

WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN NATIONAL RESEARCH INSTITUTE, BADEGGI, NIGER STATE NIGERIA

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Abstract

This research focuses on workforce diversity and employee performance at National Cereal Research Institute in Baddegi, Niger state Nigeria. The study attempts to find out how gender, educational, and ethnic diversity impact on employee performance at the NCRI Baddegi. The study engaged a survey methodology, with a standardized questionnaire as the primary tool for gathering data. The sample size for the study was 269 out of a population of 887 employees. The online Raosoft sample size calculator was used to determine the sample frame. However, only 248 out of 269 questionnaires were successfully completed and returned. Random sample method was used to choose respondents who contributed to the study's data collection. The Statistical Package for Social Science (SPSS, V.20) was used to analyze the hypotheses. The variables under study were further analyzed using multiple regression models and ANOVA. Reliability and validity were assessed using the normality test. Thus, the study find that; while gender diversity has no impact on employee performance, workplace diversity (including education and ethnicity) has a substantial and beneficial impact on employee performance of NCRI, Baddegi. Therefore, the study concludes that diversity in selection and appointment process of the organization's leadership should be discourage, and recommended that management should keep promoting equal employment opportunities regardless of gender, educational attainment, and ethnicity.

Keywords: Workforce diversity, gender, education background, ethnicity, employee performance

Introduction

Diversity is a fact that exists in today's current workplace and organization., which is the variations and similarities among the people in terms of skills, educational background, employment points of view, demographic, ethnic, and individual workplace employee traits or within an organization (Aashish 2023; Amir 2019; Ankita 2014). Difference in demographic aspects such as gender, age, ethnicity, race, education and migration is refers to as workforce diversity. It has become a major factor with great impact on employee performance (Kerdpitak & Jermstittiparsert 2020; Khan 2019). Thus, Erasmus (2007) considered the present Workforce to be much more diverse in composition than it was traditionally.

Diverse workforce in organization is now being accepted as tool in improving firm's performance (Sarfaraz, Shaikh, Saleem, Rahim, Herekar, Junejo, & Hussain, 2021;

Muhammed, Issa, Zekeri A 2021), and also important factor that organizations cannot overlook. Scholars opine that diversity enhances both concrete and intangible value, when it involves working along the effects that occasionally complement it. Our differences can occasionally foster creativity and boost job satisfaction. They may, however, result in conflict and obstruction between groups. Some organizational leaders, however, were unaware of how coworkers connect to one another both individually and collectively, or of the precise ways in which employee and organizational performance might influence workplace behavior (Makhdoomi & Nika, 2017; Ng & Sears, 2020).

Performance will suffer if leaders did not understand or unable to address diversity-related problems (Ng et al. 2020). Men are clearly favoured in the workplace whether they are in the majority or minority, whereas women are not taken into account, especially when they are in the minority and occasionally in the majority (Williams, 1992). The institution's leader, whose behavior governs the work environment, has the capacity to create a pleasant working environment. Positive conduct motivates the workplace environment, which increases motivation, and the resulting incentive is a key performance-enhancing factor. In order to create a positive work environment, the company's leader must collaborate with the workforce to manage diversity since it will improve an organization's performance and keep employees motivated.

Scholars argue that the influence of diversity on employee performance has been studied by a large number of writers (Oshin, Ayanleke, & Gazal. 2023; Ngalo, Ogohi, & Ibrahim, U. A. 2023; Shrestha, P., & Parajuli, 2021; Maingi, J. & Makori, 2015; Ikramuddin S., Jalil. and Syed 2021). Maingi, & Makori (2015) investigated the impact of workforce diversity on employee performance in Nepalese commercial banks of these, the most of which focus on private organizations. When examining place of work diversity, equality, and inclusiveness in the Zimbabwean labor market, Nadarajah et al. (2022) found that few people had study about government organizations. Due to political class and royal parent intervention in the selection and appointment of headship in government organizations, it is now important in Africa to examine the impact of workforce diversity and employee performance. Because, cultural, religious, and ethnic diversity have been introduced into Federal Government organizations, affecting employee performance. Because it fosters strong organizational efficiency, diversity management in the workplace today in Africa has a significant impact on organizational performance (Muhammed et al. 2021). Thus, this work will focus on how gender, education and ethnic diversity, affects employee performance by using a government owned organization; National Cereal Research Institute, Badeggi, Niger State Nigeria as a case study.

