.6414		
				= Adj R-squared	0.6370		
				= Root MSE	0.49632		
ogpef	Coef.	Std. Err.	T	P>/E/	[95% Conf. Interval]	Hypothesis Decision	
Incpr	0.0936972	0.0395055	2.37	0.018	0.01588 49	0.1715094	H ₁ accepted
Dvmgt	0.183436	0.0456317	4.02	0.000	0.09355 73	0.2733147	H ₂ accepted
Orgcb	0.6341391	0.0511326	12.39	0.000	0.53332 7	0.7349512	H ₃ accepted
_cons	0.4278921	0.1788291	2.39	0.017	0.07566 06	0.7801236	

Source: Researcher’s calculation using STATA ver. 13.0

Variable	VIF	1/VIF
Orgcb	1.71	0.585815
Dvmgt	1.48	0.677387
Incpr	1.41	0.708106
Mean VIF	1.53	

Source: Researcher’s calculation using STATA ver. 13.0

Table 9: Skewness/Kurtosis for Normality

Variable	OBS	Pr(skewness)	Pr(Kurtosis)	Adj chi2(2)	Prob>chi2
Incpr	250	0.0000	0.0034	36.87	0.0000
Dvmgt	250	0.0000	0.0044	33.64	0.0000
Orgcb	250	0.0000	0.0475	23.22	0.0000
Ogpef	250	0.0000	0.1874	19.27	0.000

Discussion

The results indicate that diversity management is inclined with performance appraisal. This is in line with Hambrick et al, 1996; Roberson and Jeong, 2007; and Weignand, (2007) who indicated that diversity management prioritizes fair representation of minorities and, therefore, is adhered to related policies and procedures. However, Kundu & Mor, (2017) admitted that diversity differs in practice in organizations, but, a diversity foundation should entail hiring and retaining employees irrespective of any differences. This indicates why diversity policies are initiated by management to avoid career disadvantages. Consequently, any organized effort to correct such

anomalies is perceived and highly respected.

From the perspective of literature elaboration, the positive direction of inclusive practices focuses more on leadership styles and training programs. As expected, inclusive practices of friendly leadership improve performance with a considerable emphasis on equity organizational settings, communication, and information exchange. Moreover, employee inclusiveness enhances innovation. Likewise, being unique entails belongingness, adaptability, and flexibility to treat others fairly. Innovative procedural dimensions linked with inclusive practice discretion have enabled the employee to engage in developing new methods for

improvement. Overall, we can see that the appreciation of the value of work relates to job content, and the helping hand of co-employees in the workplace environment which is the predictive result of organizational citizenship behaviour, managing difficulties, conflict, and resilience of employees in their workplace. However, it generates positivity in performance enhancement.

Conclusion

This link requires further research, on optimal distinctiveness theory explanation. Extant literature mostly finds that diversity, inclusiveness, and organizational citizenship behaviour are indifferent, but the potential negativity can be effectively curtailed. This study sought to extend and connect the multiplicity of diversity, inclusiveness, and organizational citizenship behaviour effects on deposit money banks' performance with the optimal distinctiveness theory which has been broadly applied in business or generic settings (Osibanjo et al., 2020). A quantitative study generalized the contextual determinants of diversity-inclusiveness organizational citizenship behaviour performance relationships in deposit money banks. Diversity-inclusiveness and organizational citizenship behaviour indicated the co-existence of social integration shaped not only by demographic status but workplace settings shaped specifically by managerial designs and schemes. Sustaining performance level lies in participatory management that is instant. We reasoned that organizational inclusion and behaviour practices of employees are the brighter side of diversity management. Moreover, working settings

must be characterized by fairness, effective communication policy, and refined culture. Additionally, collaboration and cooperation among employees are factors in predicting employees' pro-social behaviour that contributes to performance.

Theoretical Implications

The present study can significantly contribute to a theoretical framework for studying the links between diversity-inclusiveness and organizational citizenship behaviour in deposit money banks by introducing the optimal distinctiveness theory which draws from other extant literature; it argues that commitment, well-being, creativity, and innovation are the combination of functions of social integration. Moreover, the employees must possess distinctive features that would be valued, and attentive to enhance positive synergies. Explaining the psychological and behavioural variables would serve as target intervention strategies for enhancing performance.

Practical Implications

In terms of practical implications, it's obvious that deposit money banks that implement these strategies experience productivity. Likewise, if these strategies embrace race, gender, and educational background which are mostly demographics, clearly identified and harnessed, it will combat fear, worries, anxiety, stress, and burnout, thereby promoting hope and suggestion which is a form of expression.

Recommendations

The study makes the following recommendations; first, organizations

should endeavour to erase subtle obstacles that will prevent minorities from fulfillment. Second, organizations should put in place policies to accommodate employees from diverse backgrounds to minimize litigations and encourage adaptability and growth.

Limitations

Apart from the valuable insight provided, the present study is not without limitations, first, the usual caveats related to cross-sectional analysis cannot be eliminated from the current study since most studies included rely on cross-sectional data, thus, our results might be best understood as correlative, rather than casual relationships future studies should concentrate on causal relationship longitudinal studies are needed to confirm these effects. Second, a comparison of this concept's relationship in manufacturing firms needs to be

researched. Future studies should consider countries with similar diverse demographic features.

Contribution to Knowledge

1. The study contributes to knowledge by revealing the synergy between optimal distinctive theory in linking diversity management, inclusive practice, organizational citizenship behaviour to organizational performance in deposit money banks of south-south, Nigeria.
2. The study contributes to the literature by revealing a strong link between evaluating performance appraisal, best practices, and teamwork of participatory management structure that supports an enduring inclusive practice to foster organizational performance in the future.

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Appendix 1 (Table 3)

variable	mean	p50	max	min	N
incpr	3.82	4	5	1	250
dvmgt	3.868	4	5	1	250
orgcb	3.956	4	5	2	250
ogpef	4.004	4	5	2	250

Skewness/Kurtosis tests for Normality

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	joint Prob>chi2
incpr	250	0.0000	0.0034	36.87	0.0000
dvmgt	250	0.0000	0.0044	33.64	0.0000
orgcb	250	0.0000	0.0475	23.22	0.0000
ogpef	250	0.0000	0.1874	19.27	0.0001

	incpr	dvmgt	orgcb	ogpef
incpr	1.0000			
dvmgt	0.4007	1.0000		
orgcb	0.5235	0.5528	1.0000	
ogpef	0.5059	0.5712	0.7774	1.0000

Source	SS	df	MS			
Model	108.397836	3	36.132612	Number of obs =	250	
Residual	60.5981641	246	.246334	F(3, 246) =	146.68	
Total	168.996	249	.678698795	Prob > F =	0.0000	
				R-squared =	0.6414	
				Adj R-squared =	0.6370	
				Root MSE =	.49632	

ogpef	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
incpr	.0936972	.0395055	2.37	0.018	.0158849	.1715094
dvmgt	.183436	.0456317	4.02	0.000	.0935573	.2733147
orgcb	.6341391	.0511826	12.39	0.000	.533327	.7349512
_cons	.4278921	.1788291	2.39	0.017	.0756606	.7801236

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of ogpef

chi2(1) = 0.00

Prob > chi2 = 0.9617

Ramsey RESET test using powers of the fitted values of ogpef

Ho: model has no omitted variables

F(3, 243) = 3.51

Prob > F = 0.0160

variable	mean	p50	sd	N
incpr	3.82	4	.9461399	250
dvmgt	3.868	4	.8374852	250
orgcb	3.956	4	.8028964	250
ogpef	4.004	4	.8238318	250