Workforce Diversity and Communication Success Among Work Team Members in the Bayelsa State Banking Sector

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DOI: 10.56201/wjeds.v10.no4.2025.pg13.28

Abstract
This study examines the relationship between workforce diversity and communication success among work team members in the Bayelsa State banking sector. Using a cross-sectional survey research design, primary data was collected from 198 randomly selected employees across various commercial banks in the state. A structured questionnaire served as the data collection instrument, achieving a reliability score of 0.823 using Cronbach's Alpha. The study employed descriptive statistics (mean and standard deviation) and inferential analysis using Pearson Moment Correlation Coefficient via SPSS. Findings revealed a significant positive relationship between both deep-level and surface-level diversity and communication success. Deep-level diversity, encompassing differences in values, beliefs, and experiences, enhanced effective communication by fostering trust, collaboration, and knowledge exchange. Similarly, surface-level diversity, including observable demographic differences, contributed to improved interpersonal interactions and diverse perspectives. These findings emphasize the importance of diversity management in improving communication effectiveness within banking institutions. It is recommended that banks implement diversity and inclusion training programs to foster a more inclusive work environment and enhance communication efficiency among employees.

Keywords*: Workforce Diversity, Communication Success, Deep-Level Diversity, Surface-Level Diversity*

Introduction

Workforce diversity has become a fundamental aspect of modern organizational structures, influencing performance, innovation, and workplace interactions. The increasing globalization of businesses and expansion of financial institutions have led to a more heterogeneous workforce, with employees from different cultural, educational, and professional backgrounds collaborating

to achieve organizational objectives. Diversity, broadly categorized into deep-level diversity (values, beliefs, attitudes, and personality traits) and surface-level diversity (gender, age, ethnicity, and other visible attributes), has significant implications for communication within work teams (Harrison et al., 2002).

In the banking sector, effective communication is crucial for ensuring smooth service delivery, fostering teamwork, and enhancing organizational performance. Employees must work together efficiently to provide customer service, process financial transactions, and develop banking solutions. However, workforce diversity can influence how employees communicate, interpret messages, and collaborate on tasks. Studies suggest that while diversity enriches teams by bringing varied perspectives and problem-solving approaches, it may also lead to communication barriers, misunderstandings, and conflicts (Joshi & Roh, 2009). These challenges stem from differences in linguistic styles, cognitive processing, and cultural expectations, which can impact how team members interact in work settings.

Deep-level diversity, which includes individual differences in attitudes, cognitive abilities, and professional experiences, plays a significant role in workplace communication. Unlike surface-level diversity, which is immediately noticeable, deep-level diversity emerges over time as individuals interact and become familiar with each other's values and thought processes (van Knippenberg & Schippers, 2007). Research indicates that deep-level diversity can positively impact communication success when managed effectively, as it encourages team members to approach tasks from multiple perspectives, fostering creativity and innovation (Harrison et al., 2002). However, it can also lead to communication breakdowns when employees struggle to reconcile different viewpoints or when preconceived biases hinder open dialogue. In the banking sector of Bayelsa State, where employees from various educational backgrounds and cognitive orientations work together, the role of deep-level diversity in communication remains an area of interest.

On the other hand, surface-level diversity comprises observable characteristics such as age, gender, ethnicity, and language. While these differences are often the first to be noticed in team interactions, they do not necessarily determine workplace effectiveness. However, studies suggest that surface-level diversity can impact communication dynamics, particularly in contexts where employees from different cultural or demographic groups work together (Ely & Thomas, 2001). For instance, generational diversity in the workplace may result in variations in communication preferences, with younger employees often favoring digital communication platforms, while older employees may prefer face-to-face interactions. Similarly, gender-based communication styles may influence teamwork and decision-making processes, sometimes leading to misunderstandings or misinterpretations (Roberson, 2019). In a banking environment where employees must frequently collaborate on financial solutions and customer relations, these differences in communication styles may affect overall team performance and organizational outcomes.