Research Problem

High level of political manipulation and interference by the political elites in the selection

and appointment of staff into the civil service has become the order of the day in Nigeria (Ade and Lamidi 2021). The interferences of political class and royal fathers on employee enlistments and appointments of head of government organization has been characterized by regional identity, nepotism, gender stereotype in most government organization of Nigeria (Ejumodo, 2011). Corroborating the above, scholars observed that appointments into majority of public organization has also been influenced along regional lines where elites struggle for organizations to be headed by indigene even when there are others who are better in all standards (Ejumodo, 2011, Osakwe 2007). More importantly, the Federal Character Commission seems unconcerned to carry out their duty as observed in recent employments in these organizations. All these have gradually eroded the federal character impact in our federal recruitment, thus, reducing the establishment to ethnic or party line and has negatively impacted these federal establishment to shadow of themselves in terms of performance.

Furthermore, the available empirical studies on workforce diversity of **Frank, James, and Esther (2023)**; Oshin, Ayanleke, & Gazal. (2023); **Ngalo, Minapu and Umar (2023)**; Shrestha and Parajuli (2021) have left a gap of not using variables used in this study in investigating workforce diversity on employee performance. Hence, the reason for choosing NCRI, Badeggi, Niger state of Nigeria, to investigate the relationships between variables.

Research Objectives

The research general objective is to examine the effect of workforce diversity on the performance of employee in NCRI Badeggi. And the specific objectives are to:

- A. Investigate the effect of gender diversity on employee performance.
- B. Determine the effect of educational diversity on employee performance.
- C. Examine the effect of ethnic diversity on employee performance.

Research Hypothesis

The study postulates the subsequent null hypotheses (Ho) to validate its stated objectives.

H₀: Gender diversity has significant effect on employee performance in NCRI, Badeggi

H₀₁: Educational diversity has significant effect on employee performance in NCRI, Badeggi

H₀₂: Ethnicity diversity has significant effect on employee performance in NCRI, Badeggi.

LITERATURE REVIEW

Concept of workforce diversity

The success of an organization is exclusively dependent on its staff. A varied, complete place of work is one that can depend on the exclusive skills, perspectives, and experiences of each employee to drive progress and boost efficiency. A complete work station is also a place where everyone feels valued, free from discrimination and harassment and where everyone feels respected, appreciated, and embraced.

Workforce diversity is the integration of workers from numerous races, origins, sexes, ages, religious, and sexual orientation backgrounds in the workplace, according to Aashish Pahwa (2023). It also entails hiring staff with a range of talents and limitations.

To offer exceptional customer service and to keep economical advantage, diversity is essential. Diversity, according to Akeem, Unekwu, and Dare (2020), entails appreciating the characteristics of employees that set them apart in the workplace, such as age, gender, ethnicity, and religion. Employee diversity refers to the combination of people with different or similar thought, emotion, job and behavior patterns, according to Oshin et al. (2023), citing Ehimare and Ogaga-Oghene. Warner, et al (2013) posited that workforce diversity is to be the association of workers from various backgrounds that are required to collaborate and work toward a common objective. Oshin et al (2023) reporting Ogbo, et al. believe that workforce diversity relates to the variety of individual.

Dimensions of Workforce Diversity

Age, gender, educational background, ancestry, ethnicity, geography, earnings, marriage position, experiences in the military, spiritual views, parental position, attitude, value, personality, and job experience are just a few of the numerous dimensions of workforce diversity. This study will only focus on gender, educational, and ethnicity as they connect to employee performance, which is the dependent variable, to ensure reliable findings at the investigation's conclusion.

