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An Empirical Investigation of the Effect of Job-related Diversity on Employee Satisfaction in Nigeria Ministry of Communication and Digital Economy

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ARTICLE INFO	ABSTRACT
	This research examined how job-related diversity influences employee satisfaction within Federal Government parastatals under Nigeria's Ministry of Communications and Digital Economy. Employing a descriptive survey research design, data were collected through structured questionnaires distributed to 529 staff members from selected Federal Government parastatals. The study assessed reliability using Cronbach's formula and employed purposive sampling to select respondents based on specific, pre-defined characteristics that the researcher identified as relevant to the study. The gathered data were analysed using descriptive statistics, including frequency distribution and means, while multiple regression analysis tested the study's hypotheses. Results indicated that job-related diversity ($\beta = 0.098$, $p < 0.05$) significantly and positively impacts employee satisfaction in Federal Government MDAs within the Ministry of Communications and Digital Economy. In conclusion, the research affirmed that job-related diversity has a notable positive effect on employee satisfaction among Federal Government parastatals. The study recommends that organisations create a collaborative work environment that encourages teamwork and values diverse perspectives. **Keywords***: Job-Related Diversity; Employee Satisfaction: Workplace Diversity

INTRODUCTION

The rising dissatisfaction among citizens regarding the care they receive from government civil service organizations demands explanation, as the situation poses significant risks. Amidst the various issues at play, different levels of the relationship between workplace diversity and employee performance can be discerned, particularly by comparing job-related diversity proxies against employee job satisfaction. Existing research (Abdelfatah et al., 2024; Etalong et al., 2024; Merlyn & Sulaiman, 2024) presents differing perspectives on the perceived associations and impacts of these proxies. Therefore, it is crucial to examine empirical studies related to workplace diversity and employee performance within Nigerian Ministries, Departments, and Agencies (MDAs).

Workplace diversity encompasses the differences and similarities among employees in areas such as age, gender, education, religion, and ethnicity. These human characteristics are clearly significant in any social context, such as civil service organizations. Depending on how they are managed, these characteristics can either enhance or hinder organizational functionality and performance. Thus, while workplace diversity is unavoidable, it must be recognized and integrated into operational frameworks.

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Workplace diversity features various dimensions (Jasem et al., 2024; Merlyn & Sulaiman, 2024; Onuorah & Ntagu, 2024; Tamunomiebi & Ebere, 2020). Although aspects like age diversity, gender diversity, and ethnic diversity have been identified, they often appear as isolated descriptions. This study, however, focuses on job-related and cultural diversity (Abdelfatah et al., 2024; David & Prasanna, 2024). Different perspectives on these three proxies of workplace diversity have been presented in existing literature, prompting the use of this classification in the study.

Job-related diversity (JRD) refers to the inherent similarities and differences in employees' roles, functions, and designs. It emphasizes the emergence of diverse job tasks, responsibilities, and areas of expertise within organizations (Neha & Sarika, 2024). This suggests that the nature of job content creates expectations for varying tasks and responsibilities, which in turn necessitates coordination to meet organizational goals. Over time, embracing diversity across job roles has posed challenges for many organizations, particularly within civil service. The bureaucratic nature, tall organizational structures, and distinct career streams—such as administrative, professional, and executive roles—call for effective organization.

Growing dissatisfaction among citizens about the care quality provided by government civil service organizations demands urgent action, as the situation is no longer tenable. This type of study is crucial for identifying ways to improve employee performance in civil service environments through workplace diversity. Focusing on Nigeria's Federal Ministry of Communications and Digital Economy, which plays a significant role, the research seeks to examine how workplace diversity influences employee performance in this ministry.

LITERATURE REVIEW

According to Arman et al. (2024), "workplace diversity in an organizational context involves differences and similarities in characteristics such as age, gender, ethnic background, physical abilities, race, and sexual orientation among employees." This definition lays the groundwork for understanding diversity in our study. In contrast, Dessler (2012) asserts that workplace diversity refers to the various ways in which individuals differ within a business. Supporting Dessler's perspective, Thomas (2021) believes that workplace diversity encompasses the demographic characteristics that make up a company's workforce, particularly regarding age, race, ethnicity, culture, and disability.