The Bayelsa State banking sector provides a unique case for studying workforce diversity and communication success due to its diverse workforce composition. As a financial hub in the Niger Delta region, banks in Bayelsa State employ individuals from different ethnic backgrounds, educational qualifications, and professional experiences. This diversity can be both an asset and a challenge, depending on how it influences team communication and cohesion. While diverse teams have the potential to leverage multiple viewpoints to enhance decision-making, they may also face challenges related to language barriers, cultural misunderstandings, and differing workplace expectations (Jehn et al., 1999).

Moreover, organizations that fail to address diversity-related communication challenges may experience reduced employee engagement, increased workplace conflicts, and lower productivity. Scholars argue that the key to harnessing diversity's benefits lies in fostering an inclusive work environment where employees feel valued and understood (Homan et al., 2007). Effective diversity management strategies, such as cultural competency training, mentorship programs, and inclusive communication policies, can help mitigate communication barriers and enhance team collaboration. However, little empirical research has been conducted on how these strategies influence workforce diversity and communication success within the banking sector of Bayelsa State.

Given the evolving nature of workplace diversity and its impact on communication, there is a need for more studies to examine the extent to which deep- and surface-level diversity affect communication success in banking institutions. Understanding this relationship can help financial institutions in Bayelsa State implement targeted interventions to improve team collaboration, service delivery, and overall organizational performance. Therefore, this study seeks to bridge the existing research gap by analyzing the influence of workforce diversity on communication success among work team members in the Bayelsa State banking sector.

Problem Statement

Despite the growing emphasis on diversity in the workplace, many organizations still struggle with communication challenges arising from diverse work teams. In the banking sector, effective communication is vital for teamwork, decision-making, and customer service. However, workforce diversity can sometimes lead to miscommunication, conflict, and reduced team efficiency (Roberson, 2019). While existing literature suggests that deep-level diversity may improve long-term team cohesion, it can initially cause misunderstandings due to differences in values and perspectives (Harrison et al., 2002). Similarly, surface-level diversity, such as cultural and demographic differences, may result in communication barriers if not properly managed (Joshi & Roh, 2009).

In Bayelsa State, where banks employ individuals from diverse ethnic and educational backgrounds, it is unclear how different dimensions of workforce diversity impact communication success. While some studies suggest that diverse teams perform better due to multiple perspectives, others indicate that diversity can lead to workplace tensions and communication breakdowns (van Knippenberg & Schippers, 2007). The lack of clarity on this issue raises concerns about how banks in Bayelsa State can harness workforce diversity to improve communication effectiveness rather than hinder it.

Therefore, this study seeks to bridge the gap by examining the relationship between deep-level and surface-level diversity and communication success among work team members in the Bayelsa State banking sector. The findings will provide valuable insights into how organizations can effectively manage workforce diversity to enhance teamwork and organizational performance.. Therefore, this study is conducted to investigate the relationship between the job enrichment and managers' job commitment in state-owned universities in Bayelsa State.

Objectives of the Study

The aim of this study is to examine the relationship between workforce diversity and communication success among work team members in the Bayelsa State banking sector. The specific objectives are to:

1. Find out whether there is a significant relationship between deep-level diversity and communication success among work team members in the Bayelsa State banking sector.
2. Determine whether there is a significant relationship between surface-level diversity and communication success among work team members in the Bayelsa State banking sector.

Hypotheses

H_{01}: There is no significant relationship between deep-level diversity and communication success among work team members in the Bayelsa State banking sector.

H_{02}: There is no significant relationship between surface-level diversity and communication success among work team members in the Bayelsa State banking sector

Workforce Diversity

The notion of workforce diversity originated in American libraries in the 1920s, establishing it as a significant subject within the Library and Information Science (LIS) domain (Bolivar et al., 2019; Kung et al., 2020; Őnday, 2016). Workplace diversity denotes the range of variances among personnel inside a business (Amaliyah, 2015). The distinctions encompass, but are not confined to, age, gender, cultural background, ethnicity, religious views, physical abilities or limitations, and sexual orientation. As worldwide focus on tolerance and equality increases, businesses like hospitality, among others, must emphasize the successful management of diverse workforces. In the contemporary era, influenced by globalization, immigration, technological advancement, and changing demographics, promoting worker diversity has become increasingly imperative.