Gender diversity: is the level of relationship between male and female employees, as reported by Ehimare et al (2018). Moreover, they stated how some concepts and prospects, like attitudes, conducts, beliefs, knowledge, abilities, and areas of concern, are more gender-oriented than others. Furthermore, Makhdoomi and Nika (2017) and Oshin et.al (2023) reporting Ogbo, Ukpere, and Iyamho, posited that opposite sex respond differently to various organizational incentive, which may lead to a dysfunctional organization or increased performance. A similar claim was made by Gitonga et al. (2016) that a workforce with a varied range of genders may perform better as a result of their cognitive skills. Additionally, sex diversity can result in conflict because female workers are more likely to be viewed as inexperienced and incapable of doing duties, which has resulted in a lack of social support for them to

attain some organizational roles that are seen as being reserved for men (Oshin et.al (2023) reporting Ogbo, Ukpere & Iyamho; Kundu & Mo; Bhushan, 2016). Furthermore, Sharma (2016) noted that company that encourages gender diversity has a potential toward retain skilled personnel and boost productivity.

Education diversity: The knowledge, skills, and qualities of a person may often be very strongly hindered by their educational history. A greater efficiency is powered by a higher proportion of trained personnel, claim Choi and Rainey in 2010. One's effectiveness will also rely on the degree of education (Emiko et al 2009), thus, workers educational history is important. According to Tracy and David's (2011) research, organizations regularly object to recruiting individuals whose previous work skill or knowledge is considered insufficient. Moreover, it shows how much employers appreciate education background. Individuals without a strong educational foundation cannot get hired or function successfully.

Ethnic diversity:- Means people from distinct indigenous groups. Multicultural aspirations development in society is a result of the increase in multiethnic community groupings, which comprises organizations keen to religion, family, and education. Shrestha and Parajuli (2021) reporting Zgourides, John, and Watson revealed that, after groups gain the knowledge on how to make use of these dissimilarities, ethnic diversity simplifies problem-solving with racially diverse problem-solving viewpoints, which led to better group success. Ethnologically varied societies contribute to greater novelty and growth due to learning opportunities Shrestha and Parajuli (2021) commenting Garen. Multiracial employees are now more rampant in enterprises, permitting for enlarged participation and interaction to enhance and boost workforce performance. The society has become more varied, which is the reason of this increase. In a world that is becoming increasingly globalized, ethnic diversity is really important. Ethnic diversity at the moment is now certainty. As far as group performance in terms of business results like sales, profit, and market share, a reasonable level of ethnic diversity has slight impact. More ethnic diversity does, conversely, benefit performance if at least the mainstream of the team is ethnically diverse (Sander et al 2012).

Conceptual model

Gomez & Bernet (2019) contend that our differences serve as the cornerstone of diversity. Diversity refers to the actual or imagined distinctions amongst people. According to Anglim et al. (2019), all people, regardless of their differences, are born with unique abilities and aptitudes.

This suggests that if the aspects of workforce diversity are well handled in a firm, employee performance will improve.

Because of this, the conceptual framework for this study which was inspired by Setati et al. (2019) and Anglim et al. (2019) is used to exemplify how the dependent and

independent study variables are comparable. This shows that if a company effectively manages the effects of workforce diversity, employee performance will increase.

