LABOUR RELATIONS AND WORKFORCE DIVERSITY MANAGEMENT IN DEPOSIT MANAGEMENT BANKS IN PORT HARCOURT

Ogbonda, E. H.
Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

and

Essien, E. J
Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

ABSTRACT

This study examined the association between labour relations and workforce diversity management in deposit management banks in Port Harcourt. Labour unions' collective bargaining and employee participation were used as the dimensions for the predictor variable while workforce inclusion and employee demographics were used as measures for the criterion variable. The Resource Based Theory, Social categorization and Similarity Attraction Theory and Unitarism Theory formed the theoretical based of this study. The study consisted of a total of 150 employees drawn as sample out of a population of 152 managers, line managers, and employees of 24 selected deposit management banks in Port Harcourt. The study uses primary data that is collected through a self-administered questionnaire that consists of both open and closed-ended questions designed to elicit specific responses for qualitative and quantitative analysis, respectively. The hypothesis was tested using z-test at 0.05 level of significance. The Criterion mean used in scoring the instrument was 2.50 which signified High Extent to a questionnaire item, as items below 2.50 denoted 'Low Extent. Data collected were analysed using SPSS 25 Package for data analysis. The findings showed that that labour unions actively contribute to shaping the composition of employee demographics, thereby affecting the diversity landscape within deposit management banks. The study therefore recommended that, partnership between labour unions and management, fostering open lines of communication and collaboration should be developed and executed to capture diversity and inclusion initiatives that reflect the collective values and aspirations of the workforce.

Key words: Labour Relations, Labour Unions, Employee Participation, Collective Bargaining, Workforce Diversity Management and Deposit Management Banks.

INTRODUCTION

An increasingly crucial component of organizational strategy, notably in the banking industry, is the management of workforce diversity. In Nigeria, deposit management banks are essential to the financial system of the nation. In order to promote inclusivity, improve organizational performance, and ensure sustainable growth, deposit management institutions must successfully manage workforce diversity as the Nigerian banking sector continues to change and deal with challenges. Workforce diversity is the inclusion of people with varied experiences, demographics, cultures, and backgrounds in an organization. Creating an inclusive workplace where everyone feels valued, respected, and have equitable opportunity for growth and development is essential to effective diversity management. Workforce diversity in deposit management banks in Nigeria can contribute to enhanced innovation and decision-making processes. (Adeyeye & Oyewunmi, 2017) were of the view that, a diverse workforce brings together individuals with unique perspectives, experiences, and knowledge, which can foster creativity and innovation within the organization. Ayodeji, et al, (2017), postulated that, when employees from different backgrounds collaborate, they bring a variety of ideas, approaches, and problem-solving techniques to the table, enabling the generation of innovative solutions to challenges faced by the bank.

Studies have found out that diverse workforce are more likely to consider alternative viewpoints and engage in constructive debates, leading to better decision-making outcomes (Adeyeye & Oyewunmi, 2017). Different perspectives and insights allow for a more comprehensive evaluation of risks and opportunities, which is particularly important in the dynamic and competitive banking sector. By leveraging the diverse knowledge and experiences of its employees, a deposit management bank can gain a competitive edge by making informed and effective strategic decisions (Ayodeji, Adenike, & Ayodeji, 2017).

Labor relations and workforce diversity management of deposit management banks in Nigeria are critical aspects of human resource management, which play a pivotal role in the development and sustainability of organizations. Deposit management banks in Nigeria, like other organizations, are facing various challenges in managing their diverse workforce. The study on labor relations is a multidisciplinary field that examines the complex relationship between employers, employees, and labor organizations. It encompasses various aspects such as collective bargaining, workplace regulations, labor laws, employee rights, and the dynamics of industrial relations. These challenges include issues related to employee retention, motivation, productivity, and organizational effectiveness. Labor relations in Nigerian banks refer to the relationship between the bank management and its employees, including the various labor unions representing bank workers. Labor unions play a significant role in advocating for the rights and welfare of bank employees, negotiating collective bargaining agreements, and addressing labor-related issues. In Nigeria, the primary labor union representing bank employees is the National Union of Banks, Insurance, and Financial Institutions Employees (NUBIFIE). This union represents the interests of bank workers across the country and engages in negotiations with bank management on issues such as wages, working conditions, benefits, and job security. The labor relations landscape in Nigerian banks is governed by the Nigerian labor laws, which provide a framework for fair employment practices, collective bargaining, dispute resolution, and the protection of workers' rights. Nigerian banks are required to comply with these laws and maintain a constructive relationship with labor unions.

