

Inclusive Organisation Culture and Employee Performance in the Ondo State Civil Service, Nigeria

Abiola Yetunde Fatola^{1*}, Modupe Olayinka Ajayi², Tajudeen Egbetunde³ & Festus Femi Ogunyemi⁴

^{1,2}Department of Project Management Technology, Federal University of Technology, Akure, Nigeria.

³Department of Securities and Investments Management Technology, Federal University of Technology, Akure, Nigeria.

⁴Department of Business Information Technology, Federal University of Technology, Akure, Nigeria.

*Corresponding Author: Abiola Yetunde Fatola. Email: abiolaajatta@gmail.com

DOI: <https://doi.org/10.5281/zenodo.22840590>

Article History	Abstract
Original Research Article	<i>The study was necessitated by the concern that Nigerian public sector organisations operate within a highly diverse socio-cultural environment, many of them have not fully converted organisation culture into better employee performance because of weak organisation culture practices, limited inclusive culture and inadequate understanding of interactional workplace processes. Therefore, this study examined the effect of inclusive organisation culture on employee performance among Civil Service in Ondo State, Nigeria. The study adopted a descriptive survey research design. The population consisted of 26,409 employees in the Ondo State Civil Service. A sample size of 379 respondents was determined using Krejcie and Morgan's method. A structured questionnaire was used for data collection. Out of 379 copies of the questionnaire distributed, 362 were retrieved, representing 95.5 percent. Data were analysed using Partial Least Squares Structural Equation Modelling. The findings showed that inclusive organisation culture has positive and significant effect on employee performance, with inclusivity having beta value of 0.371 and p-value of 0.000, perception of fairness having beta value of 0.159 and p value of 0.028, and perception of respect having beta value of 0.301 and p-value of 0.000. The inclusive organisation culture model explained 45.4 percent of employee performance. The study concluded that inclusive organisation culture has a positive and significant effect on employee performance in the Ondo State Civil Service. Therefore, the study recommended that staff should be trained to value diverse perspectives, involve employees from different backgrounds in decision making and create an atmosphere where employees feel respected by supervisors and colleagues.</i> Keywords: inclusive, organisation culture, employee performance, Ondo State, Nigeria.
Received: 16-07-2026	
Accepted: 24-08-2026	
Published: 19-09-2026	
Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited. Citation: Abiola Yetunde Fatola, Modupe Olayinka Ajayi, Tajudeen Egbetunde, & Festus Femi Ogunyemi. (2026). Inclusive organisation culture and employee performance in the Ondo State Civil Service, Nigeria. UKR Journal of Economics, Business and Management, 2(9), 169-183.	

1.0 Introduction

The performance of public sector employees remains central to the delivery of efficient governance and public service in Nigeria. The civil service, as the administrative engine of government, is expected to translate policy into measurable outcomes for citizens. However, the extent to which individual workers perform their duties effectively is shaped by a combination of organisational, psychological, and demographic factors. Among these, demographic characteristics such as age, gender, educational qualification, and length of service have attracted sustained scholarly attention because they are observable, measurable, and administratively relevant to recruitment,

training, and succession planning decisions (Armstrong, 2016).

Civil service reform remains a recurring policy concern across developing countries, including Nigeria, where repeated reform efforts have sought to address persistent dissatisfaction with public sector performance (Yusuf, 2019; Onuorah & Ntagu, 2024). In Ondo State, as in many Nigerian sub-national civil services, the workforce is heterogeneous, comprising employees who differ markedly in age cohort, educational attainment, gender, and years of service. This heterogeneity raises an important empirical question: does demographic composition systematically

affect how employees perform, or are performance differences better explained by other organisational variables such as leadership, motivation, or work environment? Anecdotal accounts within the state civil service suggest generational tension between younger, more digitally literate officers and older, more experienced but less technologically adapted staff, as well as persistent gender-based disparities in access to training and promotion. Yet these observations have not been sufficiently subjected to rigorous empirical testing within the Ondo State context. The study covers selected Ministries, Departments, and Agencies of the Ondo State Civil Service headquartered in Akure, focusing on three inclusive organisation culture variables (inclusive, fairness and respect) as they relate to employee performance, measured through a composite self-rated and supervisor-informed performance score derived from a structured questionnaire over the most recent appraisal cycle. Therefore, this study is to examine the effect of inclusive organisation culture on employee performance in the Ondo State Civil Service.