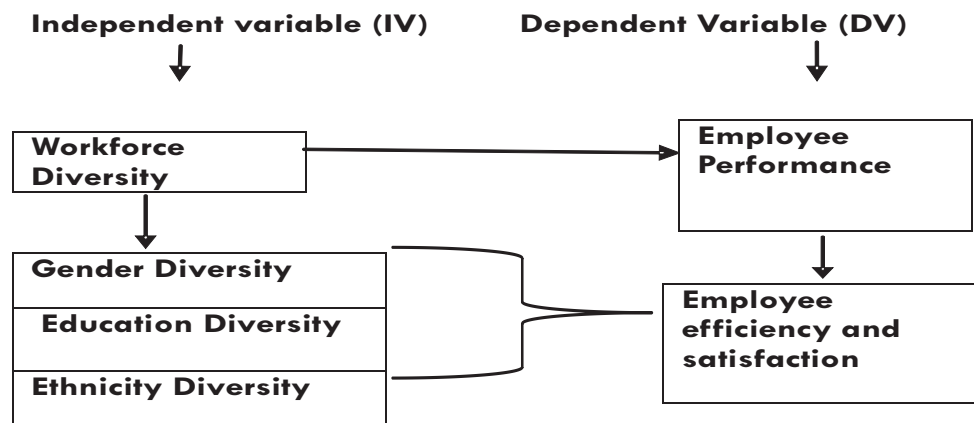


Figure 1: Researcher design, 2023

Concept of Employee Performance

According to Swaratsingh (2015), a firm must raise and improve employee performance in order to outperform rivals in the current worldwide entrepreneurial market. Employee performance is defined as the accomplishment of responsibilities by a knowledgeable or skilled person who is evaluated to an exceptional quality by a superior colleague while efficiently utilizing resources in a dynamic setting (Zhuwao, 2017; Krishnan, Gowrishankar, & Kanagaraj, 2017). Furthermore, Osabiya (2015) observed that each employee's performance is of countless value to any establishment's improved structural growth and success. He also recommend that organizations create high assessment to compensation and distinguish diligent employees that give a slighter likelihood for worker to resign their job. According to (Waiganjo, Mukulu & Kahiri, 2012), employee performance can be evaluated in relations of a variety business goals, including profitability, employee happiness, productivity, and growth. Furthermore, in a workplace, the attitude of employee and expected result are connected to each other. It is belief that decent workforce diversity approaches is vital to improve and increase employee performance.

Dimensions of Employee Performance

Employee Efficiency

According to (Doucouliagos & Larocche 2002), the term efficiency can be defined as the ability to achieve an end goal with little to no waste, effort, or energy. Being efficient means you can achieve your results by putting the resources you have in the

best way possible. Put simply, something is efficient if nothing is wasted and all processes are optimized.

Efficiency is defined as the ratio of output to input, whereas effectiveness is the degree of expected output attained by using a particular system. Efficiency is crucial for organizational performance across all industries (Vashist & Dey, 2016). Burma (2014) added that even if an organization is financially sound, the likelihood of success will be minimal if the human resources are not sufficiently active. This implies that low human resource effectiveness makes it difficult for the organization to meet its current and future profitability goals. Employees can contribute productively and successfully to the overall attainment of the organization's goals and objectives when human resources are managed efficiently (Burma, 2014).

Organizations comprises important elements such as technology, human resource capital, and management. Human resources are considered the most important element and effective component of economic activity and trade because improving efficiency and achieving organizational aims depend on the rational and correct functioning of these resources (Pouryazdan, Soltani & Lari, 2015).

Employee Satisfaction

Employee satisfaction is defined as a multifaceted psychological reaction to one's work, encompassing internal cognitive (perception) and affective (emotional) states reachable through verbal or other behavioral and emotional responses (Atefi, Lim, Wong, & Mazlom. 2015; Hayes, Douglas, & Bonner 2015). The development, growth, and competitiveness of a company are all impacted by employee satisfaction (Meneghel, Borgogni, Miraglia, Salanova, & Martínez, 2016 & Tzeng 2016). It also increases loyalty and commitment among employees, making them perform more conscientiously (Gil, Llorens & Torrente 2015; Babalola 2016).

According to Dubey and Gunasekaran (2015), organizations that do not encourage employee satisfaction will experience counterproductive behavior-behavior that will harm the organization and manifest as corruption, sabotage, extortion, theft, fraud, or violence, as well as deviant work behavior like delays, absenteeism, or turnover. Peng, Li, Zhang, Tian, Miao, Xiao, and J. Zhang (2016) also added that employees who experience dissatisfaction tend to avoid voluntary work, neglect instructions, and deliver jobs late, leading to an increase in abuse of alcohol, drugs, stimulants, high-term costs, conflicts, and strikes.

