

WORKPLACE DIVERSITY AND INCLUSION AS PREDICTORS OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN SELECTED PENSION FUND ADMINISTRATORS IN LAGOS STATE, NIGERIA

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Abstract

As organizations increasingly recognize the value, pertinence and cruciality of a diverse and inclusive workforce, understanding the dynamics between these factors from the dimension of organisational citizenship behaviour becomes essential for enhancing organizational effectiveness and employee satisfaction. Based on the foregoing, this study investigated the influence of workplace diversity and inclusion on organizational citizenship behavior (OCB) among employees of selected Pension Funds Administrators in Lagos State, Nigeria. The study was grounded on the social identity theory. The study was descriptive in nature and employed the survey method to obtain responses from one hundred and fifty-eight (158) respondents, using the non-probabilistic sampling technique which involved the purposive and convenience methods. Findings revealed that a significant and positive relationship exist between age discrimination and employee engagement with ($r=0.963$, $p\text{-value}<0.05$); in addition, organisational inclusion was found to positively affect employee's commitment with $R^2=90.4$, $p\text{-value}<0.05$ and finally, discrimination was found to be positively influence intersectionality with ($0.894 < p=0.05$). From the foregoing results, the study concluded that the implementation of appropriate strategy and agenda for diversity and inclusion, especially using the melting pot approach could go a long way to aid organisational citizenship behaviour of employees, thereby enhancing their willingness to optimally contribute towards organisational success. However, the study recommended that management should establish a climate that fosters diversity by encouraging collaborations, celebrations of cultural differences and ensuring that employees' values are reflect by involving them in the decision-making process of the organisation.

Keywords: Discrimination, Diversity, Inclusion, OCB and Pension Funds Administrators

INTRODUCTION

Organisational citizenship behaviour has continually gained traction across the globe and this explains why its significance cannot be over-flogged. Organisational citizenship behaviour has remained dominant in the HRM literature for decades and it underscores why employees behave in certain manners towards the attainment of organisational goals. In the same manner, diversity and its intricacies have become an important topic of interest among both practitioners and academics for more than four decades. In recent times, the discussion has increasingly shifted from just mere "diversity" which has emphasized solving the challenges associated with having a variety of talents, to "inclusion," which is focused on promoting the integration and value of diversity at work (Nishii, 2013). The appeal of inclusion is in its positive stance of being focused on appreciating and valuing individual differences (Ferdman & Deane, 2014), and the target group is everyone, regardless of majority or minority status. As the concept is advanced to reflect that inclusion extends beyond just mere diversity, as "simply valuing diversity might not be sufficient to harness diversity for innovation, effectiveness, and well-being" (Guillaume et al., 2014). The inclusive workplace is based on a pluralistic value framework that respects all cultural perspectives that are represented among employees of an organisation (Mor Barak & Daya, 2014) and allows different groups to support each other to be fully engaged at all levels in the organisation as their complete selves (Shore, Cleveland & Sanchez, 2018).

The study of diversity and inclusion as predictors of organisational citizenship behavior is a prominent area of focus in the field of organizational psychology. Over the years, there has been an increasing recognition of the significance of diversity and inclusion within the workplace. Organizations have come to realize that fostering a diverse and inclusive environment can yield numerous benefits, such as enhanced employee performance, heightened innovation, and improved overall organizational effectiveness (Smith, 2019). Diversity refers to the presence of individuals with varying characteristics,

including but not limited to race, gender, age, ethnicity, sexual orientation, and physical abilities, within an organization. Inclusion, on the other hand, goes beyond just having a diverse workforce. It entails creating an environment where all individuals feel valued, respected, and included, irrespective of their differences. Inclusive environments provide equal opportunities for everyone to participate, contribute, and succeed (Johnson, 2020). Demographic diversity in the workplace refers to the variety of personal attributes among employees, such as race, gender, age, ethnicity, sexual orientation, and disability status.

Intersectionality in the context of workplace diversity and inclusion refers to the overlapping and interconnected nature of social categories like race, gender, age, ethnicity, sexual orientation, and other identity markers. These intersections create complex systems of discrimination or disadvantage that affect individuals differently within the workplace. Understanding intersectionality is essential for predicting organizational citizenship behavior (OCB), which includes voluntary actions that enhance an organization's overall effectiveness beyond formal job requirements. Collins et al. (2020), in their study examines how the intersection of race and gender influences employees' workplace experiences. It discovered that women of color face unique challenges distinct from those of white women or men. Inclusive practices that specifically address these intersectional challenges can lead to higher OCB levels among affected employees, as they feel more understood and supported.

Macey and Schneider (2022), this research investigates the link between diversity training programs and employee engagement. Organizations that implement comprehensive diversity training programs see a boost in employee engagement as employees feel more understood and supported. This increased engagement leads to higher levels of OCB. Nguyen and Tran (2024), this study explores the impact of remote work on employee engagement in diverse workplaces. It found that inclusive remote work policies that accommodate diverse needs enhance employee engagement. Engaged remote workers are more likely to participate in OCB, such as collaborating effectively with team members and contributing to organizational goals. Understanding the role of employee engagement within the framework of workplace diversity and inclusion can be particularly captivating. It explores how creating an inclusive environment where employees feel valued and supported can lead to higher engagement levels. This increased engagement fosters a culture of mutual support and proactive behavior, ultimately improving organizational effectiveness.

Employee inclusion is a vital element in the study of workplace diversity and inclusion, especially when predicting organizational citizenship behavior (OCB). Inclusion involves ensuring that all employees feel valued, respected, and integrated into the workplace culture, regardless of their demographic background. Inclusive workplaces provide equal access to opportunities and resources, positively influencing employees' willingness to exceed their formal job responsibilities, thereby enhancing OCB. Shore et al. (2020), this study highlights that inclusive workplace cultures, which cultivate a sense of belonging among diverse employees, are linked to higher levels of OCB. When employees feel included, they are more motivated to make positive contributions to the organization beyond their assigned roles.

Mor Barak et al. (2021), this study examines the influence of inclusive policies and practices on employee behavior. Organizations with inclusive policies, like flexible work arrangements and diverse hiring initiatives, experience higher levels of employee inclusion. Consequently, employees feel more supported and valued, which fosters greater OCB. Roberson (2022), research focuses on the psychological effects of inclusion, finding that employees who perceive high levels of inclusion report greater job satisfaction and organizational commitment. These positive emotions lead to increased OCB, as employees are more inclined to engage in behaviors that support their colleagues and the organization. Gonzalez and DeNisi (2023), study examine the intersection of employee inclusion and team dynamics, revealing that inclusive teams where all members feel equally valued exhibit higher levels of collaborative OCB.

Investigating the role of employee inclusion within the context of workplace diversity and inclusion can be particularly captivating. It demonstrates how creating an environment where every employee feels valued and integrated can lead to higher engagement and voluntary behaviors. This, in turn, boosts

organizational effectiveness by fostering a culture of support and proactive problem-solving. Understanding these dynamics offers valuable insights into how inclusive practices can drive positive behaviors and outcomes in the workplace.