1.1 Statement of the Problem

Despite considerable investment in training and capacity building within the Nigerian civil service, performance gaps persist across cadres and departments. Existing studies on employee performance in the Nigerian public sector have tended to focus on motivation and leadership style, giving comparatively limited attention to how inclusive organisational culture affect employee performance at the sub-national level. Where inclusive organisation culture variables are considered, they are frequently treated as control variables rather than as the central object of enquiry. This creates a gap: policymakers in Ondo State lack a dedicated empirical account of how age, gender, education, and tenure interact with employee performance, information that would otherwise support evidence-based workforce planning, targeted training, and equitable promotion policy. This study addresses that gap.

1.2 Objectives of the Study

The broad objective of this study is to examine the effect of demographic characteristics on employee performance in the Ondo State Civil Service. The specific objectives are to:

- i. examine the effect of inclusive on employee performance in the Ondo State Civil Service;
- ii. determine the effect of fairness on employee performance in the Ondo State Civil Service; and
- iii. assess the effect of respect on employee performance in the Ondo State Civil Service.

1.3 Research Questions

- i. What is the effect of inclusive on employee performance in the Ondo State Civil Service?

- ii. What is the effect of fairness on employee performance in the Ondo State Civil Service?
- iii. What is the effect of respect on employee performance in the Ondo State Civil Service?

1.4 Research Hypotheses

The following null hypotheses (H₀) are formulated to guide the study:

- i. Inclusive has no significant effect on employee performance in the Ondo State Civil Service.
- ii. Fairness has no significant effect on employee performance in the Ondo State Civil Service.
- iii. Respect has no significant effect on employee performance in the Ondo State Civil Service.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Inclusive Organisation Culture

Inclusive organisation culture is the perception and reality of fairness, equity, and respect within an organisation that allows individuals from diverse backgrounds to feel valued and integrated. It reflects an organisational culture where employees feel a sense of belonging and are encouraged to contribute their unique perspectives without fear of discrimination or exclusion. The concept of an inclusive organisation culture has gained prominence in recent years, as organisations recognise its role in fostering collaboration, innovation, and employee satisfaction (Ely et al., 2021). An inclusive organisation culture not only enhances individual and team performance but also serves as a strategic tool for achieving organisational goals in increasingly diverse and globalised workplaces. Inclusive organisation culture, as defined by Shore et al. (2018), is the shared perception among employees that diversity is valued and supported within an organisation. It encompasses both structural elements, such as policies and practices that promote equity, and relational elements, such as interpersonal behaviours that foster mutual respect and collaboration.

2.1.2 Employee Performance

Employee performance is a pivotal factor in determining organisational success, reflecting an individual's ability to meet job expectations, fulfil responsibilities, and contribute to the achievement of broader organisational objectives. It encompasses both the quantity and quality of outputs, measured through task execution, adherence to organisational standards, and alignment with strategic goals. Employee performance is multifaceted, combining tangible elements such as task completion rates and productivity with intangible factors like engagement,

creativity, and collaboration (Aguinis et al., 2023; De Jong et al., 2023).

2.2 Theoretical Framework

2.2.1 Human Capital Theory

Human Capital Theory, associated with Becker (1964), posits that investments in education, training, and experience accumulate as a stock of productive capacity within individuals, which in turn enhances their output and performance. Applied to this study, the theory suggests that employees with higher educational qualification and longer tenure should, all else being equal, exhibit higher performance because they possess greater accumulated skill and job-specific knowledge.

2.2.2 Social Identity Theory

Social Identity Theory (Tajfel & Turner, 1979) explains how individuals derive part of their self-concept from group memberships, including age cohorts and gender groups, which can shape motivation, in-group cooperation, and perceived fairness in the workplace. This theory is useful for explaining why demographic sub-groups within the civil service (for example, younger versus older cohorts) may display systematically different performance-related attitudes.

2.2.3 Equity Theory

Adams' (1963) Equity Theory holds that employees compare their input-to-output ratio with that of comparable others and adjust effort accordingly when they perceive inequity. This is relevant where demographic groups (for example, by gender or tenure) perceive unequal access to promotion, training, or reward, which may depress performance among the group perceiving disadvantage.

2.3 Empirical Review

Choi and Rainey (2010) offer further evidence that organisational practices and employee perceptions interact in public agencies. Their study of United States federal agencies showed that diversity and diversity management affected employee perceptions of organisational performance. This is relevant to interactionism because performance outcomes are influenced by both employee characteristics and the organisational systems through which those characteristics are managed. For the Ondo State Civil Service, the study suggests that diversity management may influence employee performance through employees' perceptions of fairness, inclusion and administrative support.