Empirical Review

Oshin et al. in (2023) examined the impact of workforce diversity on employee performance in the United States of America, at the Toyota facility in Bowie,

Maryland, the research examined how employee performance was impacted by workforce diversity. The employment environment has been significantly harmed by the fact that people of diverse background are not handled similarly to people of the identical racial background, according to a review of the research. To evaluate employee productivity and performance in the chosen firm, this research substitute two workforce diversity criteria for the actual scenario. The study used simple survey and random sample research methods. The study used Google Forms to collect a total of 86 responses. Pearson correlation and linear regression were used to explore the offered hypotheses. According to the research, worker productivity is significantly impacted by gender diversity. Instead of NCRI Badeggi in Nigeria, the study was conducted in the United States at a Toyota facility. Furthermore, it is impossible to trust the Google form that was used to collect the questionnaire because the study's sample size calculations do not define the population. Therefore, depending on the sample size, culture, educational background, case study location, and demographic information, different results may be drawn.

Additionally, in 2023, Ngalo, Minapu, and Umar did research on workplace diversity and performance of employee in the Nigerian banking sector. The research objective was to investigate how workplace diversity proxies by age, gender, ethnicity, income, education, and belief diversity affected the dependent variable, employee performance proxies by employee efficiency. Survey-based research was used for the study. The research population comprised all 22 of Nigeria's major banks. A total of three hundred (300) respondents made up the sample size. 90% of participants in the online mail poll. Information was gathered via an online survey using the MS survey link. In SPSS version 25.0, descriptive and inferential statistics were used for the analysis. Regression analysis coefficient, which was assessed at a 5% level of significance, showed the size and direction of the association between every variable that is independent and the dependent variable. It has been discovered that workplace diversity characteristics such as gender, economic, ethnic, and belief diversity have a major impact on employee performance. The difference in age and educational attainment has, however, been found to have little to no effect on how effectively employees perform inside the firm. Despite the fact that this study was conducted in Nigeria, it was not at NCRI, Badeggi, Niger state which creates a research gap. In addition, multiple linear regression was not used in this study; instead, six (6) parameters (proxies) were used.

Furthermore, Frank, James, and Esther (2023) investigated employee performance among chosen health staff and workforce diversity in sub-Saharan Africa. Examining workforce diversity and how it affects employee performance in the healthcare system was the study's main objective. The antecedents of diversity, which was

essential to the study, were the ages, genders, ethnicities, and educational levels of the employees. Of the three hundred and twenty (320) prints of the questionnaires that were circulated for the survey, 293 were useable and suitable for the data analysis. The study's findings show that a diverse workforce significantly increases an institution's chances of success. The population of the study was drastically insufficient to generalize the variety of the health workforce in Sub-Saharan Africa, four dimensional variables were specified but no technique of data analysis was used, and the study was exclusive to the health sector.

In 2021, Shrestha & Parajuli carried out research on the effect of workplace diversity on productivity. The study's goal was to analyze how staff diversity and job performance varied among Nepal's commercial banks. Gender, age, education, and cultural diversity all interact to create a diverse workforce. To perform the surveys, a series of detailed questionnaires were issued. 72 questionnaires from four Nepalese commercial banks were used in this study. The model employed many relapses. The outcomes of the study demonstrated optimistic correlation amid worker performance and gender diversity. Additionally, the findings showed that worker performance was mostly unaffected by education level and racial diversity. Because of this, the study was conducted in Nepal's commercial banks in 2021 rather than NCRI Baddegi, Nigeria, in 2023, and multiple regression using SPSS version 22 was avoided.

Maingi and Makori (2015) examined how diversity in the workforce affected the effectiveness of Kenya's school of government employees. The research's objective was to ascertain, using the Kenya School of Government as an example study, how workforce diversity in Kenya affects employee performance. For the inquiry, a scenario examination research methodology was applied. 690 workers were the target audience at Kenya School of Government. Due to closeness to the researcher, accessibility, and time constraints, a sample of 87 workers from the target demographic at the Kenya School of Government and the study region was taken into consideration. The study's main approach for collecting data was stratified sampling. The primary data were obtained through the use of a questionnaire. To assess the dependability and correctness of the data collection tool, a pilot study was carried out. The quantitative data was examined using SPSS version 21 and MS Excel. Both quantitative and qualitative data were gathered and examined. A regression study of the variables revealed that independent characteristics (ethnic and educational diversity) significantly and favorably affected employee engagement at the Kenya School of Government. The most crucial factor was educational diversity, which had a favorable significant association at the 5% level of significance. Diversity in education and ethnicity have been independently related to negative employee performance. The research sample was insufficient when compared to the population to support the

findings, and the research also omits to specify the qualitative technique of data analysis. The study was restricted to Kenya's Government Schools.

