Diversity Management and Organizational Productivity of Selected Oil and Gas Firms in Delta State, Nigeria

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Abstract: This research looked at how diversity management affected the productivity of a few oil and gas companies in Nigeria's Delta State. The oil and gas companies in Delta State, notably Biddysoa Oil and Gas Limited, Chevron/Texaco, NESTOIL Group, PANA Oil & Gas Limited, and Seplat Petroleum Development Company Plc in Delta State, Nigeria, were the subject of the research. A five-point likert scale questionnaire was used to gather the respondents' replies. A total of two hundred and fifty-four (254) questionnaires were given out to employees of five different oil and gas companies in Delta State for this study, which used descriptive survey research. Of the two hundred and fifty-four (254) questionnaires given out, two hundred and forty-nine (249)98.03% were retrieved and filled out correctly, while five (5)1.97% were not filled out correctly and were returned. Two hundred forty-nine (249) respondents in all, or 98.03% of the sample size of 248, made up the sample used for the study. The study questions were assessed with the use of descriptive statistics and a correlation matrix, and the questionnaire was coded using an excel spread sheet. The respondents' profiles were also examined using manual basic percentage analysis. With the help of SPSS version 23, the study's assumptions were put to the test utilising multiple regression statistical methods. The results showed that there is a significant positive relationship between Organizational Productivity (OP) of selected Oil and Gas firms in Delta State, Nigeria, and Gender Diversity (GD) (0.001–0.005); there is also a significant positive relationship between Organizational Productivity (OP), and Age Diversity (AD) (0.000–0.05); The p-value (0.0030.05) with Organizational Productivity (OP) of Selected Oil and Gas Firms in Delta State, Nigeria shows that there is a significant positive relationship between Ethnicity Diversity (ED) and Organizational Productivity (OP) of Selected Oil and Gas Firms in Delta State, Nigeria (0.0170.05); Religion Diversity (RD) also has a positive significant relationship with Organizational Productivity (OP) of Selected Oil and Gas Firms in Delta State, Nigeria. According to the study's findings, diversity management significantly and favourably impacted the organisational productivity of a few chosen oil and gas companies in Delta State, Nigeria. The study recommends that Oil and Gas firms in Nigeria should maintain and improve on their gender diversity management; this will go a long way in enhancing the organizational productivity.

Keywords: Diversity Management, Organizational Productivity, Oil And Gas Firms, Delta State, Nigeria

INTRODUCTION

Many firms may now embrace the idea of diversity in the workplace because to globalisation. The deliberate hiring of a workforce with individuals who differ in terms of their colour, sexual orientation, age, gender, ethnicity, religion, education, and other traits is known as diversity (Farooqi, 2017). However, diversification has proven difficult in several businesses. Due to this, several nations have passed legislation, including laws, regulations, bills of rights, and advocacy measures, to guarantee that employees are treated equally and that citizens have access to job possibilities (Chepkemoi, Rop and Chepkwony, 2022). In enterprises across all industries, managing and including a diverse workforce has become a top priority and pressing issue (Choi, 2017). To be able to comply with the demands of the global wave of globalisation, diversity management and employee inclusion are essential for organisational efficiency. Recognizing, honouring, embracing, and tolerating individual differences is a key component of diversity (Ohunakin, Adeniji, Ogunnaike, Igbadume and Akintayo, 2019). It is a concept that illustrates how individuals differ in terms of their gender, colour, ethnicity, age, level of education, level of financial situation, level of physical ability, level of sexual orientation, and other ideas. Contrarily, inclusion has been defined as the participation of employees in organisational structures and procedures (Downey et al. 2015). An organisation that employs varied individuals, like oil and gas companies, would benefit from adequate investigation of these distinctions in a safe and supportive setting.

The phenomena of rising rivalry among banks and their requirement to effectively respond to both staff demands and fast changing operational conditions has now raised the necessity to identify those aspects that influence job performance (Na-Nan and Sanamthong, 2019). Diversity links differences and resemblances, creating tensions and participation that can be present in any blend. It alludes to several aspects of identification that set people apart from one another, such as religion, age, physical limitations, gender, and ethnicity (Benuwa, Okogun-Odompley, Ghansah & Andoh, 2019). Because of the interplay and collision of these differences and similarities, this variety also carries with it tensions and complexity (Phiri, 2019).

Diversity is a phenomena that appears more frequently in a worldwide society; as a result, it may be seen in a variety of human endeavours, including the labour market and work teams (Fadhili, Kiflemariam and Mwanzia, 2021). Age, gender, ethnicity, nationality, religion, and disability are some of the criteria for diversity. However, diversity management is a managerial strategy that highlights worker diversity as one of the signs of increased productivity (Urbancová, ermáková & Vostrovská, 2016). Through certain programmes and policies, it is an organisational activity that tries to foster greater inclusion of workers from diverse backgrounds in an organization's structure (Rakhra, 2018). People from diverse cultures and origins are now more open-minded in the global economy, where competition comes from nearly anywhere in the continent, as a result of recent developments in globalisation (Dale-Olsen & Finseraas, 2020).

Because of this, a successful diversity management programme will encourage respect and awareness of the unique variations within a group of employees (Osmond, 2008), as noted in (Osibanjo, et al, 2020). The main goal of this management style is to help staff members become accustomed to diversity in the workplace and to learn to value differences in background, sexual orientation, race, gender, age, and other characteristics that may not be shared by all employees of the same company (Paulson, 2011), as cited in (Osibanjo, et al, 2020). Therefore, addressing the concerns of discrimination based on gender, age, work experience, educational background/qualification, ethnicity, educational background, and culture are the most crucial workforce diversity challenges. Workers in the same diverse organisation have gone beyond the call of duty in extending this attitude of discrimination, individual identity, and lack of cooperation among employees, which lowers morale, results in a negative performance index, and invariably has a negative impact on the effectiveness of the organisation (Osibanjo, et al, 2020).

