

UNIVERSITY OF CAPE COAST

DIVERSITY MANAGEMENT AND ORGANISATIONAL COMMITMENT
AMONG SENIOR STAFF AT THE UNIVERSITY OF CAPE COAST,
GHANA.



VIDA POKUAA ABENA

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BY
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Administration degree in Management

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DECLARATION

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature..... Date.....

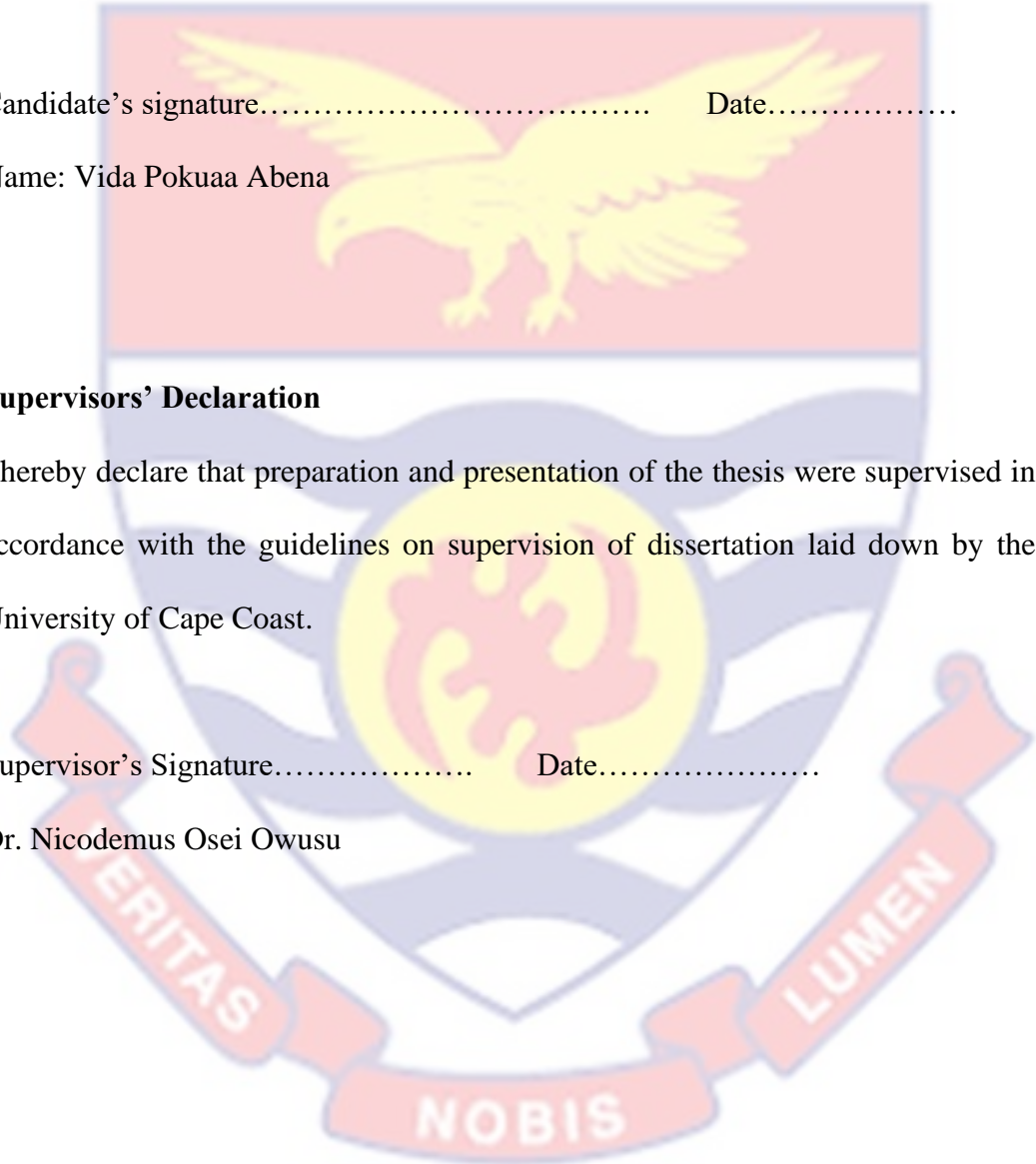
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Supervisors' Declaration

I hereby declare that preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Dr. Nicodemus Osei Owusu



ABSTRACT

The aim of this study was to assess the relationship between diversity management and organisational commitment among senior staff at the University of Cape Coast, Ghana. There were four main specific objectives, among them were; to examine the relationship between Gender and organisational commitment; the relationship between Age and organisational; the relationship between Marital Status and organisational commitment and finally, the relationship between Level of Education and organisational commitment among senior staff at the University of Cape Coast. The study sought to explore the views based on 269 senior administrative staff from the study area, however, only 238 views were deemed usable for the study. It was a quantitative study with self-administered and an online-administered questionnaire as the main research instrument. The results from the survey were processed with the help of the Statistical Package for the Social Sciences (SPSS v26.0). The findings of the study revealed that; Gender, Age and the Level of Education of employees which formed the components of diversity management in the organisation, all had a positive and significant relationship with organisational commitment except Marital Status. As a result, it was recommended that the University of Cape Coast's management focus on implementing policies that will assist in bringing diverse people from various groups and categories into the working environment, so that the majority of the staff will be well motivated to carry out their tasks or duties perfectly.

KEYWORDS

Affective Commitment

Continuance Commitment

Diversity Management

Normative Commitment

Organisational Commitment



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DEDICATION

To my husband



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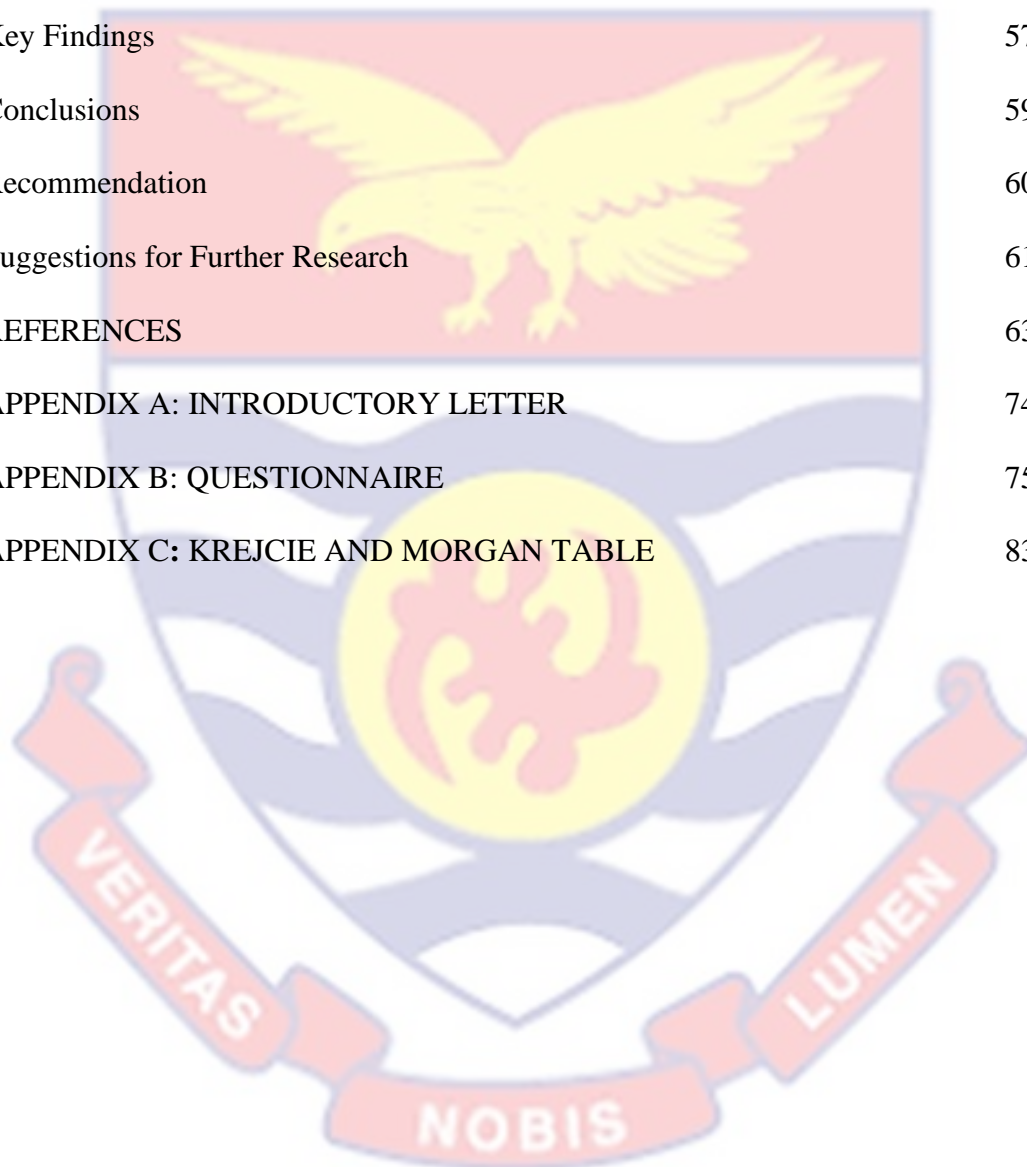
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CHAPTER ONE

INTRODUCTION

As an organisational asset, diversity has transformed from being a governmental or legal obligation to a strategic priority. A company whether global or not, is impacted by global diversity either directly or indirectly. Advocates of diversity claim that diverse workforce is economically beneficial aids in gaining competitive advantage, and eventually leads to better firm performance. This section presents the overview of the study which is centered on the relationship established between diversity management and its relationship with employee commitment. It includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, significance of the study, delimitation of the study, organisation of the study and the chapter summary.

Background of the Study

Diversity can generally be defined as recognising, understanding and accepting individual differences irrespective of their race, gender, age, class, ethnicity, physical ability, race. Sexual orientation, spiritual practice and so on. Grobler (2002) also supports this view by adding that each individual is unique but also share any number of environmental or biological characteristics. Diversity can be classified into two dimensions. The primary dimension such as age, gender, sexual orientation and so on, exhibits the main differences between various individuals. These primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical

location, income etc, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. These qualities are only noticed after some interactions occur between individuals (Ashton 2010).

Organizations in their bid to survive the competitive conditions in today's business must increase their activities towards success by ensuring that their employees are committed to their organizations only, through a strong organizational culture. As an organisational asset, diversity has transformed from being a governmental or legal obligation to a strategic priority. A company whether global or not, is impacted by global diversity either directly or indirectly (Agarwal, 2012). Advocates of diversity claim that diverse workforce is economically beneficial (Ferley, Hartley, & Martin, 2003), aids in gaining competitive advantage (Richard & Miller, 2013), and eventually leads to better firm performance (Cox & Blake, 1991; Richard, 2000; Richard, Barnett, T., Dwyer, & Chadwick, 2004). Investing in organisational diversity is thus acknowledged by organisations worldwide (Kundu, 2004; Kundu, Mor, & Ranga, 2014).

Over the years, a lot of research attention has been directed towards the role of workplace diversity. This is because workplace diversity holds a significant symbolic meaning, signaling that the organization is both widely accessible and generally fair. This is relevant given the changing socio-demographic profiles of the population across the world (Smith & Fernandez, 2010). Therefore, workplace diversity communicates organizational receptivity to new ideas and perspectives that are useful in addressing complex workplace dynamics (Pitts & Wise, 2010).