Many variables of diversity are in favour of organizations, and Pelled et al. (2019) showed that the diversity variables can influence conflict, but the case of functional background is different, and some variables, including race, age diversity, and tenure, are not linked to performance. To encourage innovation, solve problems, and make choices, organizations are increasingly relying on cross-functional workgroups and project teams. Informational diversity is frequently associated with disparities in such teams, such as demographic features and deeply held values and beliefs (Harrison et al., 2018).

Some studies have considered job-related diversity (Abdelfatah et al., 2024; David & Prasanna, 2024; Spanjer, & van Witteloostuijn, 2021). This classification is adopted in this study.

JOB-RELATED DIVERSITY (JRD)

Job- related diversity (JRD) emphasises the similarities and differences in employees' roles, functions, designs, and ongoing redesigns, leading to various tasks, responsibilities, and areas of expertise (Neha & Sarika, 2024). It also encompasses the educational requirements, job functions, and tenure differences (Yadav & Lenka, 2022), highlighting the variety among team members regarding education, functionality, and tenure (Williams et al., 2022). Additionally, job- related factors represent diverse information like knowledge, skills, and expertise that affect cognitive abilities and enhance decision- making. Some

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perspectives (Neha & Sarika, 2024; Spanos, 2022) categorise this diversity into less job- related aspects (age, gender, and race) and highly job- related aspects (functional background, education, and tenure) based on their job relevance. Sung and Choi (2019) argue that JRD can be approached from both content- based and process- based perspectives. The content- based approach concentrates on the types and characteristics of JRD, such as knowledge, skills, viewpoints, and unique ideas from diverse groups, positioning it as a valuable resource for fostering innovative ideas and solutions. Conversely, the process- based approach examines factors that shape behavioural outcomes, such as reducing turnover and conflicts while enhancing satisfaction, commitment, cohesion, and team performance as well as organizational innovation. This approach allows team members to utilise pertinent knowledge, significantly contributing to creativity and innovation in teams and organisations. This study identifies JRD dimensions related to education, function, and tenure. Firstly, educational diversity refers to the variations in employees' qualifications and types of education, encompassing distinct sets of relevant skills, knowledge, and abilities. Secondly, functional diversity pertains to professionals' expertise in various disciplines, including administration, finance, marketing, and engineering, among others (Spanos, 2022). This diversity is crucial for organizations as it promotes team creativity (Sung & Choi, 2019). Lastly, tenure diversity captures the total duration an individual has been with the organization (Aliyu & Abubakar, 2024). This aspect is vital for team innovation, as members with varied expertise introduce new ideas and approaches, enriching the team with a spectrum of relevant information, experiences, technical skills, and insights into the organization's past.

EMPLOYEE JOB SATISFACTION

Job satisfaction describes the degree of contentment and happiness a person experiences from their job and related activities (Al- Wosabi & Houssaini, 2024). It represents a subjective evaluation of one' s role and indicates how well an employee' s needs, desires, and expectations are fulfilled within the workplace. According to Hadj (2024), several factors influence job satisfaction, including job characteristics, working conditions, relationships with colleagues and supervisors, pay and benefits, chances for professional growth, and organizational culture. Sidhu (2024) noted that job satisfaction reflects an individual' s subjective feelings towards their work. It encompasses an employee' s pleasant or unpleasant feelings regarding their job based on the rewards provided by their organisation (Son and Ok, 2018). In summary, job satisfaction is a psychological impression formed from a subjective evaluation and comparison of completed tasks against expected outcomes (Alotaibi, 2024). Employee job satisfaction serves as a key indicator of positive performance within organisations (Alotaibi, 2024). This obligation requires organisational leadership to guide their members toward shared objectives. Son and Ok (2018) contended that enhancing employee job satisfaction is a primary organisational responsibility, ultimately leading to increased productivity. The formal definition of job satisfaction was established from Fisher and Hanna' s 1931 study, defining it as a result of non- regulatory emotional tendencies (zhu, 2018). Dilig- Ruiz et al. (2018) described job satisfaction as the result of the overall nature of work and an individual' s expectations and perceptions regarding various aspects of the work environment. Alotaibi (2024) stated that job satisfaction reflects a positive attitude or pleasant emotional state resulting from recognising someone' s achievements. Castellacci and Viñas- Bardolet (2019) suggested that individual job satisfaction levels vary based on personal perceptions of antecedents such as career opportunities and income value.