Theoretical Framework

Glass Ceiling theory

Glass Ceiling theory is one of the foremost theories about how gender differences affect employee performance was published in the 1970 by **Marilyn Loden**. Ekot (2017) asserts that preventing female employees from advancing to management positions or pursuing senior positions inside a business is a very potent barrier. Thus; according to Mulilima, (2019), female employees are not given the opportunity to reach their highest level of performance because of these. The study of Gellner and Veen (2019), however, discloses that some female employees have conquer the glass ceiling, allowed, and do well in senior roles. Thus, the assumption of this theory is that female employees can excel in managerial positions if given equal opportunity and not discriminated against.

Similarity Attraction Theory

According to the hypothesis of similarity attraction, people desire to interact with persons who share their demographic traits, such as gender, ethnicity, and so on. This attraction is thought to foster cohesion, interaction, and cooperation among coworkers in the same age group, as well as encouraging them to have lunch breaks with other coworkers. The Theory explains how elements like educational and cultural background can work as a catalyst for the demands of a specific employee. These demands may be satisfied by the deep interpersonal connections with coworkers. The positive relationships employees have with their coworkers may serve as a source of motivation for them to work (Koontz & Weihrich, 2010). People engage in interactions with others to satisfy their relationship requirements, which include the need for social and emotional approval, status, and treatment. The need for workers to be accepted by others, to develop a shared knowledge of topics that are important to them, and to have some impact on persons they work closely with on daily basis is explored by this theory (Triana, Garcia, and Colella, 2010).

Social Categorization Theory

This idea, as put out by Turner, as mentioned in Antwia et al.'s (2023), study is focused on elucidating, explicit or clearly observable disparities that exist between people (including gender, age, ethnicity, and belief), and it demonstrates connections of a certain social group. This theory extends the basic logical conclusions of the social identity theory. The categorization procedure encompasses putting people into groups based on features such as position, gender, age, religion, tenure, and color or ethnicity. These categories start to become social when a significant number of

individuals judge persons based on related qualities. According to these predictions, diversity will have a negative impact on group dynamics in a workplace where age and gender are prominent characteristics rather than a positive one.

The study adopted the Similarity Attraction theory above other theories because it is more relevant and describes aspects like cultural background, including custom, ethnicity, gender, language, religion, and education, which may operate as a catalyst for a particular employee's expectations. People often like to connect with those who share their demographic characteristics, such as race, gender, and so forth. This explains why politicians and royal fathers favor their own people for employment and organizational leadership. Consequently, the above-mentioned theory made it easier to comprehend the study's factors and purpose, which was to investigate the impact of educational, racial, and gender level diversity on employee performance at NCRI, Badeggi.

Methodology

This study was premised on quantitative and survey research design. A systematic survey tool-questionnaire was used to determine the core source of data collection. The questionnaire was adapted from the work of **Alghazo et al** (2016). The survey uses a 5-Likert scale with 1 being strongly disagree and 5 being highly agree. The study population was 887 staff of National Cereals Research Institute Badeggi based on record collated from the institutes as at March 2023. Online Raosoft sample size calculator was used to determine the acceptable sample size of 269 at 95% confident level. The researcher administered 269 prints of questionnaire out of which 248 were returned for data presentation, analysis and interpretation. A simple random sampling techniques was employed to pick respondents that participated in providing data for the study because is easy to implement, understand and also help to eliminate bias among the sampling population. Multiple Regression technique was used to test the hypotheses and ANOVA test was used to analysis the studied variables, and to test for validity and reliability, while Correlation analysis revealed some findings from Statistical Package for Social Sciences (SPSS, V.20). Earlier studies (Ngalo, Ogohi (2023) & Ibrahim U. (2023) used regression to test the hypotheses. All tests are at 95% confidence interval