Diversity, in its most expansive definition, signifies distinctiveness across several dimensions, encompassing culture, values, beliefs, religion, motivational sources, and individual endeavor. It is an essential element of human existence that remains invariant while enhancing experiences, introducing complexity, and averting boredom (Mujtaba, 2007). Bartz et al. (1990) observed that workplace diversity is evident in several forms, encompassing disparities in color, gender, age, and ethnicity. The authors noted that human resource professionals have focused significantly on managing diversity, acknowledging its impact on enhancing productivity. Diversity in the workforce is evident in aspects such as cultural heritage, gender, age, physical ability, and professional experience. Moreover, it is evident in employees' positions, viewpoints—be they progressive or traditional—and their own methodologies at work (Hanamura, 1989). Promoting diversity entails cultivating an inclusive workplace that embraces individuals from diverse origins, assuring their active engagement and optimizing their potential (Thomas, 1986). Carrell (2006) elucidated that factors such as age, gender, ethnicity, education, religion, and culture affect work performance and interpersonal interactions inside a company.

Skaggs and DiTomaso (2004) emphasized the significance of comprehending the consequences of workforce diversity by examining resource allocation, the evolution of workplace relationships, and the overarching structural implications within companies, industries, or communities. Bahamon (2002) discovered that a favorable work environment substantially improves employee performance, hence contributing to organizational success. The creation and sustenance of such an atmosphere is predominantly the obligation of management, as leadership significantly influences workplace culture. In the hospitality sector, properly harnessing labor diversity may yield significant advantages. This may be accomplished by promoting a continually optimistic perspective, which subsequently aids in developing a stimulating and inclusive work environment. Effective management of diversity promotes employee engagement and excitement, leading to a more dynamic and productive workplace.

Lauring (2011) emphasized that as workplaces get more global and culturally varied, effective communication in both group and individual contexts becomes more difficult. A diverse workforce comprises personnel from different backgrounds, potentially complicating the formation of robust professional relationships that advantage both individuals and the firm. Mulkeen (2008) characterized workplace diversity as comprising a wide array of variables, including age, gender, sexual orientation, educational background, cultural viewpoints, religious convictions, and life experiences. The author underscored that contemporary employees function inside a swiftly changing global company environment, where proficient communication is essential for sustained organizational performance. Hunt (2011) observed that the workplace functions as a pivotal location where individuals from many cultural backgrounds cooperate, therefore reinforcing and rejuvenating an organization's basis.

Deep Level Diversity

Deep-level diversity evaluates individual differences that are not readily apparent. These qualities include attitudes, values, beliefs, and opinions, as well as factors such as sexual orientation, health issues, neurodiversity, socioeconomic situation, and invisible impairments. Garcia-Prieto et al. (2003) assert that personal development groups, irrespective of their length, get advantages from variety since participants provide distinct viewpoints to talks. Participation in a varied group allows individuals to explore new behaviors, improve their social skills, and obtain feedback from multiple viewpoints (Yeager & Nafukho, 2012). A varied group can be seen as a microcosm of society as a whole. To develop a thorough simulation of daily life, it is prudent to incorporate persons of varying ages, races, cultural origins, genders, and sexual orientations, along with those possessing unique experiences and obstacles (Corey, 2008). This method guarantees that the simulation more precisely reflects real-world situations. The subsequent tier of diversity includes profound displays of variety.

Subject Specialization: A varied workforce consists of workers with different areas of expertise, allowing firms to more effectively identify obstacles and devise inventive solutions to complicated issues. Research demonstrates that diverse groups outperform homogeneous groups in critical analysis and problem-solving activities (Kung et al., 2020; Palumbo, Bussmann, & Kern, 2020).

Profession: Employees have different educational backgrounds, resulting in a wide array of professional competence. Professional diversity includes the various qualities possessed by individuals working together to attain common organizational goals (Blackman, 2017). Effectively managing professional diversity requires the strategic allocation of individuals during recruiting, a clear differentiation of professional ethics and orientations, and the alignment of corporate culture with varied professional backgrounds.