JOB-RELATED DIVERSITY AND EMPLOYEE JOB SATISFACTION

Research on job- related diversity and its impact on employee and organizational performance reveals a blend of viewpoints, showcasing both shared insights and divergences in outcomes. For instance, Gabaldon et al. (2018) and Kanadlı et al. (2020) underscore the beneficial effects of job- related diversity on strategic

decision- making and board performance. They both stress that diversity in knowledge and skills boosts strategic engagement and effectiveness, with Kanadlı et al. additionally highlighting the essential role of leadership in this process. However, De Saá- Pérez et al. (2017) observed more complex results within research teams. They noted that while certain aspects of diversity—such as status diversity—positively influenced team performance, others, like educational diversity, exhibited negative or neutral outcomes, indicating that the effects of diversity can shift depending on the context. This variation emphasises the intricate nature of diversity' s impact on organizational results. Additionally, Radhika J and Prof. Mahalakshmi (2024) redirected attention from governance to employee well- being, demonstrating that Diversity, Equity, and Inclusion (DEI) initiatives can lead to greater engagement and productivity. This finding resonates with positive results identified in other studies while stressing the critical nature of inclusive policies and leadership. Echoing this, Aliyu and Abubakar (2024) discovered that job- related diversity fosters a stronger collective organizational commitment by enhancing employees' sense of belonging and collaboration. Choi et al. (2021) broaden the discussion to include educational diversity, showcasing its beneficial effects on employee satisfaction, innovative culture, and competence. Together, these studies present a multifaceted view of diversity's influence in various organizational contexts, pointing out the necessity for customised diversity management approaches. Even with overall positive trends, the results imply that the influence of diversity is contingent upon the specific type of diversity, the organizational atmosphere, and the prevailing leadership strategies. Research on job-related diversity remains underexplored in existing literature, predominantly highlighting age and ethnicity while addressing dependent variables like organisational performance, efficiency, growth, and competitiveness, as seen in studies by Inegbedion et al. (2020), Kaur & Arora (2020), and Omboi et al. (2020). This study advocates for comprehensive research encompassing a broader spectrum of workplace diversity issues and proposes the following hypothesis.

$Ho_{1=}$ Job-Related Diversity does not have a significant effect on Employee Job Satisfaction in Nigeria Ministry of Communication and Digital Economy

METHODOLOGY

The survey method effectively presents facts regarding the impacts of job-related diversity on employee job satisfaction in this study. The research involves a population of 16,000 employees, with a sample size of 579, determined using the Cochran formula. This formula is justified as it is suitable for heterogeneous populations and delivers true precision with an appropriate confidence level, aligning well with the needs of our study. Primary data were gathered using a structured questionnaire. Section A addresses the demographic profile, while Sections B and C utilise a five-point Likert scale for job-related factors (Strongly Agree, Agree, Indifferent, Disagree, Strongly Disagree). Section D focuses on employee job satisfaction, also using a five-point Likert scale. The collected data will undergo analysis using simple regression to assess the study's hypotheses, while descriptive statistics will provide details about the respondents' demographic characteristics.

MODEL SPECIFICATION

This study adopts the model specified by Acheampong et al. (2019) in their study on the effect of Workplace diversity on organisational performance in higher educational institutions, with modifications in the context of this study, which examines cultural and job-related diversities on employee job satisfaction. as thus;

EJS= f(JRD) .... (i)

$EJS = \beta_0 + \beta_1 JRD + \epsilon_i$ .... (ii)

Where:

EJS = Employee Job Satisfaction

JRD = Job-Related Diversity

β_0 = Intercept (constant term)

β_1, β_2 = Coefficients of the independent variables

ϵ_i = Error term capturing unobserved factors

Table 2   Variables Operationalization

This is the notation and connotation of measurable variables. Is the researcher's expectation the result before actual data analysis?

VARIABLE NOTATION	VARIABLE CONNOTATION	A PRIOIRI	ESTIMATE
JRD	Job-Related Diversity	+	$\beta, \alpha, \Omega > 0$

Source: Researcher's Derivation, 2024

The apriori expectation of this study is that Job Related Diversity would have a positive + relationship with this estimate.