Odhiambo et al. (2018) indirectly support the importance of inclusive culture through their findings on gender diversity and employee performance in Kenyan public universities. Although their primary focus was gender diversity, the

positive relationship between gender diversity and employee performance suggests that institutions can benefit when both men and women are allowed to contribute to organisational work. The study becomes more useful to the present research when read alongside studies on inclusion, because gender diversity is likely to produce stronger results where women are not only present but also respected, promoted and involved in decision-making.

Alshaabani et al. (2021) examined diversity management, employee engagement, organisational trust and job insecurity. The study showed that diversity management positively influenced employee engagement and that organisational trust and job insecurity played mediating roles. This means that diversity management improves performance-related attitudes partly by creating a more trusting and secure organisational environment. For the Ondo State Civil Service, the study suggests that diversity management practices should be designed not only to meet representational targets but also to reduce insecurity, improve trust and strengthen employees' willingness to contribute.

Davis et al. (2022) examined team belonging by integrating teamwork and diversity training through the management of emotions. The study emphasised that belonging is strengthened when teams are equipped to manage the emotions and tensions that arise from differences. Although this source is better treated as training and team-development literature rather than a direct civil service performance study, it is useful because it shows that inclusion requires deliberate interpersonal and emotional work. For the Ondo State Civil Service, diversity policies may be ineffective unless supported by communication, teamwork and conflict-management practices that make employees feel they belong.

2.4 Gap in Literature

The empirical evidence therefore shows that inclusive organisational culture is a central mechanism linking workforce diversity to employee performance. Inclusive organisation culture can widen perspectives and improve problem-solving, but it may also generate conflict, bias or disengagement if employees do not feel valued. Considered the literature exists on employee performance determinants in the Nigerian public sector broadly, dedicated, multivariate empirical treatment of inclusive organisation culture as primary predictors rather than control variables within the specific context of the Ondo State Civil Service is limited. The present study is justified because evidence on inclusive organisational culture and employee performance remains limited in Nigerian state civil service settings. This study addresses that gap using a mixed-methods design that allows demographic effects to be both

quantified and, once the qualitative strand is completed, contextually interpreted.

3.0 Methodology

3.1 Research Design

The study adopts a mixed-methods, explanatory sequential design, combining a cross-sectional quantitative survey with a qualitative key informant interview strand. The quantitative strand was prioritised for hypothesis testing, while the qualitative strand, comprising twelve key informant interviews with senior officers, was conducted to provide contextual explanation for the statistical patterns observed.

3.2 Population and Sample

The population comprises all confirmed civil servants across Ministries, Departments, and Agencies (MDAs) in the Ondo State Civil Service. Using Krejcie and Morgan's (1970) table for determining sample size from a given population, a sample of 384 respondents was targeted for the quantitative survey via stratified random sampling (stratified by MDA and grade level). Twelve senior officers were purposively selected across departments for the qualitative interview strand described in Section 5.

3.3 Data Collection Instruments

Quantitative data were collected using a structured questionnaire comprising two sections: Section A captured demographic information (age, gender, educational qualification, length of service), while Section B measured employee performance using a 15-item, 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) adapted from established task/contextual performance measures. Responses to the 15 performance items were aggregated into a single composite employee performance score per respondent prior to analysis; it is this composite score that is analysed as the dependent variable (EP) throughout Section 4. Qualitative data will be collected through a semi-structured key informant interview guide focused on perceived effects of age, gender, education, and tenure on day-to-day performance.

3.4 Validity and Reliability

Content and face validity of the questionnaire were established through review by three academic experts in human resource management. A pilot test of 30 respondents outside the main sample was conducted to compute internal consistency, with a Cronbach's alpha coefficient of 0.81 obtained for the performance scale, indicating acceptable reliability.

3.5 Method of Data Analysis

Quantitative data were analysed using descriptive statistics (frequency, percentage, mean, standard deviation) and

multiple linear regression to test the hypothesised effect of the three inclusive organisation culture variables on employee performance. The regression model is specified as:

$$EP = \beta_0 + \beta_1 PF + \beta_2 PR + \beta_3 ICL + e$$

Where: IC (Inclusive organisation culture): The independent variable that captures the overall inclusivity within the workplace environment, PF (Perception of Fairness): Employees' perceptions of fairness in the workplace, including equal opportunities and treatment, PR (Perception of Respect): Employees' views on how respected they feel in the workplace, ICL (Inclusivity): The overall perception of inclusion within the organisation, reflecting how diverse perspectives are valued, β_1 , β_2 , β_3 : Coefficients indicating the effect of the inclusive organisation culture and its components (fairness, respect, and inclusivity) on employee performance and e : The error term.

