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## Impact of Emotional Intelligence on Diversity Management in Nigeria Breweries in Oyo State, Nigeria

D. I. Akintayo<sup>[a]</sup>; O. A. Shadare<sup>[b]</sup>; I. A. Onikoyi<sup>[c]</sup>; T. S. Olaniyan<sup>[a]</sup>

<sup>[a]</sup>Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, Osun State University, Osogbo, Osun state, Nigeria.

<sup>[b]</sup>Department of Employment Relations and Human Resource Management, Faculty of Management Science, University of Lagos, Akoka, Lagos, Nigeria.

<sup>[c]</sup>Department of Entrepreneur Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun state, Nigeria.

\*Corresponding author.

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### Abstract

Cases of ethnic bias and other forms of discrimination still take places in organizations during hiring, promotion and other employer-employee relation practices. Hence, managements are faced with the big challenge of managing its diverse workforce and emotional intelligence of their employees. This study investigated the impact of emotional intelligence on diversity management in Nigeria Breweries Oyo State. A total of 100 staff in Nigeria Breweries Oyo State in which 55 (55.0%) were male while 45 (45.0%) were female. The study was a survey which employed Descriptive research design and questionnaire was used to obtain the relevant data. The collected data were analyzed using Pearson rho Correlation and Regression Analysis with the application of statistical package for social sciences (SPSS) version 21.0. The results showed that that there is joint significant relationship between emotional intelligence on diversity management It was recommended that emotional intelligence concept would integrate the development programs and job-related training provided to employees to improve their skills, providing a foundation for practicable knowledge.

**Key words:** Emotional intelligence; Diversity management; Gender diversity; Age diversity; Educational diversity; Ethnic diversity

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### 1. INTRODUCTION

Managing diversity for results in multinational organizations has attracted the attention of researchers in organizational behaviourists. Workforce diversity denotes employment of employees with different race, culture, language, educational background, gender and personalities to work as a group to achieve the common corporate goal. This requires adequate competency and cooperation among the workforce. It is pertinent to note that the equivalent employment opportunity and assenting action initiatives of International Labour Organization (ILO) as a chartered convention had regulated racial and gender discrimination among the workforce in multinational organizations across the globe. The fact still remain that diversity has its associated significant influence on organizational performance. Managing the workforce diversity therefore required managers' competency, proper orientation and workplace experiences so the organization to benefit from the diversified workforce composition. Management of diversity naturally has been of some concern to organized history throughout the history of civilization. Most of the early contributions came from practitioners such as Taylor and Fayol. Taylor is the father of scientific management and wrote his book in 1911 while Fayol developed the fourteen principles of administration (Koontz & Donnel, 2018). Management in antiquity shows the interpretation of early Egyptian papyri, extending as far back as 1300 B.C., that specifies the recognition of the importance of organization and management in the bureaucratic states of antiquity with

similar records of such existence for antique China. Confucius fables include practical submissions for proper public administration, an admonition to choose honest, selfless, and skilled public officers (Koontz, 2016). The Roman Catholic Church, if one is to judge by age, is probably the most efficient formal organization in the history of Western civilization. Its extended structural life has been due not only to the plea of its objectives but also to the effectiveness of its organization and organization techniques. The development of the pyramid of authority with its scalar territorial organization, the specialization of activities along efficient lines, and the early use of the staff device are striking examples of these techniques (Nwachukwu, 2017).

Management of diversity has also existed in Nigeria and employee morale has been a very important performance variable. In 1946 there was the first pre-development plan and it was financed by the British Administration. Its aim was to raise raw materials as inputs in the British factories to generate revenue to win the Second World War. The diversity here was whether the plan was for Nigeria or for Britain as their interest was on growth abroad rather than indigenous employees moral. Between 1962 and 1985 there were four post-independence development plans, followed by the 7-point agenda of late President Musa Y'Adua. There were the economic reforms of President Olusegun Obasanjo between 1999 and 2007 and presently there is a road map of President Goodluck Jonathan till date. The diversity here is that all the plans, programmes and strategies used by the various Nigerian administrations have had good formulations but it has been observed by some development experts that there were very poor implementations because of the diverse Nigerians socio-economic and religious backgrounds (Adebukola, 2018).