Experience: Diversity of experience pertains to the many work-related interactions individuals have amassed over their professions or during pre-employment activities, whether compensated or voluntary. Blackman (2017) asserts that workers bring a diverse array of life and professional experiences shaped by elements like as travel, personal adversities, and familial origins. Philosophers such as Haldane (1926) have examined the notion of experience, viewing it as a manifestation of an individual's ideas and conditions. Research indicates that professional experience may be evaluated by several metrics, such as duration of employment and the regularity of effectively executing particular duties.

Education: Assefa (2014) defines educational diversity as the categorization of personnel based on their academic credentials, especially within library settings. Qualifications range from an associate's degree to a PhD, with employment duties allotted according to an individual's educational attainment.

Political Interest: Nigeria's ethnic diversity is seen in its political associations. Despite the predominance of the People's Democratic Party (PDP) and the All Progressives Congress (APC), several other political entities continue to operate. Consequently, companies frequently comprise individuals with diverse political viewpoints. Political diversity denotes the presence of many political beliefs and connections inside an organization.

Ethics: Ethics encompasses the moral evaluation of activities, ascertaining their suitability, correctness, or incorrectness. Corporate entities maintain varying ethical standards. Sims (2011) characterizes ethical variety as the adherence to moral principles regarded as acceptable or "right" within a particular setting, as opposed to those perceived as "wrong." In professional environments, personnel possess diverse viewpoints on ethical norms that influence their decision-making and conduct (Max, 2011).

Surface Level Diversity

Surface-level diversity pertains to the observable qualities of personnel, encompassing gender, age (tenure), race, sexual orientation, and physical attributes (Yeager & Nafukho, 2012). Groups can be organized by age, including those designed for children, adolescents, or seniors. Likewise, homogenous groups might be established based on mutual interests or shared difficulties. Short-term group forms frequently demonstrate homogeneity (Corey, 2008). In such groups, a concentrated goal cultivates a robust sense of togetherness, while shared experiences facilitate reciprocal learning. Homogeneous groups can be especially efficient for particular tasks or short-term initiatives (Corey, 2008). This category includes several aspects of diversity, which will be succinctly addressed below.

Age: Kunze, Boehm, and Bruch (2009) characterize age diversity as the inclusion of several age cohorts among an organization's personnel. Creating a corporation in which all employees, encompassing management and support personnel, are of the same age demographic is a formidable challenge. To mitigate possible conflicts arising from age disparities, companies must proactively advocate for age diversity, particularly in Nigeria, where age profoundly impacts interpersonal dynamics (Owoyemi et al., 2011). Kunze et al. (2009) assert that a workforce comprising individuals from diverse age groups enriches the spectrum of talents, cognitive approaches, attitudes, and preferences, hence augmenting productivity. Moreover, Oluseyi et al. (2019) assert that a workplace characterized by inclusivity and different age demographics enhances interpersonal interactions and promotes social cohesiveness.

Gender: Gender denotes the classification of persons inside an organization according to their masculine or feminine traits, sometimes termed sex distribution. Oluseyi et al. (2019) highlight that Elsaid (2012) emphasizes the significance of equal treatment and the involvement of both genders to promote gender diversity in the workplace. This matter is especially important considering the worldwide employment disparity, with just 54% of working-age women engaged in the labor market, in contrast to 80% of males (Kossek et al., 2015).

Ethnicity/Tribe: Ethnic variety is a crucial component of workforce diversity, particularly in Nigeria, which consists of more than 300 ethnic groups. Therefore, enterprises in Nigeria are

urged to cultivate a staff that embodies this ethnic diversity. This practice is widespread in both the public and private sectors.

Religion: Tuggy (2016) defines religious variety as the recognition of differences in religious beliefs and practices globally, a notion that is also relevant in corporate environments. In Nigeria, Christianity and Islam are the principal religions, with followers of both faiths comprising a significant segment of the workforce in several institutions.

Background: Andrade and Rivera (2011) conducted a research at the University of Arizona entitled Climate, which revealed that individuals from many cultural origins and viewpoints provide significant insights and experiences to the workforce. In light of these findings, the university advised the library to undertake research to assess the demographic diversity of its personnel. Considering the enormous variety of ethnic and cultural origins in communities, it is imperative for libraries to hire staff that embodies this diversity.