Organizational citizenship behavior (OCB) encompasses discretionary actions that extend beyond an employee's formal job requirements but contribute to the organization's overall functioning and effectiveness. These behaviours may include helping others, volunteering for additional tasks, showing concern for the organization's well-being, and going above and beyond what is expected (Robinson, 2018). Research has demonstrated the substantial impact of diversity and inclusion on OCB. When individuals feel included and valued for their unique perspectives and contributions, they are more likely to engage in behaviours that benefit the organization as a whole. Inclusive environments foster a sense of belonging, trust, and psychological safety, which encourages employees to go the extra mile and exhibit OCB (Thomas, 2017). Based on the foregoing arguments, the study investigated workplace diversity and inclusion as predictors of organisational citizenship behaviour in selected pension fund administrators in Lagos State.

Statement of the Problem

Workplace diversity and inclusion are increasingly seen as vital factors in predicting organizational citizenship behavior (OCB), which includes voluntary actions that goes beyond formal job requirements and contribute to the organization's success. Despite the growing recognition and numerous initiatives aimed at promoting diverse and inclusive workplace cultures, there remains a significant gap in understanding how these factors specifically influence OCB. This gap is particularly crucial given the complex nature of diversity and inclusion, which covers various dimensions such as race, gender, age, sexual orientation, and disability. Research has shown that diverse and inclusive environments can enhance OCB by fostering a sense of belonging and mutual respect among employees.

For instance, a study by Shore et al. (2018) found that inclusive practices lead to higher levels of OCB by creating supportive environments where employees feel valued and empowered. Additionally, McKinsey (2020) reported that organizations with more diverse workforces tend to have higher employee engagement and discretionary effort, which are key components of OCB. Given the crucial role of OCB in improving organizational performance and the competitive advantage provided by a diverse and inclusive workforce, it is essential to deepen our understanding of how these factors interact. Thus, addressing this gap will contribute not only to the theoretical advancement of organizational behaviour research but also provide practical insights for managers aiming to leverage diversity and inclusion to cultivate a more committed and cooperative workforce.

This study aims to examined workplace diversity and inclusion and organizational citizenship behaviour, drawing on recent theoretical and empirical developments. By examining this relationship, the study seeks to provide a nuanced understanding of the conditions under which diversity and inclusion most effectively predict and enhance OCB, ultimately contributing to organizational success and employee well-being.

Objectives of the study

The main objective of this study was to investigate workplace diversity and inclusion as predictors of organisational citizenship behaviour in selected pension fund administrators in Lagos State. Specifically, the study aims to:

- i. Assess the significant relationship between demographic diversity (workplace age discrimination) and employee engagement among employees of selected pension fund administrators in Lagos State;
- ii. examine the effect of employee inclusion and organisational commitment among employees of selected pension fund administrators in Lagos State;
- iii. investigate how discrimination affects intersectionality among employees of selected pension fund administrators in Lagos State.

Research Hypotheses

Based on the above questions; the following hypotheses were formulated:

Hypothesis One

H0₁: There is no significant relationship between demographic diversity and employee engagement among employees of selected pension fund administrators in Lagos State.

Hypothesis Two

H0₂: organizational inclusion does not affect organisational commitment among employees of selected pension fund administrators in Lagos State.

Hypothesis Three

H0₃: Discrimination does not affect intersectionality among employees of selected pension fund administrators in Lagos State.

Conceptual Review

Concept of Diversity

Firstly, a diverse workforce brings together individuals with different backgrounds, experiences, and perspectives. This diversity can lead to enhanced creativity, problem-solving, and innovation within the organization. By valuing and including diverse voices, organizations can tap into a wider range of ideas and solutions, ultimately leading to improved OCB. Diversity in the workplace encompasses a wide range of dimensions such as race, gender, age, ethnicity, sexual orientation, and cultural background. It has been extensively discussed in organizational and management literature due to its potential benefits. One of the early pioneers in this area was Roosevelt Thomas Jr., who introduced the concept of managing diversity in his book "Beyond Race and Gender" (1990). Thomas emphasized the importance of going beyond legal requirements and actively managing diversity to leverage the advantages of a diverse workforce. Building on this, Cox and Blake (1996) highlighted the economic advantages of diversity in their article "Managing Cultural Diversity: Implications for Organizational Competitiveness."

They argued that diverse teams bring enhanced creativity, problem-solving abilities, and a broader range of perspectives, ultimately improving organizational performance. Scott Page's book "The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies" (2007) further supported this idea through research on the superior performance of diverse groups in problem-solving tasks. Additionally, the work of Mahzarin Banaji, a social psychologist and Harvard professor, in "Blindspot: Hidden Biases of Good People" (2013) sheds light on the importance of recognizing and addressing unconscious biases to create a truly inclusive workplace. It is important to acknowledge that the concept of diversity has evolved, with ongoing contributions from various scholars, activists, and organizations. The references provided offer a foundational understanding of the historical development of diversity in the workplace discourse and emphasize the need for organizations to move beyond compliance and actively embrace diversity for its positive impact on individuals and the overall success of the organization.

Concept of Inclusion

Inclusion plays a vital role in fostering a sense of belonging and psychological safety among employees. When individuals feel included and valued, they are more likely to engage in behaviours that go beyond their formal job requirements. Inclusive environments encourage employees to share their ideas, collaborate with others, and support their colleagues, all of which contribute to OCB. In summary, the study of diversity and inclusion as predictors of organizational citizenship behaviour is significant because it sheds light on the positive effects of embracing diversity and creating inclusive work environments. By understanding the relationship between diversity, inclusion, and OCB, organizations can take proactive measures to foster a culture that values and leverages the diverse strengths and perspectives of their employees. Research has consistently shown that workplace diversity and inclusion play a significant role in predicting organizational citizenship behaviour (OCB). When employees

perceive their workplace to be diverse and inclusive, they are more likely to engage in behaviours that go above and beyond their job responsibilities.

A study by Podsakoff, Mackenzie, Paine and Bachrach, (2000) found a positive relationship between workplace diversity, inclusion, and OCB. This highlights the importance of creating an environment where employees from diverse backgrounds feel valued and respected. Inclusive workplaces encourage employees to contribute to the overall success of the organization by helping others, volunteering for additional tasks, and going beyond their duties. Similarly, a meta-analysis by Konrad, Winter and Gutek, (2003) supports the idea that diversity and inclusion initiatives lead to higher levels of OCB. It is not just about having a diverse workforce, but also about fostering an inclusive culture where all employees feel that their perspectives are valued and their voices are heard. Furthermore, a study by Van Knippenberg and Schippers, (2007) highlights the role of leadership in promoting diversity and inclusion, which in turn predicts OCB. When leaders show a commitment to diversity and inclusion, employees are more likely to engage in behaviours that benefit the organization as a whole.