Emotional intelligence is essential to managers' understanding of the wants of others. The manager understands the multidimensional of emotions and the responses that relay to specific emotions; as well as the need for strong communication skills and the ability to appreciate opposing perspectives (Caruso, Mayer & Salovey, 2018). The growing recognition of the implication of emotions at work, the fluctuating role of the manager and empirical evidence linking emotional intelligence to performance results, validates emotional intelligence as imperative in organizational life.

Diversity is the totality of individual differences and similarities in the demographic, socio-cultural and the other factors which the workers in the brewing industry bring to the work place. Work place diversity management is the systematic and planned promise by the organization to recruit, reward and encourage a heterogeneous need of employees. Employee morale is a performance factor that determines the extent to which a worker in an enterprise is happy in doing his or her work because of being in high spirits and because of

being a member of a congenial work group and cohesive work group (Adebukola, 2018). The reviewed of existing body of knowledge revealed that some researchers had conducted studies on emotional intelligence as it affects job performance and job engagement, cross-cultural leadership effectiveness at the workplace (Kreitner, 2017; Otiike, 2019; Reagans, 2019). Most of these studies were conducted in developed countries while few studies were carried out in developing countries, there creating gaps in the existing body of knowledge. This study is an attempt to replicate the study conducted in developed countries for the purpose of establishing the possibility of generalizing the reported findings and virtually expand the existing body of knowledge. To this effect this study is designed to establish empirical verification of findings on contribution of emotional intelligence to the management of diversity among the workforce in multinational organization in Nigeria.

### 1.1 Statement of Problem

In a pluralistic and ethnic country like Nigeria, which has opened up to globalization over the recent years, there is a need for more deliberate research efforts on approaches to manage diversity and emotional intelligence with reference to ethnicity, educational background, age, ethnicity and gender imbalance at the workplace in Nigeria.

So far, quite a number of studies have been done in the field of emotional intelligence and diversity management in Nigeria, focusing on the challenges of managing diverse workforce (Cox & Blake, 2017), effects of emotional intelligence on diversity management (Otiike, 2019) and some conducted their studies with local perspective like the non-profit sector in Nigeria (Kanyinga, 2018). Diversity management is gradually being adopted in many Nigerian organizations (Edeltraud & Ukur, 2019). Even though there are concerted efforts to invest in workforce diversity management to boost emotional intelligence of their employees, still yielded little or no results in most developing countries. This is because the promotion of workforce diversity is also very low among Nigerian manufacturing sector, given that, diversity initiatives have no basis in law in most of the organizations (Mary, 2019).

However, conflicts that arise within a workforce as facilitated by diversity are inevitable. If the conflicts can be managed and controlled, creativity, innovations, and performance can be increased. Some of the challenges faced in workforce diversity management are political effect, cultural differences of talented workforce due to bureaucracy in a company and some of the companies conform with workforce diversity due to legal implications and not the general assistances it accords them thus limiting their involvement in diversity management (Shen & Monga, 2019). Nigeria is known to be the giant of Africa with a population of over 180 million people and additional than half the population

consists of people of working age (Akinnusi, Sonubi, & Oyewunmi, 2017). Hence, there is a huge pool of talent of which organizations draw from to achieve its goals. To manage the workforce, managers should have started diversity policies that are in line with the Labour Act; and other laws that should have been put in place to guard all kinds of employees and safeguarding their intelligence from discrimination by their employers (Ugwuzor, 2018). As Ugwuzor (2018) pointed out, in Nigeria, there seem to be cases of tribalism, regional individualities, favoritism and discrimination both in the public and private organizations. Cases of ethnic bias and other forms of discrimination still take places in administrations during hiring, advancement and other employer-employee relations practices.

Meanwhile, administrations are faced with the big challenge of dealing its diverse workforce and the challenge of making sure that conflict of interest in policies and practice implementation are reduced (Akinnusi, Sonubi & Oyewunmi, 2017). Though some organizations train their new intake upon hiring on job interrelated issues yet, individuals still take decisions and showcase attitudes and behaviour that go against diversity principles. Few of such studies that exist have failed to deliver full examination of what workforce diversity is. Nigeria, just like most countries of the world is diverse in its population content (i.e. individuals) and the people are ethnically or culturally diverse. Not only ethnically diverse, it is also characterized by other aspects of diversity, which are even apparent in organizations (age, gender, educational background, etc.)