The preceding article highlights that Nigerian companies, especially libraries, recruit personnel from many backgrounds, hence greatly enhancing organizational growth (Akobo, 2016; Fagbe et al., 2019; Inegbedion et al., 2020). Diversity in the workforce reflects the changing market environment, allowing firms to use the distinct advantages of a heterogeneous workforce. Green, López, Wysocki, Kepner, and Farnsworth (2019) assert that organizations that prioritize and appreciate worker diversity acquire a competitive edge and enhance operational efficiency.

Communication Success

Effective communication is essential for success in personal, professional, and organizational domains. It involves the explicit and accurate communication of ideas, concepts, and information between individuals or groups to guarantee mutual comprehension (Guffey & Loewy, 2021). Effective communication minimizes misunderstandings, enhances cooperation, and fosters robust connections. Keyton (2011) posits that communication is considered successful when the recipient correctly perceives the sender's message, resulting in the desired consequence. Success in this endeavor relies on essential factors like clarity, active listening, feedback, and the judicious use of communication channels.

Clarity is essential for good communication. Messages must be succinct, systematically structured, and unambiguous to prevent misunderstanding (Fielding, 2006). The use of clear language, the avoidance of technical jargon, and the logical organization of ideas enhance clarity. In professional environments, ambiguous instructions can lead to errors, project delays, and dissatisfaction among team members (Guffey & Loewy, 2021). Equally significant is active listening, which guarantees that the recipient comprehends the message thoroughly prior to answering. Active listening involves sustained attention, clarifying inquiries, and the provision of verbal or nonverbal feedback (DeVito, 2019). In the absence of this, communication becomes unilateral, heightening the likelihood of misunderstanding.

Feedback is a crucial element of good communication, allowing the presenter to ascertain whether the information has been comprehended as intended (Keyton, 2011). Feedback methods inside firms facilitate process improvement, elevate performance, and strengthen cooperation. Constructive feedback during workplace talks enhances productivity and employee engagement (Fielding, 2006). Moreover, choosing the most appropriate communication medium—be it spoken, written, or digital—is essential for achieving efficacy. Although in-person contact is optimal for intricate or delicate discussions, emails are often enough for regular updates (DeVito, 2019). A discord between the message and the selected medium might hinder efficient communication.

Cultural and situational awareness profoundly influence communication. Cultural standards shape tone, gestures, and formality, hence influencing message interpretation (Guffey & Loewy, 2021). Modifying communication methods to suit varied audiences enhances comprehension and diminishes the likelihood of misinterpretations. Cultural sensitivity is essential in international business for facilitating effective negotiations and partnerships (Keyton, 2011). Moreover, emotional intelligence improves communication by enabling individuals to manage emotions, exhibit empathy, and react suitably (DeVito, 2019). Individuals possessing elevated emotional intelligence cultivate trust and rapport, hence enhancing the significance of encounters.

In conclusion, successful communication relies on clarity, active listening, feedback, suitable channel selection, cultural understanding, and emotional intelligence. When these factors are utilized successfully, communication transforms into a potent instrument for attaining both personal and professional goals. Organizations that prioritize robust communication methods have enhanced efficiency, elevated employee happiness, and strengthened stakeholder connections (Fielding, 2006). Through the ongoing enhancement of their communication skills, people and teams may effectively address difficulties, manage disagreements, and secure sustained success.

Social Identity Theory

Multiple theories indicate a correlation between organizational labor diversity and overall corporate success. A substantial portion of our research is based on Social Identity Theory. Tajfel (1978) asserts that this theory suggests individuals' actions are shaped by their affiliation with social groupings, resulting in heightened behaviors inside the in-group. Research substantiates this notion, indicating that in-group members typically demonstrate more favorable actions towards each other. Nevertheless, this frequently transpires to the detriment of those in the out-group.

The theory under scrutiny recognizes the possibility of numerous identities and emphasizes that individuals' affiliation with a certain social group may fluctuate over time. Moreover, the impact of the social environment is pivotal in the formation of social identity (Deaux, 1993). This idea delineates an individual's self-perception and includes how individuals view the traits of others in their vicinity.