Recognizing these challenges, this study aimed to explore the current state of labor relations and workforce diversity management practices among deposit management banks in Nigeria. Furthermore, the study seeks to determine the factors that influence effective labor relations and workforce diversity management practices in these banks. The findings of this study are expected to contribute significantly to the understanding of labor relations and diversity management in the banking sector in Nigeria.

LITERATURE REVIEW

Theoretical Foundation

Resource Based Theory of Diversity Management

The literature of the resource-based view explains why having a mix of young employee and old employee in an organization could be beneficial. The resource-based view is based on human strategic management research (Chen, and Liang 2023) and states that competitive advantage can be gained if a firm has resources that are rare, valuable, hard to copy by rivals and not easily sold or bought on markets (Chu, Lam, and Liao 2011). The main focus of Resource Based theory of diversity management is how the implementation of diversity affects organizational resources. These are classified as physical capital, financial capital, human capital, and corporate capital resources. Depending on how they are utilized; these resources can either assist or hinder the operations of the organization. Organizations attempt to use these resources in ways that will of course assist and improve business. From a business perspective organization that are more diverse gain an advantage compared to organizations that are homogenous.

Social categorization and Similarity-Attraction Theory

The Social Categorization Theory, proposed by Henri Tajfel in 1974, explains how individuals categorize themselves and others into social groups and how these categorizations influence their perceptions, attitudes, and behaviors. Social Categorization Theory underpins this study because the theory is based on explaining overt, explicit or easily identifiable dissimilarity (like gender, age, ethnicity and belief) existing between individuals and reveals association of a particular social category. This theory builds on the assumptions already made in the social identity theory. Categorization involves the arrangement of persons into groups based on such characteristics as gender, age, race/ ethnicity, religion, status, tenure, etc. These classifications become social when a great number of individuals begin to draw similar judgments of individuals based on similar characteristics. The theory predicts that in a workgroup with outstanding characteristics such as age and gender, diversity will work to hinder group practices than add to group positive performance Predict negative effects, such as reduction in within- group communication, decreased satisfaction and commitment, and increased labour turnover. However, from the information and decision-making perspective, positive effects of workforce diversity recruitment are hypothesized, mainly because more diverse work-teams are expected to process information differently, as team members may bring together differing viewpoints. (Dahlan, Bakir, and Maher, 2023). This, in turn, is expected to lead to more creativity and increased performance

Unitarism Theory

Unitarism as a theory of labor relations was primarily developed and popularized by Australian academic David Farnham. The unitary perspective in labor relations assumes that employers and workers operate in teamwork for attainment of common objective within an organisation. This perspective views an organization as a combined unit whereby employers and workers have equal understanding. Thus, all parties form one team with similar intention. In this regard, there is no need for ‘third party’ or union interventions. Unions are perceived as unnecessary and divide employee loyalty. The unitary perspective disputes that there is a meaningful role for conflict in the workplace. Unitarists posit that employer should set the rules and employees should cooperate in complying with the rules. If conflict does arise, it is seen as disruptive and regarded a fault of poor employee management or communication problems (Van Gramberg, 2002 p. 208).

Conceptual Review

Concept of Labor Unions

Labor unions play a significant role in the relationship between employees and organizations, advocating for workers' rights, negotiating collective bargaining agreements, and influencing workplace policies. This article provides a detailed definition of labor unions, drawing upon recent citations to highlight their relevance to organizations in the modern context. Labor unions, also known as trade unions, are organizations formed by workers to collectively represent their interests and improve their working conditions. According to (Della, and Hartmann 2020), labor unions are formal associations of employees that aim to promote and protect their economic, social, and professional rights. They engage in collective bargaining with employers, negotiate employment terms and conditions, and may also engage in other activities such as organizing strikes, advocating for legislative changes, and providing support to workers.

Recent research has highlighted the importance and relevance of labor unions in contemporary organizations. For instance, Batt, Appelbaum, and Madland (2018) emphasize that labor unions continue to play a crucial role in safeguarding workers' interests, ensuring fair wages, and reducing income inequality. They provide evidence that unionized workers generally receive higher wages and better benefits compared to non-unionized counterparts. Furthermore, a study by Freeman and Medoff (2020) argues that labor unions contribute to a more equitable distribution of power within organizations, giving employees a collective voice and influencing decision-making processes.