Result and Discussion

Normality Test

The study's data were evaluated for normalcy using skewness and kurtosis. According to Hair, Black, Babin, and Anderson (2010), for the data to be characterized as regularly distributed, the results for Skewness and Kurtosis must be between -2 and +2 and -7 and +7, respectively. The table below shows the outcomes of the data's

normality test:

Table 1:

Variable	Skewness	Kurtosis	Decision
Gender Diversity (GD)	0.343	-0.830	Normal
Educational Diversity (ED)	-1.097	0.300	Normal
Ethnic Diversity (ETHD)	-0.257	-1.461	Normal
Employee Performance (EP)	-0.390	-0.692	Normal

Source: SPSS 23

Test of Hypotheses and Discussions

This section is conducted to tests null hypotheses formulated for the study so as to arrive at a conclusion.

Table 2: Model Test of Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.951	.951	.610

a. Predictors: (Constant), IV3 (Ethnic Diversity), IV2 (Education diversity), IV1 (Gender diversity)

b. Dependent variable (Employee performance)

Source: Researcher's Fieldwork Computation (2023).

The model's diagnosis test results are shown in Table 2 findings. R , R^2 , and adjusted R^2 have values of 0.975, 0.951, and 0.951, respectively. The coefficients of association, or R value (0.975), explain the link between the predictors and response variable, which is strongly positive. Since none of the correlation coefficients are bigger than 0.09, multicollinearity is not an issue. Again, the R^2 value informs us that the predictors, which include gender, educational, and ethnic diversity differences, account for 95.1% of the variation in the dependent variable (employee performance).

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1777.147	3	592.382	1593.196	.000 ^b
	Residual	90.724	244	.372		
	Total	1867.871	247			

a. Dependent Variable: DV (Employee performance)

b. Predictors: (Constant), IV3 (Ethnic Diversity), IV2 (Education diversity), IV1 (Gender diversity).

Source: Researcher's Fieldwork Computation (2023).

The importance of the entire regression output is shown in Table 3 by the ANOVA result. The F statistical value (p -alpha) is 1593.196, and it is 1% (0.000) significant. According to the significance of F change value (0.000), there is statistically significant impact. According to the F statistic criterion of fitness, this reveals that the research model is appropriate for this investigation. Only if the significance of the F statistic value is less than 0.005 (p 0.005) is the research model considered suitable for the investigation. This means that the three explanatory variables ethnic diversity, educational diversity, and gender diversity can all have an influence on the variable that is dependent (employee performance). Additionally, Table 3 demonstrates that

the model was well-specified because the results of the study of the dependent variable's variation have a high value for the regression sum of squares (1777.147) compared to the value for the residual sum of squares (90.724). This score shows that a large portion of the variation in the dependent variables was clarified by the model.

Regression Coefficients

The establishment of individual effect of independent variables on dependent variables was conducted using regression analysis. Outcome of the study are shown in Table 4.

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	4.489	.145		30.856	.000	4.202	4.775		
Gender	-.061	.038	-.074	-1.596	.112	-.137	.014	.093	10.802
Education	.413	.025	.507	16.642	.000	.364	.462	.215	4.660
Ethnicity	.366	.035	.568	10.458	.000	.297	.435	.068	14.799

a. Dependent Variable: DV (Employee performance)

Source: Researcher's Fieldwork Computation (2023).

Table 4 shows that, with a 95% confidence range of the predictive factors, the lowest and upper bounds of gender diversity are, respectively, -0.137 and 0.014, and an estimated coefficient value of -0.061. This discloses that Gender diversity has no significant effect in the employee's performance, this is because the coefficient value of gender diversity ranges between the lower and upper boundary limits and P-value $0.112 > 0.05$.

Moreover, with an estimated coefficient value of 0.413, the bottom and upper border limits of educational diversity are, respectively, 0.634 and 0.462. This also reveals the enormous and advantageous impact that educational diversity has on an employee's performance. This is also the case since the P-value is 0.000 to 0.05 and a coefficient score of educational variety varies between the lower and higher border limits.

