



ABSTRACT

This paper reviews some of the empirical studies that were conducted on the area of diversity training, leadership style, organizational commitment and staff of Nigerian commercial banks. There is an increasing concern in the Nigerian commercial banks that the investment made in diversity training should

EFFECT OF DIVERSITY TRAINING ON ORGANISATIONAL COMMITMENT IN NIGERIAN DEPOSIT MONEY BANKS

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Introduction

Organizational commitment is the sustenance of the contemporary human resource management philosophy as well as the strength that binds human resource management practices (Sahraee & Abdullah, 2018). When employees are more committed to the organization, the more diversity training will be and more willing to work 'above and beyond contract, committed employees feel a greater responsibility, thus reducing the manager's need to monitor and supervise; and committed employees are not expected to leave the organization, resulting in the reduction of recruitment and selection expenditures. Johar et al., (2019) Asserts that such an issue requires attention as organisational efficiency is determined by employee's productivity and commitment. There barely adequate studies conducted on factors impacting organizational commitment among



be justified in terms of improved commitment. Organizational commitment is strive to compete in the competitive environment on the basis of diversity training, leadership style skills and knowledge by putting more emphasis on organizational commitment. On the contrary employees are not getting required diversity training needed that improve their commitment. Some of the requisite skills of organizational commitment which include: diversity training skills and good leadership style. The result shows that with diversity training knowledge together with good leadership style there's organizational commitment.

Keywords: *Organisational Commitment, Diversity Training, Leadership Style*

Nigerian deposit money banks in Nigeria. This study intends to help bridge this knowledge gap.

Employees trained for diversity have been found to exhibit higher scores in organization commitment, good rapport with managers and colleagues, optimum use of skills, and with the senior management (Ali & French, 2019). Diversity training improves the diversity culture within the organization. It also helps the manager handle individual variations fruitfully. Once the employees work together this creates positive effects of the commitment. The diversity culture is that the power that leads the organization to positive outcome and even have a control on the commitment of workers with the organization (Zhuwao et al., 2016). Diversity fosters creativeness and innovation that is ultimately advantageous to the organization's results. To maximize diversity, the organization management is duty-bound to manage its workers who are completely different in race, gender, ethnic background, religious, incapacity (Mcguire, 2010).

The capacity of organizational performance hinges on capacity building of the employee which contribute significantly to the performance of employee in particular and the organization in the general (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). Its therefore, expected for



the organization to invest adequately in training of its employees to learn new knowledge and acquire skills to convert that in to practical realities for the development of the organization (Alliger, Tannenbaum, Bennett, Traver, & Shotland, 2018). This will go a long way in improving organizational commitment which boost the morale of the workers to contribute significantly to the commitment of the organization. Literature available indicate that the expected output has not been realized despite the amount of inputs in place in training of workers (Battistelli, 2008). Osita-ejikeme (2018), pointed out, in Nigeria, there appear to still be cases of regional identities, nepotism and discrimination both in the public and private organizations. Cases of ethnic bias and other forms of discrimination still take places in organizations during hiring, promotion and other employer-employee relation practices. However, the Nigerian deposit money banks staff are currently faced with unsteady service provision, lack of competency in the diversity training to handle and deliver services effectively and efficiently, general indifferent behaviour of staff in the discharge of their duties as well as lack of strong and exemplary work ethics and ambitious for valuable quality. Specifically, this study intended to:

i Asses the effect of effect between diversity training and organizational commitment

Literature Review

Organizational commitment

The relationship between the organization and its employees, organizational commitment, is not only one of the important concepts in terms of management and behavioral sciences; it is also central to studies regarding individual and organizational performance (Singh, 2019). To date, many different definitions for this concept have been suggested (Cansoy & Polatcan, 2019; Chen & Lin, 2013), and the reason for this is that it has a multi-dimensional structure which includes the attitude and behavioral components of commitment to work (Conceptualization, Meyer, Allen, & Smith, 1993). Organizational commitment was defined as the strength of an employee's identification with the organization (Porter, Steers, & Mowday,