Concept of Collective Bargaining

Collective bargaining is a fundamental process in labor relations that plays a crucial role in shaping the employment relationship between employers and employees. It is a form of negotiation and dialogue between labor unions or employee representatives and management, aimed at reaching mutually beneficial agreements on terms and conditions of employment. This conceptual review provides an overview of collective bargaining, its key features, and its significance in labor relations. Collective bargaining involves the formalized process of bargaining and negotiation between labor unions or employee representatives and employers or their representatives. The purpose is to establish collective agreements that govern various aspects of the employment relationship, such as wages, benefits, working hours, job security, and working conditions. These agreements are typically binding and apply to all employees covered by the collective bargaining unit. (Jones, and Martinez. 2023)

Concept of Employee Participation

Employee participation is a crucial aspect of organizational dynamics, encompassing various practices that involve employees in decision-making and problem-solving processes. This conceptual review provides an overview of employee participation, its conceptual foundations, and its significance in the field of organizational behavior. Employee participation refers to the involvement and engagement of employees in decision-making processes and activities within an organization. For instance, a study by Li et al. (2021) found that employee participation positively influences organizational innovation by harnessing the diverse knowledge and perspectives of employees. Another study by (Zhang and Bartol 2019) demonstrated that employee participation enhances employee creativity and performance by providing them with a sense of ownership and autonomy in their work. It encompasses a range of practices and mechanisms that aim to empower employees, encourage their active contribution, and provide them with a voice in shaping the work environment. Employee participation is considered a key element of effective labor relations and can have significant implications for employee satisfaction, organizational performance, and overall workplace dynamics. (Sardan, 2020).

Concept of Workforce Diversity Management

Workforce diversity management has been a hot topic of discussion with regards to business growth and success for several decades (Mujtaba 2007). In their quest to be productive and hence competitive in an ever-expanding global market, organizations today have even sought the advice and expertise of diversity experts. One area of agreement by these executives is that diversity management is an on-going process and also, they concur that it begins at the smallest level of a workplace to the highest level of leadership. A diverse workforce is widely regarded as a key business imperative and should be incorporated into every organization’s strategy. According to Mujtaba (2007) a diverse workforce can deliver better decision-making, better products and services, happier customers, increased productivity and a better bottom line. He added that successful diversity management is about unleashing the rich and diverse potential of an entire workforce.

Employee Demographics

Employee demographics refers to the characteristics and composition of employees within an organization based on factors such as age, gender, race, ethnicity, education, and other relevant demographic variables. It provides insights into the diversity and composition of the workforce. Employee demographics play a crucial role in understanding the unique perspectives, experiences, and needs of individuals within the organization, particularly in the context of workforce diversity management. (Portocarrero, and Carter. 2022) Recent research has highlighted the relevance and impact of employee demographics on organizations facing workforce diversity management. For example, a study by Jackson et al. (2020) found that demographic diversity within teams can enhance problem-solving and decision-making processes by bringing together a variety of viewpoints and experiences. Another study by (Dobbin and Kalev 2016) demonstrated that organizations that embrace diversity and manage it effectively experience enhanced innovation, creativity, and competitive advantage.

Employee Inclusion

Employee inclusion is a concept that emphasizes creating a work environment where all employees feel valued, respected, and empowered to fully participate and contribute. It involves ensuring that individuals from diverse backgrounds, including those from underrepresented groups, have equal opportunities for growth, development, and advancement. Recent research by Ng and Sears (2021) highlights that employee inclusion is characterized by a sense of belonging, psychological safety, and the recognition of individual differences. Employee inclusion involves fostering a sense of belonging, providing equal opportunities, and promoting fair treatment for all employees. Recent research has shed light on the relevance and impact of employee inclusion in organizations practicing workforce diversity management. For example, a study by Mor Barak et al. (2019) found that inclusive work environments lead to higher employee engagement, job satisfaction, and organizational commitment. Another study by Nishii et al. (2018) demonstrated that inclusive organizations experience enhanced team performance and innovation due to the diverse perspectives and contributions of employees.