Preliminary evidence shows that various organizations often make inclusive organizational policies regarding workplace diversity (Smith & Fernandez, 2010). These policies can produce better results for employees as well as the service receivers (Pitts & Wise, 2010). Organizations that embrace workplace diversity policies may uphold and make the most of on the benefits of workplace diversity particularly the commitment related aspects of diversity. This involves drawing on the exceptional knowledge, skills and aptitudes of a diverse number of employees.

These organizations also conscientiously recruit and work to retain a diverse workforce, take steps to lessen biased policies and practices, and undertake diversity management practices to improve the organization by reducing the level of conflicts and interpersonal tensions that often arise as a result of an increase of workplace diversity. If workplace diversity is well managed the concerned organizations are likely to have satisfied and motivated employees who are committed to the ideals of their organization (Pitts & Wise, 2010). This hinges on the assumption that harnessing workplace diversity allows an organization to accomplish their missions with minimal resistance.

Ethnicity, educational background, race, gender, marital status, disability, age, religion, sexual orientation, culture, national origin, personality, political beliefs and physical abilities have been posited by several researchers as crucial indicators or elements that cause diversity among employees. However, the predominant diversity issues in each country are different (Lawler, Chen, Wu, Bae & Bai, 2011). In a study by Chew, Lee. Tan and Tee (2011), it was noticed that teams of employees who were ethnically diverse performed poorly compared to the

homogeneous organisations, the ethnic differences among members of diverse teams becomes more salient and are more likely to interfere with performance. They further observed that in heterogeneous organisations, the ethnic identities of team members may be less salient and therefore they create less disruption.

Walton (1991), points out that the philosophy of management is to have a commitment strategy that underlies all the policies which indicates that increase in performance is directly affected by commitment of employees. One therefore, wonders how the diversity of UCC presents itself among members in the community hence studying the diversity and commitment of employees in UCC is deemed necessary in this regard. Nongo and Ikyanyon (2012) further said that an workplace diversity has an important role to play by ensuring that management functions run properly, diversity ensures that the members are committed to their institutions and allows the workforce to appreciate the objectives of the institution, increases their commitment and work towards achieving these objectives.

Oreily (1991) in his study refers to the bond employees have with their “*employers as organisational commitment.*” Committed employees have a sense of connection, harmonize and apprehend what needs to be done to achieve the objectives of the *organization*. Oreily (1991) continues that being committed is not just recognizing or identifying with what the organization looks forward to but a behavioural and sentimental feedback from members of staff. If there is no longer a reward for longevity, steadfastness or competence then this will affect the rest of staff and this will likely reduce their commitment levels.

This study thus, aims to study the intended relationship of the various diversity management and employees' commitment, in the Ghanaian context. Studying organisational commitment, as employee outcome, is of specific interest because it entails employees to engage in behaviours that enhance their value and support the organisation (Zeinabadi, 2010). In other words, committed employees strongly believe in and accept the organisational goals and values and exert considerable effort in support of the organisation and to remain a member (Mowday, Steers, & Porter, 1979; Angle & Perry, 1981).

In sum, today, diversity and inclusivity of staff are the pathway for almost all companies. Management and human resource managers understand that their organisation cannot be successful on a global platform if they don't have a diverse and inclusive staff. A diverse and inclusive workforce is necessary to drive innovation, foster creativity and guide business strategies. Multiple voices lead to new ideas, new services and products, and encourage critical thinking (Forbes Insights, 2011). The study will specifically be situated at the University of Cape Coast. Situating this study within the University of Cape Coast is very important given the nature of the quest of university community to establish a conducive working environment which could be attained through diversity management. Therefore, this study sought to examine the relationship between diversity management and organisational commitment among senior staff at the University of Cape Coast, Ghana.

Statement of the Problem

In order to achieve high levels of performance, the work environment is becoming more complex which as a result has necessitated the need for a workforce that is made up of people with varying age, experience, knowledge and backgrounds to maximise competitive advantage. The lack of workforce diversity and diversity management within organisations might lead to loss of competitive advantage which may eventually affect the commitment levels of employees. This makes it very important for management to commit themselves towards ensuring that issues on human resource diversity management is a part of its daily operations.

Due to rapid expansion of tertiary institutions and the need to increase tertiary environments, there has been an increase in diverse workforce. Diverse employees have different worldviews and perceptions and these can be successfully tapped to the benefit of an organization. For an organization to survive it is imperative to harness the differences among diverse employees. According to Kossek and Block (2000) effective diversity management enhances employee commitment. However, diversity management is a challenge to many institutions. Recently, organisations in Ghana have experienced challenges related to diversity management and employee commitment such as lack of teamwork, under representation, communication barriers and lack of group cohesion especially in mixing old and fresh experiences (Suleman, 2017).

This has resulted into job dissatisfaction, increased employee turnovers, absenteeism, decreased profits and poor performance standards. This implies that if not well managed, workplace diversity can result into discriminatory work

environment, conflicting primary loyalties, differences in thought patterns, lifestyles, mannerisms and mindsets. A study by Yemo (2017) on the effect of human resource diversity management on staff productivity at GCB Bank Limited in Ghana showed that there was a substantial level of relationship between workplace diversity management and the mean efficiency levels of bank employees in Ghana. Also a study by Akobo (2018) on diversity management discourse: an African perspective, revealed that hiring policies in the organization supported the appointment of both gender in managerial positions, and that learning and effectiveness paradigms are key motivation for organization to realize diversity management programs in public and private sectors in Africa. A study conducted by Oppong (2017) in his study established that workplace diversity management alone was not the only factor that enhanced employee commitment. Other aspects that enhanced job commitment included training of employees, open communication and timely introduction of change.

Also a study on workplace diversity management in the construction industry: implications for civil engineering project success in Ashanti region in Ghana by Obeng (2018) established that employees are more likely to be committed if the management maintained promises and obligations. The study further established that there was a great correlation between job satisfaction and employee commitment. A study carried out by Suleman (2017) on the perceived connection between organizational culture and employees' commitment at MTN in Ghana established that organizational culture dimensions supportive of employees' differences had a direct relationship with commitment of employees. An analysis

of these studies shows that there are knowledge gaps that were not addressed. Although these studies were conducted in Ghana, the studies were not carried out in the context of how diversity management is related to each of the three dimensions of employee commitment within the institution or organisation. The variables of each study were different compared to the variable of this study. In Ghana, the challenges that tertiary institutions sector face in promoting commitment among employees from diverse backgrounds were not addressed. Therefore, the question that this study sought to answer was: what is the relationship between diversity management and the three dimensions of employee commitment among senior staff at the University of Cape Coast, Ghana?

Purpose of the Study

The main purpose of the study was to assess the relationship between diversity management and organisational commitment among senior staff at the University of Cape Coast, Ghana.

Research Objectives

The study was guided by the following specific objectives:

1. to examine the relationship between Gender diversity and organisational commitment among senior staff at the University of Cape Coast.
2. to assess the relationship between Age diversity and organisational commitment among senior staff at the University of Cape Coast.
3. to determine the relationship between Marital Status diversity and organisational commitment among senior staff at the University of Cape Coast.

4. to investigate the relationship between Level of Education diversity and organisational commitment among senior staff at the University of Cape Coast.

Research Questions

1. What is the relationship between Gender diversity and organisational commitment?
2. What is the relationship between of Age diversity and organisational commitment?
3. What is the relationship between Marital status diversity and organisational commitment?
4. What is the relationship between level of education diversity and organisational commitment?

Significance of the Study

Findings of the study will help human resource management and management of University of Cape Coast to come up with best practices of staff diversity management through building sustainable diversity management models and programmes that will help boost the commitment levels of staff members. Additionally, the study will stimulate further interest and more studies in the area of staff diversity at the workplace especially in the higher educational institutions in Ghana. Every research that is conducted, at least, comes up with something new that has not yet been discovered; or the research stresses similar findings by other researchers which although are very valuable, management has not yet considered.

The study outcomes may help various stakeholders in strategic decision making with regard to employee commitment. The findings of this study may help

the policy makers in formulating guidelines to tackle the existing challenges in the management of workplace diversity and eventually enhance employee commitment in tertiary institutions. The study findings will also assist the management of other tertiary institutions who are in the same setting as that of the University of Cape Coast in adopting diversity management practices that will help to improve the level of employee commitment. The study will additionally facilitate the practicing management and administrators in the tertiary institutions to remain important amidst the contemporary challenges by setting up programmes for handling workplace diversity and utilizing strategies for management of workplace diversity in their companies to enhance employee commitment.

Delimitations of the Study

The study examined the relationship between diversity management and employee commitment. Senior staff members at the University of Cape Coast were the targets of the study and it cover a sample of the workers selected from within the tertiary institution. The assessment is limited to only the University of Cape Coast. The study examined diversity management within the tertiary institution and also determined the relationship between diversity management and employee commitment. The context of this study is limited to assessing the relationship between diversity management and employee commitment at the University of Cape Coast, Ghana.

Limitations of the Study

The sample for the study selected from only one university, University of Cape Coast out of a number of universities and this affected the generalisability of the results since, the study was conducted in the University of Cape Coast (UCC).

Also, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted with more interviews conducted, which would have provided an in-depth understanding of issues. Besides, using the qualitative method would have added to the weight of materials relating to diversity management and employee commitment. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the senior employees, would also have been useful. This would have helped to understand the rationale behind the elements of diversity management and employee commitment and know the links between these elements and employees' performance and how they could be improved.

Organisation of the Study

This study was structured as follows: chapter one introduced the topic of the study, background of the study, statement of the problem, purpose of the study, research objectives, research questions, delimitations, limitations, significance of the study as well as the organisation of the study. Chapter two reviewed literature related to human resource diversity management and served as the basis for the development of the theoretical framework for the study. Chapter three covered the research design, the population, collection of data and the techniques used to analyse the data.

Also, chapter four discussed the findings from the research by using percentages and illustrations from diagrams. This chapter, also, analysed the research findings from the questions by grouping them under subtopics to aid the process of analysing. Finally, chapter five gave a summary and conclusions of the research findings based on information analysed from respondents. This chapter, also, suggested recommendations that can be helpful to anyone studying the topic and suggestions for further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The broad focus of this study is to assess the relationship between human resource diversity management and staff productivity of ADB Limited at Cape Coast. This section discusses the theoretical, conceptual and empirical reviews that set this study into perspective. The theoretical review will investigate a broader theoretical framework that explains better characteristics of human resource diversity management and staff productivity. The conceptual review demonstrates and explains the relationship between the variables to be used in the study. On the other hand, the empirical review, deliberates on what some researchers have done in respect to the effect of human resource diversity management on staff productivity.

Theories Underpinning the Study

Several theories, such as: the similarity-attraction theory, social identity theory, equity theory and schema theory, draw the relationship between human resource diversity management and productivity of staff. However, for the purposes of this work, equity theory and the social identity theory were concentrated on.