The term "diversity management" also refers to the voluntary organisational initiatives intended to increase the inclusion of workers from different backgrounds into formal and informal organisational structures through intentional policies and programmes. As a result, this study will look at how diversity management has an impact on the organisational productivity of a few oil and gas companies in Delta State, Nigeria.

Statement of Problem

In the effort to reevaluate the role of government in the delivery of administrative services, diversity in government workplaces has emerged as a crucial problem. There are trustworthy workers who will refuse to acknowledge how their workplace's demographics are changing. Effective diversity management requires overcoming perception, social, and lingual barriers in order to conceal company performance. One of the biggest difficulties in managing human resources in contemporary firms is workforce diversity. The management of workforce diversity in a business is a challenging task. Because of this, it is vital to look at managers' knowledge of certain abilities required to foster a varied workplace environment.

Studies on the impact of diversity management on the effectiveness of an organisation with a multiethnic workforce in a transitional economy like Nigeria, however, seem to be restricted from an ethnic point of view. This survey attempts to address a gap in the research about diversity management and achieving organisational efficiency within a multiethnic workforce in the context of Nigerian oil and gas enterprises. This study investigates how diversity management (including gender, age, ethnicity, religion, and educational background) affects the organisational productivity of particular oil and gas companies in Delta State, Nigeria. The general objective of the study will be to examine the effects of diversity management on organizational productivity of selected Oil and Gas firms in Delta State, Nigeria. But the specific objectives are to ascertain the effect of gender diversity, age diversity, ethnicity diversity, and religion diversity on organizational productivity of selected Oil and Gas firms in Delta State, Nigeria. This investigation was conducted in Delta State. In particular, the research focused on the oil and gas companies in Delta State: Biddysoa Oil and Gas Limited, Chevron/Texaco, NESTOIL Group, PANA Oil & Gas Limited, and Seplat Petroleum Development Company Plc. The senior management, core, and contract staffs of the employees of the chosen companies (Biddysoa Oil and Gas Limited, Chevron/Texaco, NESTOIL Group, PANA Oil & Gas Limited, and Seplat Petroleum Development Company Plc) are the sample objects of the study.

LITERATURE REVIEW

Conceptual Review
Concept of Diversity Management

The idea of variety, as well as the two main ideas of marginalization and organisational effectiveness. Employee differences resulting from their diverse origins are referred to as diversity. These backgrounds range from gender and age to race, colour, and ethnicity as well as physical ability. Because of the diversity of backgrounds (gender, age, race, colour, ethnicity, and physical ability) present in an organisation, marginalization is the dominance of one group by another. Therefore, there may be physical ability marginalization and dominance depending on factors such as gender, age, race, and colour (Inegbedion, Eze, Abiola, Adedoyin and Adebanji, 2020).

Employing diverse individuals will assist in resolving issues with communications and skill availability in businesses. Diversity in an organisation invites employees from various places having different religion, culture, skills, education, attitude, ethics, and communication. The management of diversity must foster an inclusive environment where workers feel they can use their individual abilities to contribute to the company. To effectively manage diversity at work, it is necessary to comprehend the backgrounds, attitudes, and impact of individuals' behaviour and beliefs on decision-making in different environments (Inegbedion, et al, 2020).

The goal of this management strategy is to help staff members become used to diversity in the workplace and to appreciate how people differ in terms of ethnicity, gender, age, background, sexual orientation, and other characteristics that may not be shared by everyone employed by the same company (Paulson, 2011). Therefore, addressing the concerns of discrimination based on gender, age, work experience, educational background/qualification, ethnicity, educational background, and culture are the most crucial workforce diversity challenges. Employees in the same diverse firm have gone above and beyond with their own identity, lack of collaboration, and discriminatory attitudes, which negatively influence morale, lower performance metrics, and always have an adverse effect on a company's profitability (Sidney & Chadwyck, 2012).

Dimensions of Diversity Management

It is possible to identify the diversity aspects that have a major impact on employee behaviour at work by understanding the diversity dimensions. Since a result, the idea is crucial for policymakers, particularly strategic managers of businesses, as awareness of the main characteristics and their effects improves diversity management. Personality, which comprises a person's likes and dislikes, values, and beliefs, is one of the four dimensions. Internal dimension, which includes aspects of diversity that are out of an individual's control and serves as the foundation of many diversity initiatives (Gardenswartz & Rowe, 2018) ; organisational dimensions, which emphasise organisational culture; external dimensions, which are those parts of diversity that are beyond of our control. The following are aspects of diversity management:

i.   Age;
ii.   Gender;
iii.   Ethnicity;
iv.   Race;
v.   Cultural Heritage; and
vi.   Religions and Sexual Orientation

Organizational Productivity

Organizations are created for a specific reason that justifies their existence. Productivity is a ratio used to assess how efficiently a company transforms input resources (labour, materials, and money) into goods and services. All employees must cooperate for the organisation to be successful, and decision-makers must be committed and supportive. The capacity of an organisation to adjust to environmental changes is stressed by Mott (2019).

Anything that improves an organization's performance is referred to as productivity. Productivity enhancement is defined as "doing the right things better." When examining certain areas covered by organisational productivity definitions, the phrase partial definitions is useful. Four productivity models are taken into consideration. 2.1 The efficiency model of productivity. Productivity in this paradigm may be expressed as follows: Result Input An efficiency model of productivity may be developed from this and used to show it. Resource input, for example Transformation Output Efficiency in Productivity (Quantitative Measure, "How Much?" Model of Productivity Efficiency (David, 2013).