Dimensions and Indicators of Workplace Diversity and Inclusion

Demographic Diversity

In recent years, a multitude of scholars, researchers, and industry stalwarts have underscored the paramount importance of demographic diversity in professional environments. Williams, (2019), in her book "White Working Class: Overcoming Class Cluelessness in America," Williams stresses the necessity of incorporating socioeconomic status into considerations of democratic diversity. She asserts that organizations must expand beyond traditional diversity metrics to genuinely reflect societal diversity. Hunt, Vivian, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle (2020), the McKinsey & Company report "Diversity Wins: How Inclusion Matters" by these authors reveals that organizations with higher levels of democratic diversity tend to perform better financially. They present data showing that companies in the top quartile for racial and ethnic diversity are 36% more likely to experience financial returns above their industry medians.

Bourke, Juliet and Bernadette Dillon (2021), in their updated report "The Diversity and Inclusion Revolution: Eight Powerful Truths" for Deloitte Insights, Bourke and Dillon argue that embracing democratic diversity fosters innovation and boosts employee engagement. They highlight that diverse teams can draw on a broader range of experiences and viewpoints to solve complex problems more effectively. Roberson, Quinetta (2022), in her article "Diversity in the Workplace: A Review, Synthesis, and Future Research Agenda" published in the Journal of Management, Roberson reviews the effects of democratic diversity on organizational outcomes. She concludes that inclusive practices that promote democratic diversity can enhance both individual and organizational performance by fostering a more supportive and collaborative work environment.

Catalyst (2023), in their report "Building Inclusive Workplaces: The Role of Democratic Diversity," Catalyst emphasizes that prioritizing democratic diversity leads to higher employee satisfaction and retention. They cite research indicating that inclusive workplaces are more successful in attracting and retaining top talent, thereby gaining a competitive edge. These recent studies and publications collectively underscore the importance of democratic diversity as a critical dimension and indicator of effective workplace diversity and inclusion strategies. They illustrate that prioritizing democratic diversity not only fosters a fairer and more equitable work environment but also drives superior business outcomes.

Workplace Age Discrimination

Workplace age discrimination is a crucial element and indicator of workplace diversity and inclusion. It involves treating a job applicant or employee unfavorably due to their age. This form of discrimination is prohibited by various laws and regulations, such as the Age Discrimination in Employment Act (ADEA) in the United States, which protects individuals aged 40 and older from workplace discrimination (U.S. Equal Employment Opportunity Commission, 2021). Age discrimination can appear in multiple ways, including biased hiring practices, unequal pay, limited advancement

opportunities, and unfair treatment or harassment. It can also be subtle, like ignoring older employees for training and development opportunities or making assumptions about their technological skills and adaptability (McCarthy, 2019).

The existence of age discrimination in the workplace can negatively impact the overall diversity and inclusion of an organization. It can result in a homogeneous work environment, missing out on the advantages of diverse perspectives and experiences. Additionally, it can foster a culture of fear and mistrust, lowering employee morale and productivity (AARP, 2020). Including older workers is vital for fostering a genuinely diverse workplace. Older employees bring a wealth of experience, knowledge, and mentorship abilities that can be invaluable to an organization. Companies that actively work to eliminate age discrimination and promote age diversity often see enhancements in creativity, problem-solving, and decision-making (Harvard Business Review, 2021).

Employee Inclusion

Shore, et al. (2019), in their article "Inclusion and Diversity in Work Groups: A Review and Model for Future Research," published in the *Journal of Management*, Shore and her colleagues discuss how organizational inclusion can lead to better team performance and employee well-being. They emphasize that inclusive practices, such as participative decision-making and equitable access to resources, are crucial for fostering a sense of belonging among employees. Bourke, Juliet, and Bernadette Dillon (2020), in their report "The Diversity and Inclusion Revolution: Eight Powerful Truths" for Deloitte Insights, Bourke and Dillon argue that organizational inclusion is a key driver of business performance. They present data showing that companies with inclusive cultures are eight times more likely to achieve better business outcomes.

They also highlight that inclusion efforts must be intentional and systematic to be effective. Randel et al. (2021), in their research paper "A Review of Diversity-Inclusion Literature: An Integrative Framework and Future Research Agenda," published in the *Journal of Management*, Randel and her co-authors provide a comprehensive review of the literature on organizational inclusion. They propose an integrative framework that identifies the antecedents, processes, and outcomes of inclusion. The authors conclude that inclusive practices, such as inclusive leadership and supportive organizational policies, are essential for realizing the benefits of diversity.

Discrimination

Discrimination presents a substantial challenge to the promotion of diversity and inclusion and can have detrimental effects on organizational citizenship behaviour (OCB). Discrimination refers to the unfair or unequal treatment of individuals or groups based on characteristics such as race, ethnicity, gender, age, or other protected attributes. Numerous researchers have explored the impact of discrimination on diversity and inclusion efforts. For example, Pager and Shepherd (2008) conducted a study on racial discrimination in hiring practices, revealing significant barriers and biases faced by individuals from minority racial groups in employment opportunities. When discrimination occurs in the workplace, it creates a hostile and exclusionary environment that undermines efforts to foster diversity and inclusion. Discrimination can manifest in various ways, including unequal pay, limited career advancement prospects, exclusion from decision-making processes, or biased performance evaluations.

Organisational Citizenship Behaviour

This encompasses the examination of the impact of workplace inclusiveness, diversity management, and happiness on employees' organizational citizenship behavior (OCB). The study aims to understand the relationship between employees' perception of an inclusive workplace and their OCB, as well as the mediating role of diversity management in this relationship. It also explores the influence of workplace happiness on OCB and how diversity and inclusion initiatives can contribute to fostering a positive work environment and enhancing organizational effectiveness. Organizational Citizenship Behavior (OCB) refers to voluntary actions by employees that go beyond their formal job duties to enhance the overall effectiveness and functioning of an organization.

These behaviors, which include helping others, exceeding minimal requirements, maintaining a positive attitude, preventing conflicts, and participating in organizational governance, significantly impact organizational efficiency, productivity, and morale. Podsakoff et al. (2019), this research revisited the dimensions of OCB and highlighted the importance of contextual factors such as organizational culture and leadership style. It found that transformational leadership, which inspires and motivates employees, fosters higher levels of OCB by creating an environment conducive to voluntary and proactive behaviors.

Dimensions and Indicators of Organisational Citizenship Behaviour

Employees Engagement

Employee engagement serves as a significant indicator for evaluating the impact of workplace diversity. Research studies have suggested that a diverse and inclusive work environment positively influences employee engagement, leading to enhanced job satisfaction, commitment, and productivity (Robinson et al., 2004; Nishii, 2013). By fostering an inclusive culture that values and respects diverse perspectives, organizations can create a sense of belonging and psychological safety, which in turn promotes higher levels of employee engagement (Kumar & Bhatnagar, 2019). Therefore, understanding the relationship between employee engagement and workplace diversity is crucial for organizations to harness the benefits of diversity and create a thriving workforce from this dimension; employees of the selected pension fund administrator can demonstrate a high level of OCB and become more engaged with their jobs.