Research conducted by Tajfel and Turner (2004) and Turner and Haslam (2001) indicates that group members who feel obligated to preserve their social identities have a positive bias toward others with comparable characteristics. This prejudice frequently emerges in intergroup encounters. Social Identity Theory posits that the need for positive uniqueness underpins several behavioral, evaluative, and perceptual biases frequently found in group contexts. The quest for favorable differentiation motivates these biases.

As humans advance through various life phases, they may assume many identities. Self-perception is frequently influenced by several factors, such as gender, religion, ethnicity, age, background, and occupation. As a result, individuals may adopt many identities or roles, modifying their behavior to conform to the particular setting or circumstance they encounter.

Empirical Studies

Gonzalez (2022) studied the effect of religious diversity on workplace communication and team collaboration in U.S. healthcare institutions. Employing a mixed-methods approach with a sample of 230 healthcare professionals, the study found that religious diversity positively influenced communication success when organizations implemented inclusive policies, such as flexible work

arrangements and interfaith dialogues. The research concluded that fostering religious inclusivity enhanced workplace harmony and contributed to higher employee morale and team performance.
Ahmed et al. (2021) assessed the relationship between generational diversity and communication efficiency in Nigerian telecommunication companies. A survey of 210 employees from different generational cohorts (Baby Boomers, Generation X, Millennials, and Generation Z) revealed that generational diversity significantly impacted communication success. The study highlighted that organizations adopting flexible communication methods, including digital platforms and traditional meetings, achieved better knowledge transfer and conflict resolution among employees.
Chen and Park (2020) analyzed the influence of ethnic diversity on communication clarity and productivity in South Korean manufacturing firms. Using a stratified random sample of 195 employees, the study found that ethnic diversity enhanced communication effectiveness when coupled with cultural competency training programs. The findings suggested that organizations prioritizing cross-cultural training experienced improved workflow coordination and employee satisfaction, reinforcing the importance of diversity management in industrial settings.
Osei (2019) explored the effects of linguistic diversity on communication flow in multinational companies operating in Ghana. The research utilized a quantitative survey design with 220 participants drawn from three major organizations. Results indicated a significant positive relationship between linguistic diversity and communication success when multilingual policies and translation tools were implemented. However, the study also noted that ineffective management of linguistic diversity could lead to misunderstandings and reduced team cohesion.
Williams and Smith (2018) investigated the role of gender diversity in workplace communication and team performance in Australian financial institutions. Using a sample of 180 employees selected through purposive sampling, the researchers found that gender diversity positively influenced communication success, with teams composed of balanced gender representation demonstrating higher levels of information exchange and mutual understanding. The study concluded that gender-inclusive workplaces experienced improved employee engagement and decision-making effectiveness.
Johnson (2017) examined the impact of cultural diversity on communication effectiveness within multinational corporations in South Africa. The study employed a mixed-method approach, surveying 250 employees across different hierarchical levels. Findings revealed a statistically significant positive correlation between cultural diversity and communication success, highlighting that diverse teams exhibited higher levels of problem-solving efficiency and innovative thinking. The study emphasized that organizations fostering inclusive communication strategies benefited from enhanced collaboration and knowledge-sharing.

Methodology

This study adopts a cross-sectional survey research design, to collect primary data with the use of questionnaire. One and ninety-eight employees available during the time of the study was identified to form the sample size. They actively participated in the study randomly from different commercial banks operating in Bayelsa State. Questionnaire was employed as the instrument for primary data collection, and the questionnaire was considered reliable with a Cronbach Alpha value of 0.823. Data collected was comprehensive analyzed after collation and coding, using both descriptive and inferential statistics. Descriptive analysis made use of mean and standard deviation, while the inferential analysis was achieved using Pearson Moment Correlational Coefficient. Bothe was comprehensively performed with the utilizing of Statistical Package for Social Sciences (SPSS).