Products offered are related to outputs. Additionally, alternative perspectives can be taken on both input and output metrics. An emphasis on the ratios of inputs to outputs (referred to as a technical perspective), the link between actual and prospective output (referred to as an engineering perspective), or the effectiveness of the resources allotted are a few examples (referred to as an economist perspective). High productivity increases investors' profits and fosters the growth of businesses. Productivity metrics highlight areas that may benefit from improvement and demonstrate how effectively such efforts are working. It aids in the evaluation of efficacy and efficiency. It might inspire employees to strive for perfection (Prokopenko, 2017).

Gender Diversity on Organizational productivity

Although it is frequently claimed that there is greater structural and formal integration in many organisations, institutional bias is still pervasive, and intergroup conflict is significant because of the increased presence of women but the absence of serious efforts to truly integrate them into the organisation (Cox, 2011). According to the organisational development of cultural diversity, Cox (2011) divided the workplace into three groups;

a.   The monolithic organisation, which is homogeneous in terms of both demographics and culture, and which only has a limited representation of other cultural groups.
b.   Multicultural organisations have a culture that values cultural diversity; they are free from bias and favouritism toward a group as compared to others and have little intergroup conflict.
c.   Plural organisations are organisations with a diverse workforce that strive to comply with laws and public policies that demand workplace equality.

According to Leonard and Devine (2003) and Jackson and Josh (2004), preconceptions and prejudice that attribute favourable traits and, thus, a higher status to the men, maintain and justify gender-based disparities in organisations. Some gender identity groups have more power, prestige, and status than others because gender identities are linked to specific power positions in broader society (Gilbert & Ivancevich, 2000; Olannye, 2006; Salami, 2010). In Western civilization, males collectively possess greater strength, rank, and a greater number of formal organisational and political power positions than collectively do women. The conclusion of

this is that most businesses will prefer to hire males because they feel they are more hardy, stronger, and better equipped to pursue after clients. This will increase the organization's customer base and boost its sales growth.

Age Diversity on Organizational Productivity

Implementing diversity management is necessary to adjust to the new reality of a workforce that is becoming more varied, as well as for moral and ethical grounds, as well as to gain a competitive edge. The variety component of age of employees has an impact on their commitment, self-definition, and self-esteem. Numerous studies have demonstrated that diverse words of various age groups exhibit distinct dynamics from heterogeneous terms (Friday, 2007; Forbes, 2009). Although various age groups face possibilities and problems, managing age diversity effectively affects a range of human outcomes, such as dedication, which in turn affects organisational outcomes (Salami, 2010). It's crucial to consider how employees feel and think about their positions, their employers, and the possibilities available to them at work. An individual will be more dedicated to helping the organisation achieve its objective if they feel respected by the organisation despite the differences in their ages. Understanding an organization's diverse environment in terms of age, gender, marital status, educational background, and job experiences will also affect an organization's performance on an individual, group, and organisational level. Problem-solving, employee commitment, service quality, sales growth, creativity and innovations, communication, and a decrease in turnover/attrition rate/employee intention to leave the organisation are some of the direct effects of diversity management on the achievement of organisational performance.

Ethnicity Diversity on Organizational Productivity

When we talk about ethnic variety, we're talking about cultural aspects like nationality, regional culture, ancestry, religion, or language. One of the key aspects of the variety of personnel is their nationality. The demand for diverse employees who have the appropriate knowledge of and connections in foreign markets to connect the company to the various settings of the nations in which it operates rises as business becomes more globally interconnected (Mohsni, Otchere and Shahriar, 2021).

Ethnicity may be used as a stand-in for cultural background, and ethnic diversity may also be expected to be advantageous for revolutionary effectiveness on the grounds that it broadens organisational viewpoints and views, according to Timmermanset, Ostergaard, and Kristinsson (2011). (Richard, 2000). According to Timmermanset et al. (2011), some levels of ethnic diversity may be favourably related with creativity, but a high level of ethnic variety is likely to be detrimental since it may lead to conflict and cliques because of social categorization. According to their theory, everyone would choose to join into ethnically similar organisations in order to minimise the expenses associated with socialising with people from different ethnic groups. Within ethnic groupings, there is greater social capital and coherence than between groups. People in groups and corporations identify with one another more closely with their family, their ethnicity, or their religion than with the country (Dahlin, 2005). Organizations that are ethnically segregated are thought to be less likely to establish cooperative solutions, perform well, and are more prone to victimise women and minorities. Therefore, it is likely that ethnic diversity will have a detrimental impact on an organization's performance outcomes (Kirop and Wanjere, 2017).

Religion Diversity on Organizational Productivity

Personal views and actions of individuals were significantly influenced by their religion affiliation (John, 2011). Workplace spirituality or the use of spirituality in organisational settings is a crucial way to humanise the management idea by taking into account people's transcendent and holistic experiences (Stephen, 2009). Traditional management models are unable to completely describe the issues facing employees and their workplaces, and on top of that, employees make a concerted effort to find meaning in their work rather than being focused with just making ends meet (Phillip, 2011). Therefore, when managed poorly, religious diversity has resulted in employee disinterest, which has deepened productivity inside the business and caused the firm to lose a tremendous amount of money. On the basis of the aforementioned, the impact of religious diversity on job satisfaction is assessed.

Greater ethnic or religious variety "is not a substantial and direct cause of violent civil strife by itself," according to Faniran and Akintayo (2012). Instead, they correlate violent civil strife with factors that encourage insurgency, such as poverty, which is a sign of politically and economically fragile regimes. The role of formal and informal institutions in conflict regulation, the sizes of groups in relation to the national arena, and the degree to which various identities (ethnic, regional, religious, and class) overlap with or crosscut one another are additional factors that have been identified as mediating between diversity and conflict (Faniran, et al, 2012). Researchers contend that racial and cultural diversity and disputes, particularly emotional conflicts amongst coworkers, are related (Stephen, 2009).