Employee engagement is the extent to which *employees* feel passionate about their jobs, and how much they are committed to their organization. *Employee engagement* drives performance (Bakker, 2015). In the same manner, Marrelli (2018) explained that employees may become disengaged because they no longer have trust in their supervisor/employers and lack communication from leadership or supervisors. Thus, business leaders need to continuously remain engaged with employees. A study by Keeble & Armitage (2017) showed that when employers focus more on the long-term commitment of employees; it results in increased employee engagement. Employee commitment serves as a valuable indicator of workplace inclusion. Research studies have indicated that employees who perceive their organization as inclusive are more likely to demonstrate higher levels of commitment (Allen & Meyer, 1996; Shore et al., 2011). When employees feel included and valued for their unique identities and perspectives, they develop a stronger emotional attachment to the organization and are more willing to invest their time and effort in achieving its goals (Shore et al., 2011). Furthermore, inclusive organizations tend to foster a sense of belonging and psychological safety, which are crucial components of employee commitment (Nishii, 2013).

Intersectionality

Intersectionality is a vital aspect of Organizational Citizenship Behavior (OCB) that acknowledges the complex interactions of multiple social identities and their influence on an individual's work-life experiences. This concept, initially introduced by Kimberlé Crenshaw in her seminal works from 1989 and 1991, underscores how various social categories such as race, gender, class, religion, sexuality, ability, and nationality intersect and shape an individual's experiences of power and access to resources within a social context. In the realm of OCB, intersectionality stresses that an individual's work-life experiences are influenced by multiple identities simultaneously, rather than being confined to a single category. For example, an employee's gender and race may combine to affect their access to work-life flexibility resources and benefits. This intersectional perspective challenges traditional views of OCB by taking into account the embeddedness of identities within a social context and the power dynamics that mold these experiences.

Recent research has underscored the importance of intersectionality in understanding OCB. For instance, Özbilgin et al. (2011) pointed out that focusing solely on individual-level variables in OCB research can overlook the broader power issues that impact employees' experiences with work-life flexibility. Similarly, Kundu and Mor (2020) demonstrated that workforce diversity can positively influence organizational performance, highlighting the necessity of incorporating intersectional perspectives in OCB research. In

summary, intersectionality is an essential dimension of OCB that recognizes the multifaceted nature of social identities and their impact on work-life experiences. It calls for an examination of the interplay between different social categories and the power dynamics that shape these experiences, moving beyond traditional single-axis frameworks to offer a more comprehensive understanding of OCB.

Theoretical Framework

The theory adopted for this study is the Social Identity Theory (SIT) which is a theoretical framework that examines how individuals' sense of self is influenced by their membership in different social groups and how this impacts their behaviour. Developed by Tajfel and Turner in the 1970s, SIT suggests that individuals strive to maintain a positive social identity by showing favor to their in-group while demonstrating otherwise and discriminating towards out-groups.

Social Identity Theory (SIT)

SIT fundamentally asserts that individuals categorize themselves and others into various social groups, such as race, gender, or professional roles. These categorizations lead to in-group (us) and out-group (them) distinctions, which significantly impact workplace dynamics (Hogg, 2020). A diverse workforce introduces a range of perspectives, fostering creativity and innovation. However, if not managed properly, it can also lead to inter-group conflicts (Van Knippenberg & Hogg, 2020). Inclusion refers to the extent to which employees feel valued and integrated within their work environment, irrespective of their social group. High levels of inclusion help employees see themselves as part of the in-group, fostering a sense of belonging and mutual respect. This inclusive environment can mitigate the negative effects of social categorization, promoting cooperation and trust among employees (Shore et al., 2018). When employees feel included, they are more likely to engage in behaviors that go beyond their formal job requirements, benefiting the organization as a whole (Randel et al., 2018).

OCB involves voluntary, extra-role behaviors that contribute to organizational effectiveness, such as helping colleagues, being punctual, and showing initiative. According to SIT, when employees strongly identify with their organization and feel included, they are more likely to engage in OCB. Their positive social identity and sense of belonging motivate them to contribute to the collective well-being of the organization (Lee et al., 2020). Recent research has demonstrated that diversity can lead to higher levels of OCB, particularly when inclusive practices are in place. For instance, a study by Nishii and Mayer (2020) found that diversity management practices that promote inclusion enhance employees' identification with the organization, thereby increasing their likelihood of exhibiting OCB. Moreover, when employees perceive that their unique contributions are valued, they are more likely to go above and beyond their formal job descriptions (Choi et al., 2021). Social Identity Theory offers a compelling framework for understanding how workplace diversity and inclusion can predict Organizational Citizenship Behaviour. By promoting inclusive practices that value diverse social identities, organizations can foster a positive work environment where employees are motivated to contribute to organizational success.

Empirical Review

Several studies have been carried out that are related to the significance of effective workplace diversity and inclusion as predictors of organisational citizenship behaviour in an organisation.

Demographic Diversity and Employee Engagement

Demographic diversity in the workplace refers to the presence of differences among employees in terms of race, gender, age, ethnicity, sexual orientation, disability status, and other attributes. Employee engagement, on the other hand, involves the level of commitment, passion, and loyalty employees feel towards their organization, which drives them to go above and beyond in their roles. The relationship between demographic diversity and employee engagement has garnered significant attention in organizational research, particularly due to its implications for workplace inclusivity, productivity, and overall organizational success.

A study by Kundu and Mor (2017) investigated the impact of gender diversity on employee engagement within the Indian context. They found that organizations with higher levels of gender diversity experienced greater employee engagement. The authors attributed this to the enhanced collaborative

environment and broader perspectives brought about by gender diversity. Avery et al. (2013) conducted research on the effects of racial and ethnic diversity on employee engagement within U.S. organizations. Their results indicated that higher racial and ethnic diversity within teams was positively correlated with employee engagement. However, they noted that the benefits of diversity were maximized in environments where inclusive practices were also emphasized. A study by Kunze, Boehm, and Bruch (2013) explored the relationship between age diversity and employee engagement in German organizations. They discovered that age diversity was positively associated with employee engagement, especially when older employees felt their experience and knowledge were valued. The study also highlighted the role of age-inclusive HR practices in fostering engagement.

Organisational Inclusion and Employee Commitment

Organisational inclusion refers to the extent to which employees feel valued, respected, and integrated into the workplace, regardless of their diverse backgrounds. Employee commitment, on the other hand, is the psychological attachment and loyalty an employee feels towards their organization, often manifesting in their willingness to remain with the organization and work towards its goals. Numerous empirical studies have explored the relationship between organizational inclusion and employee commitment, highlighting how inclusive practices can enhance employees' attachment to their organizations.