4. RESULTS AND DISCUSSION

A total of 579 questionnaires were distributed to the targeted respondents, with all 579 returned, representing a remarkable 100% response rate. This high level of participation underscores the effectiveness of the data collection strategy and the engagement of the respondents. Out of the returned questionnaires, 35 (6.04%) were rejected or removed due to issues such as incomplete responses or errors, leaving 544 (93.96%) questionnaires deemed usable for analysis. The relatively low rejection rate highlights the overall quality and completeness of the responses. The exceptionally high rate of usable data (93.96%) enhances the reliability of the study and ensures the data is robust and representative of the population under investigation. This strong response and usable data rate provide a solid foundation for subsequent analysis and interpretation of findings.

Key demographic variables, including age, gender, educational qualification, years of service, and job role, were rigorously analyzed to provide a comprehensive profile of employees in the Federal Government parastatals under the Ministry of Communication and Digital Economy, Nigeria. These variables are critical for understanding the diverse backgrounds, experiences, and characteristics of the workforce, which may influence the relationships between workplace diversity and employee performance.

Table 3: Respondents Demographic Distribution

Respondent's Profile	Frequency	Percentage	Cumm. Percentage
Gender			
Male	343	63.2	63.2
Female	200	36.8	100.0
Age-Group			
21-30 years	81	14.9	14.9
31 − 40 years	299	55.1	70.0
41 − 50 years	145	26.7	96.7
51 − 60 years	18	3.3	100.0
Marital Status			
Single	127	23.4	23.4

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Married	398	73.3	96.7
Divorced	18	3.3	100.0
Highest Educational Qualification			
Diploma (OND/HND)	14	2.6	2.6
Bachelor's Degree (B.Sc./B.A./B. Eng)	195	35.9	38.5
Master's Degree (MBA/M.Sc.)	316	58.2	96.7
Doctorate (PhD)	18	3.3	100.0
Years of Experience			
1-5 year	148	27.3	27.3
6-10 years	181	33.3	60.6
11years and above	214	39.4	100.0
Name of Organization			
Nigerian Communications Commission (NCC)	7	1.3	1.3
National Identity Management Commission (NIMC)	529	97.4	98.7
Nigerian Communication Satellite Limited (NigComSat)	7	1.3	100.0

Source: Field Survey, 2024

The demographic profile of respondents shown in Table 3 offers vital insights into the characteristics of employees within Nigeria's Federal Government parastatals operating under the Ministry of Communication and Digital Economy. These characteristics are crucial for analyzing how dimensions of workplace diversity may affect employee performance.

The sample comprises 343 males (63.2%) and 200 females (36.8%), indicating a significant gender imbalance favoring male employees. This gender distribution aligns with existing studies that highlight the ongoing male predominance in Nigeria's public sector employment (Amahalu et al., 2023). Such imbalances can impact gender inclusivity policies and their effectiveness on employee performance.

Most respondents fall within the 31–40 age group, totaling 299 individuals (55.1%). This is followed by the 41–50 age group (26.7%) and the 21–30 age group (14.9%), with only 3.3% in the 51–60 age bracket. The prevalence of middle-aged employees aligns with the needs of parastatals, which require skilled and experienced personnel at their peak working age. This age diversity is vital for promoting innovative solutions while ensuring organizational stability (Antonio et al., 2019).

A substantial portion of the respondents are married (73.3%), while 23.4% are single, and a minority (3.3%) are divorced. The high percentage of married employees may indicate an organizational culture and recruitment strategies that emphasize stability and maturity, often linked to family roles. The variety in marital status may affect workplace dynamics, particularly regarding work-life balance initiatives.

The respondents predominantly hold advanced educational qualifications, with 316 individuals (58.2%) possessing Master's degrees, followed by 195 (35.9%) with Bachelor's degrees. A small fraction hold Doctorate degrees (3.3%) and Diplomas (2.6%). This considerable educational level highlights the expertise of the workforce within these parastatals, reflecting the technical and administrative requirements of the Ministry. Educational diversity brings in various perspectives and expertise that could enhance innovation and performance in the organization (Andoh et al., 2019).

Respondents exhibit a well-balanced distribution of work experience, with 27.3% having 1–5 years, 33.3% having 6–10 years, and 39.4% having over 11 years of experience. This shows that the workforce includes both early-career professionals and veterans, creating a mix of new ideas and established knowledge. Such

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diversity is beneficial for knowledge transfer and strategic decision-making within public organizations (Keya & Rupsa, 2024).

