Proposed Model of Diversity Training, Leadership style and Organisational Commitment in Nigerian Deposit Money Banks

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Abstract

This paper reviews some of the empirical studies that were conducted on the area of diversity training, leadership style, organizational commitment and staff of Nigerian commercial banks. There is an increasing in concern in the Nigerian commercial banks that the investment made in diversity training should be justified in terms of improved commitment. Organizational commitment is striven to compete in the competitive environment on the basis of diversity training, leadership style skills and knowledge by putting more emphasis on organizational commitment. On the contrary employees are not getting required diversity training needed that improve their commitment. Some of the requisite skills of organizational commitment which include: diversity training skills and good leadership style. The result shows that with diversity training knowledge together with good leadership style there's organizational commitment.

Keywords: Diversity Training, Leadership Style, Organizational Commitment

1.1   Introduction

organizational commitment is the sustenance of the contemporary human resource management philosophy as well as the strength that binds human resource management practices (Johar, Nor, & Hassan, 2019; Sahraee & Abdullah, 2018; Ste et al., 2018). When employees are more committed to the organization, the more diversity training, style of leadership will be and more willing to work 'above and beyond contract, committed employees feel a greater responsibility, thus reducing the manager's need to monitor and supervise; and committed employees are not expected to leave the organization, resulting in the reduction of recruitment and selection expenditures Johar et al., (2019).

Employees trained for diversity have been found to exhibit higher scores in organization commitment, good rapport with managers and colleagues, optimum use of skills, and with the senior management (Ali & French, 2019). Diversity training improves the diversity culture within the organization. It also helps the manager handle individual variations fruitfully. Once the workers work together this creates positive effects of the performance. The diversity culture is that the power that leads the organization to positive outcome and even have a control on the commitment of workers with the organization (Zhuwao et al., 2016).

Diversity denotes to the differences in individual personalities among the workers in a corporation. The variations within the attributes are manifested during a person's age,

sex, racial ethnicity whereas different attributes are personality, values and knowledge. Distinctions of those attributes are referred to as diversity by Javaid and Suleman (2014). Diversity fosters creativeness and innovation that is ultimately advantageous to the organization's results. To maximize diversity, the organization management is duty-bound to manage its workers who are completely different in race, gender, ethnic background, religious, incapacity (Mcguire, 2010).

Business et al., (2014), defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Walker, 2015). Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2012).

2.0   Literature Review
2.1 Conceptual Framework

The conceptual framework of this study was developed on the grounds of synthesizing multi-dimensional theory (1986), Mayer and Allens (1984) model and prior empirical research findings on organizational commitment. Drawing upon this synthesis, it is premised that the diversity training, may impact the extent of organizational commitment. Apart from that, the conceptual framework illustrates the moderating role of leadership style on diversity training in organizational commitment. The interactions between the variables of the paper it portrays that the independent variables are diversity training. While leadership style is the moderating variable, organizational commitment is depicted as dependent variable.
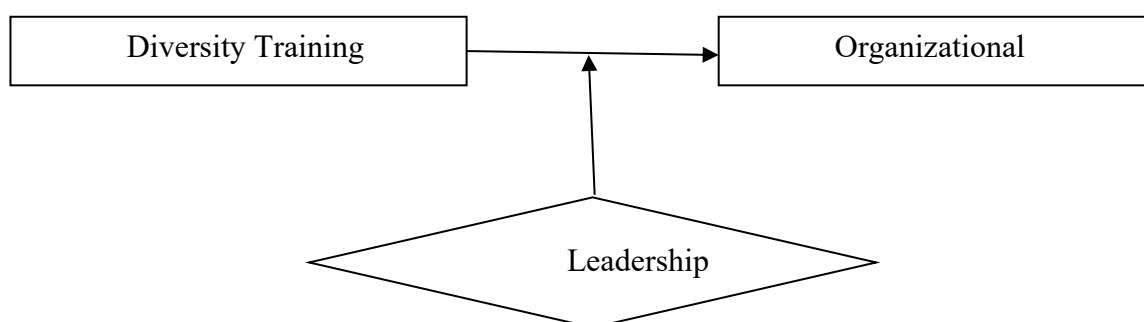
Source: Original creation by researcher