Analysis and Results

The descriptive analysis for the variables

The descriptive analysis for the variables focused on the distributions of data for the opinions and feelings of respondents with respect to the manifestations and evidence of the variables within the context of the organization. The distributions are interpreted based on mean distribution reflecting average response to the variables, and standard deviation distributions reflecting dispersions form average values or score. As such, interpretations are based on criteria of > 3.00 indicating high reference and agreement for manifestations of variables and x < 3.00 indicating low or insufficient manifestation of the variables.

Table 1: Descriptive Outcome of Deep-level Diversity (n = 198)

S/N	Items	Mean	Std. Dev.
1	Employees of my organization work together effectively to achieve set goals irrespective of inherent age disparities	3.6515	1.27261
2	My organization employs people from all works of life	3.5720	1.36026
3	We are more productive when work teams span a collection of a mix of intellectual moral and religious abilities.	3.4318	1.41256
4	My organization encourages diversity of all forms	3.6136	1.32049

Source: Field Survey Data, 2025.

The descriptive results of deep-level diversity is presented in table 1 above. As indicated in the table, all mean scores are the median score of 3.0 which suggests a general agreement among respondents to the items measuring deep-level diversity. The low standard deviation scores also imply that there are minimal variations among the responses gathered for deep-level diversity. These results imply the adoption of some level of workforce diversity commercial banks.

Table 2: Descriptive Outcome of Surface-level Diversity (n = 198)

S/N	Items	Mean	Std. Dev.
1	Cross-cultural diversity is a plus to my organization	3.6098	1.31504
2	My organization does not discriminate against employees with little educational qualification	3.6742	1.18287
3	Novel employee behaviours that promote social abilities are encouraged in my organization	3.7614	1.23011
4	The blending of people with diverse levels of experience makes working in this organization fun for me.	3.7614	1.11670

Source: Field Survey Data, 2025.

The descriptive results of surface-level diversity is presented in table 2 above. As indicated in the table, all mean scores are the median score of 3.0 which suggests a general agreement among respondents to the items measuring surface-level diversity. The low standard deviation scores also imply that there are minimal variations among the responses gathered for surface-level diversity. These results imply the adoption of some level of workforce diversity commercial banks.

Table 2: Descriptive Outcome of Communication success (n = 198)

S/N	Items	Mean	Std. Dev.
1	My team is united in reaching its performance goals	3.6288	1.24800
2	All team members take responsibility for mistakes in the team	3.8750	1.13512
3	Everyone offers support in the event of problems with a particular member of the team	3.8447	1.08679
4	We communicate openly and freely about the responsibilities of each team member	3.7424	1.08303

Source: Field Survey Data, 2025.

The descriptive results of communication success is presented in table 3 above. As indicated in the table, all mean scores are the median score of 3.0 which suggests a general agreement among respondents to the items measuring communication success. The low standard deviation scores also imply that there are minimal variations among the responses gathered for communication success. These results imply the adoption of some level of successful communication a,omg employees in the studied commercial banks.

Inferential Analysis

The hypotheses stated in the chapter one of this work are tested in this section. The decision is to accept the null hypothesis if the p value of the p value for the test is greater than .05 and reject if otherwise. All the tests are done using the PPMC with the aid of SPSS. For this to be done, the statement of the hypothesis is given first, the results presented in a table and then the interpretation of the results.

Table 4: Correlation Outcome of Deep-level Diversity and Communication Success in Commercial Banks in Bayelsa State

		Deep-Level Diversity	Communication success
Deep-Level Diversity	Pearson Correlation	1	.730**
	Sig. (2-tailed)		.000
	N	198	198
Communication success	Pearson Correlation	.730**	1
	Sig. (2-tailed)	.000	
	N	198	198

Source: SPSS Output of Survey Data, 2025 {**. Correlation is significant at the 0.01 level (2-tailed).}

The correlation analysis presented in Table 4 examines the relationship between deep-level diversity and communication success in commercial banks in Bayelsa State. The Pearson correlation coefficient ($r = .730$, $p < 0.01$) indicates a strong positive and statistically significant relationship between deep-level diversity and communication success. This suggests that as deep-level diversity—encompassing differences in values, beliefs, and experiences—increases,

communication success within the organization also improves. The significance value (p = .000) confirms that this relationship is not due to random chance, aligning with previous studies that highlight the role of diversity in enhancing communication efficiency through exposure to varied perspectives. The strong correlation supports the argument that diverse workforces, when effectively managed, facilitate richer discussions and knowledge sharing, ultimately leading to better communication processes. This finding is consistent with research demonstrating that inclusive workplaces foster trust, collaboration, and effective information exchange (Williams & Smith, 2018).