Equity theory

Equity theory was introduced by Adams (1963) with the implication that fairness and equality are very crucial ingredients of a motivated individual. The theory posits that “individuals are driven by frankness, and if they identify inequalities in the input or output rations of themselves and their referent group,

they turn to seek to adjust their input to reach their perceived equity” (Adams, 1963). As established, Yousef (1998) also explained that equity theory is a theory that is centred on perceived fairness of an individual. Hence, every employee in an organisation tries to compare their efforts, status and worth to that of their colleagues to see if they are being treated fairly in terms of salary, bonus, promotion, and so on. This then applies to staff in an organisation comparing their differences (diversity)—educational background, age, gender, marital status, ethnicity—with their referent groups and assessing their treatment levels.

In this study about diversity management, equity theory is one major theory that has to be taking into consideration since it tries to find the difference between employees in an organisation and create fairness. That is, the perceptions people have about how they are treated as related or compared to others of their kind. According to Muthoni (2017), equity theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and incentives) against the perceived inputs and outcomes of other employees.

An instance to this theory is when a staff of an organisation compares their salary to that of a colleague who receives higher salary than them in the same organisation, of which they may perceive to be doing more than the colleague (Kandpal, 2015). In such scenario, the person will try to rate their effort-to-compensation likewise to that of their colleague and the end product of this comparison was loss of motivation. Such demotivated person may then seek to

adjust their input to reach their equity, hence, dwindling the person's productivity. According to most studies, it has been revealed that diversity management has direct relationship or influence on staff commitment. Hence, this study tries to understand whether the administrative staff of the University of Cape Coast feel that there is equality in the management of their differences and how that influences their commitment to the organisation.

Social Identity Theory

This theory proposes that individuals have a tendency of categorizing themselves into social groups that have importance for them, consequently, profiling the manner in which they relate with others from their own self-groups and from diverse groups (Tajfel, 2000). Social identity stems from classification of people, their uniqueness and prestige associated with the group, the uniqueness of the group and the elements that are originally linked to its formation. The theory is based on the idea of social differentiation and categorization. In regard to social categorization, the main idea is on how the group is used to divide, classify and order the social environment in order to make individuals undertake various forms of social actions (Tajfel, 2000).

This also occurs when employees stereotype themselves by accrediting themselves with attitudes, behaviors and other features they relate with affiliation in that group (Kulik & Bainbridge, 2006). Assumption of this theory to this study is that employees are likely to be committed if working environment provides opportunity for employee to perceive themselves as being equitable employees and if workforce diversity practices offer avenues for employee categorization.

Relevance of the theories

The equity theory and social identity theory as employed in this study provides the basis for assessing the effect of human resource diversity management on organisational commitment. The theories were employed in this study to establish the fact that when staff members are treated fairly as that of their colleagues, they turn to be motivated to do more, influencing their commitment and hence, the overall performance of the organisation. Fair treatment in this study is the area of equal recognition of staff in terms of their educational background, gender, age, ethnicity and marital status with others colleagues of the same organisation. From these theories, when staff members are recognised and treated fairly and not discriminated against, they may be motivated and be very productive. This is because, according to Muthoni (2017), when the staff an organisation perceives to be treated fairly, they strive and give their all to help achieve the organisational goals and, hence, leading to a spur in organisational commitment.

Conceptual Review

Diversity Management

Diversity denotes the uniqueness that a person brings to the table, whether in ethnicity, country, language, class, sexual orientation, religion, age, thoughts, experiences, education, gender, or generation (Wang & McLean, 2015), and diversity management seeks to harness this uniqueness in the pursuit of more creative environments. Diversity management initiatives are specific activities, programmes, policies, and any other formal processes or efforts designed to promote organisational culture change related to diversity (Wentling & Nilda,

2000). The commonly espoused objectives of diversity management include valuing and utilizing workforce diversity and overcoming barriers like discrimination and segregation (Healy, Kirton, & Noon, 2010).

Focus on diversity management has been linked to enhanced work related attitudes and behaviours: organisational loyalty (Jauhari & Singh, 2013), job satisfaction (Choi, 2009; Pitts, 2009), decreased intentions to quit/increased employee retention (Choi, 2009; McKay, Avery, Tonidandel, Morris, Hernandez, & Hebl, 2007) and business benefits: creativity and improved sales (Ozbilgin & Tatli, 2008), increased productivity (Armstrong et al., 2010), and reduced costs linked to turnover and absenteeism (Armstrong et al., 2010). Thus, organisations that invest their resources and embrace diversity in taking advantage of the opportunities diversity offers outperform those that fail to make such investments (Choi & Rainey, 2009; Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, & Thomas, 2003).

In today's world, human resource diversity is globally perceived and has become an interesting issue at workplaces and markets. Pitts and Wise (2010) expounded that human resource diversity has become one of the most salient management issues in organisations from all sectors. Any organisation that plans to be more dynamic and profitable may need to consider a diverse human resource (Byrnes, 1984). However, as organisations strive to reap the benefits of a diverse staff or workforce, the more the likelihood of staff members rubbing shoulders with their differences, hence, the need for management to constantly be proactive and manage these differences of staff in order to obtain the maximum potentials

embedded in each human resource and be competitively positioned for increased productivity.

Diversity Management Practices

The increasing diversity of workplaces presents a need for management practices that promote harmonious interaction among diverse employees in an organization (Barak, 2005). Employees experience diversity and the conception of diversity management matters because it addresses not only the employment procedure but also what transpires after the recruitment. Barak (2005) observes that diversity issues continue to intensely change the structure of the workplace. If diversity is well managed organizations can benefit from both synergistic and culture specific rewards including heightened creativity, flexibility and problem solving skills. Also diversity can be a foundation of competitive advantage for organizations (Barak, 2005).

For diversity to be appreciated it is obligatory that employees become conscious of other employees' perspectives and different attitudes and capabilities. Various diversity awareness programs endeavor to grow workers awareness of their viewpoints, prejudices, and stereotypes and different perspectives. According to Cross (2004) organizations that embrace diversity management often promote mixed workforce. According to Pollar and Gonzalez (2004) diversity management in organizations addresses some of the possible ways employees can vary not necessarily in terms of race, sexual characteristics, age and other demographic groups but also in terms of their aptitudes as well as their personality. In many

respects employees are unique in different ways and these uniqueness cannot be ignored.

Therefore, for one to manage the dynamics of a heterogeneous workforce, the shared effects of these differences ought to be considered. According to Hubbard (2004) many organizations accommodate diverse employees in relation to gender, age, ethnicity, sex, race, physical state, education, religion and marital status. White (2004) believes that categorization of diversity should make a change on the basis of the comparative variability on the causes of diversity. According to Pollar and Gonzalez (2004) the classification of diversity adopts a more organizational and economical approach and includes classification based on cultural, functional and historical measurements. Cultural variances consist of religion, age and linguistic aptitude while functional measurements incorporate the variances in the process of learning, thinking, processing information and deal with authority.

Historical differences incorporate inter-group relationships, family make-up and political opinions (Northcraft, Polzer, Neale & Kramer, 1995). Therefore, organizations must elucidate the purpose of workplace diversity and prospects through diversity ingenuities (Hubbard, 2004). In an 12 organization, the vision and mission statements should emphasize the significance of diversity and communicate to the public through corporate websites. To the employees, there should be diversity commitment by assigning the essential resources to move diversity forward.

Organisational Commitment

Organisational commitment has received a great number of attention from different scholars in the field of human resource management, public administration and organisational behavior. Mester et al. (2013), asserts that one reasons for the growing literature on organisational commitment is because of an attempt by employers to understand and clarify the intensity and stability of an employee's dedication to the organisation. Several scholars have given different definitions for the term. There is not yet any consensus for the definition of organisational commitment (O'Creevy, 1993). According to Porter et al. (1974), organisational commitment refers to the strength of an individual's identification and involvement with a particular organisation. Porter et al. (1974), asserts that this attachment to the organisation is as a result of the values and goals between the employee and the employer, a willingness to participate in the progress of the organisation and finally, the desire to maintain organisational membership.

Some researchers have given a different perspective to what organisational commitment is. They refer to this new wave as 'side-bet theory' of organisational commitment (Becker, 1960; Aluto, Hrebiniak & Alonso, 1973). This theory postulates that individual's commitment to an organisation is dependent to the position held, regardless of the stressful conditions experienced. Camilleri and Van der Heijden (2007), opined that the definitions differ in terms of the ideas referring to the question of how this bond has been developed. According to Meyer and Allen (1997), the various definitions that have

been proposed by different scholars reflect three broad propositions including, affective commitment, continuance commitment and normative commitment.

Affective commitment refers to an employee's emotional attachment and identification with the organisation, therefore, leading to specific job behavior. For example, employees who identify themselves with the organisation and are emotionally attached to with are less likely to absent themselves from work (Meyer & Herscovitch, 2001). In line with the above view, Storey (1995), argues that the bond between employees (who are committed on an affective level) and the organisation can be strengthened when the individual's needs and expectations are matched by their actual experience. Shore and Terrick (1995), described this type of commitment as 'value rationality' - meaning the employee's goals and values are congruent with that of the organisation. Evidence abounds that, deficiencies in affective commitment of employees can threaten the life of the organisation by opening paths to absenteeism (Lambert, Hogan, Griffin, 2007), and staff turnover (Camp, Saylor & Gilman, 1995).

Secondly, organisational commitment may be viewed as reflecting an individual's perception of cost and risk associated with leaving the organisation (Meyer & Allen, 1997). This is referred to as continuance commitment (Meyer & Allen, 1997). This means that the individual's attachment with the organisation is based on assessment of economic benefits gained (Beck & Wilson, 2000). Thus, Dunham, Grube and Castaneda (1994), was of the view that continuance commitment will be at its peak when the available alternatives are few and investments towards the growth of the

organisation is high. This supports the argument that when given better alternatives employees may leave the organisation.

Finally, Meyer and Allen (1997), described normative commitment as a feeling of obligation and responsibility to remain with the organisation. This type of commitment is based on the norm of reciprocity. This implies that an individual places himself under obligation to repay the organisation in kindness for investing in them (Meyer & Allen, 1991; McDonald & Makin, 2000; Suliman & Iles, 2000). For example, an employee will be obligated to remain in the organisation because of the investment made in them through training and development. In this study, organisational commitment was measured by the 15-item Organisational Commitment Questionnaire (OCQ) developed by Porter et al. (1974). Mowday, Steers and Porter (1979) asserts that the OCQ scale demonstrates good psychometric properties and has been used with a wide range of job categories.

Empirical review

Diversity Management and Organisational Commitment

Review of literature identified a range of diversity management issues that have been consistently linked with employee commitment in organizations. Existing studies have given emphasis to the positive outcomes of diversity management practices on employees' attitudes (Bezuijen, 2010). Research maintains that workers are more expected to be committed when the corporation or organization utilizes human resources practices established on the commitment

philosophy. The outcomes of diversity strategies on workers' mindsets can therefore be efficiently examined from an employee dedication management perspective. It is an established certainty that the correlation between a business and its workers rests on interactions between the two sides.

Such relations are established by inducements, or payments made by the organization, and contributions, or payments done by the employees to the organization. They maintain that employees will continue to make their contributions if the inducements offered by the business are as important significant their own contributions. The major areas of workplace diversity are demographic characteristics, cultural diversity, management policies and diversity paradigms. Baum (2003) studied the relationships between work place diversity management and job commitment in Canada and established that the gender differences slightly influenced job commitment. However, when the researcher considered the employees' position in a company, it was reported that there was a link between consideration of diversity and commitment of employees according to rank.