All hypotheses were tested at the 0.05 level of significance. To assess the assumptions underlying the regression model, variance inflation factor (VIF) and tolerance statistics were computed to check for multicollinearity among predictors, the Shapiro–Wilk test was used to assess the normality of the residuals, and the Breusch–Pagan test was used to assess homoscedasticity.

4.0 Results and Discussion

4.1 Response Rate of Questionnaire Administration

A total of three hundred and seventy-nine copies of the questionnaire were administered to employees of the Ondo State Civil Service across the selected Ministries, Departments and Agencies. As shown in Table 1, three hundred and sixty-two copies were retrieved from the respondents, representing 95.5 percent of the total number administered. Out of the retrieved copies, three hundred and forty-five were properly completed and considered usable for analysis, while seventeen copies were discarded because they were either incompletely filled or unsuitable for analysis.

The usable responses represented 95.3 percent of the retrieved questionnaires and 91.0 percent of the total questionnaires administered. This indicates a very high response rate and suggests that the data obtained were adequate for statistical analysis and for addressing the objectives of the study. Following the position of Moser and Kalton (2017), a survey response rate above 30 to 40 percent may be considered acceptable for meaningful analysis. Therefore, the response rate obtained in this study is considered sufficiently reliable for examining workforce diversity and employee performance in the Ondo State Civil Service.

Table 1: Response Rate of Questionnaire Administration

SN	Item	Freq	Percentage %
1	Sample Size	379	100
2	Retrieved	362	95.5
3	Used	345	95.3
4	Discarded	17	4.7

Source: Field Survey (2026)

4.2 Effect of inclusive organisation culture on employee performance in the study area

The analysis reported in this section presents the investigation on the effect of inclusive organisation culture on employee performance in the Ondo State Civil Service. The independent variable in this model is inclusive organisation culture, while the dependent variable is employee performance. Inclusive organisation culture was operationalised through three reflective dimensions drawn from Section B of the questionnaire. These are inclusivity, represented as bcIN, perception of fairness, represented as bcPF, and perception of respect, represented as bcPR. Employee performance was measured through the dimensions drawn from Section D of the questionnaire, namely attendance, punctuality and work discipline, represented as dAPD, employee engagement and job satisfaction, represented as dEEJ, productivity and task completion, represented as dPT, quality of work output and adherence to standards, represented as dQA, and contribution to team and organisational goals, represented as dTOG.

The measurement model was assessed before interpreting the structural relationship between inclusive organisation culture and employee performance. This was necessary because a reflective measurement model must first demonstrate that the indicators consistently measure their respective constructs and that the constructs are sufficiently distinct from one another. The assessment therefore focused on internal consistency reliability, convergent validity and discriminant validity. Internal consistency reliability was assessed using Cronbach's alpha and composite reliability. Convergent validity was assessed using the Average Variance Extracted. Discriminant validity was examined through cross loadings, the Fornell and Larcker criterion and the Heterotrait Monotrait ratio. The results are presented in Table 2, Table 3, Table 4 and Table 5, while Figure 1 presents the graphical output of the measurement model.

Table 2 presents the construct reliability and validity results for inclusive organisation culture and employee performance. For the inclusive organisation culture constructs, inclusivity recorded a Cronbach's alpha of 0.683, composite reliability of 0.807 and AVE of 0.512. The Cronbach's alpha value is slightly below the

conventional 0.70 threshold, but it is close to the acceptable range for social science research, particularly where the construct measures employee perceptions. More importantly, the composite reliability value is above 0.70, while the AVE is above 0.50. This indicates that the inclusivity construct has acceptable internal consistency and convergent validity.

Perception of fairness recorded a Cronbach's alpha of 0.699, composite reliability of 0.817 and AVE of 0.535. Although the Cronbach's alpha is marginally below 0.70, it is practically close to the threshold. The composite reliability value exceeds 0.70 and the AVE is above 0.50. This shows that the indicators measuring perception of fairness are sufficiently reliable and explain an acceptable proportion of variance in the construct. Perception of respect recorded a Cronbach's alpha of 0.733, composite reliability of 0.829 and AVE of 0.551. These values meet the required thresholds and therefore indicate satisfactory internal consistency reliability and convergent validity.