A study by Shore et al. (2018), explored the relationship between inclusion and affective commitment (the emotional attachment to an organization) across various industries. The study found a positive correlation between perceived inclusion and affective commitment. Employees who felt included were more likely to develop a strong emotional bond with their organization, leading to higher levels of affective commitment. The outcome of their empirical review provides a strong positive relationship between organizational inclusion and employee commitment. Inclusive practices, inclusive leadership, positive diversity climate, psychological safety, supportive work-life balance, and cultural inclusion all contribute to enhancing employee commitment. By fostering an inclusive environment, organizations can significantly boost employees' commitment, leading to improved organizational performance and employee well-being.

Carmeli, Reiter-Palmon, and Ziv, (2010), examined the impact of inclusive leadership on employee commitment in Israeli firms. Their research indicated that inclusive leadership practices, such as participative decision-making and valuing diverse perspectives, significantly enhanced employees' commitment. Employees under inclusive leaders reported higher levels of commitment due to the supportive and inclusive environment fostered by their leaders. Mor Barak et al. (2021), this study examined the influence of inclusive policies and practices on employee commitment and OCB. Organizations that implement inclusive policies, such as diverse hiring practices and flexible work arrangements, see higher levels of employee commitment among employees. This commitment translates into greater OCB, as employees feel more supported and valued.

Gonzalez and DeNisi (2023), this study investigated the intersection of employee inclusion, team dynamics, and OCB. Inclusive teams, where all members feel equally valued and heard, exhibit higher levels of collaboration and trust. These dynamics foster greater OCB, as team members are more likely to help each other and proactively address issues. Nguyen and Tran (2024), this research examined the impact of remote work on organizational inclusion and employee commitment. It found that inclusive remote work policies that accommodate diverse needs enhance employees' sense of inclusion and commitment to the organization. Engaged and committed remote workers are more likely to participate in OCB, such as collaborating effectively with team members and contributing to organizational goals.

Discriminations and Intersectionality

Discrimination in the workplace can occur in various forms, such as biases based on race, gender, age, sexual orientation, disability, and other social identities. Intersectionality, a concept introduced by Kimberlé Crenshaw in 1989, examines how these multiple identities interact to create unique experiences of discrimination and privilege. Understanding intersectionality is essential for addressing the complexities of discrimination, as it reveals how individuals with intersecting identities (e.g., Black

women, LGBTQ+ individuals of color) may face compounded and distinct forms of discrimination. Nishii and Mayer (2023), examined the effectiveness of organizational policies aimed at addressing intersectional discrimination. The research highlighted that policies explicitly designed to address intersectionality were more effective in reducing discrimination and improving workplace inclusion than generic diversity policies. These intersectional policies led to better outcomes in employee satisfaction and retention.

Jones et al. (2022), explored the experiences of intersectional discrimination among faculty of color in higher education institutions. The study revealed that faculty of color, particularly women, faced multiple layers of discrimination that affected their professional development, tenure prospects, and sense of belonging within academic institutions. Banks and Kohn-Wood (2021), examined the economic impacts of intersectional discrimination on Black women in the tech industry. The study found that Black women faced significant pay disparities compared to both their white and male counterparts. Intersectional discrimination contributed to these economic inequities, limiting their career growth and financial stability. Roberson and Perry (2020), investigated the impact of perceived discrimination on OCB, finding that employees who sense discrimination are less inclined to engage in OCB due to lower organizational commitment and job satisfaction.

Conceptual Framework

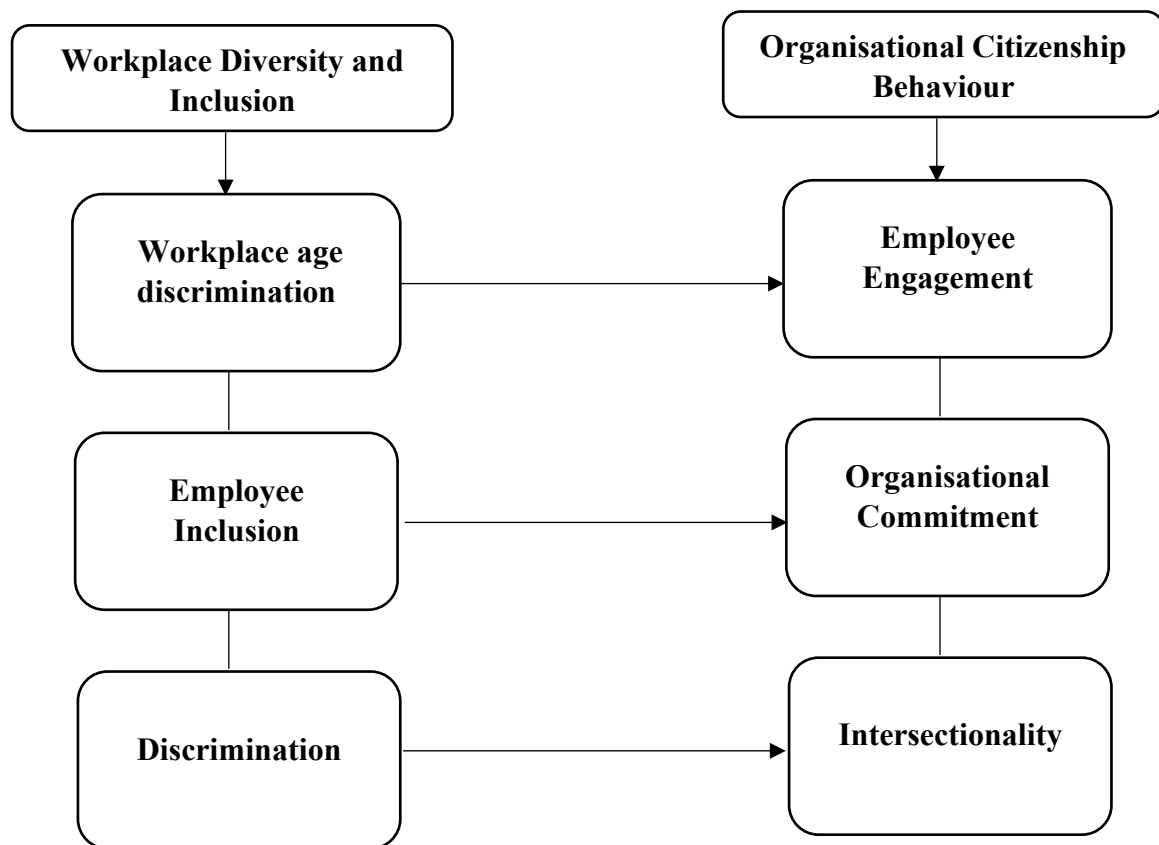


Fig 2.1: Conceptual framework analysing workplace diversity and inclusion on organisational Citizenship Behaviour

Source: Authors Schematic Model, (2025)

Methodology

This section highlighted the research design, population of the study, sample size, and sampling techniques, as well as the research instruments used for the study. It also goes further to highlight the validity and reliability of the instrument, administration of the research instrument, and methods of data analysis.