2019). According to this definition, organizational commitment consists of three components: Having absolute belief in the objectives and values of the organization, Making all efforts necessary for the benefit of the organization and having a strong desire to continue with that organization. It is also emphasized that it is a process. Similarly, Glennie, Benson, Brown, Donnell, and Keefe (2018) states that organizational commitment is the process by which the members of the organization feel they have a share in the well-being and success of the organization and a type of attitude that reflect the commitment to an organization. Additionally, organizational commitment occurs when an employee feels he is part of an organization (Tekingündüz, Top, & Tengilimoğlu, 2015). Another study on this topic states that organizational commitment aims to explain the attitude and behavior one has toward the organization for which they work (Mathews & Shepherd, 2002). it is a concept that should be considered in detail, considering the role it plays for organizations, whose employees have internalized the values of the organization to reach its targets and contributed to its success.

Diversity Training

Diversity in the workplace is not a new phenomenon, organisations are becoming more aware of its value as a potential asset (Kundu & Mor, 2016). The term “diversity” refers to numerous categories of individual differences, including: population group, culture, gender, spirituality, language, disability, sexuality, age Cavaleros, Vuuren, and Visser (2002), educational level, skills, functional area of expertise, management styles, tenure, parental status, marital status, family background, vocational interests, career aspirations, geographic differences Cavaleros et al., (2002), social status, physical and mental conditions Alhejji and Garavan (2013), communication styles Schachner, Noack, Vijver, and Eckstein (2016), as well as personality attributes, working styles, and organisational departments. To conclude simply, diversity refers to the many different ways in which people in organizations differ (Dayanand, 2013). Numerous authors have reported on the effects that a diverse workforce has on both the functional



and human aspects of organisations. On the one hand, various studies have confirmed the negative consequences of diversity. Schachner et al., (2016), states that diversity in itself does not automatically lead to a competitive edge and that it is more likely to result in tension, conflict, misunderstanding and frustration if not adequately managed. Martins (2018), have found that the greater the diversity in an organisation, the higher the dissatisfaction and turnover.

Method

The study adopted a survey design, the design offers more reliable techniques for examining the information obtained about the sample of the study. It also helps the researcher to make generalization and draw meaningful conclusions about the findings of the research (Sekaran & Bougie, 2010). Sample was determined from the entire two thousand nine hundred (2,900) staff of Nigerian deposit money banks in the north-east Nigeria using a stratified random sampling technique. To this effect, the minimum sample size for this study suggested by is three hundred and seventy five (375). Data for the study were collected via the administration of the adapted 5-points Likert scale questionnaire to the targeted respondents of this study. Adaptation of research instrument become necessary the population of this study varies from the original research population with which the statement of the questionnaire were used in respect to language, culture and country (Greener, 2019). Several statements were used in measuring the level of students' opinion regarding diversity training and organizational commitment

A maximum of 500 copies of the study questionnaire was administered to staff of Nigerian deposit money banks in this paper because Saunders, Lewis, and Thomhil (2019) added that minimum sample should not always be appropriate in determining sample size, the researcher has been offered a chance to increase the sample size with certain percentage that could suit and help the study. Hence, 428 copies of the questionnaire were finally retained for analysis. The data gathered from the respondents were



analyzed using Structural Equation Model-Partial Least Square (Smart-PLS) to test and analyze the formulated research hypotheses.

Findings and Discussion

This study adopted the two recommended step of measurement model and structural model in assessing the path results of PLS-SEM (Hair et al., 2010). The measurement model was examined through convergent and discriminant validity. The validity of a certain statistical measurement scale is convergent when values are > 0.7 , and/or > 0.5 for loadings, composite reliability, and average variance extracted (AVE), respectively (Al-badareen & Al-ghazzawi, 2018). In this study, all questionnaire items that exceeded the recommended threshold values for loadings, average variance extracted and composite reliability were retained while those with lower values were removed. For discriminant validity, calculated square roots for the coefficient of AVE are displayed in table 1.2 below: To achieve good discriminant validity, however, the squared AVE value should be higher than correlation estimates (Hair, Sarstedt, Ringle, & Mena, 2012). Therefore, all the calculated AVE square roots for the variables under investigation are greater than the diagonal elements in the corresponding columns and rows. Hence, the discriminant validity was established. However, the structural equation model was assessed through the use of bootstrapping technique for testing the significance of all the path coefficients because in PLS analysis, bootstrapping is the only mechanism for examining the significance of path coefficients. Table 1 and 2 below displays the results of the convergent validity, discriminant validity and composite reliability of all the understudy variables.