Overall, the results underscore the importance of deep-level diversity in fostering successful communication strategies in commercial banks. Organizations seeking to improve workplace communication may benefit from diversity management programs that encourage inclusivity and cross-cultural understanding (Cox, 2001).

Table 5: Correlation Outcome of Surface-level Diversity and Communication Success in Commercial Banks in Bayelsa State

		Surface -Level Diversity	Communication success
Surface -Level Diversity	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	198	198
Communication success	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	198	198

Source: SPSS Output of Survey Data, 2025 {**. Correlation is significant at the 0.01 level (2-tailed).}

The correlation analysis presented in Table 5 explores the relationship between surface-level diversity and communication success in commercial banks in Bayelsa State. The Pearson correlation coefficient (r = .891, p < 0.01) indicates a very strong positive and statistically significant relationship between surface-level diversity and communication success. This finding suggests that as surface-level diversity—differences in observable characteristics such as age, gender, and ethnicity—increases, communication success also improves. The significance value (p = .000) confirms that this relationship is highly significant and not due to random variation. This result aligns with existing literature that highlights the role of surface-level diversity in fostering diverse viewpoints, improving interpersonal interactions, and enhancing organizational communication (Harrison et al., 2002). The strength of the correlation (r = .891) suggests that surface-level diversity may be a critical determinant of effective communication in commercial banks. This aligns with previous studies that emphasize how diverse teams leverage varied perspectives to improve message clarity, adaptability, and team cohesion.
Overall, these findings reinforce the argument that fostering an inclusive work environment that embraces surface-level diversity can enhance communication success in commercial banks. Organizations should therefore implement diversity-friendly policies, training programs, and inclusive leadership strategies to maximize the benefits of a heterogeneous workforce (Gonzalez, 2022).

Conclusion

This study examined the relationship between workforce diversity and communication success among work team members in the Bayelsa State banking sector. The findings revealed a strong and statistically significant positive relationship between both deep-level diversity and surface-level diversity with communication success. Specifically, deep-level diversity, which encompasses differences in values, beliefs, and experiences, was found to enhance effective communication by fostering trust, collaboration, and information exchange. Similarly, surface-level diversity, characterized by observable demographic differences, was also found to contribute significantly to communication success by promoting diverse viewpoints and improving interpersonal interactions. These results highlight the importance of workforce diversity in shaping effective communication processes in commercial banks. Organizations that effectively manage and embrace diversity are more likely to benefit from improved communication, leading to greater team cohesion, adaptability, and overall performance.

Recommendations

Based on the stabilized results, the following recommendations was suggested by the researcher:

1. Banks should introduce comprehensive diversity and inclusion training programs to help employees understand and appreciate both deep-level and surface-level diversity, fostering a more inclusive work environment.
2. Organizations should develop policies that encourage open and inclusive communication among diverse team members, including mentorship programs, intercultural workshops, and structured team discussions.
3. Managers and team leaders should be trained in inclusive leadership to ensure that they actively promote diverse perspectives, encourage collaboration, and create a work culture where all employees feel valued and heard.
4. Banks should adopt hiring policies that promote diversity while ensuring an inclusive work environment that retains talent from various backgrounds, ultimately fostering better team communication and performance.
5. Digital communication tools should be used to facilitate effective communication among diverse team members, including multilingual communication platforms, AI-driven collaboration tools, and accessibility features that accommodate different employee needs.

Contribution to Research

This study contributes to existing literature by providing empirical evidence on the role of workforce diversity in enhancing communication success in the banking sector of Bayelsa State. Unlike previous studies that focused primarily on workforce diversity's impact on performance, this research specifically highlights the significance of both deep-level and surface-level diversity in improving communication efficiency within teams. The findings serve as a foundation for future research on diversity management strategies that optimize communication processes in financial institutions.

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