Conceptual Framework

The conceptual framework of the study incorporated the independent and dependent variables of the study, which is illustrated with the aid of diagram below;
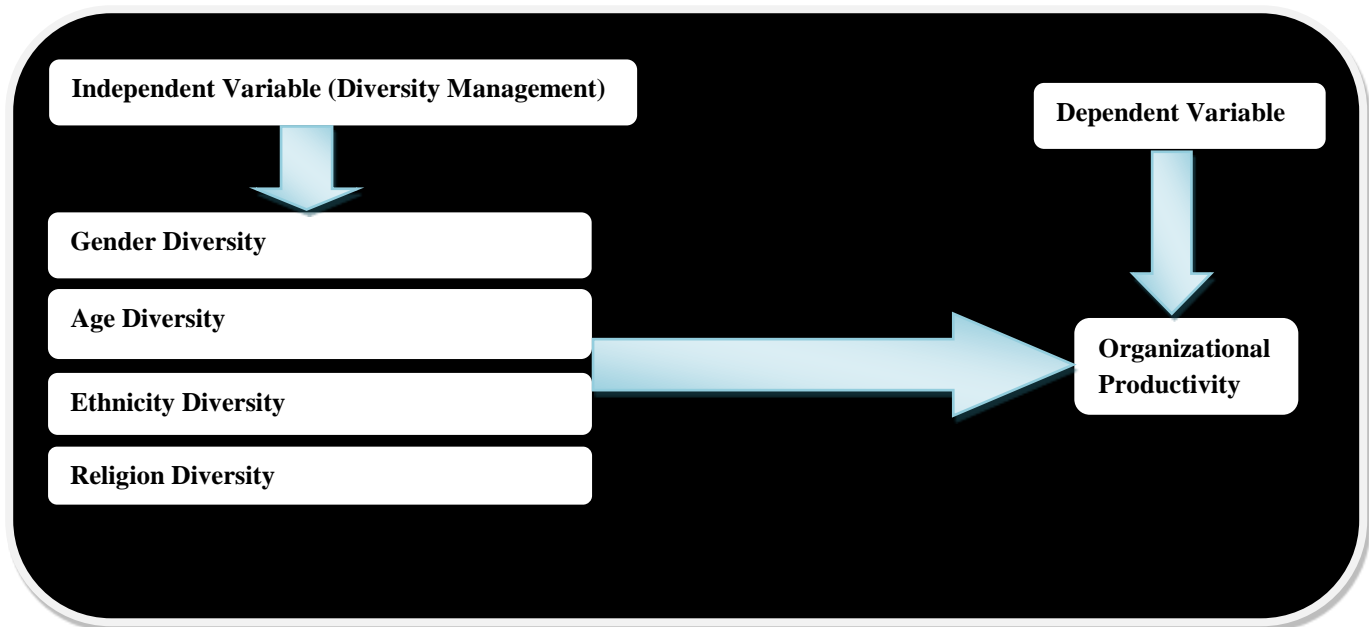
Source: Figure 2.1: Researcher Conceptual Model, 2022.

2.3 Theoretical Review

Source: **Figure 2.1: Researcher Conceptual Model, 2022.**

Source: Research Model 2022.

Theoretical Underpinning

Social Identity Theory

Henry, Tajfel, and Fraser established social identity theory (SIT) for the first time in 1978. (Tajfel, Turner, Austin & Worchel, 1979). It classifies itself as belonging to several groups and seems to favour in-group people over out-group ones (positive biases) (negative biases). According to (Korte, 2007), the idea of social identity seeks to openly stress the participation in and conduct of the party. It outlines the circumstances under which a person views the collection of people as a group as well as the results of doing so. Social identity explains why and how people act as group members as well as how this influences , expresses and shapes their sense of self. According to the notion of social identification, it is quite likely that a person will favour people who are members of the same social group when they present themselves to that group (Turner, 2010). Therefore, when people identify with a particular group, both the similarities and differences between that group and other groups become more pronounced, as well as the degree to which their social identity and that group are comparable. This idea explains the inverse relationship between variety and success (Kunze, Boehm & Bruch, 2011). Since what and how people believe as members of social groups drives later social system behaviour and attitudes and frequently influences the consequences of organisational performance, the notion of social identity is a unifying theory of organisational behaviour. This effect has significant impacts in the workplace and may affect how well individuals do their duties. This theory outlines the process of relationships between people and groups that might assist leadership in dealing with people who identify as belonging to minority groups and connect them to superior groups to boost their morale at work. The social identity hypothesis predicts that social categorization processes are crucial factors in determining cooperation and competitiveness (Scheepers & Ellemers, 2019).

Similarity / Attraction Theory

" The saying "birds of a feather flock together" refers to how this concept, which has been defined in studies since the mid-1900s, shows that individuals like and are drawn to those who are similar to themselves rather than dissimilar from them. The study was extended into a codified Law of Attraction that might be utilised to control others in (Byrne & Lamberth, 1971). Researchers from a variety of disciplines, including business, political science, social psychology, and sociology, have all validated the assumptions of the similarity/attraction hypothesis. The theory establishes a reasonable explanatory and predictive framework to examine how and why individuals in their social contexts are drawn to and impacted by others.

According to the notion, people with similar religious beliefs, racial origins, age groups, and genders may seem to enjoy working together because of their common traits, which will increase group cohesiveness and productivity. Numerous studies have looked at the role that similarity of attitudes plays in attraction.

Researchers Kathimba and Anyieni (2018) found that people are most drawn to others in general when they have similar attitudes. Additionally, people are more likely to be drawn to one another than those who have less major views if they have comparable substantial attitudes. People favour doing business with others that share their values, especially those that are significant and similar to their own (Berscheid & Walster, 1969). While individuals often work to make interactions inside an organisation between themselves and others more predictable, there are some situations where people are driven to go out of their way to connect with someone who is unusual because they anticipate advantages from learning new information (McCroskey Hamilton & Weiner, 1974).