Against this background, this study investigated the influence of emotional intelligence on diversity management in Nigerian Breweries in Oyo State, Nigeria. This is for the purpose of ascertaining the relevance of emotional intelligence to management of diversity for results among employees in multinational organizations in Nigeria.

### 1.2 Objectives of the Study

The main objective of the study is to examine the impact of emotional intelligence on diversity management in Nigeria Breweries in Oyo State, Nigeria. The specific objectives are to:

- i. determine the influence of emotional intelligence on diversity management
- ii. assess the influence of emotional intelligence on gender diversity.
- iii. measure the impact of emotional intelligence on age diversity in Nigeria Breweries Oyo State
- vi. evaluate the influence of emotional intelligence on ethnic diversity.
- v. determine the influence of emotional intelligence on educational diversity.

### 1.3 Research Hypotheses

The following hypotheses were generated for the study:

H<sub>01</sub>: There is no significant influence of emotional intelligence on diversity management.

H<sub>02</sub>: There is no significant influence of emotional intelligence on gender diversity.

H<sub>03</sub>: There is no significant impact of emotional intelligence on age diversity.

H<sub>04</sub>: There is no significant influence of emotional intelligence on ethnic diversity.

H<sub>05</sub>: There is no significant influence of emotional intelligence on educational diversity.

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## 2. REVIEW OF LITERATURE

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### 2.1 Conceptual Review

There is the concept of the Nigeria unity in diversity. Nigeria is a country that has a lot of tribes, some of which are major and some are minor tribes. The three major tribes are Igbo, Yoruba and Hausa. The first two tribes are in the south, while the third tribe is in the north. In 1914, the Nigerian colonial government amalgamated the southern and northern protectorates. Despite the heterogeneity for hundred years (1914 till date), there have been attempt by successive military and civilian governments to unite the country, so that even when the tribes may differ, the entire country is united as one.

### 2.2 Emotional intelligence

The first appearance of the emotional intelligence concept was in a German publication by Leuner (2016). As an English word, the concept was used in the doctoral thesis of Payne (2019), who considered emotional experience and therapy. Salovey and Mayer (2018) were first to present a conceptual outline of abilities that constitute emotional intelligence. Akinnusi et al (2017) promoted the construct and intellectualized it as a universal characteristic controlled by all persons; a assessable spectrum of individual modification in which persons may be ranked on emotional scales. Caruso and Salovey (2018) state that emotional intelligence includes being able to perceive, express, integrate and make decisions with emotion. Emotional intelligence is a perception with numerous factors that incorporates different inter-connected emotional, individual, and social competencies, which enables individuals to adapt to the demands of the environment (Goleman, 2017). Gendron (2017) explains the idea as the ability to comprehend and apply emotions as a source of forte, creativity, and connection. Emotional intelligence is the awareness and management of emotions, ability to influence the emotions of others with sensitivity, the sustenance of motivation, eagerness, and carefulness. In relation to the workplace, it is the skill to distinguish, communicate, comprehend, and coordinate emotions effectively at work. There are variations in ideas



as to what should constitute the domain of emotional intelligence (Zeidner, Matthews & Roberts, 2016). For instance, the distinction amongst the ability, attribute and mixed models of emotional intelligence has contributed to the debate on the legitimacy of the construct (Batool, 2019). The theories of emotional intelligence are usually classified in two forms; as an ability-based skill, as seen in classification of Mayer and Salovey (2018) and as a mixed model, which implies that emotional intelligence includes personality traits as seen in Akinnusi, et al (2017) meaning. The differences in conceptualization are regarded as the 'ability model' versus 'mixed model' debate (Mayer, Caruso & Salovey, 2018). Whilst some researchers have argued that there must be a singular, correct theoretical framework for emotional intelligence, others maintain that the divergence of theories serves the purpose of providing additional insights into the complex construct (Badenhorst & Smith, 2017). Emmerling (2019) opine that this is characteristic of theory building in any area of study, as theories emerge and differentiate; thereby providing robustness and not weakness.

Emotional intelligence has also been criticized as an unverified idea that is not useful to the comprehension of differences in people, beyond existing psychological dimensions (Woodruffe, 2018). Locke (2017) states that emotional intelligence is a void concept because it has develop too comprehensive, with too many variegated components and as such, is no longer an intelligible concept. Another criticism is that since emotional intelligence is closely related to intelligence and character, being able to control these factors, equals emotional intelligence being useless (Decker, 2018). Despite these criticisms, emotional intelligence has allegedly indicated important positive effects on several workplace outcomes.