Also, with an estimated coefficient value of 0.366, the bottom and higher border limits of ethnic diversity are 0.297 and 0.435, respectively. This reveals another important fact: variety in terms of ethnicity positively impacts employee performance. This is due to the fact that the P-value is 0.000 0.05 and the coefficient value of supervision fluctuates between the bottom and higher boundary limits.

In addition, the results of the multiple regression model are utilized to assess the hypotheses. The expression $Y(\text{Employee Performance}) = 4.489 + (-0.061)X_1 +$

$0.413X_2 + 0.366X_3$ contends that gender, education, and ethnic differences have an influence on performance of employee. The outcome demonstrates this effect. As a result, the Decision Rule shown in Table 4 identified that, with the exception of gender diversity, employee performance is going to be 0.951 when (Gender, Educational, and Ethnicity Diversities) are held constant at zero. The results showed that, if the independent variables were held constant, a unit increase in the variables education and ethnicity would result in substantial rises in employee performance, whereas a unit increase in the variables gender would not result in a substantial rise in employee performance. As a result, the alternative hypotheses H_{01} and H_{02} (that there is a strong positive association between educational and racial diversity and employee performance) are supported and the null hypothesis (H_0) has been rejected.

Employee performance was the outcome of a regression analysis, and the constant value was 4.489, with a standard error of 0.145. First, the gender variable has a negative co-efficient (-0.061) with a standard error of (0.038), a t-value of (-1.596), and a significant level of (0.112) (1%). Therefore, gender diversity does not improve NCRI staff performance. As a result, adding one gender will not materially improve performance by 0.061 (-6.1%). The results are consistent with (Oshin et al 2023; Sharma 2016) findings that there is no significant favorable connection between gender diversity and employee performance, in contrast to (Antwia 2023; Selvaraj, 2015; Eugene et al., 2011) findings that there is a substantial beneficial association between gender diversity and employee performance.

Second, the positive co-efficient for educational variety is 0.413, with a standard error of 0.025, a t-value of 16.642, and a significance level of 0.000. Therefore, educational variety has a favorable and noteworthy impact on NCRI staff performance. Thus, an increase of 1% in educational variety will result in a notable increase of 0.413 (41.3%) in NCRI employee performance. The results of (Antawia 2023; Shrestha 2021; Khan et al 2019; Ankita 2014; Odhiambo 2014; Elsaid 2012) are corroborated by the results, which show a strong and favorable association between employee performance and educational diversity. Contrary to Sarfaraz et al.'s findings from 2021, which claim that there is no association between educational diversity and performance at the time of COVID-19, there is a positive and substantial link.

Lastly, the positive co-efficient for ethnic diversity is 0.366, with a standard error of 0.035, a t-value of 10.458, and a significance level of 0.000 (1%). Therefore, ethnic diversity has a favorable and noteworthy impact on NCRI staff performance. Employee performance will therefore be greatly increased by 0.366 (36.6%) for every 1% rise in ethnic diversity. According to (Shrestha 2021; Odhiambo, 2014; Van Knippenberg et al., 2013), the result is as expected. The findings, however, are at odds with Antwia (2023), which claims there is no substantial correlation between employee performance and ethnic diversity.

Conclusion and Recommendation

In the National Cereals Research Institutes (NCRI) Badeggi, Niger State Nigeria, the study looked at the impact of workforce diversity on worker performance. As a result, the research aims to clarify how gender, educational, and ethnic diversity impact NCRI, Badeggi's employment process and subsequent employee performance. The evidence supports the hypothesis that diversity in education and ethnicity had a large and favorable impact on NCRI employees' performance, however it was found that gender diversity had no such impact. In order to achieve employee success in a business, it is essential to have a workforce that is diverse in terms of education and ethnicity. As a result, the study draws the conclusion that workplace diversity significantly and favorably affects NCRI Badeggi, employees' performance in Nigeria.

Therefore, this study suggests that politicians and royal fathers cease interfering with the selection and appointment of the organization's leadership going forward. Additionally, management should keep advancing possibilities for fair employment, irrespective of career advancement should not depend on nepotism but rather on merit regardless of educational background, ethnicity, or skin color.

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