Empirical Review

Chepkemoi, Rop and Chepkwony (2022) investigated the relationship between gender diversity and employee performance in the County Government of Bomet, Kenya. Social identity theory served as the paper's foundation. The study used a correlational research approach, with 3,320 employees from several County Government of Bomet departments as the target population. The sample size for the study was determined using Fisher's method, and it was 91. A systematic questionnaire was used to gather the information. Cronbach's alpha coefficient, which yielded a result of 0.850, was used to assess the reliability of the study instrument. Through a thorough assessment of the literature and interaction with subject-matter experts in human resource management, the content and construct validity of the instrument were ensured. Correlation and regression analysis were used in the data analysis. Frequency tables, means, and standard deviation were used to show the data. The study's findings showed that gender diversity had a favourable link (r=0.689; p0.05) with employee performance. Employee performance was generally impacted by gender diversity by 72.3% (R^2 = 0.723). The study's findings suggested that county governments promote workforce diversity, specifically emphasising gender diversity to improve employee performance.

Abdulhakim and Shimelis (2021) focused on the South West area offices of Ethio-Telecom (Ethiopian Telecommunication) to investigate the impact of diversity management on organisational performance. A total of 120 employees' quantitative data were randomly collected using the survey study design. The three research hypotheses were put to the test using path analysis. The outcome of the empirical investigation demonstrated a favourable relationship between organisational performances and the organisational diversity management components or dimensions (ethnicity, gender, and religion). Therefore, diversity management may enhance organisational performance by having a beneficial impact on employee productivity, satisfaction, creativity, and innovation.

Nguyen, Yadav, Pande, Bhanot and Hasan (2021) measured all the possible positive and negative impact of diversity management practices on organizational performance specifically in hotel organization. The methodology used for this article is based on a comprehensive literature review. The process of literature takes into account several scientific internet databases as Web Knowledge, Emerald, Saga, ProQuest, and Science Direct. Secondary data was gathered from several articles, papers, etc., both public and unpublished. Data from both public and private entities were examined. The three major key phrases utilised to search this online database were diversity management techniques, learning organisations, and organisational performance. A thorough analysis of pertinent articles was conducted in order to determine what has already been accomplished and what needs to be done. According to the study's findings, diversity management will boost organisational performance and be advantageous for the company if it is carried out correctly, taking into account all the issues and problems it raises.

Fadhili, Kiflemariam and Mwanzia (2021) determined the effect of diversity management on the job performance of Maua Methodist Hospital. The specific goals of this study were to: investigate the impact of selected primary dimensions of diversity (age, gender, and ethnicity) on MMH job performance; determine the impact of selected secondary dimensions of diversity (marital status, educational background, and religion); and determine the impact of selected organisational dimensions of diversity (working experience, union affiliation, and job tenure). The Social Identity Theory, Similarity/Attraction Theory, and Resource Based Theory served as the study's guiding theories. In this study, a descriptive research design was used. 317 Maua Methodist hospital personnel made up the target group, and 170 responses were chosen as the sample using the Yamane algorithm. A systematic questionnaire was used to gather the data, and SPSS version 25.0 was used for analysis. The study's findings demonstrated how the importance of key dimensions of diversity contributed to more efficient decision-making and more inclusive human resources procedures that prevented prejudice. Additionally, it was shown that secondary aspects of diversity made sure that workers received equal opportunity for professional advancement, which led to greater employee dedication, production, and innovation. Another conclusion revealed that organisational factors improved the MMH employee training programmes development, recruiting, and promotion processes. This led to the conclusion that diversity management and job performance at MMH were positively correlated, with key dimensions of diversity being the first and most important factor. The study also found a strong negative link between job performance and secondary measures of diversity. The study also came to the conclusion that while key characteristics of diversity did not clearly influence the hiring process, they did increase employee motivation. The study makes the suggestion that, in order to improve employee work performance, the major aspects of diversity should be given more weight throughout the hiring and promotion processes. Furthermore, it is advised that MMH implement the organisational elements of diversity in order to increase the bargaining power of the employees, since this would encourage them to work harder.

Okwurume & Onuoha (2020) investigated the relationship between cultural diversity management strategies and organizational performance of multinational firms in Rivers State. The study is intended to be a cross-sectional survey, and it collects data from 208 employees from a sample of 464 employees working for multinational corporations using a standardised questionnaire. The link between the management of cultural diversity's three dimensions—investigation, assimilation, and divestiture—and the measure of organisational performance—creativity—was examined using Spearman's rank order correlation coefficient. All findings showed a strong correlation between variables, disproving all earlier ideas. The practise of investiture, assimilation, and divestiture, it was concluded, strengthens the bonds among employees within an organisation and gives them a solid foundation upon which to build their awareness and ability to enhance the performance of multinational corporations operating in Rivers State. Following that, it was advised that businesses create structures to support and encourage workplace activities like investiture, assimilation, and divestiture in a way that promotes and drives organisational learning and value alignment among groups.

Odhiambo, Gachoka and Rambo (2018) conducted a study which examined the relationship between age diversity and employee performance of public universities in Western Kenya. The study employed a mixed-methods approach, and a questionnaire-based survey method was used to gather primary data. 120 department heads who worked at four public institutions made up the target group. Descriptive and inferential statistics were used in the data analysis. Out of the 120 surveys distributed, 93 were returned, yielding a response rate of 78%. Age diversity and employee performance are statistically significantly positively correlated, according to regression and correlation research. Based on the findings, the study came to the conclusion that age diversity has a beneficial impact on employee performance and that most employees have a favourable attitude toward age diversity policy in public institutions.