### **2.3 Diversity Management**

Diversity is the entirety of the individual differences and similarities in the demographic, socio-cultural and other factors which employees in the industrial business bring to the work place. It needs a lot of management, because there is the need to provide an enabling environment to enable the managers in the industrial manufacturing to cope with the difficulties in handing the changes and resemblances of the workforces. If diversity is not properly managed, most of the performance factors such as employee morale, productivity, efficiency, effectiveness, liquidity, activity and gearing will become very low (Kreitner, 2017). Diversity signifies the gathering of individual differences and similarities that occur among persons. This description underscores three imperative issues about managing diversity (Kreitner, 2017). There are numerous different magnitudes or components of diversity. This suggests that diversity pertains to everybody. It is not an issue of age, or gender. It is not an subject of being heterosexual, gay, or lesbian or of being Catholic, Jewish, Protestant, or Muslim. Diversity

also does not pit white males in contradiction of all other groups of people. Diversity relates to the host of individual variances that make all of us unique and different from others. Diversity is not identical with differences. Rather, it includes both differences and similarities. This means that managing diversity involves dealing with both concurrently. Especially from the divergent divisions, departments, sections, variations in work, individual characters etc. Diversity includes the joint combination of differences and similarities, not just the pieces of it. Dealing with diversity necessitates managers to integrate the collective mixture of differences and similarities that exist within an association (Kreitner, 2017).

Personality is at the midpoint of the diversity helm. Personality is at the center because it signifies a stable set of characteristics that is answerable for a person's identity. The next layer of diversity entails of a set of internal dimensions that are referred to as the primary dimensions of diversity. These sizes, for the most part, are not within our control, but they strongly impact our attitudes and expectations and expectations about others, which, in turn, influence our behaviour. Take the encounter experienced by an African-American woman in middle management while vacationing at a resort: Stereotypes regarding one or more of the primary sizes of diversity most likely influenced this man's behavior toward the woman (Lawrence, 2018). Though affirmative action shaped tremendous chances for women and minorities, it does not stand-in the type of thinking that is needed to effectively achieve diversity. For example, affirmative action is resisted more by white males than women and subgroups because it is perceived to work against their own self- interest. Affirmative action plans are more successful when employees view them as fair and equitable and when whites are not prejudiced against people of color (White, 2019).

### **2.4 Empirical Review**

#### **2.4.1 Emotional Intelligence and Diversity Management**

Studies which obviously prove the relationship between manager's emotional intelligence and diversity management capability are restricted. White (2019) studied the belongings of diversity management on employee commitment in Japan and Korea, where the workforce is extremely homogenous. The study tested five hundred and eighty-two (582) respondents from both countries and the results designate that diversity management strategies have positive effects on employees' pledge to their organizations. Though there is a popular insight that individuals desire homogenous groups, this might not essentially translate to performance or effectiveness in the workplace. When heterogonous groups are appropriately managed, they have excessive potential for productivity. Using a sample of ninety-eight executive MBA students, Otike (2019) create that group emotional intelligence shows positive performance outcomes in heterogeneous groups than in homogenous groups. As international

establishments function in a dynamic environment clear by multi-cultural changes, Reagans (2019) surveyed the connection between emotional intelligence and cross-cultural leadership efficiency. Being a cross-cultural study, four cultural clusters were sampled; Anglo, Latin European; Eastern European; and South Asia. Mid-to-upper-level international sales managers were measured, and results presented that emotional intelligence is more esteemed compared to cognitive abilities. The study supported earlier findings that transformational leadership style is favoured across cultures. The results also suggested that emotional intelligence is crucial to global management. The need to found strong relationships with cross-cultural customers and workforces is an example of social awareness and relationship organization. Saberi (2017) studied the role of emotional intelligence in promoting inter-cultural sensitivity using a sample of respondents from nine countries. The findings showed that emotional intelligence abilities enhance inter-cultural sensitivity in the process of inter-cultural adaptation.