Research Design

This study adopted the quantitative research method in determining workplace diversity and inclusion as predictors of organisational citizenship behaviour in selected pension fund administrators in Lagos State; whose employees served as respondents for the study. The researcher adopted the descriptive research design because it best serves the questions and the purpose of the study. In addition, the survey method was employed because questionnaires were used in obtaining information for the study.

Population of the Study

The total population of the three selected Pension Fund Administrators (PFAs) in Lagos State was a total of three hundred and sixty-two (362) employees. For better comprehension, the population of each of these firms is presented in the table below.

Table I: Population of Sampled Organisations

S/N	Name of Pension Fund Administrators	Population
1.	NPLC Pension Fund Administrator	150
2.	Crusader Sterling	100
3.	PAL Pensions	112
	Total	362

Source: Human Resource Department Desk, (2025)

Sample Size

From the population of the study, a total of one hundred and eighty-seven respondents were obtained at a 95% level of confidence and 5% rate of error. The Krejcie and Morgan (1970) sample size determination table was used in realizing the adequate sample size for the study. To facilitate a better understanding, the workings used in obtaining the sample size are presented below.

Determination of Sample Size for the Study

The sample size was calculated based on proportionate ratio and affixation criterion (PAC). This sample size framework adopted was calculated by multiplying the population of the sampled pension fund administrators by the sample size and dividing with total population. The calculation is stated below to aid proper understanding.

$$\frac{\text{The population of the Sampled Organisations} * \text{Sample Size}}{\text{The total population of the three selected Organisations}}$$

Table II: Distribution of Questionnaire according to Sample Size

S/N	Name of Organisations	Population	Proportion	Sample Size
1.	NPLC Pension Fund Administrator	150	$\frac{150 * 186}{362}$	77
2.	Crusader Sterling	100	$\frac{100 * 186}{362}$	51
3.	PAL Pensions	112	$\frac{112 * 186}{362}$	58
	Total	362		186

Source: Researchers Computation, (2025)

Sampling Techniques

Sampling techniques are categorized mainly as probabilistic and non-probabilistic techniques. However, for this current study, the non-probabilistic technique was employed through the purposive and convenience sampling method in distributing the questionnaire deployed for eliciting responses in this study. The convenience sampling method was utilized to enable employees demonstrate their willingness and indicate availability to fill out the questionnaire.

Research Instrument

The research instrument for this study is a structured questionnaire. Sources of data available to any research falls within the primary and secondary data, thus, for this study, the source of data be both primary and secondary. Primary data were obtained through surveys, then secondary data were obtained via literature, journals and archival materials. For the study, workplace age discrimination was measured using the scale by *Marchiondo, Gonzales and Ran, (2016)*, with a Cronbach Alpha of 0.950, for employee inclusion, scale by *Wiebren, Sabine, Karen & Lise, (2014)* was used with a Cronbach Alpha of 0.960 and for intersectionality, scale by *Williams, Yan, Jackson and Anderson, (1997)* with a Cronbach Alpha of 0.750. For the dependent variable which is Employee engagement from the scale by *Shuck, Adelson and Reio, (2017)* with a Cronbach Alpha of 0.800 and organisational commitment is measured with a scale by *Allen and Meyer, (1991)* with 0.910; all on a Likert scale of four (5) points which ranged from strongly disagree (SD), Disagree (D), Undecided (U0 Agree (A), and Strongly Agree (SA). This proved that the scale used for both dimensions is valid according to research norms.

Validity of the Instrument

Content validity refers to the degree to which the items on a test accurately represent the domain that the test is aiming to measure. Building content validity into a test involves a careful selection of items to include, with a particular focus on the thoroughness of the item sample (**Bhardwaj, 2019**).

Criterion validity refers to the relationship between the test score and a criterion variable, such as other measures or outcomes, which has already been determined as valid (*Sanders, Ercan-Sencicek, Hus, Luo, Murtha & Moreno-De-Luca, 2011*).

Finally, construct validity refers to the extent to which a test accurately measures a psychological construct. It is evaluated by examining the correlations between the test and different measures of the same construct, as well as correlations between the test of interests and those designed to measure different constructs (*Weiss, Shen, Korn, Arking, Miller & Fossdal, 2008*). In compendium, a validity test was carried out in this study to achieve the content, construct and criterion-related validity of the research instrument.

Reliability of the Instrument

The researchers selected a pilot group of 68 employees from five (5) selected Oil and Gas servicing Firms in Lagos and Ogun State respectively to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to the nature of their employment status. The researcher also took into consideration the gender equity of the individuals. Internal and external reliability tests were also carried out on the research instrument. Internal reliability here assessed the consistency of results across items within a test, while external reliability assessed the extent to which a measure varies from one use to another.

The Test-retest reliability was employed to determine the authenticity of the results from the pilot study. More so, the Cronbach alpha test measures the credibility and consistency of the standard measures/scale used in the quantitative aspect of the study. It was ensured that the reliability test result did not yield below the 0.70 co-efficient threshold. All these were aimed at ensuring that the objectives of the study were measured accurately what they were intended to measure.

The pilot data were not included in the actual study; it is only being used for pre-testing of the research instrument. The clarity of the items in the instrument to the respondents is established to enhance the instrument's validity and reliability. The pilot study enabled the researcher to get familiar with the research and its administration procedure and identify items that require modification. The result helped the researchers to correct inconsistencies arising from the instruments, which are tailored towards ensuring that they measured what they were intended for.

Table III: Cronbach Alphas of the study Variables

S/N	Variables	Authors	Number of Items	Initial Cronbach Alpha	Cronbach Alpha after the pilot study
Workplace Diversity and Inclusion					
1.	Workplace Age Discrimination	<i>Marchiondo, Gonzales and Ran, (2016)</i>	5	0.970	0.93
2.	Organisational Inclusion	Wiebren, Sabine, Karen & Lise, (2014)	5	0.960	0.821
3.	Discrimination	Williams, Yan, Jackson & Anderson, (1997)	5	0.880	0.810
Organisational Citizenship Behaviour					
1.	Employees Engagement	Shuck, Adelson and Reio, (2017).	5	0.800	0.721
2.	Employee Commitment	Allen and Meyer, (1991)	9	0.910	0.812
3.	Intersectionality	Williams, Yan, Jackson & Anderson, (1997)	5	0.750	0.711

Source: Researchers Computation, (2025)

Administration of the Research Instrument

The instrument was administered using the Google form and a link would be generated and sent to the recipients through their respective human resource managers, as previous contact has been made to establish a relation to assist in getting the necessary data.