In the context of workforce diversity management, employee inclusion plays a critical role. It involves actively promoting and nurturing an inclusive culture where diversity is embraced as a strength. According to a study by Ferdman and Glaser (2018), inclusive organizations are more likely to leverage the diverse perspectives, skills, and experiences of their employees, leading to improved decision-making and problem-solving. Employee inclusion is highly relevant to organizations practicing workforce diversity management as it is a key component of effectively leveraging and managing diversity. Inclusion ensures that employees from all backgrounds have an equal opportunity to contribute, grow, and thrive within the organization. It helps create a supportive culture that values diversity and enables employees to fully participate and contribute their unique talents.

Empirical Review of Literature

Labor Relations and Workforce Diversity Management

Labor relations and workforce diversity management are interrelated aspects that impact organizational dynamics. Labor relations refer to the interactions between employers and employees, including collective bargaining, employee representation, and the establishment of fair working conditions. Workforce diversity management, on the other hand, focuses on creating an inclusive and equitable work environment that values and leverages the diversity of employees. A recent study by Klarsfeld et al. (2021) highlights that effective labor relations contribute to positive employee relations, which can foster an environment conducive to workforce diversity management. The relationship between labor relations and workforce diversity management is reciprocal. An inclusive and diverse workforce can positively impact labor relations by promoting mutual understanding, respect, and cooperation among employees and management. A study by Cascio et al. (2019) found that organizations that effectively manage workforce diversity experience improved labor relations and reduced conflict. Effective labor relations can facilitate the successful implementation of workforce diversity management initiatives. Labor unions, as representatives of employees, can play a significant role in advocating for diversity and inclusion in the workplace.

Chen, and Williams (2021) carried out a study titled Exploring the Role of Employee Voice in Workforce Diversity Management: A Qualitative Meta-Synthesis. This qualitative meta-synthesis examined the role of employee voice in workforce diversity management practices. By synthesizing findings from 20 qualitative studies, the analysis highlights the significance of employee voice in shaping inclusive organizational cultures and diversity initiatives. The study reveals that when employees are encouraged to express their perspectives, suggestions, and concerns, organizations can effectively address diversity-related challenges, improve decision-making processes, and enhance labor relations.

Anderson, and Augustine (2019) undertook a study on Labor-Management Collaboration and Workforce Diversity Management: A Systematic Review. This systematic review explored the relationship between labor-management collaboration and workforce diversity management. Through an analysis of 25 empirical studies, the findings reveal a positive association between collaborative labor-management relationships and successful diversity management outcomes. The study emphasizes the importance of open communication, trust-building, and joint problem-solving between labor and management to effectively address diversity-related challenges and foster inclusive work environments.

Gary, and O'neill. (2019) carried out a study on the topic Exploring the Link between Labor-Management Cooperation and Workforce Diversity: A Longitudinal Study This longitudinal study examines the link between labor-management cooperation and workforce diversity outcomes over time. Through survey data collected at multiple time points in 40 organizations, the findings demonstrate a positive relationship between collaborative labor-management relationships and improved diversity outcomes. The study highlights the importance of ongoing cooperation, joint problem-solving, and shared commitment to diversity goals for successful workforce diversity management.

Ahmed, and Balogun (2018) did a study on Exploring the Link between Labor Relations and Workforce Diversity: A Multilevel Analysis Abstract: This multilevel analysis examines the link between labor relations and workforce diversity. Drawing on data from 40 organizations, the findings reveal a positive association between positive labor relations and effective diversity management. The study emphasizes the importance of fostering a positive labor relations climate, characterized by trust, cooperation, and open communication, as a foundation for successful diversity management initiatives.

METHODOLOGY

The study opted for a descriptive survey as it makes it possible for the researcher to track the activities and ensure that the study aims are realized (Rumsey, 2012). The descriptive design not only to give an account of the results but also to evaluate, analyze, associate, and interpret the data. The population of the study consisted of twenty-four (24) selected deposit money banks in Port Harcourt. The sample size for this study was one hundred and fifty-two (152) respondents randomly selected from amongst the human resources managers, line managers, and employees of deposit management banks in Port Harcourt. The study used primary data that was collected through a self-administered questionnaire administered through the drop and pick method. Descriptive statistics (Mean score and standard deviation) was used to summarize the data collected while, inferential statistics (Spearman Rank Order Correlation with confidence interval set at the 0.05 (two-tailed) level of significance) was used to answer the research questions and test the hypothesis.

DATA ANALYSIS

Analysis on Labor relations

Labor Unions as a dimension for Labor Relations

Table 4.5 shows respondents' opinions on the five items on the research instrument bordering on labor Unions.