The National Identity Management Commission (NIMC) accounts for the vast majority of respondents, comprising 97.4% of the sample, while the Nigerian Communications Commission (NCC) and Nigerian Communication Satellite Limited (NigComSat) each represent 1.3%. This disproportionate representation likely reflects the operational scale of these parastatals, with NIMC being more labor-intensive due to its nationwide mandate of managing identity data.

The demographic data presented in Table 3 reveals significant diversity in terms of gender, age, marital status, educational background, and work experience. This diversity mirrors the complex workforce composition within the Ministry of Communication and Digital Economy. Grasping these variables is critical for understanding the connections between workplace diversity and employee performance, highlighting the necessity for targeted diversity management strategies that meet the distinct needs and contributions of various demographic segments.

Reliability of Instrumentation

Table 4: Item Loading, Internal Consistency and Average Variance Extracted (AVE)

Construct	Indicators	Loadings	AVE	CR
Job-Related Diversity (JRD)	JRD1	0.568	0.48	0.82
	JRD2	0.728		
	JRD3	0.770		
	JRD4	0.649		
	JRD5	0.743		
Job Satisfaction (JS)	JS1	0.565	0.49	0.79
	JS3	0.655		
	JS4	0.807		
	JS5	0.758		

Note: three items (CD1, CD4, & JS2) were deleted due to measurement issue (n=543)

Source: Author's Computation, 2024

In this study, reliability evaluations confirm that the tools effectively capture the multi- dimensional aspects of workplace diversity and its impact on employee performance. This sets a strong foundation for future statistical analysis and theoretical insights. Table 4 showcases the results from the measurement model assessment, which evaluates the reliability, validity, and overall strength of the constructs involved. The constructs analysed include Job- Related Diversity (JRD) and Job Satisfaction (JS), both crucial for understanding how workplace diversity affects employee performance within Nigeri' s Federal Government parastatals under the Ministry of Communication and Digital Economy. The indicator loadings demonstrate how closely each item relates to its respective construct. Although some indicators (e. g., JRD 1 & JS 1) showed loadings under 0.7. 7- lower than the preferred threshold- they remain acceptable for research purposes (Avkiran & Ringle, 2018).

Composite Reliability (CR) values assess the internal consistency among indicators for each construct. All constructs achieved CR values between 0. 78 and 0. 84, surpassing the minimum standard of 0. 70, which indicates good reliability (Hair et al., 2020). Convergent validity is ideal with Average Variance Extracted (AVE) values close to or above 0. 50 (Fornell & Larcker, 1981), but some constructs, such as Job- Related Diversity (JRD) and Job Satisfaction (JS), had AVE values just below this threshold (0. 48−0. 49). While these results are not optimal, they are still acceptable for research as they do not significantly compromise construct validity (Sarstedt et al., 2022). One item (JS 2) was removed due to low loadings and measurement challenges that could potentially affect the constructs' validity and reliability. This action is

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consistent with best practices, aiming to enhance the measurement model (Hair et al., 2020). Overall, the findings indicate that the measurement model is reliable and adequately valid for research. However, the slightly lower AVE values for certain constructs highlight the need for improvements in future research. These results emphasise the importance of robust measurement instruments in understanding the complexities of workplace diversity and its effects on employee performance in Nigerian parastatals.

Validity of Instrument
Convergent Validity Using Average Variance Extracted (AVE)

When establishing decision-making criteria, an AVE of 0.50 or higher indicates acceptable convergent validity, whereas lower values should be closely examined (Sarstedt et al., 2022). Indicators with low loadings (below 0.40) should typically be discarded, as they can undermine construct validity; however, those with loadings ranging from 0.40 to 0.70 necessitate careful consideration before removal to prevent losing potentially valuable items (Hair et al., 2020). Additionally, the relationship between AVE and Composite Reliability (CR) needs to be analysed; a high CR with a low AVE may indicate redundant items or an over-emphasis on internal consistency (Avkiran & Ringle, 2018). This research utilises AVE to confirm that constructs related to workplace diversity are not only valid but also meaningful, allowing for a thorough evaluation of their effects on employee performance in Nigeria's Ministry of Communication and Digital Economy's Federal Government parastatals. Utilising the AVE figures from Table 4 to examine construct validity, JRD and JS show factor loadings of 0.48, 0.49, and 0.48, respectively. These factor loadings are around 50, which is considered within the threshold for acceptable convergent validity. Thus, these constructs related to workplace diversity are confirmed as valid based on empirical evidence from related studies (Aliyu &Abubakar, 2024; Keya & Rupsa, 2024; Abdelfatah et al., 2024).