Method of Data Analysis

For this study, Statistical Package for Social Sciences (SPSS), version 26.0 will be used in analyzing the primary data. Tables were also deployed to provide explanations for the data, and the study's hypotheses will be tested using bi-correlation analysis (to test the relationship) and regression analysis (to test the effect).

Results and Discussions

This chapter analysed the data collected during the fieldwork. The research instrument used in carrying out this study was a structured questionnaire; the questionnaire was divided into two sections, Section A dealt with the bio-data of respondents while Section B dealt with relevant questions to test the research objective and majority of the questions used in this questionnaire were closed ended. A total of One Hundred and Eighty-Six (186) questionnaires were administered but One Hundred and Fifty-Eight (158) questionnaires were returned which represents 84.9% response rate, and was found positive and

significant for the study. Therefore, the report, analysis, conclusion and recommendations were based on the findings. This chapter is presented in four different sections. Section A addressed the socio-demographic data of respondents, section B captured the presentation and presentation of data from responses provided by the respondents during the field work, the third section captured the hypotheses of the study while the final section discussed the findings in line with the study objectives.

Table IV: Responses from Socio-Demographic Characteristics

S/ N	Categories	Frequency	Frequency	Percentage (%)
1.	Sex	Male Female 158	108 50 158	68.4% 31.6% 100%
2.	Age	20-30 years 31-40 years 41-50 years 51 years and above 158	46 71 30 11 158	29.1% 44.9% 19.0% 7.0% 100%
3.	Marital Status	Single Married Widowed Separated 158	100 26 19 13 158	63.3% 16.5% 12.0% 8.2% 100%
4.	Educational Level	GRADE II/NCE BSC/HND Post Graduate/Masters Professional Qualifications 158	30 55 53 20 158	19.0% 34.8% 33.5% 12.7% 100%
5.	Cadre of Staff	Junior Staff Senior Staff Management Staff 158	67 66 25 158	42.4% 41.8% 15.8% 100%
6.	Years in Service	Less than 2 Years 3-5 years 6-10 years 11 years and above 158	65 49 26 18 158	41.1 31.0 16.5 11.4 100%

Source: Research Survey, (2025)

From table 4.1 above, analysis on sex revealed that 108 (68.4%) of the respondents were male and 50 (31.6%) of the respondents were female. Findings revealed that majority of the respondents were male and this is because the manufacturing operations and job is so tedious, strenuous and very tasking; and mainly requires the service of the male counterparts in its operation in most cases.

From table 4.1 above, analysis on age revealed that 46 (29.1%) of the respondents were between the ages of 20-30, 71 (44.9) of the respondents were between the ages of 31-40, 30 (19.0%) of the respondents were between the ages 41-50 (31.6%) and 11 (7.0%) of the respondents were 51 years and above. Findings revealed that majority of the respondents were between the ages of 20-30 years. This is regarded as the active age in the work settings and employees under this age are skilled, strong and filled with vigour to work tirelessly and ensure that the goals of the organisation is realised.

From table 4.1 above, analysis on marital status revealed that 100 (63.3%) of the respondents single, 26 (16.5%) of the respondents were married, 19 (12.0%) of the respondents were widows (31.6%) and 13 (8.2%) of the respondents were separated. Findings revealed that majority of the respondents were single with 100 (63.3%). This is because many of these employees are still young based on the information

obtained under the age section; it implies that many are still focusing on their career and expecting to rise to certain stages on the job before thinking of settling down martially.

From table 4.1above, analysis on academic qualification revealed that 30 (19.0%) of the respondents were holders of Grade II/NCE certificates, 55 (34.8%) of the respondents were holders of B.Sc./HND certificate holders, 53 (33.5%) of the respondents were postgraduate and Master's Degree certificate holders, and 20 (12.7%) of the respondents were holders of other professional qualifications. Findings revealed that majority of the respondents were holders of B.Sc./HND certificates with 55 (34.8%). This is so because the standard required for getting a well-paid job is the BSC/HND, so employers tag it as first degree and in most cases; it is a prerequisite for getting a job in Nigeria.

From table 4.1 above, analysis on cadre of staff revealed that 67 (42.4%) of the respondents junior staff, 66 (41.8%) of the respondents were senior staff and 25 (15.8%) of the respondents were Management staff. Findings revealed that majority of the respondents were junior staff with 67 (42.4%). Majority were junior staff because in the Pension industry, promotion comes from meeting targets or spending a particular number of years on a position. Meeting target is synonymous with the marketing staff and their promotions in some instances are tied to performance metrics of their respective organisations.

From table 4.1 above, analysis on length of service revealed that 65 (41.1%) of the respondents have spent less than two years at their respective organisations, 49 (31.0%) of the respondents have spent between 3-5 years, 26 (16.5%) of the respondents have spent between 6-10 years, and 18 (11.4%) of the respondents have spent 11 years and above. Findings revealed that majority of the respondents have spent less than two years on the job with 65 (41.1%).

Testing of Study's Hypotheses

Based on the above questions; the following hypotheses have been formulated:

Hypothesis One

H0₁: There is no significant relationship between demographic diversity (age discrimination) and employee engagement among employees of selected pension fund administrators in Lagos State.

Table V: Results of Bi-Linear Correlations analysis on the relationship between demographic diversity (age discrimination) and employee engagement among employees of selected pension fund administrators in Lagos State.

		Age Discrimination	Employee Engagement
Age Discrimination	Pearson Correlation	1	.963**
	Sig. (2-tailed)		.000
	N	158	158
Employee Engagement	Pearson Correlation	.963**	1
	Sig. (2-tailed)	.000	
	N	158	158

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

The above correlation table reflected that there exist a positive and significant relationship between age discrimination and employee engagement with ($r=0.963$, $p\text{-value}<0.05$). This implies that a significant relationship exists between age discrimination and employee engagement. Therefore, the null hypothesis was rejected because results showed that, age discrimination which is an indicator and dimension of

demographic diversity have significant relationship with employee, which is an indicator of organisational citizenship behaviour among employees of the selected pension fund administrators in Lagos State.

Hypothesis Two

H0₂: Organisational inclusion does not affect employees' commitment among employees of selected pension fund administrators in Lagos State.

Tables VI, VII and VIII: Results of linear regression analysis on the effect of organisational inclusion on employees' commitment among employees of selected pension fund administrators in Lagos State.

Table VI: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 ^a	.904	.904	.414

a. **Predictors:** (Constant), Organisational Inclusion

Table VII: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.198	1	247.198	1443.835	.000 ^b
	Residual	26.195	153	.171		
	Total	273.394	154			

a. **Dependent Variable:** Employees Commitment

b. **Predictors:** (Constant), Organisational Inclusion

Table VIII: Coefficients of Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients ^T	Sig.
	B	Std. Error	Beta		
1	(Constant)	.686	.083		8.220 .000
	Organisational Inclusion	.877	.023	.951	37.998.000

a. **Dependent Variable:** Employee Commitment

Tables VI, VII and VIII presented the result of the linear regression that calculated the prediction of employees' commitment through organisational inclusion. A significant regression coefficient was found ($F(1,153) = 1443.835, p=.000$), with R^2 of 904. This presupposes that 90.4% variation in employees' commitment was as a result of organisational inclusion.