From the results, there is a significant relationship between emotional intelligence and diversity management capability. Just as emotional intelligence is a serious factor for performance on multiple levels; it is also a vital factor for managing a diverse workforce. The result of the model hypothesis reverberates with the study conducted by Bourdon (2018), where a significant relationship was recognized between emotional intelligence and diversity receptivity. The finding is also synonymous with the results of Kamps and Engelbrecht (2019), who originate a strong relationship between emotional intelligence and the valuing of individual difference relatively, human beings perceive a sense of insecurity or lack of trust amidst people who are different from them in terms of, ethnicity, nationality, gender, age, religion, social class. Therefore, diversity in the workplace has the potential to trigger emotional reactions which can be managed using emotional intelligence. To expressly leverage on diversity, individual managers must utilize emotional intelligence to facilitate relationships. Managerial deficit in emotional intelligence is tantamount to poor management of diversity, which could potentially lead to, poor interpersonal relations, discrimination, employee turnover, absence, loss of organizational repute, inability to attract quality employees and poor performance outcomes. For managers, the benefits of emotional intelligence in managing diversity potentially include increased self-assurance, harmonious relationships and reduced stress (Osibanjo, Salau, Falola & Oyewunmi, 2016). For the organization potential doles include, increased teamwork and collaboration, improved commitment, motivation, decreased conflict, positive attitude, decreased turnover, creativity, and innovation from diverse standpoints.

#### **2.4.2 Emotional Intelligence and Ethnic Diversity**

The relationship amid ethnic diversity and service delivery has been studied from different angles. This

study reviewed some related studies approved out by diverse researchers. Ancona (2014) conducted a study to examine the effects of ethnic diversity on business service delivery: A Study of Dubic Breweries Limited, Aba. Descriptive survey design was used aimed at the study with a population of 125 employees. Z-test was used to test the hypotheses framed for the study. Based on a five-year study of the connection between ethnic diversity and business service delivery, the researcher concluded that the impact of ethnic diversity depends on the context in which it is being leveraged, including organisational culture, human resource practices, and strategy. On a neutral note where every other variable remains equal, ethnic diversity has a positive impact on the service delivery of the firm. Omankhanlen, Ehimare and Ogaga-Oghene (2015) examined the influence of ethnic diversity on organisational service delivery in the banking sector. The study used the Blaus 1977 directory of heterogeneity to measure the diversity index; while asset growth for the year 2011 and 2012, using 2013 and 2014 as base year was used to quota the growth strategy.

#### **2.4.3 The effect of Diversity Management on Employee Morale**

Otike (2019) worked on the effect of workplace Diversity Management on Organizational effectiveness and employee morale. The work sought to establish the effects of workplace diversity management on organizational effectiveness which increased employee morale on selected branches of Kenya commercial banks Limited by doing a case study. The methodology used was a descriptive instrumental survey with a 60% response rate. It was found that diversity increased team cohesiveness and employee morale. The influence of diversity management on the state of minds aspect of employee morale Alen (2017) worked on the influence of diversity organization on the learning responses for modern organization. A sample of 100 respondents in a manufacturing company in Kenya was interviewed. It was found that Diversity Management had a positive influence on such elements of employee morale like; potency, polarization, flexibility and autonomy.

#### **2.4.4 Emotional Intelligence and Gender Diversity**

Arokiasany (2018) observed that many organizations prefer to hire more of the male workers than the female workers because they are of the opinion that male workers have the ability to perform their jobs and can manage their jobs well. The general creativity and innovativeness of an organization may be enhanced by the combination of both male and female in the organization. From research, it has been discovered that gender diverse groups have the ability to make quality decisions much more than an homogeneous team. Based on resource based view of an organization, gender diversity is seen to have a positive correlation with performance whereas, the social categorization and social identity theories shows

a negative correlation. It is assumed that the negative side of gender dissimilarity. The negative side gender diversity delays decision making process because of internal conflict among members. Researchers argue that female and minorities are often seen as bringing different skills, values, ways of thinking and life experiences to the organization, which organizations could harness to achieve performance gains, particularly to enhance innovation and creativity Adebukola (2018).

#### **2.4.5 Emotional Intelligence and Age Diversity**

Amah (2016), said the connection amid age and employees' job performance is likely to be a subject of increasing position during the next decade. According to them, the reasons for this are; first, the common believe that job performance reduces with increasing age. Secondly, the present workplace is characterized by aging population. As such, quite a number of employers identify that older workers signify a huge possible pool of high quality applicants. Thirdly is the regulations set by some countries that outlaw mandatory retirement e.g. the USA. It is a common to assume that as people get older, their skills in terms of agility, strength, speed and coordination begins to decline and job could become boring and lack of intelligent inspiration all contributes to reduced productivity. On the contrary, researches conducted find that the age of employees and their job performance are not correlated and older workforce are more likely to take part in citizenship behaviour (Amah, 2016).