Kowo & Sabitu (2018) examined the impact of cultural diversity on organizational performance. It especially looked at how employee behaviour affected cultural diversity in the Nigerian frozen fish business in particular firms as well as how cultural diversity affected organisational performance. Previous research has been looked at and a few key hypotheses have been chosen in order to get insight into these goals. This has led to the discovery that cultural diversity is a complicated issue with potential benefits and drawbacks for organisations. The main sources for gathering data were used. The results showed that both organisational performance and cultural diversity are impacted by employee behaviour and workplace diversity. It was recommended that organization should establish structure that will encourage good ethical behavior of all levels of managers and employees as this has significant impact on organization performance.

A study carried out in India by Chaudhry (2016) analyzed the role of gender and ethnicity diversity on an employee's performance in IT companies. A total of 300 respondents—60 from each company—were included in the survey. The use of a self-administered questionnaire for primary data collection was also utilised. According to the study's findings, gender diversity has a substantial impact on employee performance in the workplace. The study was only conducted in information technology institutes, hence its results could not be applied to other businesses.

A study was done by Alicia and Thomas (2016) investigating the effect of gender diversity on the quality of research in selected higher learning institutions in the United Kingdom. 200 workers were selected for the research using a stratified random sampling method. When other criteria were not controlled, gender diversity had a detrimental impact on staff research quality, according to the study's findings, which used multiple panel regression. The beneficial effect vanished when controllable factors like faculty maturity, faculty age, and institution size were incorporated.

RESEARCH METHODOLOGY

In this study, a survey research design was used. This research design was determined to be appropriate for this type of study, in which respondents' opinions are sought after and assessed for potential implications. This study strategy was chosen because social and management research uses it the most frequently. It served a range of research goals, including describing phenomena or traits connected to a topic population, estimating the percentage of the population possessing these qualities, and identifying relationships between various factors. This was done in order to ascertain how diversity management affected organisational productivity in a few chosen oil and gas companies in Nigeria's Delta State. The population of this study was limited to selected oil and gas firms in Delta State, specifically; oil and gas firms in Delta State, but specifically; Biddysoa Oil and Gas Limited, Chevron/Texaco, NESTOIL Group, PANA Oil & Gas Limited, and Seplat Petroleum Development Company Plc, all in Delta State. This research work takes the form of a field survey, as was previously established.

Table 3.1: Profile of the Organization

Name of Company	Location	Number of Contract Staffs	Number of Core Staffs	Total Number of Staffs
Biddysoa Oil and Gas Limited	Warri, Delta State	78	21	99
Chevron/texaco	Warri, Delta State	87	29	116
NESTOIL Group	Warri, Delta State	98	15	113
PANA Oil & Gas Limited	Warri, Delta State	69	17	86
Seplat Petroleum Development Company Plc	Sapele, Delta State	219	61	280
Total		**551**	**143**	**694**

Source: Personnel Managers of the Oil and Gas Firms, 2022.

The process of deciding how many observations or replicates to include in a statistical sample is known as sample size determination. Any empirical study with the aim of drawing conclusions about a population from a sample must take into account the sample size as a crucial component. Cooper and Schinder's (2013) Yard Formulae were used to determine the overall sample size for this investigation (Kothari, 2014).

$$n = N / 1 + N (\alpha)^2$$

Where: n= the sample size,
N= the sample frame (population)
α= the margin of error (0.05%).
$n = 694 / 1+694(0.05)^2 = 253.75$
The sample size is 254.

Through primary and secondary sources, data was gathered. The main source of data is a survey sent to respondents. The secondary data collecting method included the internet and the library. This comprises books, periodicals, newspapers, magazines, journals, reports on research findings, etc.

Descriptive statistics such as frequencies and percentages were used in answering the research question and the correlation analysis was use determine the nature of relationship between the independent and dependent variables. This hypothesis was tested using the multiple regressions with the aid of SPSS version 23, to find the relationship between ethnic diversity management and organizational productivity of selected oil and gas firms in Delta States, Nigeria. Multiple regression with organizational productivity (OP) as dependent variable is conducted with the five Diversity Management (DM) proxy with Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED) and Religion Diversity (RD) as (independent) explanatory variables.

The multiple regression equation was as follows;
OP= f(DM)
OP = f(GD, AD, ED, RD, EBD)
OP = β_0+ β_1GD + β_2AD +β_3ED + β_4RD + ε
Where;
OP = Organizational Productivity
DM= Ethnic Diversity Management
β_0= Intercept of regression line
β_1- β_5= Partial regression coefficient of the Independent Variables
GD= Gender Diversity
AD = Age Diversity
ED = Ethnicity Diversity
RD = Religion Diversity
ε = error term or stochastic term.

RESULTS AND DISCUSSIONS

This study focused on the analysis of data and result discussions of information collected through questionnaires administered to employees of selected oil and gas firms in Delta State, specifically; Biddysoa Oil and Gas Limited, Chevron/texaco, NESTOIL Group, PANA Oil & Gas Limited and Seplat Petroleum Development Company Plc in Delta State, Nigeria. In the bids to examines the effect of diversity management on organizational productivity of selected Oil and Gas firms in Delta State, Nigeria. Data presented and analyzed in this study was dichotomized into three parts. First is the data presentation (which comprises of the

descriptive analysis of respondents profile using simple weighted percentage) and using the descriptive statistics to any other data gotten from the questionnaire. Second is the data analysis which comprises of the correlation and regression analysis of other research data. Third is the discussion of findings for the data analysis for the study.

Table: 4.1: Demographic profile of Respondents

S/N	Variables	Frequency	Percentage (%)
1.	**Gender**		
	Male	168	67.47
	Female	81	32.53
		249	**100**
2.	**Age**		
	18-29 years	77	30.92
	30-39 years	109	43.78
	40-49 years	52	20.88
	50-60 years	11	4.42
		249	**100**
3.	**Religion**		
	Christian	115	46.18
	Muslim	78	31.33
	Others	56	22.49
		249	**100**
4.	**Marital Status**		
	Married	93	37.35
	Single	156	62.65
		249	**100**
5.	**Education Qualifications**		
	WAEC/GCE/NECO		
	OND/NCE	67	26.91
	HND/B.Sc	73	29.32
	M.Sc/MBA	87	34.94
	Others	9	3.61
		13	5.22
		249	**100**
6.	**Number of Years in Service to the firm**		
	Less than a year	66	26.51
	1-5 years	123	49.40
	6-10 years	35	14.06
	11-15 years	23	9.24
	15 years and above	2	0.80
		249	**100**

Source: Researcher Field Survey, 2022.