Evidence in table VIII, also is the beta value under the standardized coefficients which showed that organisational inclusion equivalently contributes to the change in the dependent variable (employee commitment) ($\beta=.951, p=.000$). Therefore, the null hypothesis was rejected because results indicated that, organisational inclusion significantly affect employee commitment among employees of selected pension fund administrators in Lagos State.

Hypothesis Three

H0₃: Discrimination does not affect intersectionality among employees of selected pension fund administrators in Lagos State.

Tables IX, X and XI: Results of Linear regression analysis on the effect of discrimination and intersectionality among employees of selected pension fund administrators in Lagos State.

Table IX: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.894	.894	.388

a. **Predictors:** (Constant), Discrimination

Table X: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.660	1	195.660	1296.574	.000 ^b
	Residual	23.089	153	.151		
	Total	218.748	154			

a. **Dependent Variable:** Intersectionality

b. Discrimination

Table XI: Coefficients of Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
	B	Std. Error	Beta			
1	(Constant)	.569	.092		6.165	.000
	Discrimination	.869	.024	.946	36.008	.000

a. **Dependent Variable:** Intersectionality

Tables 4.3.5, 4.3.6 and 4.3.7 presented the result of the linear regression that calculated the prediction of intersectionality based on discrimination as a component diversity and inclusion. A significant regression coefficient was found ($F(1,153) = 1296.574$, $p=.000$), with R^2 of .894. This presupposes that 89.4% variation in intersectionality was as a result of discrimination.

Evidence in table 4.3.7, also is the beta value under the standardized coefficients which shows that discrimination equivalently contributes to the change in the dependent variable (intersectionality) ($\beta=.946$, $p=.000$). Therefore, the null hypothesis was rejected because results showed that, discrimination as an indicator of workplace diversity and inclusion significantly affects intersectionality among employees of selected pension fund administrators in Lagos State.

Discussion of Findings

The findings in research hypothesis one of this study showed a positive and significant relationship between age discrimination and employee engagement ($r=0.963$, $p\text{-value}<0.05$). This indicates a strong and significant association between the two variables. Given these results, the null hypothesis that no significant relationship exists between age discrimination and employee engagement was rejected. The strong positive correlation ($r=0.963$) between age discrimination and employee engagement suggests that as perceived age discrimination increases, employee engagement also increases. It is possible that employees experiencing age discrimination develop resilience and adapt by engaging more with their work to counteract the negative effects of discrimination.

This aligns with the coping strategies discussed by Lazarus and Folkman (1984), who highlighted that individuals often engage in problem-focused coping mechanisms in response to stressors. Alternatively, this relationship might reflect underlying workplace dynamics where older employees, despite facing discrimination, engage more in their roles to prove their value and counteract stereotypes. This is supported by the findings of Shore et al. (2009), who noted that older workers often feel the need to demonstrate their commitment and productivity.

The second hypothesis indicated that Organisational inclusion does not affect employees' commitment among employees of selected pension fund administrators in Lagos State.

The findings highlight the strong positive relationship between organizational inclusion and employee commitment within the selected pension fund administrators in Lagos State. The high R^2 value (0.904) indicates that organizational inclusion plays a crucial role in shaping employee commitment. Organizational inclusion encompasses practices that ensure all employees feel valued, respected, and empowered to contribute fully to the organization's goals (Shore et al., 2011). When employees perceive that they are included in decision-making, have equal access to opportunities, and are treated fairly, they are more likely to demonstrate commitment to their organization. Employee commitment refers to the emotional attachment and dedication employees have towards their organization (Meyer & Allen, 1991). The significant beta value ($\beta = .951$) suggests that for every unit increase in organizational inclusion, there is a corresponding increase in employee commitment. This finding underscores the importance of fostering inclusive practices to enhance organizational outcomes through committed employees.

Finally, hypothesis three revealed that these findings underscore the importance of implementing proactive measures to combat discrimination. By fostering a culture that respects and values employees' intersecting identities, organizations can enhance employee well-being, engagement, and performance (Berdahl & Moore, 2006). Discrimination, as revealed by the significant beta value ($\beta = .946$), significantly predicts intersectionality. This underscores the critical role of addressing discriminatory practices in fostering a more inclusive workplace environment. Organizations that fail to address discrimination risk undermining efforts to promote diversity and inclusion, as highlighted by Becker et al. (2016). Intersectionality refers to the interconnected nature of social categorizations such as race, gender, and age, which create overlapping and interdependent systems of discrimination or disadvantage (Crenshaw, 1989). The high R^2 value (0.894) suggests that discrimination plays a pivotal role in shaping employees' experiences of intersectionality. Discriminatory practices based on these intersecting identities can compound challenges and barriers faced by employees, influencing their sense of belonging and identity within the organization.

Conclusion

The findings of this study have explored the intricate relationship between workplace diversity, inclusion, and organizational citizenship behavior (OCB) within selected pension funds administrators in Lagos State. Through a comprehensive literature review and empirical analysis, it has been established that workplace diversity, encompassing factors such as demographic, discrimination, and intersectionality, significantly influences employees' propensity to engage in OCB. Moreover, the inclusion practices implemented by these organizations play a pivotal role in shaping employees' perceptions and behaviors, thereby enhancing overall organizational effectiveness and employee engagement.

The findings underscore the importance of fostering a diverse and inclusive workplace environment as a strategic imperative for modern organizations seeking to cultivate a culture of citizenship behaviors among their workforce. Practical implications include recommendations for policymakers and organizational leaders to prioritize diversity and inclusion initiatives, thereby not only improving employee satisfaction and retention but also driving sustainable organizational success in the dynamic business landscape of Lagos State and beyond. Future research avenues could explore longitudinal studies or comparative analyses across different sectors to further elucidate the nuanced mechanisms through which diversity and inclusion initiatives impact organizational outcomes.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

- i. Set up accountability structures to ensure that diversity and inclusion goals are met. This includes assigning responsibility to specific roles or committees, establishing measurable objectives, and regularly reviewing progress toward these goals;
- ii. Conduct regular assessments of the organization's D&I climate through surveys, focus groups, and feedback mechanisms. Use this data to identify areas of improvement and track the progress of D&I initiatives over time to enhance in organisational citizenship behaviour;
- iii. Establish a workplace culture that prioritize diversity through the encouragement of collaboration, celebration of cultural differences, and ensuring that employees values are reflected by involving them in the process of the workplace; and
- iv. Provide training to help employees and managers recognize and address implicit biases. Develop policies that mitigate bias in hiring, performance evaluations, and day-to-day interactions to ensure fair treatment of all employees.

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