#### **2.4.6 Emotional Intelligence and Education Diversity**

Cohen and Bailey (2018) said differences in the educational background of employees can bring about a significant effect on group performance just like their different capabilities since it promotes a wide assortment of talents. Holland (1997) mentioned that a person's preference of a certain field of knowledge can in some way reveal the personality and the strong point of such individual. This entails that the background education of a person points out the competences of the individual. As such, manager's welcome individuals with different educational background as a way of encouraging the workforce to effectively work with each other in order to achieve organizations goals (Gwendolyn, 2016). For example, a computer scientist is often expected to possess knowledge that is changed from that of a marketer (Saber, 2017). When an organization has a workforce that has different educational background, it is likely to enlarge the assortment of its knowledge base revealing the different educational background of its employees (Cohen & Levinthal, 2017). Educational diversity is showed to have a positive relationship with employee group performance (Batool, 2019). Backgrounds of group members, it can result in improved task related deliberation.

### **3. METHODOLOGY**

The descriptive research method was adopted for the study. The descriptive research design is appropriate for the study because it gives room for accurate description, recording, analyzing and interpretation of gathered information. It also gives the respondents the opportunity to have equal chance of participation in the study without manipulation of any variables of interest in the study. The population of the study consisted of the entire employees who have spent at least two years as full time employees, in Nigeria Breweries Plc, Oyo State, Nigeria. For the purpose of this study, both male and female employees in the organization participated in the study. A total of 200 respondents were selected for the study using the proportionate stratified sampling technique. The proportionate sampling method was used for selection of respondents to reflect the proportion of population based on gender, age, ethnicity and educational background. The stratified sampling method were used to reflect the strata of gender (male and female), ethnicity (Hausa, Yoruba, Igbo, etc) as well as management cadre's population. A set of structured questionnaire with two subset of: Emotional Intelligence Scale with Cronbach Alpha value of 0.85 and Diversity Management Scale with Cronbach alpha value of 0.89 was used to for data collection. The questionnaire consists of three sections, namely: Section A that contains the Social Demographic Information about the respondents. Section B contains Emotional Intelligence Scale (EMS) and Section C contains Diversity Management Scale (DMS). The questionnaire was administered at the premises of Nigerian Breweries in Nigeria, following the obtained permission from the Human Resource Manager. The researchers explained all aspects of the questionnaire to the respondents for the purpose of clarity. The respondents were assured of anonymity and confidentiality of all information supplied. However, out of 225 copies of questionnaire administered by the researchers, the two hundred (200) copies of completely filled questionnaire were utilized for data analysis. It took the researchers two weeks to administer and retrieve the questionnaire from the respondents due to their tight work schedules. The hypothesis one was tested using the Multiple Regression Analysis. Also, hypotheses two, three, four and five were tested using the Pearson Product Moment Correlation. All the hypotheses were tested at 0.05 alpha levels.

### **4. RESULTS**

#### **4.1 Testing of Hypotheses**

##### **Hypotheses One**

There is no significant influence of emotional intelligence on diversity management.



**Table 1**  
Summary of multiple regression analysis of emotional intelligence on diversity management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913a	.753	.699	.784

  

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	124.536	4	71.674	89.719	.000b
Residual	71.514	195	.773		
Total	196.050	199			

a. Dependent Variable: Emotional Intelligence  
 b. Predictors: (Constant), Educational Diversity, Ethnic Diversity, Age Diversity, Gender Diversity  
 c. Significant at 0.05 level (2-tailed)

From table 1 above, R squared is 0.753, which indicated that diversity management such as educational diversity, ethnic diversity, age diversity, and gender diversity influenced 75.3% of the entire variation to the emotional intelligence of the respondents. With F (4,195) 89.719, P>.05, with an R2 of .753 Therefore, the null hypothesis was rejected and concluded that there is significant influence of emotional intelligence on diversity management.

**4.2 Hypotheses Two**

There is no significant influence of emotional intelligence on Gender diversity.