Sowmya and Panchanatham (2011) studied the factors that affect employee commitment in the banking sector in India. The researchers utilized factor analysis principle by using component method to find the factors that influence the organizational commitment of employees working at PSBs and NPSBs. The study established that employee commitment had been conceptualized and measured in different ways. Acquisition of awareness concerning commitment levels and the respective influencing factors were reported to be significant in increasing employee commitment.

A study by Oshagbemi (2014) on the influence of diversity management on job commitment in higher education in Nigeria established that male employees earning low income in comparison with female employees have low job commitment. Study by Mesh'al (2001) on the influence of diversity management on Education, job satisfaction, and gender in Kuwait established that job satisfaction is directly correlated with the effectiveness of diversity management after controlling the age variable. This denotes that job satisfaction in respect to salary increases with age due to the low financial responsibilities as one advances in age. A study by Garrido (2005) on the determinants of sales director contentment in industrial firms in Spain established that when the salary of some employees is low compared to the level of salaries of other employees in the same organization, they are likely to feel dissatisfied.

Dormann (2005) on the impact of workplace diversity management on employee commitment in public and privately owned firms in Italy established that the gender and age differences do not influence job commitment directly but through other factors. Job commitment does not increase by a single factor such as age and that there might be other factors that contribute more powerfully to job commitment level. Gazioglu and Tansel (2006) on job commitment in Britain established that employee commitment declines with increase in level of education. The study suggests that education has a harmful influence on employee commitment this is because increase in education often leads to higher expectations. As such, an educated person may be dissatisfied with performance

the routine tasks that are expected in most jobs even if their salary are often higher than for younger employees.

Gender diversity and Organisational Commitment

Ahmad and Rahman (2019) conducted a study on the effect of workplace diversity on employees' commitment using 105 Head of departments and 545 regular, contractual, daily wagers and labourer employees working in Allama Iqbal Open University main campus as well as regional campuses. Stratified random sampling scheme was applied to select the participants. The data for the study was collected using questionnaire. Pearson correlation test and regression analysis test were applied to extract the result which revealed that gender diversity has negative relationship on the performance of the employees.

Also, Luanglath, Ali and Mohannak (2019) investigated the relationship between top management team gender diversity and commitment: the role of board gender diversity. The study used 172 organisations listed on the Australian Securities Exchange. The study was underpinned by the upper echelon's theory. The findings indicated that there is a positive effect of top management team gender diversity on employee commitment.

Further, in Gluck (2015), it was revealed that gender inequality at workplace results to lower levels of commitment. Discrimination of employees based on their gender reduces their morale, decreasing their motivation, and self-esteem, making it hard for the person to work effectively. Poor gender diversity management or stereotyping views at workplaces causes illegal practice of passing over someone for promotion, with the inherent belief that women cannot lead or perform better

than men. Some organisations avoid recruiting, or give menial jobs to women involved in family responsibilities. This sort of discrimination can create a strong resentment and loss of self-worth with such employees opting to destruction as a mechanism to getting back to their biased employers.

More so, Hoogendoorn, Oosterbeek and Praag (2011) estimated the impact of the share of women in business teams on their commitment. Teams consisting of undergraduate students in business studies start up a venture as part of their curriculum. The study manipulated the gender composition of teams and assigned, conditional on their gender, randomly to teams. When done, the study found that teams with an equal gender mix were more productive than male-dominated and female-dominated teams in terms of sales, profits and earning per share.

Educational diversity and Organisational Commitment

Khan, Sohail, Sufyan, Uddin and Basit (2019) posited that every organisation needs to adopt human resource diversity, due to which diverse work team every member has different skills, abilities and capabilities to improve the organisational performance. The study investigated the relationship between workforce diversity and employee commitment in higher education sector. The data was collected on cross sectional through questionnaires and simple random sampling technique was used. Population used was 440 faculty members. The findings of the study showed that there is positive relationship between educational background diversity and employee commitment.

Similarly, Akpakip (2017) also examined a study on effect of workforce diversity on employee commitment in Nigerian banking industry. The survey

research design method was adopted for the study. The instrument used to gather relevant data for the study was the questionnaire. The Statistical Package for Social Sciences (SPSS) was used to analyse the data of a sample size of 81. The research findings revealed that educational diversity has strong influence on employee commitment. Hence, based on the findings, it was recommended that management continue to uphold its diversity policies and practices in order to increase the benefits of diversity.

A study conducted by Ng and Feldman (2009) looked at the effects of educational level on job commitment in two ways. Initially, it provides a meta-analysis on the relationships between education level and dimensions of job behaviours representing task, citizenship and counterproductive performance. It was revealed that education stimulates performance of the core workplace task by equipping the individuals with a more authoritative and technical expertise with which they can complete their responsibilities. Through this, education is usually expected to create a positive relationship to job commitment at the workplace. Hunter (1986), also suggested that education enhances cognitive ability of an individual which in turn eases learning of job-related knowledge consequently fostering improved job commitment.

Cohen and Bailey (1997) also postulated that variations in employees' educational background can have a major impact on group success much like their different talents, as it encourages a wide variety of talent. Holland (1997) also stated that a person's preference for a certain field of knowledge may in some way expose the individual's personality and strong point. Combs (2002) as well expounded that

a person's prior experience leads to the individual's competencies. As such, managers allow individuals of diverse educational backgrounds as a way to enable the workforce to collaborate efficiently with each other to attain the goals of the company.

Age diversity and Organisational Commitment

Ahmad and Rahman (2019) concluded in their study that age diversity has negative relationship on the commitment of the employees. The study was on the effect of workplace diversity on employees' commitment using 105 Head of departments and 545 regular, contractual, daily wagers and labourer employees working in Allama Iqbal Open University main campus as well as regional campuses. Stratified random sampling scheme was applied to select the participants. The research instrument used that collection of the data was the questionnaire. Pearson correlation test and regression analysis test were applied to extract the result.

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Further, Akpakip (2017) also examined a study on effect of workforce diversity on employee commitment in Nigerian banking industry. The survey research design method was adopted for the study. The instrument used to gather relevant data for the study was the questionnaire. The Statistical Package for Social Sciences (SPSS) was used to analysed the data of a sample size of 81. The research findings showed that a diversity had no relationship with employee performance. Hence, based on findings, it is recommended that management should uphold diversity policies and practices in order to increase the benefits of diversity.

Adding up, Gowrishankar, Kanagaraj and Krishnan (2017) examined the relationship between age diversity of the workforce and employees' commitment. Using convenience sampling technique, 120 respondents were used over a descriptive study. The study found that age diversity of the workforce has a significant contribution on employees' performance. Further, it was revealed the age diversity of the workforce and employee performance differs across gender, age group, work experience and position of the employees.

Marital status diversity and Organisational Commitment

Muthoni (2014) conducted a study on workforce diversity management and employee commitment in national biosafety at Kenya. Descriptive research design was adopted in the study. The study conducted a census study due to its target population of 38 employees. Questionnaire of both open and closed-ended questions was used. The descriptive and regression analysis revealed that marital status has no effect on employee performance. However, the other diversities—educational background, gender, and age—have a positive effect on employee

commitment. Hence, it was concluded that workforce diversity management affect employee performance and was recommended that creating awareness and conducting trainings touching on workplace diversity should be practiced since most of the staff did not think the organisation had invested enough in sensitising employees.

Van Knippenberg, Haslam and Platow (2007) also concluded that unmarried employees are more productive in the workplace because they have little or no commitment to their families than their married counterparts do. Chun and Lee (2001) found out that married men earn 12.4 percent more than men who never married after controlling for education, work experience, ethnic background, and factors that may affect both wages and marriage prospects.

More so, Becker (2007) showed that marriage is economically beneficial because it makes greater specialization possible. He suggests that married workers are able to specialize in labour market activities while their spouses specialize in household production. Marriage causes the high wage-earning spouse, usually the male, to spend more time working in the market, and the low wage-earning spouse, usually the wife, to spend more time in household work. Women experience lower labour force participation rates due to the responsibility of bearing and raising children. Women consequently have less incentive to devote as much time and energy to work as men.

In a study by Jordan and Zitek (2012) on marital status bias in perceptions of employees, it was found out that in experiment 1 of the study, participants rated a married female job applicant as less suitable for employment than a single

counterpart. In experiment 2, participants again perceived a female job applicant less favourably when she was married; in contrast, a male applicant was perceived more favourably when married. In experiment 3, participants predicted that a recently married woman's job performance and dedication would decline, whereas a recently married man's dedication was predicted to rise; this difference made participants more willing to lay off the woman than the man.

Conceptual Framework

As this study is to assess the relationship between diversity management and organisational commitment of administrative staff at the University of Cape Coast. Organisational commitment is the dependent variable and diversity management is the independent variable consisting of gender, level of education, age and marital status. The framework of the proposed conceptual model is shown below. The dependent variable, which is organisational is a vital factor in an organisation, which is measurable in relation to employee commitment. The independent variables consist of five elements or factors namely: gender, educational background, age and marital status.

DIVERSITY MANAGEMENT

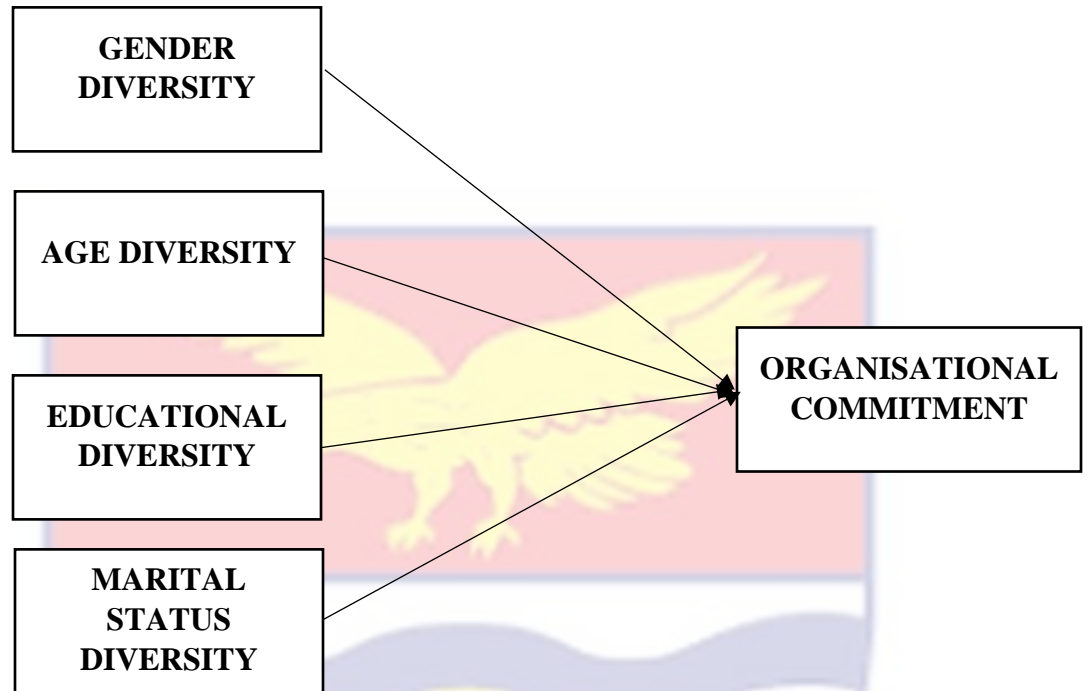


Figure 1: Conceptual Framework

Source: Author's Construct (2021)

Chapter Summary

This chapter covered theoretical review, empirical review, and conceptual framework. The theoretical review explained the Equity theory and Social Identity theory and how these theories related to the study. Successively, the empirical review documented the results of other studies that were closely related to diversity management and organisational commitment. Finally, the conceptual framework showed the researchers' idea on diversity management and organisational commitment which was the direction of the intended purpose of the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The previous chapter focused on the theoretical basis which guarded the study and was to assess the relationship between diversity management and organisational commitment at the University of Cape Coast in Cape Coast, Ghana. This chapter presents the methodology of the study. It covers the research approach, research design, study organisation, population, sampling procedure, data collection instrument, ethical considerations, and data processing and analysis. The chapter ends with a chapter summary.