Description of Variables

This part aims to evaluate each research question, evaluate respondents' replies, and gather the study's results for suitable evaluation. Descriptive statistics were used to complete these. In order to properly and thoroughly describe the independent variables (Measures of diversity management), which are Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED), and Religion Diversity (RD), as well as the dependent variable (Organizational Productivity [OP]), descriptive statistics, which include the minimum, maximum, mean, and standard deviation, were used.

Table 4.2:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GD	249	12.00	20.00	16.8996	2.02055
AD	249	12.00	20.00	16.0643	2.12604
ED	249	12.00	20.00	16.3133	1.90454

RD	249	11.00	20.00	16.1807	2.00490
OP	249	13.00	20.00	16.4578	2.02186
Valid N (listwise)	249				

Source: SPSS Output, 2022.

The Table 4.2 shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of diversity management, are; Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED), Religion Diversity (RD) and Educational Background Diversity (EBD) and dependent variable {Organizational productivity (OP)} in selected Oil and Gas firms in Delta State, were described using the descriptive statistics.

The descriptive statistics for Gender Diversity (GD) indicates a mean of 16.8996, a standard deviation of 2.0206 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Gender Diversity (GD) is tremendous, since the mean value is greater than the standard deviation, by implications; the managements of the Oil and Gas firms under study take cognizance of gender diversity in their managerial plans.

Similarly, the descriptive statistics for the independent variable shows that Age Diversity (AD) has minimum value of 12 and maximum value of 20 leading to the mean and standard deviation of 16.0643 and 2.1260 respectively. This implies that the Age Diversity (AD) varies significantly and this is also reflected in the variation of the organizational productivity, since the mean value of 16.0643 is greater than the standard deviation of 2.1260.

Furthermore, the descriptive statistics for Ethnicity Diversity (ED) indicates a mean of 16.3133, a standard deviation of 1.9045 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Ethnicity Diversity (ED) is tremendous, since the mean value is greater than the standard deviation, by implications; the managements of the Oil and Gas firms under study take cognizance of ethnicity diversity in their managerial plans.

Also, the descriptive statistics for Religion Diversity (RD) indicates a mean of 16.1807, a standard deviation of 2.0049 with the difference in the maximum and minimum values which stood at 9. This implies that the variation in Religion Diversity (RD) has increase, since the mean value is greater than the standard deviation

Correlation Matrix

Correlation analysis was used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation.

Table 4.3:

Correlations

		OP	GD	AD	ED	RD
Pearson Correlation	OP	1.000				
	GD	.227	1.000			
	AD	.591	.382	1.000		
	ED	.454	.498	.526	1.000	
	RD	.220	.394	.462	.353	1.000

Source: SPSS Output, 2022.

The Pearson correlation in table 4.3, showed the coefficient of the type of relationship that exist between the independent variables {Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED), Religion Diversity (RD) and Educational Background Diversity (EBD)} and dependent variable {Organizational productivity (OP)} among five (5) selected Oil and Gas firms in Delta State, Nigeria.

The Gender Diversity (GD) has a coefficient of (r=0.227>0.05) which reveals that Gender Diversity Management (GD) has strong positive correlation with Organizational productivity (OP), this implies that an increase in Gender Diversity (GD) would have positive effects on Organizational productivity (OP) in five (5) selected Oil and Gas firms in Delta State, Nigeria.

The Age Diversity (AD) has a coefficient of (r=0.591>0.05) which reveals that Age Diversity (AD) has strong positive correlation with Organizational productivity (OP), this implies that an increase in Age Diversity (AD) would have positive effects on Organizational productivity (OP) in five (5) selected Oil and Gas firms in Delta State, Nigeria.

The Ethnicity Diversity (ED) has a coefficient of (r=0.454>0.05) which reveals that Ethnicity Diversity (ED) has strong positive correlation with Organizational productivity (OP), this implies that an increase in Ethnicity Diversity (ED) would have positive effects on Organizational productivity (OP) in five (5) selected Oil and Gas firms in Delta State, Nigeria.

The Religion Diversity (RD) has a coefficient of (r=0.220>0.05) which reveals that Religion Diversity (RD) has strong positive correlation with Organizational productivity (OP), this implies that an increase in Religion Diversity (RD) would have positive effects on Organizational productivity (OP) in five (5) selected Oil and Gas firms in Delta State, Nigeria.

The study is focused on enhancing organizational productivity through ethnic diversity management. The results of the correlation analysis involving all the indicators of diversity management {Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED), Religion Diversity (RD) and Educational Background Diversity (EBD)} reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of diversity management.

Table 4.4:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.827	1.644		4.153	.000
	GD	.774	.183	.772	4.230	.001
	AD	.515	.098	.509	5.255	.000
	ED	.225	.093	.234	2.419	.017
	RD	.203	.054	.196	3.759	.003

a. Dependent Variable: OP

Source: SPSS Output, 2022.