**Table 2**  
A summary table of Pearson, r correlation showing the influence of emotional intelligence on gender diversity

		Gender diversity	Emotional intelligence
Gender diversity	Pearson correlation	1	.969**
	Sig. (2-tailed)		.000
	N	200	200
Emotional intelligence	Pearson correlation	.969**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The result in table 2 above revealed that there is significant influence of emotional intelligence on Gender diversity [r (199) = 0.969\*\*, P>0.05]. Therefore, hypothesis two was not supported by the result of the study, and it is subsequently rejected. Thus, it is concluded that there is a statistically significant influence of emotional intelligence on Gender diversity.

**4.3 Hypotheses Three**

There is no significant impact of emotional intelligence on age diversity.

**Table 3**  
A summary table of Pearson, r correlation showing the impact of emotional intelligence on age diversity

		Emotional intelligence	Age
Emotional Intelligence	Pearson Correlation	1	-.641**
	Sig. (2-tailed)		.001
	N	200	200
Age	Pearson Correlation	-.641**	1
	Sig. (2-tailed)	.001	
	N	200	200

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The result in table 3 above revealed that there is significant but negative impact of emotional intelligence on age diversity [r (199) = 0.-641\*\*, P>0.05]. Therefore, hypothesis three was not supported by the result of the study, and it is subsequently rejected. Thus, it is concluded that there is a negative significant impact of emotional intelligence on age diversity in Nigeria Brewery Plc in Oyo State, Nigeria.

**4.4 Hypotheses Four**

There is no significant influence of emotional intelligence on Ethnic diversity.

**Table 4**  
A summary table of Pearson, r correlation showing the influence of emotional intelligence on ethnic diversity

		Emotional intelligence	Ethnic diversity
Emotional intelligence	Pearson correlation	1	.767**
	Sig. (2-tailed)		.000
	N	200	200
Ethnic diversity	Pearson correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

The result in table 4 above revealed that there is positive significant influence of emotional intelligence on ethnic diversity [r (199) = 0.767\*\*, P>0.05]. Therefore, hypothesis four was rejected. Thus, it is concluded that there is a positive significant influence of emotional intelligence on ethnic diversity in Nigeria Breweries Plc., Oyo State, Nigeria.

**4.5 Hypotheses Five**

There is no significant influence of emotional intelligence on educational diversity.

**Table 5**  
**A summary table of Pearson, r correlation showing the influence of emotional intelligence on educational diversity**

		Emotional intelligence	Educational Diversity
Emotional intelligence	Pearson correlation	1	.724
	Sig. (2-tailed)		.000
	N	200	200
Educational diversity	Pearson correlation	.036	1
	Sig. (2-tailed)	.724	
	N	200	200

The result in table 5 above revealed that there is no significant influence of emotional intelligence on ethnic diversity [ $r(199) = 0.724, P < 0.05$ ]. Therefore, hypothesis five was supported by the result of the study, and it is subsequently accepted. Thus, it is concluded that there is no significant influence of emotional intelligence on educational diversity in Nigeria Brewery Plc., Oyo State.

#### 4.6 Discussion of Findings

Hypothesis one stated that there is no significant influence of emotional intelligence on diversity management in Nigeria Breweries Oyo State. The findings revealed that indicated that diversity management prejudiced emotional intelligence of the respondents therefore, the null hypothesis was not support by the result of the study and it was rejected. It implies that there is significant influence of emotional intelligence on diversity management in Nigeria Brewery Plc., Oyo State. Studies which obviously prove the relationship between managers' emotional intelligence and diversity management capability are incomplete. Amah (2016) studied the effects of diversity management on employee pledge in Japan and Korea, where the workforce is extremely homogenous.

The discoveries specified that emotional intelligence capabilities improve intercultural sensitivity in the process of inter-cultural adaptation. Osibajo et al (2016) initiate a positive relationship between emotional intelligence and the appreciation of differences. A study on the effect of age diversity on the Nigerian workforce as conducted by Saberi (2017) uttered the importance of yoking the potential each employee towards organizational performance. The findings of their study disclose the importance of a balanced workforce composition as well as the need to develop models to promote compatibility and cooperation among diverse age groups in the workplace.