Research Approach

Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses

lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single “truth” that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

Research Design

According to Singh (2006), research design is essentially a statement of the objective of the inquiry and the strategies for collecting the evidence, analysing the evidences and reporting the findings. Research design is a plan or a guide which specifies how data relating to a given research should be collected, measured and analysed (Sekaran & Bougie, 2016). According to Kothari (2004), research designs deal with creation of decisions regarding the techniques which are utilized in gathering data, the type of strategies and instruments for sampling, and ways in which the constraints of time and cost can be dispensed. According to Sekaran and Bougie (2016), and Saunders and Lewis (2016) research design can be categorised into three broad categories based on the purpose of the study; namely, exploratory, descriptive and causal designs.

This study adopted the descriptive survey. Descriptive design is often employed by researchers in order to afford them the opportunity to describe and understand the characteristics of the study variables (Sekaran and Bougie, 2016). This design was important for use in the study because it offered the researcher opportunity to describe and examine diversity management in the educational sector.

Study Area

The University of Cape Coast is one of the public collegiate research universities in Ghana located in the colonial city of Cape Coast. The university is located on a hill overlooking the Atlantic Ocean, making it one of the rare sea front universities in the world. The government of Ghana established the university in 1962, after recognizing the gap and need for highly skilled and qualified human resources to man the educational sector. The university at its establishment was equipped and mandated to train graduate teachers for teacher training colleges and technical institutions. Currently, the university has added other disciplines to its core mandate including the training of doctors and other allied health professions, as well as, administrators, physicists, agriculturalists, education planners.

The university is five kilometers west of Cape Coast, and operates on two campuses, the Northern campus and the Southern campus. The University is organized into five (5) Colleges headed by Provosts, namely: College of Health and Allied Sciences, College of Agricultural and Natural Sciences; College of Humanities and Legal Studies, College of Distance Education, and eighteen (18) Faculties/Schools headed by Deans. The University also has eleven (11) Directorates. This setting brings to bear the various kinds of backgrounds in the working environment, hence, various issues about who is to be attended to and by what means may guide the motive of such selections.

Population

A population is well-defined individuals or objects in a group known to have similar traits that are identified by criteria determined by the researcher

(Banerjee & Chaudhury, 2010). The target population were senior administrative staff working in the University of Cape Coast regardless of their religion, language and other socio-demographic background. Both male and female with permanent employment at the university were included. According to the Directorate of Human Resource (2019) of the University of Cape Coast, the total number of Senior administrative staff is nine hundred and twenty-three (923) are administrative staff.

Sampling Procedure

The sample size is the number of observations that constitute it. The sample size is an essential feature of any empirical study in which the aim is to make inferences about a population from a sample. In this study, the researcher used the Krejcie and Morgan (1970) sample determination table which pegs the sample at 269 senior administrative staff of the University of Cape Coast. Basically, two types of sampling methods exist, which are probability sampling and non-probability sampling. The sampling technique used in this study was the simple random sampling. This is in line with the argument by Oakshott (1998) that every member of the target population has an equal chance of being selected. The choice of this technique was to avoid the occurrence of any bias in the chosen sample of the population.

Data Collection Instrument

The research instrument that was used for data collection was a questionnaire. This is very useful in social science research (O'Brien & Toms, 2010). A questionnaire is a formalized set of questions for obtaining information from respondents (Malhotra, Birks & Wills, 2013). Close-ended questions was used

to elicit responses needed to answer the research questions and achieve the objectives set for this study. The closed-ended questions required the respondent to choose from among a given set of responses and require the respondent to examine each possible response independent of the other choice. It also employed a Likert scale, which is more useful when behaviour, attitude or other phenomena of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010).

Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) posits that there are distinct advantages in using questionnaires rather than interview methodology. One of such advantage is that questionnaires are less expensive and easier to administer than personal interview. Groves et al (2011) indicate that mailed surveys, for example, are extremely efficient at providing information in a relatively brief period time at low cost to the researcher.

Pre-Test

Validity and reliability indicate how best the instrument used in the study best measures the parameters it is meant to measure, and it is the measure of accuracy in terms of results attained in the study (Cook & Campbell, 1979). In this study, a pre-test of the research questionnaire was done at the university community in the University of Education, Winneba. This institution was selected for pretesting because it has similar structure employees like the one university community in the University of Cape Coast. This process was aimed at testing the accuracy and strength of the questionnaire in eliciting data needed for the study. In other words, this was to help in assessing the clarity of our questions to the respondents and to elicit their understanding regarding answering questions. Questionnaires were

administered and after receiving them back, it was realized that the questionnaires did not need any significant changes.

Validity and Reliability

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009).

In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and the appropriate corrections were made before it was given to the employees of the University of Cape Coast. Peer review was also of immense importance.

Content validity was further enhanced by asking experienced experts in the field to go through the questionnaire before it was administered to the respondents. All efforts and views of experts were taken to consideration as to whether to add or drop certain items from the questionnaire. Many items of domains and sub-domains were manipulated and reconstructed with minor language and adjustments to enhance clarity, and to be assured that the instrument is entirely applicable.

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Vadlin, Åslund, & Nilsson, 2015). It is achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses

the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronbach's alpha test (Beck, Coffey, Foy, Keane, & Blanchard, 2009). In terms of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Beck, Coffey, Foy, Keane, & Blanchard, 2009).

The Cronbach's coefficient alpha (α) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of α to 1, the better its reliability. This study, therefore, met the minimum threshold for all the variables that were considered as shown in Table 1 below:

Table 1: Cronbach Alpha values for the variables

Variable	Alpha value
Organisational Commitment	.824
Gender	.712
Age	.725
Level of Education	.704
Marital Status	.793

Source: Field data (2021)

Data Collection Procedures

The researcher requested consent from the Directorate of Human Resource, University of Cape Coast. Further, an introductory letter from the Department of

Management, University of Cape Coast, was obtained. Thereafter, permission was sought from the Colleges considered in the study. Respondents were given the full assurance that the study was for academic purposes and that their responses would be treated with the utmost confidentiality. The researcher administered the questionnaire to the respondents and the same was completed by the respondents and returned to the researcher at the spot and were subsequently checked for any missing information.

Response Rate

In this study, the population size was nine hundred and twenty-three (923) senior administrative staff and due to the large number of the population, two hundred and sixty-nine (269) was used for the sample size by the help of the Krejcie and Morgan (1970) sample determination table. This means that a total of 269 questionnaires were issued from which 257 were filled and returned which represents a response rate of 95.5%. This means the usable questionnaires for the analysis of the study were two hundred and fifty-seven (257) as shown in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	238	88.47
Non-Returned	31	11.52
Total	269	100

Source: Field data (2021)

Data Processing and Analysis

Data processing and analysis operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data was then tabulated before being further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion. Inferential data analysis techniques such as regression analysis were also used to analyse the collected data.

The responses from the questionnaires were then edited, coded using Statistical Package for Social Science (SPSS) version 26.0 for processing. This statistical software is recommended for use in studies in social sciences (De Vaus & de Vaus, 2013). In analysing the data, categories were identified and put into themes for presentation and discussion. Both inferential statistics and descriptive statistics were computed. In terms of all the objectives, the results were analysed using Pearson's correlation coefficient (r) to determine the relationship between stress management practices and employee performance and the extent of its influence on organizational commitment. This measured the strength and direction of the relationship between diversity management and organizational commitment.

The results were presented using tables. The quantitative data collected was organized in accordance with the research questions. The responses received from

the respondents were initially tabulated according to five Likert-Scale (options) contained in the questionnaire. These scales were 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly Agree.

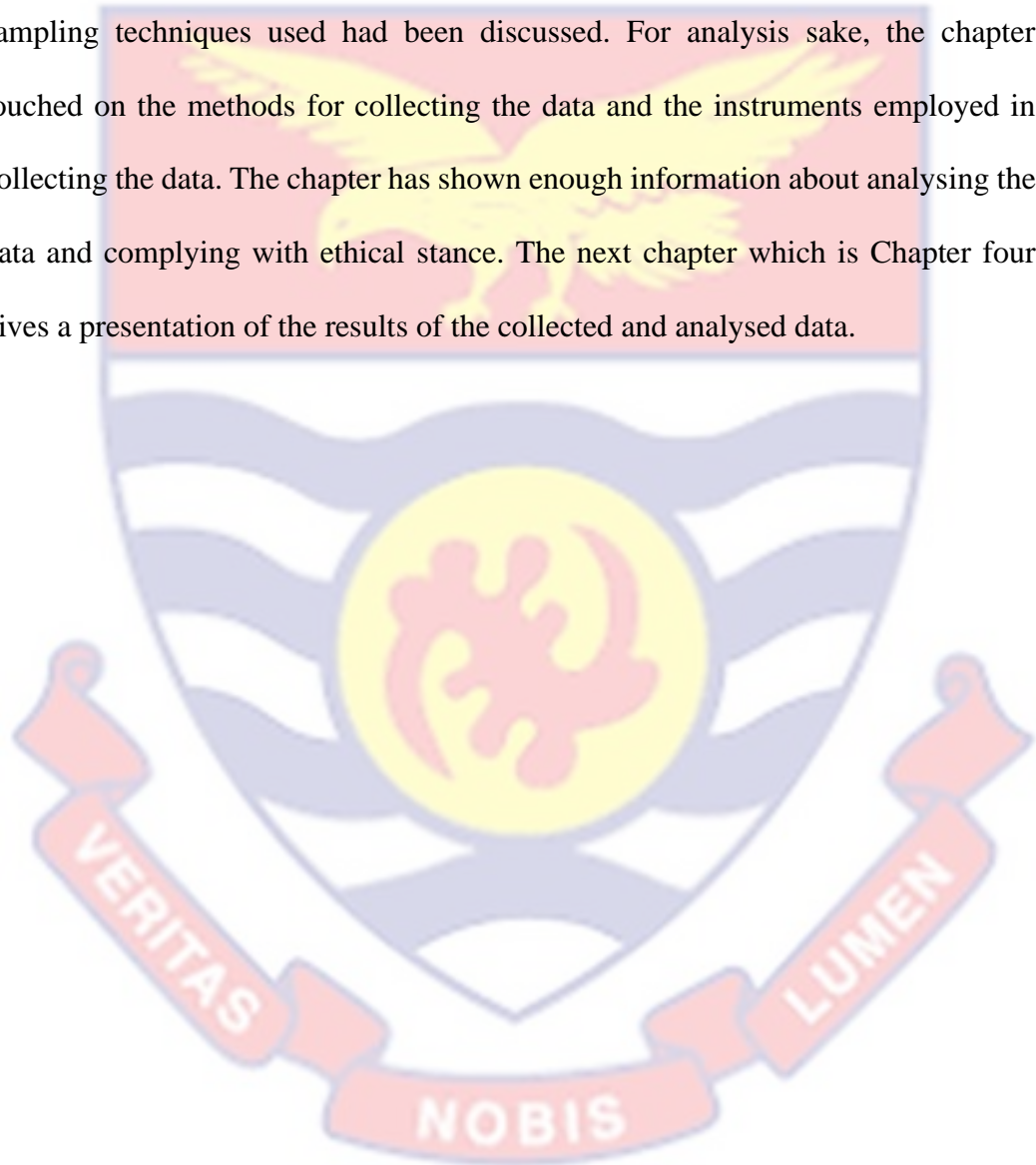
Ethical Considerations

A study by Patten and Newhart (2017) as cited in Bless and Higson-Smith (2000) revealed major ethical issues that need to be considered in every research. According to them, these major ethical issues include voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts were geared towards ensuring that all these ethical issues were attended to. For instance, with voluntary participations, every respondent was allowed to participate in the data collection exercise on his or her own free will. Also, the possible issues of right to privacy was realised by allowing respondents to answer the questionnaires on their own and unclear questions were appropriately attended to through their own convenient medium.