The justification for considering organizational commitment, diversity training and leadership style as moderating variable is because they were identified as the job-related factors which there was dearth of research to that effect (Cheng, 2006). On top of that, the extension of the boundaries of Mayer and Alleng (1984) model would be done, in response to the recommendation made by (Al-badareen & Al-ghazzawi, 2018)

2.2 The Concept of organizational commitment

The concept of organizational commitment has fueled many critical debates throughout recent research. Glennie, Benson, Brown, Donnell, and Keefe (2018) states that organizational commitment is the process by which the members of the organization feel they have a share in the well-being and success of the organization and a type of attitude that reflect the commitment to an organization. Additionally, organizational commitment occurs when an employee feels he is part of an organization (Tekingündüz, Top, & Tengilimoğlu, 2015). Another study on this topic

states that organizational commitment aims to explain the attitude and behavior one has toward the organization for which they work (Mathews & Shepherd, 2002). it is a concept that should be considered in detail, considering the role it plays for organizations, whose employees have internalized the values of the organization to reach its targets and contributed to its success.

2.3 The Concept of diversity training
Diversity in the workplace is not a new phenomenon, organizations are becoming more aware of its value as a potential asset (Kundu & Mor, 2016). The term "diversity" refers to numerous categories of individual differences, including: population group, culture, gender, spirituality, language, disability, sexuality, age Cavaleros, Vuuren, and Visser (2002), educational level, skills, functional area of expertise, management styles, tenure, parental status, marital status, family background, vocational interests, career aspirations, geographic differences Cavaleros et al., (2002), social status, physical and mental conditions Alhejji and Garavan (2013), communication styles Schachner, Noack, Vijver, and Eckstein (2016), as well as personality attributes, working styles, and organizational departments. To conclude simply, diversity refers to the many different ways in which people in organizations differ (Dayanand, 2013).

2.4 The Concept of Leadership style
According to Seibt and Hager (2019), Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organization goals. Amankwaa et al., (2019), leadership is simply the ability to persuade others willingly to behave differently for achieving the task set for them with the help of the group. Leadership style according to Philosophy & Fatokun (2010), "is about listening to people, supporting and encouraging them and involving them in the decision-making and problem-solving processing. It is about building teams and developing their ability to make skillful decisions".

Groves and Larocca (2011), define leadership style as "individuals who establish direction for a working group of individuals who gain commitment from these groups of members to this direction and who then motivate these members to achieve the direction's outcome.

Basically, every leader has a different behavior in leading his followers. It is called leadership style.

The prior study conducted in two foreign subsidiaries examined the relationship between transformational, transactional, and passive/avoidant leadership styles and dimensions of organizational commitment; namely, affective, continuance, and normative. Both transactional and transformational leadership styles were found to have relationships with all dimensions of organizational commitment to varying extents, while passive/avoidant leadership style showed a significant negative correlation with affective commitment dimension only. As predicted, transformational leadership had a stronger impact on affective and normative commitment levels, while transactional leadership had a stronger impact on continuance commitment. Study suggested that the leadership style moderate the relationship between the two variables.

3.1 Conclusion and Recommendations
In conclusion there's need for organization to raise the level of the leadership style among the employees of the company by providing them with the opportunity to

participate in making the decisions related to their job tasks, taking into account the principle of equal opportunity in the promotion process, and distribution of rewards and incentives fairly according to the performance of the individuals, reconsidering the salaries paid in a way that is commensurate with the living costs and with the individuals' qualifications, abilities, and skills, and improving the communication system within the company.

Furthermore, working on developing the organizational commitment among the employees of the company through providing an organizational environment that allows for innovation and creativity which is characterized by respect and appreciation relations among the employees. Also, it recommends linking the concept of the organizational commitment with well-designed standards and practices that are integrated with the incentive system with the criteria of quality, efficiency and active performance of work tasks.

However, the study recommended that:

i.   Future research should provide empirical data as the basis for generalizing the results.

ii.   studies on the variables studied at the companies in other sectors, such as the commercial or service sector, attempting to study the impact of diversity training on other behavioral outcomes like the employees' engagement, organizational citizenship behavior etc.

4.1 Limitations of the Study

This study is based on conceptual review on diversity training, leadership style and organizational commitment staff of commercial bank in Nigeria, the study lacks empirical evidence to validate the proposition which result to study limitation.

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