The second hypothesis stated that there is no significant effect of emotional intelligence on gender diversity in Nigeria Breweries Oyo State. The result revealed that there is significant effect of emotional intelligence on Gender diversity. Therefore, hypothesis two was not supported by the result of the study, and it is subsequently rejected. Thus, it is concluded that there is

a statistically significant effect of emotional intelligence on Gender diversity in Nigeria Brewery Plc., Oyo State. Gender, according to Wood, comprises an intricate measure of interconnected cultural ideas that consciously or unconsciously affect how a person pictures him/her self as a woman or man, what he/she commonly anticipates in women and men, and what kinds of transformations he/she attempts to create in this gendered behavior (Caruso, 2018). Some believe that this idea of gender influences peoples postulations, anticipations, and behaviors (Cox & Blake, 2017).

The literature review showed diverse assumptions supporting gender differences in EI. The first few studies using prevalent EI tests, reported women to be more socially clever as linked to men (Decker, 2018). Other researches supporting this assumption are those by Gwendolyn (2016). Some other researchers reiterated that emotional experience of women were more complex and clearly expressed than the experience of men (Barrett, Lane, Secherst & Schwartz, 2000). Supporting these assumptions, other researchers added that the advanced levels of emotional intelligence in women may be associated to the connections between the mother and her child wherein which the female children are likely to get more emotional expression from their mothers than male children (Levinthal, 2017).

Hypothesis three stated that there is no significant impact of emotional intelligence on age diversity in Nigeria Breweries Oyo State in Oyo State. The result revealed that there is significant but negative impact of emotional intelligence on age diversity. Therefore, hypothesis three was not supported by the result of the study, and it is subsequently rejected. Thus, it is concluded that there is a negative significant influence of emotional intelligence on age diversity in Nigeria Brewery Plc., Oyo State. These results suggest that Emotional Intelligence level increases with the growing age. This may be because of the fact that older people are aware, rational and restrained. Many researches demonstrated a trivial relationship between Emotional Intelligence and age. Levintha (2017) mentioned that nearby are many young people with high Emotional Quotient, and many older people with lower Emotional Quotient. This result indicates that both male and female employees in the organization were equally emotionally stable and strong. The current study findings are similar to the study of Golema (2017) which also claims that there is no significant difference in Emotional Intelligence levels of male and female employees. However, the fourth hypothesis stated that there is no significant influence of emotional intelligence on ethnic diversity in Nigeria Breweries Oyo State. The result revealed that there is positive significant effect of emotional intelligence on ethnic diversity. Therefore, hypothesis four was not supported by the result of the study, and it is subsequently



rejected. Thus, it is concluded that there is a positive significant influence of emotional intelligence on ethnic diversity in Nigeria Brewery Plc., Oyo State.

Lastly, there is no significant impact of emotional intelligence on educational diversity in Nigeria Breweries Oyo State. The result revealed that there is no significant influence of emotional intelligence on ethnic diversity. Therefore, hypothesis five was supported by the result of the study, and it is subsequently accepted. Thus, it is concluded that there is no significant influence of emotional intelligence on educational diversity in Nigeria Brewery Plc., Oyo State. These results suggest that Emotional Intelligence does not differ among the respondents with different educational diversity. However, Shen and Monga (2019) found no significant difference in Emotional Intelligence levels among the employees with different educational diversity.

## CONCLUSION

This study recognized that emotional Intelligence receipts contributed significantly to management of workforce diversity. The finding implies that, emotional intelligence is one of the most vital factors that help in job satisfaction, employee retention and overall success in today's dynamic environment, but unfortunately the studies on this subject are very limited. In the recent times, organizations are looking for the people with high emotional intelligence, which is considered to be most significant in the consideration of diversity management for organization growth and stability. However, founded on the findings of the study, the overall level of emotional intelligence of employees of Nigerian Breweries, under study, was found to be quite high. This shows that managers of Nigerian Breweries, Oyo State, Ibadan, are emotionally stable, which might be one of the reasons of the success of the organization.

However, the findings of the study further revealed that emotional intelligence level of employees was found to be significantly different with staff diversity like age, gender, ethnic diversity. This study also found no significant difference in emotional intellect among the workforce on educational diversity.

## Recommendations

Centered on the findings of the research, it was recommended that employers of labour should initiate implementation of equal employment opportunity in order to take care diversities of age, gender, ethnicity and educational variables. This will curtail tendencies for gender and racial discriminations at the point of recruitment and selection of employees at the workplace.

Findings discovered that emotional intelligence is an essential factor in the consideration of effective management of workforce diversity at workplace. The managers should ensure integration of emotional

intelligence and diversity management as a one of the selection criteria so that organizational success can be guaranteed of competitive advantage.

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