Further, the issue of anonymity was attended to by restricting respondents from providing their detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information provided would be kept confidential. They were also assured that, none of the information neither provided would be used against them nor found in the public domain. In summary, the study ensured that all major ethical issues were appropriately addressed.

Chapter Summary

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a particular design. The population, as well as the sample size for the study and the sampling techniques used had been discussed. For analysis sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study was to assess the relationship between diversity management and employee commitment among senior staff at the University of Cape Coast, Ghana. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education, positions of the administrative officers in the university, and employees' years of work in the organisation. Table 3 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 3.

Table 3: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	137	57.6
Female	101	42.4
Age		
20-30years	15	6.3
31-40years	115	48.3
41-50years	83	34.9
51 years and above	25	10.5
Level of Education		
Diploma	39	16.3
1 st Degree	106	44.5
Professional	12	5.0
2 nd Degree	81	34.0
Level of Experience		
1-5 years	31	13.0
6-10 years	115	48.3
11-15 years	29	12.2
16 years and above	63	26.5
TOTAL	238	100.0

Source: Field Survey (2021)

Table 3 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (57.6%) were males while the remaining respondents, (that is 42.4%) were females. This implies that a lot of males appeared to have been employed as administrative staff at the University of Cape Coast, Cape Coast, Ghana. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of 20 and 40 years representing 54.6%. This higher percentage of lower-level employees gives the impression that there are more inexperienced workers in the company. Again, the result shows that respondents representing (6.3%) were between 20 to 30 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, respondents representing (34.9%) were between the ages of 41 and 50 years. The least age group was those between 51 years and beyond representing (10.5%) in the institution. The overall implication is that relatively a

small percentage number of employees are matured and presumably experienced in their career in the institution.

From the Table, with the educational levels of the employees, it was also realized that 39 respondents representing (16.3%) had diploma education. Also, with regards to first-degree, 106 of them representing (44.5%) were found to be in this category representing the highest percentage of the employees in the university. More so, a large percentage number of the staff had second degree. With this category of staff, a total of 81 representing 34.0% were the second-degree holders. Finally, 12 employees (5.0%) had professional education. From the table it is realized that most workers in the institution consider education as important to the growth of the country. The study results from the table highlight the significance that the organisation attaches to education as most workers in the company are qualitatively gifted with educational prowess.

In terms of how long each employee had worked in the organisation, it was found that most of them fell within 6 to 10 years. Within these years, (48.3%) had worked within them, while (13.0%) has worked within the years of 1 years and 5 years. This is followed by those who have worked between 11 and 15 years with a total number of (12.2%) while those who have worked between 16 and above years make up (26.5%).

Findings of the Main Study Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is

descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Research Objective One: to examine the relationship between Gender and Organisational Commitment among senior staff at the University of Cape Coast.

The first research objective sought to examine the relationship between Gender and organisational commitment. In this study, respondents were presented with eight statements that depicted some of the activities on gender. This study measured the independent variable gender using the Likert scale of 1-5, 1 the least level of agreement, and 5 being the highest level of agreement. This was to show the extent to which gender is associated with organisational commitment in the institution. The summary of the relationship of gender on organisational commitment is presented in Table 4.

Table 4: Correlation between Gender and Organisational Commitment

		Gender	Organisational Commitment
Gender	Pearson Correlation	1	.422
	Sig. (2-tailed)		.002
	N	238	238
Organisational Commitment	Pearson Correlation	.422	1
	Sig. (2-tailed)	.002	
	N	238	238

p = 0.01 (2-tailed)

Source: Field survey (2021)

From Table 4, a p-value of 0.002 which is lower than 0.01 depicted that there was relationship between gender and organisational commitment. Again, the Pearson correlation of 0.422 ($r = 0.4220$) showed that the relationship between gender and organisational commitment was a positive moderate one. The implication is that there was a positive moderate relationship between gender and organisational commitment among administrative staff at the University of Cape Coast. This means that increase or decrease in gender diversity significantly and moderately relate to increases or decreases in the commitment of employees within the institution.

The relationship between gender as human resource diversity and organisational commitment among administrative staff at the University of Cape Coast. The study showed that there is a positive relationship between gender as human resource diversity and organisational commitment. It also showed that gender had a positive effect on organisational commitment. The study conducted by Zhuwao et al. (2019), on gender diversity, ethnic diversity and organisational commitment in a south African higher education institution revealed that the results show that gender diversity and ethnic diversity are positively and significantly related to organisational commitment. This tends to support the findings of this study that gender has a positive and significant relationship with organisational commitment.

Research Objective Two: to assess the relationship between Age and organisational commitment among senior staff at the University of Cape Coast.

The second objective of the study was to assess the relationship between age and organisational commitment. This study measured the independent variable gender using the Likert scale of 1-5, 1 the least level of agreement, and 5 being the highest level of agreement. This was to show the extent to which age is associated with organisational commitment in the institution. The summary of the relationship between Age and Organisational Commitment is presented in Table 5.

Table 5: Correlation between Age and Organisational Commitment

		Age	Organisational Commitment
Age	Pearson Correlation	1	.348
	Sig. (2-tailed)		.012
	N	238	238
Organisational Commitment	Pearson Correlation	.348	1
	Sig. (2-tailed)	.012	
	N	238	238

Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey (2021)

From the Table 5, it can be observed that there was a positive moderate relationship between age and organisational commitment with $r = 0.348$ and p -

value of 0.012 which is slightly higher than 0.01. The implication was that there was statistically significant relationship between age and organisational commitment. This means that increase or decrease in age significantly relate to increases or decreases in organisational commitment among administrative staff at the University of Cape Coast.

It was revealed in the study that there is a positive relationship between age as human resource diversity and organisational commitment. Age also had a positive and significant relationship with organisational commitment. This result is line with a study by Odhiambo, Gachoka and Rambo (2018) who found out that age had a positive and significant relationship with organisational commitment. The relationship that age has with staff productivity is also significant as it was evident in the analysis.

Objective Three: to determine the relationship between Marital Status and organisational commitment among senior staff at the University of Cape Coast.

The third objective of the study was to assess the relationship between marital status and organisational commitment. This study measured the independent variable gender using the Likert scale of 1-5, 1 the least level of agreement, and 5 being the highest level of agreement. This was to show the extent to which marital status is associated with organisational commitment in the institution. The summary of the relationship between Marital status and Organisational Commitment is presented in Table 6.

Table 6: Correlation between Marital Status and Organisational Commitment

		Marital Status	Organisational Commitment
Marital Status	Pearson Correlation	1	.158
	Sig. (2-tailed)		.263
	N	238	238
Organisational Commitment	Pearson Correlation	.158	1
	Sig. (2-tailed)	.263	
	N	238	238

Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey (2021)

From the Table 6, it can be observed that there was no relationship between marital status and staff productivity with $r = 0.158$ and p -value of 0.263 which is higher than 0.01. The implication was that there was not statistically significant relationship between marital status and organisational commitment. This means that increases or decreases in marital status do not significantly relate to increases or decreases in organisational commitment of administrative staff at the University of Cape Coast.

The objective was about the relationship between marital status as human resource diversity and organisational commitment. The study revealed that marital status had no relationship with organisational commitment. This result contradicted the findings of Muthoni (2017) who demonstrated that workforce diversity

management such as marital status affect commitment. It was revealed in Muthoni’s study that marital status diversity relates positively with organisational commitment. But this current study just revealed that there is an insignificant relationship between marital status and organisational commitment.

Objective Four: to investigate the relationship between Level of Education and organisational commitment among senior staff at the University of Cape Coast.

The last objective of the study was to assess the relationship between level of education and organisational commitment. This study measured the independent variable gender using the Likert scale of 1-5, 1 the least level of agreement, and 5 being the highest level of agreement. This was to show the extent to which marital status is associated with organisational commitment in the institution. The summary of the relationship between Level of Education and Organisational Commitment is presented in Table 7.

Table 7: Correlation between Educational Background and Organisational Commitment

		Educational Background	Organisational Commitment
Educational Background	Pearson Correlation	1	.463
	Sig. (2-tailed)		.001
	N	238	238
	Pearson Correlation	.463	1

Organisational	Sig. (2-tailed)	.001	
Commitment	N	238	238

$p = 0.01$ (2-tailed).

Source: Field survey (2021)