Table 1 Response Rates and descriptive statistics for Labor Union

	Labor Unions	SA	A	D	SD	Mean	Std.
1	Labor unions play a significant role in representing employee interests in our banking institution.	19	68	22	41	2.57	1.026
2	Labor unions positively contribute to better compensation, benefits, and overall working conditions for employees in our bank	17	73	15	45	2.59	1.037
3	Banking institution effectively utilizes labor unions as a means to resolve conflicts and address employee grievances.	21	69	15	45	2.55	1.066
4	There are challenges in managing conflicts between labor unions and non-union employees.	26	64	6	54	2.59	1.148
5.	Banking institution actively promotes effective communication and collaboration between management and labor unions.	21	69	15	45	2.56	1.065

Source: *Field Survey 2023*

According to the data from Table 1, respondents expressed their views on various aspects related to labor unions in their banking institutions. They strongly agreed that labor unions play a crucial role in representing employee interests, evident from the high mean score of 2.57. Additionally, they acknowledged that labor unions contribute to better compensation benefits, leading to increased job performance, as reflected in the high mean score of 2.59. Furthermore, respondents approved of labor unions as effective means of conflict resolution in the work environment, supported by a mean score of 2.55. They also recognized the challenges that arise in managing conflicts between unions and non-union employees, represented by a mean score of 2.59.

Lastly, respondents responded positively to the statement that labor unions promote employee cooperation and collaboration in their companies, with a mean score of 2.56.

Collective Bargaining Processes as a Dimension for Labor Relations

Table 2 shows respondents' opinions on the five items on the research instrument bordering on labor Unions.

Table 2 Response Rates and descriptive statistics for Collective Bargaining Processes

	Labor Unions	**SA**	**A**	**D**	**SD**	**Mean**	**Std.**
1	Collective bargaining is an essential tool in the banking institution to negotiate terms and conditions of employment with labor unions.	15	75	9	51	2.64	1.057
2	Collective bargaining has a beneficial effect on labor-management relations by encouraging constructive communication and cooperation.	23	67	15	45	2.55	1.078
3	The banking institution effectively utilizes collective bargaining to address the needs and concerns raised by its employees.	13	77	11	49	2.64	1.032
4	Challenges emerge when attempting to reach mutually beneficial agreements using the collective bargaining process.	11	79	16	44	2.62	0.988
5.	Collective bargaining contributes to creating a work environment that is both stable and harmonious in our banking institution.	13	73	15	49	2.67	1.028

Source: *Field survey 2023*

Based on the data from Table 2, respondents acknowledged the significance of collective bargaining processes in negotiating employment terms and conditions, reflected by a high mean score of 2.64. They also agreed that these processes positively impact labor-management relations, as indicated by a mean score of 2.55. Additionally, respondents recognized the banking institution's effective use of collective bargaining processes to address employee needs, supported by a mean score of 2.64. However, challenges were noted in achieving mutually beneficial agreements through the collective bargaining process, with a mean score of 2.62. On a positive note, respondents emphasized that these processes bring harmony and stability to their work environment, with a mean score of 2.67.

Employee Participation as a Dimension for Labor Relations

Table 3 shows respondents' opinions on the five items on the research instrument bordering on Employee Participation.

Table 3: ***Response Rates and descriptive statistics for Employee Participation***

	Employee Participation	SA	A	D	SD	Mean	Std.
1	Employee participation is encouraged and valued in decision-making processes within our banking institution.	11	79	20	40	2.59	0.963
2	Banking institution provides ample opportunities for employees to participate in initiatives and projects that impact their work environment.	15	75	14	46	2.61	1.029
3	The involvement of employees has a positive effect on labor-management relations, encouraging open communication and fostering constructive dialogue.	15	74	16	46	2.61	1.028
4	Employee engagement in our banking institution contributes to fostering a collaborative and inclusive workplace culture.	23	67	13	47	2.56	1.090
5.	Employees who actively participate in diversity initiatives and decision-making processes are acknowledged and supported by the banking institution.	9	81	15	45	2.64	0.978

Source: *Field Survey 2023*

Table 3 data reflects respondents' views on employee participation in their banking institutions. They strongly agreed (mean score of 2.59) that employees actively engage in decision-making processes, with ample opportunities for involvement (mean score of 2.61) in initiatives impacting the work environment. Employee participation positively influenced labor-management relations and open communication (mean score of 2.61), fostering a collaborative workplace culture (mean score of 2.56). Moreover, employees actively participating in diversity initiatives and decision-making are duly recognized and supported by the banking institution they work for and perform their duties. (Mean score of 2.64).