Table 1 Convergent Validity and Composite Reliability

CONSTRUCTS	ITEMS	LOADINGS	AVE	CR
Organizational commitment	OC1	0.799641	0.673368	0.891676
	OC3	0.844526		
	OC4	0.860995		



	OC5	0.774280		
Diversity training	DT1	0.592027	0.597895	0.879976
	DT2	0.832961		
	DT3	0.839940		
	DT5	0.798783		
	DT6	0.775629		

Source:Field Survey

Table 2 Discriminant Validity

Constructs	OC	DT
OC	0.723	
DT	0.495	0.811

Source:Field Survey

Note: OC: organizational commitment, DT: diversity Training

H_{a1}: *There is a significant relationship between diversity training and organizational commitment.*

The study wanted to know if there was existence of any relationship between diversity training and organizational commitment, the independent variable was diversity training whereas the dependent variable was organizational commitments which were both measured on the ordinal scale variable. Thus, the appropriate statistical test to respond to the hypothesis was PLS-SEM path model technique. Preliminary analyses were performed to ensure no violation of the assumptions of linearity.

The result of the PLS-SEM bootstrap disclosed that the Beta value for the relationships between diversity training and organizational commitment was $\beta=0.172431$, $p=0.000$. In contrast, the values of Beta, T-statistics, and P values for the relationships between independent variable (i.e., diversity training) and the dependent variable (i.e., organizational commitment) were $\beta= 0.172431$; $t=3.874323$; $p< 0.01$. Therefore, all the values for such relationships exceeded 2.58 at 0.01 confidence levels using two tail tests (rule of thumb). In essence, Hypothesis H_{a1} was supported. Furthermore,



the result indicated that the extent to which employees are diversity well trained positively related to organizational commitment in the workplace. Table 3 demonstrated the result of testing the effect of diversity training on organizational commitment.

Table 3: PLS-SEM Path Model Analysis Result of Diversity Training and Organizational Commitment

Independent Variable	Std Beta	Std Error	T-Value
Diversity Training	0.172431	0.042263	3.874323**

Source: Field survey

Note: ** $p < 0.01$, * $p < 0.05$

Table 3. indicated that there was a positive correlation between the two variables ($\beta = 0.172431$; $t = 3.874323$; $p < 0.01$). Therefore, the first alternate Hypothesis was supported. This study finds support for the direct effect of diversity training on organizational commitment. Such result of positive correlation coefficient between the two variables shows that the consistency of diversity training and organizational commitment of the employees will lead to constantly utilize the skills, knowledge, and attitudes acquired on the diversity training to their daily commitment for better performance.

Similarly, the finding was supported with the notion of Mayer and Allengs organizational commitment theory (1984). The theory advocated that when employees exert effort to their organization would result in utilization and application of new skills based on diversity training, abilities and 'knowledge of what result in what' (Aggarwal, 2018). Hence, diversity training will play a vital role in enhancing employees' flexibility and adaptability which employers have found to be progressively essential. In addition, it is important for every organization to maintain a necessary degree of competence in its employees through provision of adequate diversity training (Hafer & Martin, 2016). The Mayer and Allengs organizational commitment theory (1984) stressed on the quality and types of diversity training opportunities to the organizational employee which is affected by



the organization's culture and needs, which, in reciprocity, can influence the individual employee commitment (Dahl, Nesheim, & Olsen, 2009).

Conclusion Limitations and Direction for Future Research

Working on developing the organizational commitment among the employees of the company through providing an organizational environment that allows for innovation and creativity which is characterized by respect and appreciation relations among the employees. Also, it recommends linking the concept of the organizational commitment with well-designed standards and practices that are integrated with the incentive system with the criteria of quality, efficiency and active performance of work tasks.

Lastly, the paper highlighted some of the challenges that faced employees while trying to utilize the organisational commitment programs. This indicates a broad limitation in providing a way forward on dealing with those challenges. Consequently, future researchers should propose a coping strategy to handle these challenges.

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