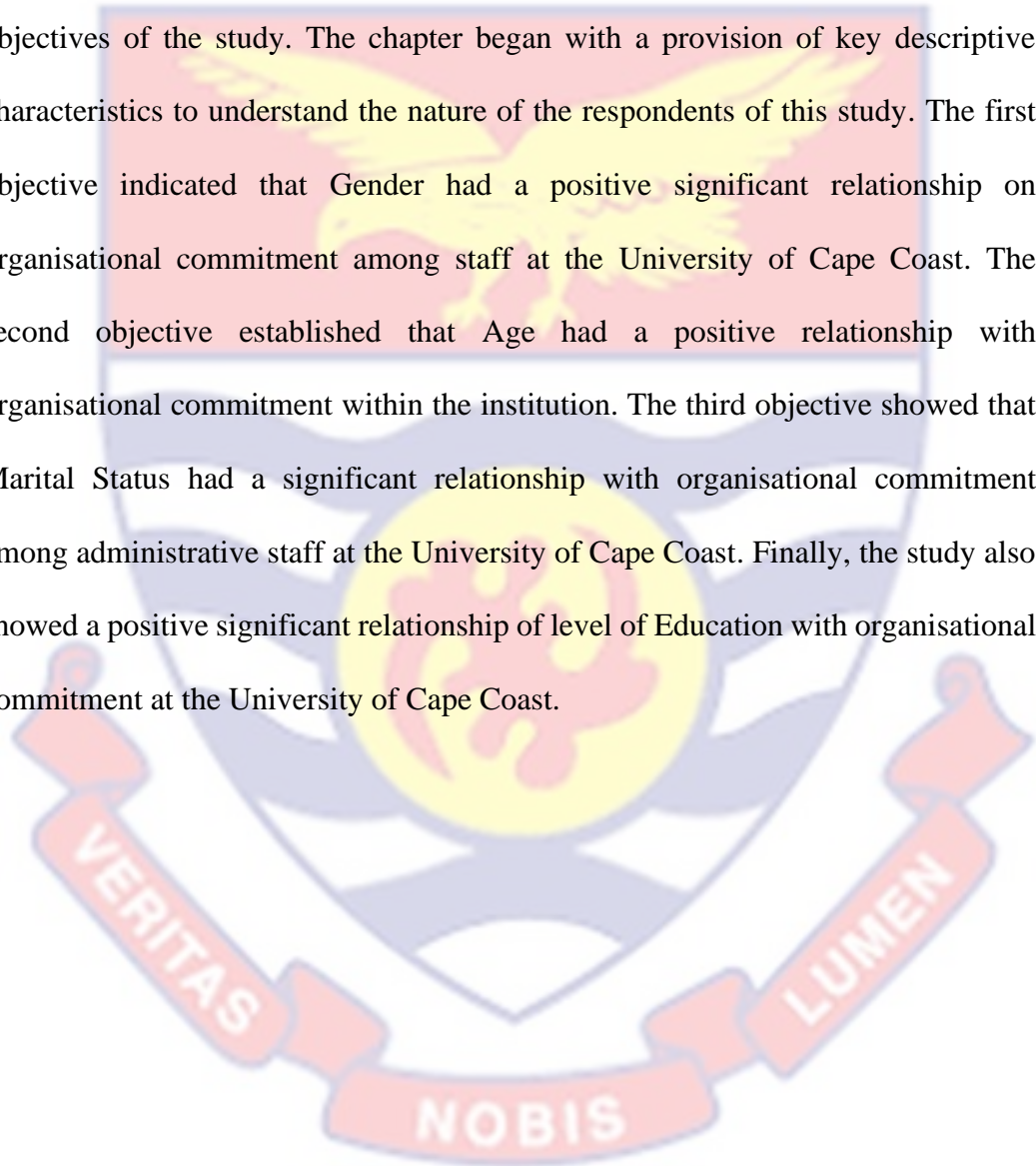
From the Table 7, it can be observed that there was a positive moderate relationship between level of education and organisational commitment with $r = 0.463$ and p -value of 0.001 which is lower than 0.01. The implication was that there was statistically significant relationship between level of education and organisational commitment. This means that increase or decrease in educational background significantly relate to increases or decreases in organisational commitment of administrative staff at the University of Cape Coast.

The relationship between level of education as human resource diversity and organisational commitment among administrative staff at the University of Cape Coast. The result showed that educational background as human resource diversity has a positive and significant relationship with organisational commitment. This can be backed by the study conducted by Akpakip (2017). Akpakip examined the effects of workforce diversity on organisational commitment in Nigerian banking industry and found that there was a significant relationship between educational diversity and organisational commitment of First Bank Nigeria Plc. Feldman (2009) also assessed the effects of educational level on commitment. It was revealed that education stimulates commitment of the core workplace task by equipping the individuals with a more authoritative and technical expertise with which they can complete their responsibilities. Through this,

education is usually expected to create a positive relationship to organisational commitment at the workplace.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that Gender had a positive significant relationship on organisational commitment among staff at the University of Cape Coast. The second objective established that Age had a positive relationship with organisational commitment within the institution. The third objective showed that Marital Status had a significant relationship with organisational commitment among administrative staff at the University of Cape Coast. Finally, the study also showed a positive significant relationship of level of Education with organisational commitment at the University of Cape Coast.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

With reference to the findings identified in the previous chapter, this chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote human resource diversity in order to increase organisational commitment among administrative staff at the University of Cape Coast. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of this study was to assess the relationship between diversity management and organisational commitment among senior staff at the University of Cape Coast, Ghana. There were four main specific objectives, which the study aimed to achieve, and these included:

1. to examine the relationship between Gender and organisational commitment among senior staff at the University of Cape Coast.
2. assess the relationship between Age and organisational commitment among senior staff at the University of Cape Coast.
3. to determine the relationship between Marital Status and organisational commitment among senior staff at the University of Cape Coast.
4. to investigate the relationship between Level of Education and organisational commitment among senior staff at the University of Cape Coast.

The study was based on the views of 238 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly Agreed, 4 is Agreed, 3 is Neutral, 2 is Disagreed and 1, Strongly Disagreed.

Key Findings

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 26.0 version) software. The major findings as they related to the specific objectives of the study have been summarized as follows. The first research objective sought to assess the influence of Gender as human resource diversity on organisational commitment among administrative staff at the University of Cape Coast. The results shown after critical analysis that there was a positive moderate relationship between gender as human resource diversity and organisational commitment. It was then indicated that there was a statistically significant relationship between gender and organisational commitment. The significant value showed $p= 0.002$ a significant impact on the dependent variable as per Pallant (2013) criterion.

The second objective of the study was to find out the relationship between Age and organisational commitment among administrative staff at the University of Cape Coast. It was revealed by the study that there was low relationship between age and organisational commitment. It was also revealed by the study that there was statistically significant relationship between age and organisational

commitment. On the bases of the analysis, it can be said that Age had a strong and significant impact on Organisational Commitment among administrative staff at the University of Cape Coast.

Moreover, the third research objective sought to determine the relationship between Marital Status and organisational commitment among administrative staff at the University of Cape Coast. The study found out that there was no relationship between marital status and organisational commitment. From the results, it was showed that there was no relationship between marital status and organisational commitment. The study thereby revealed that, there was no statistically significant relationship between marital status and organisational commitment. It can therefore, be concluded that the marital status of employees or administrative staff at the University of Cape Coast has no relationship or influence on how committed the employee should be.

Finally, the fourth research objective sought to relationship between Level of Education and organisational commitment among administrative staff at the University of Cape Coast. It was then found from the study that the level of education of administrative staffs at the University of Cape Coast had a moderate positive relationship with organisational commitment. It was also confirmed from the study that there was statistically significant relationship between the level of education and organisational commitment. It can, therefore, be concluded that the level of education has a positive and significant relationship with organisational commitment among administrative staff at the University of Cape Coast.

Conclusions

The aim of this study was to assess the relationship between diversity management and organisational commitment among senior staff at the University of Cape Coast, Ghana. Human resource diversity management were put into gender, age, marital status and level of education. The first research objective was to relationship between Gender and organisational commitment among administrative staff at the University of Cape Coast. The findings led to the conclusion that there was a significant relationship between gender and organisational commitment. This implied that gender equality at the University of Cape Coast brings about balanced gender mix of employees that possess an extraordinary expertise and knowhow, and such diversified teams created improved output thereby improving organisational commitment.

The second objective of the study was to establish the relationship between age and organisational commitment among administrative staff at the University of Cape Coast. Based on the findings, it can be concluded that there was a significant relationship between age and organisational commitment. The results further led to a conclusion that gender plays a vital role in workplace innovativeness at the University of Cape Coast. This is because when gender equity is embraced in any organisation; employees are given equal chance of promotion, salary increment, promotion and other development parameters regardless of their gender.

The third objective of the study was to determine the relationship between marital status and organisational commitment among administrative staff at the University of Cape Coast. Results led to the conclusion that there was no significant

relationship between Marital Status and organisational commitment. It was therefore concluded that the marital status of administrative staff within the University of Cape Coast had no significant relationship with organisational commitment. Thus, there was no significance between the variables. It was also concluded that, based on the response from the employees, their daily lives or personal lives does not affect their commitment at work. This implied that employees tend to be committed or not depends on other factors other than the marital status.

The final research objective was to ascertain the relationship between Level of Education and organisational commitment among administrative staff at the University of Cape Coast. The findings led to the conclusion that there was a significant relationship between level of education and organisational commitment. This could therefore be concluded that, educated staff members perform certain designated tasks more easily and efficiently as compared to those who are illiterates and also lesser educated.

Recommendation

The findings of the study confirm the key role of diversity management in improving and maintaining effectiveness in the commitment of employees within an organisation or institution. It is recommended that the management of the University of Cape Coast should focus on implementing policies that will help with bringing diversified people from different groups and categories in the working environment, so that most of the staff will be well motivated to carry on their task or duties perfectly. They also have to adopt a diversity management approach so as

to support marital status. This is because most married women have to do a lot in the house before coming to work, they then get tired and are not able to perform all their task on time. It is therefore recommended that management of the University of Cape Coast, should encourage the use of diversity management within the organisation, an unbiased gender perception within the workplace, proper and effective educational institutions in instigating an improved organisational commitment and hence increase in performance.

The size of the support should be more than adequate to guarantee success. Sensitivity to a potential decrease in productivity makes it easy to apply different organisational politics mitigations within the organisation. The overall impact is improved workplace innovation and organisational performance because employee morale is high and hence increase innovativeness and creativity.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach as both methods will complement each other's weaknesses. This study was carried out in only one tertiary institution in Ghana. Further studies can also engage in a comparative study across other tertiary institutions in Ghana to assess the relationship between diversity management and organisational commitment. Again, subsequent researchers can explore more variables to measure the impact as

this study made use of only four diversity management variables; gender, age, marital status and level of education.



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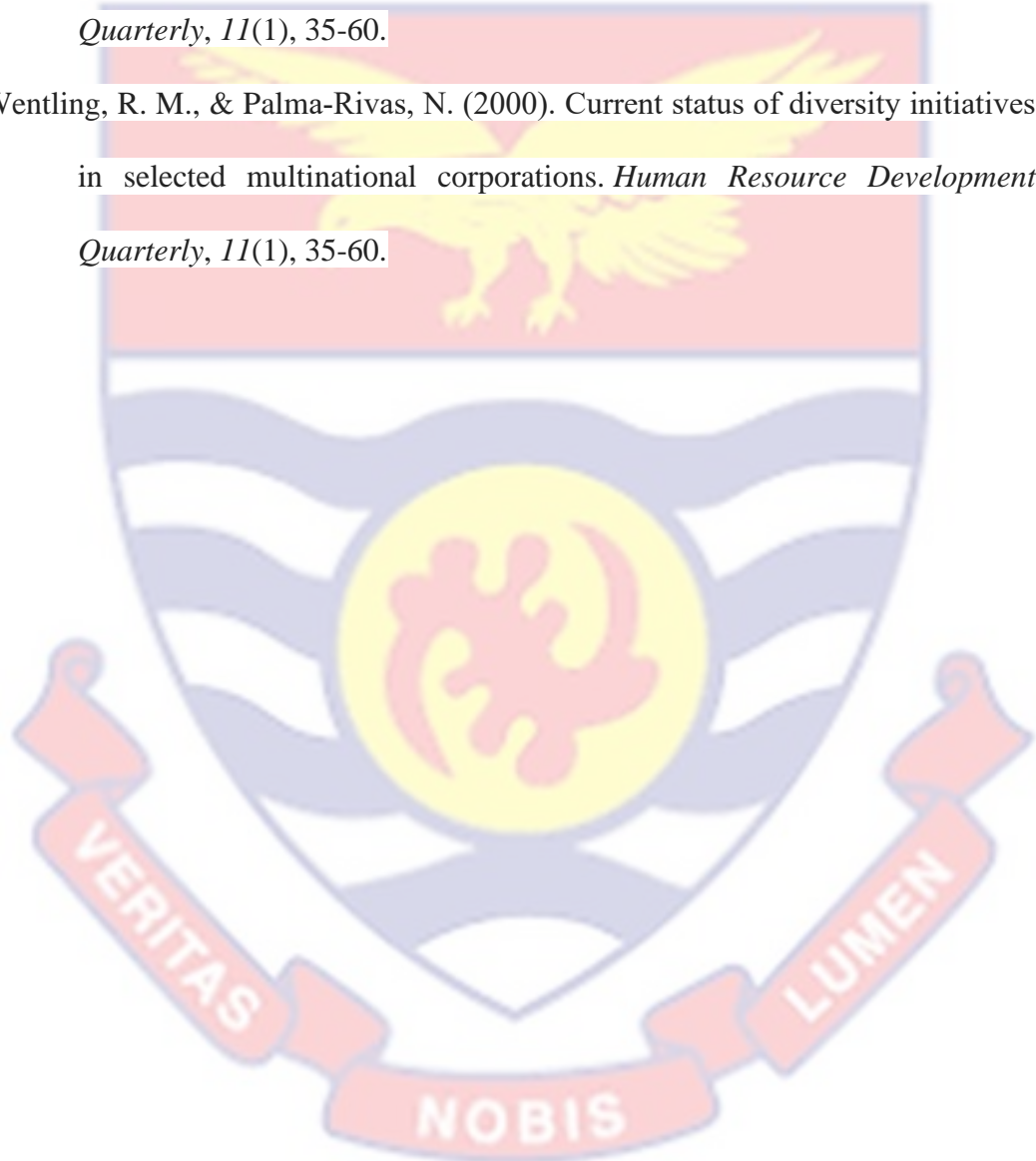
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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Telephone: 03321 32440/32444 Ext. 219/220
Direct: 03321 37870
Telegrams: University, Cape Coast
Telex: 2552, UCC, GH.