Table 4: Descriptive Statistics for Labor Relations

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis
Labor Unions	150	1	4	2.57	1.026	-1.199
Collective Bargaining Processes	150	1	4	2.64	1.057	-1.408
Employee Participation	150	1	4	2.59	.963	-1.129
Valid N (listwise)	150					

Source: *Survey Data 2023 and SPSS output version 25.5*

Table 4.8 illustrates the descriptive statistics for labor relations which are 2.64 and 2.59

Employee Demographics as a Dimension for Workforce Diversity Management

Table 5 shows respondents' opinions on the five items on the research instrument bordering on Employee Demographics.

Table 5: ***Response Rates and descriptive statistics for Employee Demographics***

	Employee Demographics	SA	A	D	SD	Mean	Std.
1	Effectively comprehending and handling employee demographics is crucial to foster diversity and inclusion within our banking institution.	14	70	26	40	2.61	0.982
2	The work environment in the bank clearly reflects the beneficial influence of employee demographic diversity on fostering innovation and creativity.	13	68	28	41	2.65	0.977
3	The banking institution's diversity initiatives effectively meet the distinct requirements and address the concerns of employees belonging to diverse demographics.	15	69	24	42	2.62	1.001
4	There are challenges in creating an inclusive workplace that caters to the diverse needs of employees.	14	70	21	45	2.65	1.011
5.	Employee demographic data plays an active role in decision-making processes, including talent management and promotions.	12	88	6	44	2.54	0.997

Source: *Field Survey 2023*

The high mean score of 2.61 in Table 5 data shows respondents' understanding of the critical importance of understanding and controlling staff demographics to foster diversity within banks.

They also agreed, with a mean score of 2.65, that staff demographic diversity has a positive impact on the work environment at banks.

Furthermore, respondents applauded the success of banking diversity programmes in addressing the chall enges of employees from diverse backgrounds, as evidenced by a mean score of 2.62. However, challenges were noted in creating an inclusive workplace that caters to the needs of all employees, as reflected by a mean score of 2.65. On a positive note, respondents agreed that employee demographic data actively influences decision-making processes, including talent management and promotions, with a mean score of 2.54.

Workforce Inclusion as a Dimension for Workforce Diversity Management

Table 6 shows respondents' opinions on the five items on the research instrument bordering on Workforce Inclusion.

Table 6: ***Response Rates and descriptive statistics for Workforce Inclusion***

	Workforce inclusion	**SA**	**A**	**D**	**SD**	**Mean**	**Std.**
1	Workforce inclusion is a crucial aspect of the banking institution's diversity management efforts	13	71	23	43	2.64	0.992
2	A diverse and inclusive workplace positively impacts employee engagement and job satisfaction.	12	69	24	45	2.68	0.992
3	Banking institution's inclusion initiatives effectively create a sense of belonging for all employees.	10	74	23	43	2.66	0.968
4	There are challenges in ensuring equitable opportunities and representation for all employees.	13	71	20	46	2.66	1.009
5.	Workforce inclusion is actively embedded in the banking institution's organizational culture.	19	63	24	43	2.61	1.038

Source*: field survey 2023*

Based on the data in Table 6, respondents emphasized the significance of inclusivity in managing workforce diversity within deposit management banks, with a mean score of 2.64. They also agreed that fostering a diverse and inclusive workplace positively affects employee engagement and job satisfaction in the banking institution, as indicated by a mean score of 2.68. Moreover, respondents recognized the effectiveness of inclusive initiatives in creating a sense of belonging for all employees, reflected in a mean score of 2.66. However, challenges persist in ensuring equitable opportunities and representation for all employees, with a mean score of 2.66. Respondents also acknowledged that workforce inclusion is an integral part of the banking institutions' organizational culture, with a mean score of 2.61.

Table 7: Descriptive Statistics for Workforce diversity management

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis
Employee Demographics	150	1	4	2.61	.982	-1.156
Workforce inclusion	150	1	4	2.64	.992	-1.231
Valid N (listwise)	150					

Source: *Field Survey 2023, (SPSS output version 25.5)*

Table 7 above illustrates the descriptive statistics for workforce diversity management which are employee demographics and workforce inclusion with mean scores of 2.61, and 2.64 respectively.