Gender Diversity (GD) and Organizational Productivity (OP)

The result provided support for the H_1 test result which indicated that there is significant positive relationship between Gender Diversity (GD) and Organizational productivity (OP) ($\beta=0.772$; P=0.001<0.05). The calculated p-value of 0.001 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. This implies that 1% increase in Gender Diversity (GD) would leads to 77.2 % increase in Organizational productivity (OP), this is evident with a regression coefficient of 0.772. This finding is supported by similarity/attraction theory; which posited that people like and are attracted to others who are similar, rather than dissimilar to themselves; "birds of the same feather," the adage goes, "flock together." This implies that the man gender tends to be closer to them self in organizational setting, same applied to the men in the bids to enhance organizational productivity. This is in line with the study of Chepkemoi, Rop and Chepkwony (2022), Abdulhakim and Shimelis (2021), Fadhili, Kiflemariam and Mwanzia (2021), Ogaga-Oghene (2011) and Prasad (2017) but contradicts to the finding of Darwin and Palanisamy (2015).

Age Diversity (AD) and Organizational Productivity (OP)

Similarly the findings indicated that Age Diversity (AD) activities is found to have significant positive relationship with Organizational productivity (OP) ($\beta=0.509$; P<0.000). The findings provided support for the result of H_2 which showed that there is a significant positive relationship between Age Diversity (AD) and Organizational productivity (OP) (0.001<0.05). The calculated p-value of 0.000 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 100% more than the acceptable level of 95%. This implies that 1% increase in Age Diversity (AD) would leads to 50.9% movement in Organizational productivity (OP) this is evident with a regression coefficient of 0.509. This finding is supported by the Blau theory of heterogeneity; which opined that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in in-group attachments and shared perceptions, which enhances group cohesion and subsequent organizational outcomes. This is line with the findings of Fadhili, Kiflemariam and Mwanzia (2021), Kowo and Sabitu (2018), Prasad (2017) and Richard (2012) but in contrast to the finding of Darwin and Palanisamy (2015).

Ethnicity Diversity (ED) and Organizational Productivity (OP)

More also, Ethnicity Diversity (ED) has positive effect on Organizational productivity (OP) ($\beta =0.039$; P<0.234). The calculated p-value of 0.017 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.3% more than the acceptable level of 95%. This implies that 1% increase in Ethnicity Diversity (ED) would leads to 23.4% increase in Organizational Productivity (OP) this is evident with a regression coefficient of 0.234. This is in line with the theory of social identity, when an individual introduces himself to a certain social group, it is highly likely that they prefer others who belong to the same social group. This is in accordance with findings of Abdulhakim and Shimelis (2021), Fadhili, Kiflemariam and Mwanzia (2021), Darwin and Palanisamy (2019), Prasad (2017) and Ogbo, Kifordu and Wilfred (2014).

Religion Diversity (RD) and Organizational Productivity (OP)

Finally, Religion Diversity (RD) has negative effect on Organizational productivity (OP) ($\beta =-0.196$; P>0.003). This finding provides support for result H_4 test which indicated that Religion Diversity (RD) has a significant relationship with Organizational productivity (OP) (0.003<0.05). The calculated p-value of 0.003 is significant because it is lesser than 0.05(5%). It also means that the level of

confidence (confidence interval) is 99.7% more than the acceptable level of 95%. This implies that 1% increase in Religion Diversity (RD) would leads to 19.6% increase in Organizational Productivity (OP) this is evident with a regression coefficient of 0.196. This is in contrary with the theory of social identity, when an individual introduces himself to a certain social group, it is highly likely that they prefer others who belong to the same social group. This is in accordance with findings of Abdulhakim and Shimelis (2021) but contradicts the finding of Fadhili, Kiflemariam and Mwanzia (2021) and Prasad (2017).

Model Summary

Table 4.5a:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.926[a]	.857	.863	1.609	1.545

a. Predictors: (Constant), EBD, AD, GD, ED, RD
b. Dependent Variable: OP
Source: SPSS Output, 2022.

Table 4.5b:

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176.994	5	35.399	13.666	.000[b]
	Residual	274.569	106	2.590		
	Total	451.563	111			

a. Dependent Variable: OP
b. Predictors: (Constant), AD, GD, ED, RD
Source: SPSS Output, 2022.

Also, the Table 4.5. which is model summary table show the correlation co-efficient (R) of the regression is 0.926 (93%) which indicates a very strong positive relationship between the dependent variable [Organizational Productivity (OP)] in selected Oil and Gas firms in Delta State, Nigeria and the independent variables [Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED) and Religion Diversity (RD). The co-efficient of determination (R^2) is 86% (0.857) showing that 86% of the variation in dependent variable [Organizational Productivity (OP)] in selected Oil and Gas firms in Delta State, Nigeria has been explained by the independent variables [Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED) and Religion Diversity (RD) while the 14% remain unexplained in the model. With an R^2 value of 86% showed that the strong positive relationship is further confirmed. The adjusted R^2 measures the goodness or fit of the model. This shows the goodness of fit of the model and also explains the dependent variable in relation to the independent variables in 86ways. The 14% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.445 is less than "2".

Lastly, the Anova table 4.5.1 above, shows the overall significance of the significance of the model, has F(13.666) with p-value is estimated at 0.000. This indicates that all the independent variables [Gender Diversity (GD), Age Diversity (AD), Ethnicity Diversity (ED) and Religion Diversity (RD)jointly effect on the dependent variable [Organizational Productivity (OP)] in selected Oil and Gas firms in Delta State, Nigeria showing that it is a sound model.

Conclusion and Recommendations

Base on the findings, the study concludes that diversity management had a positive and significant effect on organizational productivity of selected Oil and Gas firms in Delta State, Nigeria. Based on the findings, the study recommended the following;

i. The report advises Nigerian oil and gas companies to keep up with and enhance their gender diversity management, as this will significantly increase organisational productivity.

ii. The study advises Nigerian banks to keep up with and implement new policies that value age diversity as doing so will significantly increase their organisational efficiency.

iii. The report also advises Nigerian oil and gas companies to maintain and enhance their ethnicity diversity management, as this would act as the driving force behind increased organisational efficiency.

iv. The study also suggests that Nigerian oil and gas companies should enhance their management of religious diversity since it would help to boost organisational efficiency.

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