**UNIVERSITY POST OFFICE
CAPE COAST, GHANA**



Dear Sir/Madam,

INTRODUCTORY LETTER FOR VIDA POKUAA ABENA

The bearer of this letter, Vida Abena POKUAA is an MBA (Management) student of the Department of Management, School of Business. She is writing her dissertation on the topic: “TO ASSESS THE RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT AND ORGANISATIONAL COMMITMENT AMONG SENIOR STAFF AT THE UNIVERSITY OF CAPE COAST, GHANA”.

We would be grateful if you could assist her with the filling of the questionnaires and any other information that she may need to complete her work.

We appreciate your co-operation.

Yours faithfully,

Signed

N.O.O.

HEAD

APPENDIX B: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: **“TO ASSESS THE RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT AND ORGANISATIONAL COMMITMENT AMONG SENIOR STAFF AT THE UNIVERSITY OF CAPE COAST, GHANA”**. This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Vida Pokuaa Abena

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
- b. Female []

2. Age:

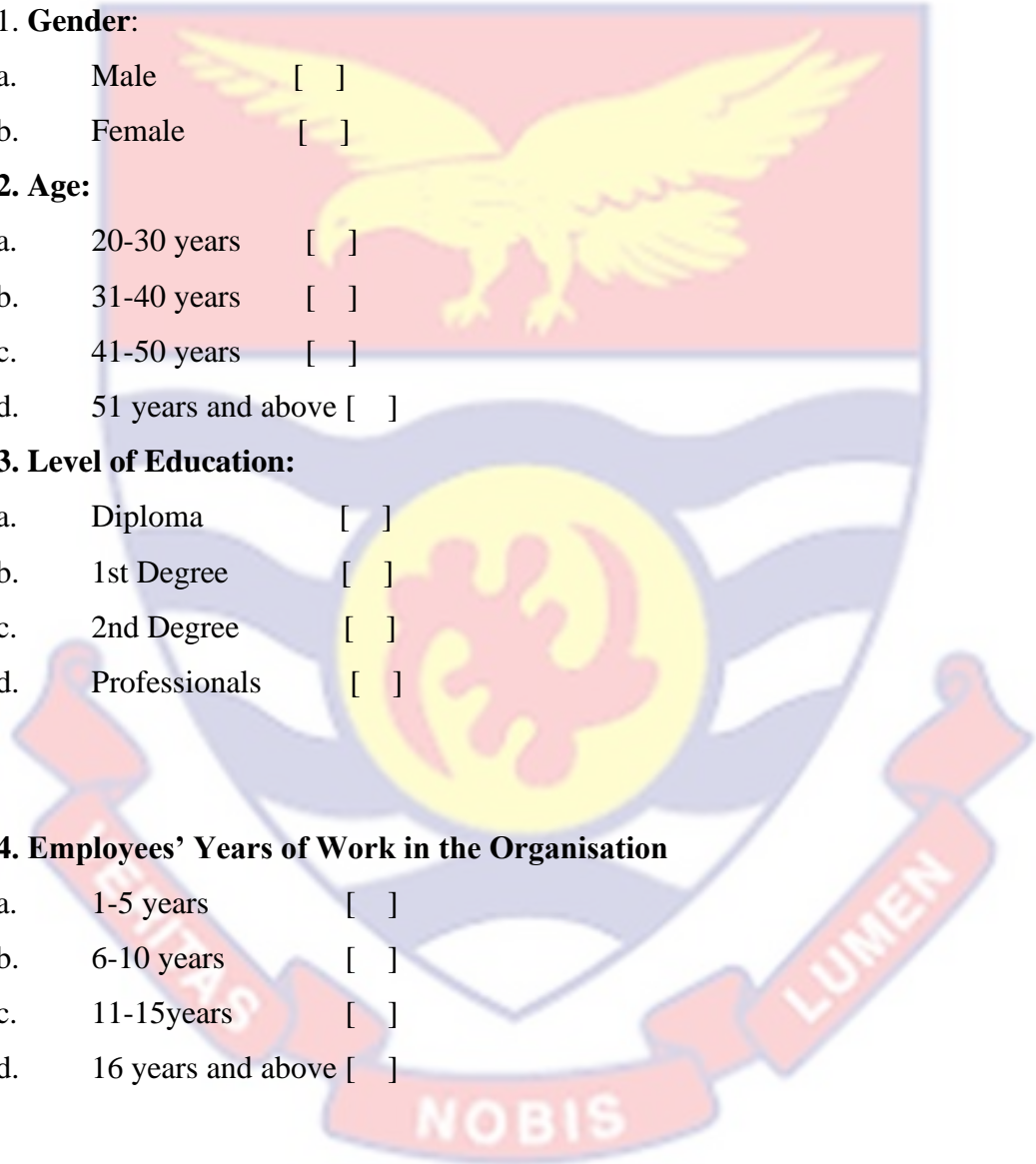
- a. 20-30 years []
- b. 31-40 years []
- c. 41-50 years []
- d. 51 years and above []

3. Level of Education:

- a. Diploma []
- b. 1st Degree []
- c. 2nd Degree []
- d. Professionals []

4. Employees' Years of Work in the Organisation

- a. 1-5 years []
- b. 6-10 years []
- c. 11-15years []
- d. 16 years and above []



SECTION B: GENDER AND ORGANISATIONAL COMMITMENT

5. Does University of Cape Coast (UCC) evaluate gender issues at work?

Yes No

6. Does the organisation invest in gender diversity in the workplace?

Yes No

b). If yes, which of these activities does the organisation employ to ensure that all employees are treated equally?

Seminars Workshops On job/Off-job training

To what extent do you agree with the following statements on gender diversity and organisational commitment in your organisation? Use a scale of 1 to 5 where *1 = Least level of Agreement* *5 = Highest level of Agreement*

No	Statements	1	2	3	4	5
7	Fair treatment is given to all staff, whether they are male or female					
8	The staff have not been discriminated by employer while hiring and recruitment process is not on gender basis					

9. On overall, to what extent does gender diversity influence organisational commitment in the University of Cape Coast (UCC)?

Not at all Small extent Moderate extent

Great extent Very great extent

SECTION C: AGE AND ORGANISATIONAL COMMITMENT

Please tick the option which is most applicable to you

10. Do you think staff age differences affect the commitment of employees in the University of Cape Coast?

Yes No

11. If yes, explain

.....

.....

.....

.....

To what extent do you agree with the following statements on age diversity and organisational commitment in the University of Cape Coast (UCC)? Use a scale of 1 to 5 *where 1 = Least level of Agreement 5 = Highest level of Agreement*

No	Statements	1	2	3	4	5
12	My team leaders include all members at different ages in problem solving and decision making					
13	At work, I experience lack of bonding with people of different age group					
14	My organisation provides me with equal opportunities for training and career development					
15	Employees of different ages are valued equally and fairly					

16. On overall, to what extent do the employees' age diversity influence their commitment in University of Cape Coast (UCC)?

- Not at all Small extent Moderate extent
 Great extent Very great extent

SECTION D: EDUCATIONAL BACKGROUND AND ORGANISATIONAL COMMITMENT

Please tick the option which is most applicable to you

To what extent do you agree with the following statements on educational background diversity and organisational commitment in the University of Cape Coast? Use a scale of 1 to 5 where *1 = Least level of Agreement* *5 = Highest level of Agreement*

No	Statements	1	2	3	4	5
17	Staff that have been offered on-job training are more productive than general education graduates					
18	Staff at UCC are assigned jobs directly related to their training/skills attained in the college					
19	The skills attained in the college directly influence your productivity in the organisation					

20. On overall, to what extent does employees educational level influence their commitment in University of Cape Coast (UCC)?

- Not at all Small extent Moderate extent
 Great extent Very great extent

SECTION E: MARITAL STATUS AND ORGANISATIONAL COMMITMENT

Please tick the option which is most applicable to you

21. Do you think a staff member’s marital status affect their commitment at work in University of Cape Coast (UCC)?

Yes No

b). If yes, explain

.....

To what extent do you agree with the following statements on marital status and staff productivity in your organisation? Use a scale of 1 to 5 where *1 = Least level of Agreement* *5 = Highest level of Agreement*

No	Statements	1	2	3	4	5
22	Equal treatment of married employees					
23	Married men concentrate more at work than the married women and the unmarried					
24	Married employees earn higher earnings/incentives than single					
25	employees which influence their performance at work					

26. On overall, to what extent does staff members’ marital status influence their commitment in the University of Cape Coast (UCC)?

Not at all Small extent Moderate extent
 Great extent Very great extent

Section F – Organizational Commitment

Thinking about commitment in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-5 with where

1 = Least level of Agreement 5 = Highest level of Agreement

Statement	Likert Scale				
Affective Commitment	1	2	3	4	5
The reason I want to stay in the organization is because of emotional attachment					
I like to talk and discuss about my organization with my acquaintance					
I feel that the problems that arise in my organization are like my own problems.					
I would be very happy to spend the rest of my career with this organization					
I am proud to tell others that I'm part of this organization					
Continuance Commitment	1	2	3	4	5
The reason I want to stay in the company is because the company provides me with various tangible and intangible benefits, which motivates me to stay loyal to the company.					
I feel that my value is greater in this organization which makes me feel committed.					
To leave the organization is more costly for me.					
It would take very little change in my present circumstances to cause me to leave this organization					

Statement	Likert Scale				
I am loyal to this organization because I have invested a lot in it, emotionally, socially and economically					
Normative Commitment	1	2	3	4	5
The reason that I want to stay in the organization is because of the recognition and promotions that I receive.					
This organization has a mission that I believe in and am committed to					
I have made a great effort for this organization					
I am indebted for what the organization has done for me					
The amount of time and money organization has spent on me, I prefer to stay loyal to the company.					



THANK YOU

APPENDIX C
Krejcie and Morgan's Sample Size Determination Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384