Descriptive Statistics

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JRD	543	.84	1.18	1.0240	.07356
CD	543	.84	1.18	1.0187	.07513
ED	543	.84	1.18	1.0233	.06641
JS	543	.84	1.18	1.0017	.06525
EC	543	.84	1.18	1.0335	.06333
Valid N (listwise)	543				

Source: Author's Computation, 2024

Table 5 above shows the mean score for JRD is 1.0240, with a standard deviation of 0.07356, indicating a high degree of homogeneity among respondents' perceptions of job-related diversity. This suggests a relatively uniform understanding or implementation of diversity practices related to job roles and responsibilities within the studied parastatals. Low variability in JRD could imply consistent workplace policies that influence diversity in job-related roles (Ely & Thomas, 2001).

With a mean of 1.0017 and a standard deviation of 0.06525, JS exhibits relatively low dispersion. This finding underscores a consistent level of satisfaction among employees, potentially influenced by uniform policies or workplace conditions. The relatively lower mean, however, might signal room for improvement in satisfaction levels, which could be addressed by enhancing diversity management practices (Greenhaus & Parasuraman, 1993).

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Table 6: Descriptive Statistics

| | N | Std. Deviation | Skewness | | Kurtosis | |
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JRD	543	4.33485	1.058	.105	.995	.209
JS	543	3.71156	2.031	.105	5.590	.209
Valid N (listwise)	543					

Source: Author's Computation, 2024

Table 6's descriptive statistics reveal insights into the distribution, variability, and normality of responses for the constructs in question: JRD and JS. The standard deviations for these constructs range from 1.058 (JRD) to 2.031 (JS), signifying different levels of response dispersion. The lower standard deviation in JRD indicates more consistent perceptions among respondents regarding these areas, while the higher variability in JS points to a broader array of opinions on job satisfaction. These differences underscore the importance of analyzing each construct separately to understand its unique impact on the study's objectives. Additionally, analysing skewness and kurtosis sheds light on the data's normality.

Skewness varies from 1.058 (jrd) to 3.71156 (js), with positive skewness apparent in all constructs, suggesting that responses predominantly cluster at the lower end of the scale. Likewise, kurtosis values range from .995 (JRD) to 5.590 (JS), indicating differences in distribution peakedness. Constructs like JS (5.590) show leptokurtic distributions, reflecting a concentration of responses near the mean with fewer extreme values. Conversely, JRD presents relatively normal kurtosis values, indicating distributions closer to a Gaussian shape. These results highlight the importance of addressing potential normality deviations in future inferential analyses to uphold statistical robustness and validity (Hair et al., 2020).

Correlation Analysis

Table 7: Correlations

		JS	EC	JRD	CD	ED
JS	Pearson Correlation	1	.731**	.664**	.755**	.784**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	543	543	543	543	543
JRD	Pearson Correlation	.664**	.704**	1	.761**	.741**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	543	543	543	543	543
	N	543	543	543	543	543

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

Source: Author's Computation, 2024

Table 7 presents a correlation matrix that explores the relationships between Job Satisfaction (JS), the dependent variable, and Job-Related Diversity (JRD), the independent variable. The Pearson correlation coefficients serve to illustrate both the strength and direction of these relationships, with significance levels indicating the statistical validity of these connections. A strong and statistically significant positive correlation is found between JRD and JS (r = 0.664, p < 0.01), indicating that higher job-related diversity is associated with increased job satisfaction among employees. The moderate strength of this correlation suggests that while JRD has a significant influence on job satisfaction, it is not the sole factor. The analysis reveals that both aspects of workplace diversity have a positive impact on job satisfaction. Overall, this correlation analysis supports the theoretical premise that job-related diversity is a crucial factor in enhancing employee satisfaction outcomes.