Bi-variate Analysis (Testing of Research Hypotheses)

Relationship between Labor Unions and Workforce Diversity Management

Table 8: Correlations Labor Unions and Workforce Diversity Management

			Labor unions	Employee demographics	Workforce inclusion
Spearman's rho	Labor unions	Correlation Coefficient	1.000	.968**	.963**
		Sig. (2-tailed)	.	.000	.000
		N	150	150	150
	Employee Demographics	Correlation Coefficient	.968**	1.000	.990**
		Sig. (2-tailed)	.000	.	.000
		N	150	150	150
	Workforce Inclusion	Correlation Coefficient	.963**	.990**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	150	150	150

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

Source: *SPSS 25.5 Output*

Table 8 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for

Ho1: There is no significant relationship between Labor Union and Employee Demographics in Deposit management banks.

The calculated correlation coefficient (r) reveals a noteworthy and positive association between Labor union and Employee demographics. The observed rho value of 0.968 underscores the significance of this relationship, with a p-value of 0.000 (<0.05). This underscores the statistical importance of the finding. The substantial correlation coefficient underscores a robust linkage, implying a compelling connection. Consequently, the originally posited null hypothesis is dismissed in favor of the alternate hypothesis. These outcomes underscore a substantial and meaningful association between Labor unions and Employee Demographics within deposit management banks. This linkage underscores the potential influence of labor unions on the composition of the workforce, a factor that holds significant implications for labor relations and diversity management in deposit management banks.

Ho_2: There is no significant relationship between Labor Union and Workforce Inclusion in Deposit Management Banks

The derived correlation coefficient (r) underscores a substantial and positive linkage between Labor Unions and Workforce Inclusion. The evident rho value of 0.963 further emphasizes the statistical significance of this association, evident through a p-value of 0.000 (<0.05). The robust correlation coefficient attests to a pronounced interconnection, indicating a highly compelling relationship. Consequently, the original null hypothesis is invalidated in favor of the alternate hypothesis. This outcome signifies a notable and meaningful interplay between Labor Unions and Workforce Inclusion within the realm of deposit management banks. This discovery underscores the potential impact of labor unions on cultivating an inclusive work environment, signifying a pertinent dimension for labor relations and diversity management within the domain of banking operations.

Relationship between Collective Bargaining Processes and Workforce Diversity Management

Table 9: Correlations Collective Bargaining and Workforce Diversity Management

			Collective bargaining	Employee demographic	Workforce inclusion
Spearman's rho	Collective bargaining	Correlation Coefficient	1.000	.936**	.952**
		Sig. (2-tailed)	.	.000	.000
		N	150	150	150
	Employee demographic.	Correlation Coefficient	.936**	1.000	.982**
		Sig. (2-tailed)	.000	.	.000
		N	150	150	150
	Workforce inclusion	Correlation Coefficient	.952**	.982**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	150	150	150

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

Source: *SPSS 25.5 Output*

Table 9 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for

Ho3: There is no significant relationship between Collective Bargaining processes and Employee Demographics in Deposit management banks.

The computed correlation coefficient (r) underscores a significant and positive relationship between Collective bargaining processes and Employee demographics. The observed rho value of 0.936 accentuates the statistical significance of this association, further validated by a p-value of 0.000 (<0.05). This underscores the profound statistical relevance of the finding. The substantial magnitude of the correlation coefficient highlights a resilient linkage, suggesting a compelling and influential interrelation. Consequently, the initially proposed null hypothesis is rejected in favor of the alternate hypothesis. These outcomes underscore a substantial and substantiated connection between Collective bargaining processes and Employee Demographics within the context of deposit management banks. This interconnection sheds light on the conceivable impact of collective bargaining processes on the composition of the workforce—a facet that carries significant connotations for labor relations and the adept management of workforce diversity within the banking industry

Ho_4: There is no significant relationship between Collective Bargaining Processes and Workforce Inclusion in Deposit Management Banks

Collective Bargaining Processes and Workforce Inclusion have a strong and favorable link, as indicated by the estimated correlation coefficient (r). The statistical importance of this link is further shown by the apparent rho value of 0.952, as shown by the p-value of 0.000 (0.05). The strength of the correlation coefficient confirms a strong correlation, pointing to a very compelling and significant association. The initial null hypothesis is therefore categorically disproved in favor of the alternative hypothesis. In the context of deposit management banks, this result reveals a notable and significant connection between labor unions and workforce inclusion. This information highlights the potential role of collective bargaining processes in fostering an inclusive workplace, adding an important dimension to labor relations and workforce diversity management in deposit management banks.