Job Satisfaction's Regression Model Result

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.806[a]	.650	.648	2.20110	.650	334.037	3	539	.000

a. Predictors: (Constant), JRD
b. Dependent Variable: JS

The model summary presented in Table 7 evaluates the overall fit of a multiple linear regression model examining the effect of job- related dimensions on job satisfaction among employees in Federal Government parastatals under the Ministry of Communication and Digital Economy, Nigeria. The multiple correlation coefficient (R) of 0. 806 indicates a strong positive relationship between the independent variables (JRD) and the dependent variable (JS). This suggests that the model explains a substantial proportion of the variability in job satisfaction, reinforcing the significance of job- related diversity as a key predictor.

The R- squared value of 0. 650 indicates that 65. 0% of the variance in job satisfaction (JS) is explained by the combined influence of job- related factors. This substantial explanatory power highlights the relevance of these diversity dimensions in understanding and improving employee satisfaction. However, 35. 0% of the variance remains unexplained, suggesting the presence of other factors not included in this model (e. g., organizational climate, leadership style, or personal factors).

The adjusted R- squared value of 0. 648 corrects for potential overestimation caused by the inclusion of multiple predictors in the model. This adjusted figure indicates that 64. 8% of the variability in job satisfaction is explained after accounting for the number of predictors. The minimal difference between R- squared and adjusted R- squared demonstrates the stability and reliability of the model, with no evidence of overfitting. The standard error of the estimate (2. 20110) measures the average deviation of the observed values from the predicted values of job satisfaction. A smaller standard error indicates that the model' s predictions are relatively close to the actual data points. However, a standard error of 2. 20110 suggests reasonable precision.

The results of the model summary affirm that workplace diversity dimensions—particularly job- related diversity- are significant contributors to job satisfaction among employees in Federal Government parastatals. The strong explanatory power (R- squared = 0. 0.650) and high correlation coefficient (R = 0. 806) underscore the importance of implementing diversity- focused policies to foster a more satisfied workforce. These findings align with existing literature emphasizing the positive effects of diversity on employee attitudes and organizational outcomes (Aliyu & Abubakar, 2024; Keya & Rupsa, 2024; Etalong et al., 2024).

Table 9: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4855.043	3	1618.348	334.037	.000[b]
	Residual	2611.358	539	4.845		
	Total	7466.401	542			

a. Dependent Variable: JS
b. Predictors: (Constant), JRD

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The ANOVA results in Table 4.10 assess the overall significance of the regression model examining the effect of workplace diversity dimensions—Job-Related Diversity (JRD) on Job Satisfaction (JS) among employees in Federal Government parastatals under the Ministry of Communication and Digital Economy, Nigeria. The regression sum of squares (4855.043) is significantly larger than the residual sum of squares (2611.358), indicating that the model explains a substantial portion of the total variability in job satisfaction. The F-statistic of 334.037 is highly significant (p = .000), confirming that the independent variables collectively have a statistically significant impact on job satisfaction at the 1% level. This finding underscores the validity of workplace diversity dimensions as critical predictors of employee satisfaction, aligning with prior studies that highlight diversity as a strategic driver of positive workplace outcomes (Cox & Blake, 1991; Shore et al., 2009). The results highlight the importance of utilising diversity management strategies to improve employee satisfaction and organizational performance within Nigeria's public sector.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.629	.309		5.278	.000
	JRD	.084	.035	.098	2.379	.018

a. Dependent Variable: JS

Source: Author's Computation, 2024

Table 10 presents the regression model on which the study was based; JSi = β0 + β1jrdi + ϵi was transformed into JSi = 1.692 + 0.098(JRD) + ϵ. Study Y is the dependent variable (Job Satisfaction) in MDAs in the Federal Ministry of Communication and Digital Economy in North Central. Nigeria, α = Constant; β_1, β_2, =Beta Coefficients; Job-Related Diversity influence job satisfaction in Federal Ministry of Communication and Digital Economy in North Central. Nigeria.

The results in Table 10 provides insights into the individual contributions of Job-Related Diversity (JRD) to Job Satisfaction (JS), the dependent variable. Using the standardized coefficients (Beta values), the findings reveal that JRD (Beta = 0.098). The significant positive Beta coefficients for all independent variables indicate that increasing any dimension of workplace diversity leads to an increase in employee job satisfaction, though the magnitude of the effect varies across the constructs.

The first hypothesis showed that Job-Related Diversity (JRD) is statistically significant (Beta = 0.098, p = 0.018) but has the least impact on job satisfaction compared to other diversity dimensions. This implies that while job-related elements such as education and skills play a role in employee satisfaction, their effect is not as strong as that of cultural factors. These findings underscore the necessity for public sector organizations in Nigeria to emphasise diverse hiring and inclusive policies, particularly in Job-related diversity, to improve employee satisfaction and performance. Job-related diversity includes aspects like diverse skills, experiences, qualifications, and responsibilities, which together foster a dynamic and innovative work environment. In Nigeria, where public sector bodies are responsible for implementing national development policies, leveraging diversity to enhance employee satisfaction is crucial for achieving organizational goals. Various studies- such as those by Radhika and Mahalakshmi (2024), Gabaldon et al. (2018), Kanadlı et al. (2020), Wegge et al. (2021), Gomez and Bernet (2019), Ogbo et al. (2021), Prasad (2021), Choi et al. (2021), Kaur and Arora (2020), and Omboi et al. (2020)- have supported the significance of diversity management, revealing that job-related diversity enhances collaboration, problem-solving, and task efficiency, which ultimately improves employees' views on job satisfaction.

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Moreover, the importance of this finding highlights the changing workforce dynamics in Nigeria's Federal Government parastatals, especially within the Ministry of Communication and Digital Economy. This sector is swiftly adapting to technological changes and digital transformation, necessitating a diverse talent pool to tackle new challenges. Job-related diversity enables organizations to leverage a wide range of expertise and perspectives, ultimately enhances employee satisfaction as individuals feel valued for their distinct contributions. Research by Jejeniwa et al. (2024) shows that public sector workers in Nigeria experience higher satisfaction levels when they observe a fair distribution of roles and opportunities that align with their skills and qualifications. Gabaldon et al. (2018) and Kanadlı et al. (2020) stress the beneficial impacts of job-related diversity on strategic decision-making and board performance. Similarly, Radhika and Mahalakshmi (2024) shifted focus from governance to employee well-being, revealing that Diversity, Equity, and Inclusion (DEI) initiatives lead to greater engagement and productivity. Additionally, Choi et al. (2021) broadened the definition of diversity to encompass educational diversity, showcasing its beneficial effects on employee satisfaction, innovation, and competence. Furthermore, Kaur and Arora (2020) and Omboi et al. (2020) explored the connections between diversity and factors such as organizational performance, efficiency, growth, and competitiveness.

While there are positive views on job-related diversity, literature also highlights challenges. Kirton and Greene (2020) suggest that ineffective diversity management can result in interpersonal conflicts, resentment, and feelings of favouritism, potentially harming job satisfaction. However, such negative findings often emerge from organizations with poor diversity management, which may not represent well-structured parastatals, such as those in the Ministry of Communication and Digital Economy. As a result, this study emphasises the importance of implementing effective policies that ensure fair access to opportunities and acknowledge employees' contributions, aiming to enhance the benefits of job-related diversity within Nigeria's public sector.

CONCLUSION AND RECOMMENDATIONS

This research shows that job-related diversity significantly boosts employee job satisfaction at Federal Government parastatals under the Ministry of Communications and Digital Economy. This suggests that promoting diversity in the workplace is an effective strategy for enhancing organisational performance by creating an inclusive culture, which ultimately increases job satisfaction and fosters unity and commitment within the organisation. Given the positive impact of job-related diversity on employee satisfaction, the study offers several recommendations. Firstly, management at Federal Government parastatals should encourage a collaborative environment that appreciates teamwork and diverse perspectives. Such strategies could lead to specialised capacity-building initiatives aligned with employees' roles, along with engaging cross-functional projects and job rotation programs to foster inclusivity.

The study provides valuable insights into how job-related diversity influences employee satisfaction in federal agencies under the Ministry of Communications and Digital Economy. It emphasises both the hurdles and prospects of managing diverse workforces within organizations. Future research could broaden its scope to incorporate additional ministries from both public and private sectors, thereby enhancing our understanding of the relationship between workplace diversity, employee satisfaction, and performance metrics across different organizations in Nigeria. Moreover, comparative studies examining the effects of job-related diversity on employee satisfaction and performance in other Nigerian sectors, such as agriculture, education, and oil and gas, could greatly enrich the overall human resource management framework.

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