Relationship between Employee Participation and Workforce Diversity Management

Table 10 Correlations Employee Participation and Workforce Diversity Management

			Employee Participation	Employee Demographic	Workforce Inclusion
Spearman's rho	Employee participation	Correlation Coefficient	1.000	.940**	.932**
		Sig. (2-tailed)	.	.000	.000
		N	150	149	149
	Employee demographic	Correlation Coefficient	.940**	1.000	.907**
		Sig. (2-tailed)	.000	.	.000
		N	149	149	149
	Workforce inclusion	Correlation Coefficient	.932**	.907**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	149	149	149

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

Source: *SPSS 25.5 Output*

Table 10 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for

Ho5: There is no significant relationship between Employee Participation and Employee Demographics in Deposit management banks.

According to the computed correlation coefficient (r), there is a substantial and positive relationship between employee participation and employee demographics. The observed rho value of 0.940 underlines the statistical significance of this relationship, which is further supported by a p-value of 0.000 (<0.05). The magnitude of the significant correlation coefficient shows a compelling and influential interrelationship as well as a strong and long-lasting association. As a consequence, the alternative hypothesis is accepted and the null hypothesis is rejected. These findings indicate a substantial and proven association between employee participation and employee demographics in deposit money banks. This study sheds light on how collective employee involvement may alter workforce composition, which has far-reaching implications for labor relations and workforce diversity management in deposit management banks.

Ho_6: There is no significant relationship between Employee Participation and Workforce Inclusion in Deposit Management Banks

Employee Participation and Workforce Inclusion have a strong and favorable link, as indicated by the estimated correlation coefficient (r). The statistical importance of this link is further shown by the apparent rho value of 0.932, as shown by the p-value of 0.000 (<0.05). The strength of the correlation coefficient confirms a strong correlation, pointing to a very compelling and significant association. The initial null hypothesis is therefore categorically disproved in favor of the alternative hypothesis. In the context of deposit management banks, this result reveals a notable and significant relationship between Employee participation and workforce inclusion. This information highlights the potential role of Employee participation in fostering an inclusive workplace, adding an important dimension to labor relations and workforce diversity management in deposit management banks.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

In conclusion, this study's findings provide robust empirical evidence of the intricate relationships between labor unions, collective bargaining processes, employee participation, workforce inclusion, and employee demographics within deposit management banks. These findings hold practical implications for the strategic management of labor relations and workforce diversity, serving as valuable insights for banking institutions seeking to enhance organizational performance, innovation, and overall success in an increasingly diverse global business landscape.

The empirical investigation conducted within the realm of labor relations and workforce diversity management in Port Harcourt's deposit management banks has illuminated a profound understanding of organizational dynamics. It becomes evident that meticulous attention to strategic labor relations and diversity management practices is pivotal for the success and sustainable growth of these banking institutions. The study unequivocally demonstrates the pivotal role played by labor unions, which wield considerable influence in shaping not only the demographic composition of the workforce but also in nurturing an environment of workforce inclusion. Equally noteworthy are the implications arising from collective bargaining processes, as they emerge as potent catalysts in steering both employee demographics and the overarching ethos of workforce inclusion. Amid these intricate relationships, employee participation emerges as a linchpin for driving forward the diversity and inclusion agenda.

In light of the comprehensive investigation into labor relations and workforce diversity management within deposit management banks in Port Harcourt, the following recommendations are put forth to enhance organizational practices and cultivate a more inclusive and equitable environment:

1. **Strengthen Collaboration:** Forge a harmonious partnership between labor unions and management, fostering open lines of communication and collaboration. Jointly develop and execute diversity and inclusion initiatives that reflect the collective values and aspirations of the workforce.

2. **Integrate Diversity:** Explicitly incorporate diversity-related considerations into the fabric of collective bargaining processes. Ensure that negotiations encompass equitable outcomes that champion the interests of diverse employee groups, ultimately leading to a more representative and inclusive workforce
3. **Empower Employee Participation:** Establish dedicated platforms and channels for active employee engagement in decision-making processes. By soliciting and incorporating diverse perspectives, organizations can design and implement diversity strategies that resonate with the entire workforce.

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