For employee performance, attendance, punctuality and work discipline recorded a Cronbach's alpha of 0.737, composite reliability of 0.792 and AVE of 0.503. These values indicate acceptable internal consistency and convergent validity. Employee engagement and job satisfaction recorded a Cronbach's alpha of 0.630, composite reliability of 0.769 and AVE of 0.462. The Cronbach's alpha and AVE values are below the preferred thresholds, but the composite reliability is above 0.70. This suggests that employee engagement and job satisfaction have acceptable internal consistency, although its convergent validity is relatively weak. Since the AVE is only moderately below 0.50 and the composite reliability is satisfactory, the construct may be retained, but its interpretation should be made cautiously. Productivity and task completion recorded a Cronbach's alpha of 0.735, composite reliability of 0.829 and AVE of 0.551. Quality of work output and adherence to standards recorded a Cronbach's alpha of 0.742, composite reliability of 0.837 and AVE of 0.563. Contribution to team and organisational goals recorded a Cronbach's alpha of 0.734, composite reliability of 0.830 and AVE of 0.553. These results show that the major employee performance dimensions have acceptable internal consistency reliability and convergent validity.

Overall, the reliability results indicate that all constructs in the measurement model achieved composite reliability values above the recommended minimum of 0.70. This confirms that the items used to measure the constructs are internally consistent. The AVE values for all constructs were above 0.50 except employee engagement and job satisfaction, which recorded 0.462. This means that most constructs explained more than half of the variance in their indicators. Although employee engagement and job satisfaction fell below the preferred AVE threshold, its composite reliability value of 0.769 supports its retention in the model. Therefore, Table 2 provides adequate evidence that the measurement model achieved acceptable reliability and mostly acceptable convergent validity.

Discriminant validity was first assessed using the cross loadings presented in Table 3. In reflective measurement assessment, each indicator is expected to load more highly on its assigned construct than on other constructs. The

results generally support this requirement. The indicators for inclusivity loaded highest on bcIN, with bcIN1 loading 0.705, bcIN3 loading 0.657, bcIN4 loading 0.705 and bcIN5 loading 0.788. These loadings show that the indicators were more strongly associated with inclusivity than with perception of fairness, perception of respect or the employee performance constructs. Although bcIN3 had a relatively close cross loading on perception of fairness at 0.557, its primary loading on inclusivity remained higher at 0.657. This supports its retention within the construct.

The indicators for perception of fairness also loaded highest on bcPF. The loading for bcPF1 was 0.773, bcPF2 was 0.506, bcPF3 was 0.831 and bcPF4 was 0.770. The loading of bcPF2 is relatively weak when compared with the other fairness indicators, but it still loaded more highly on perception of fairness than on any other construct. This suggests that the item contributes to the construct, although it is weaker than the other indicators.

Table 2: Construct reliability and validity for Inclusive Organization Culture and Employee Performance

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
bcIN	0.683	0.807	0.512
bcPF	0.699	0.817	0.535
bcPR	0.733	0.829	0.551
dAPD	0.737	0.792	0.503
dEEJ	0.630	0.769	0.462
dPT	0.735	0.829	0.551
dQA	0.742	0.837	0.563
dTOG	0.734	0.830	0.553

Source: Data Analysis (2026)

Table 3: Cross-Loadings for Inclusive Organization Culture and Employee Performance

	bcIN	bcPF	bcPR	dAPD	dEEJ	dPT	dQA	dTOG
bcIN1	0.705	0.479	0.385	0.275	0.295	0.144	0.164	0.174
bcIN3	0.657	0.557	0.184	-0.004	0.405	-0.012	-0.096	0.018
bcIN4	0.705	0.232	0.265	0.059	0.036	0.108	0.066	0.255
bcIN5	0.788	0.290	0.328	0.164	0.149	0.151	0.140	0.318
bcPF1	0.460	0.773	0.380	0.332	0.302	0.144	0.182	0.215
bcPF2	0.202	0.506	0.343	0.204	0.137	0.161	0.205	0.171
bcPF3	0.500	0.831	0.312	0.121	0.456	-0.006	-0.040	0.056
bcPF4	0.364	0.770	0.282	-0.003	0.396	-0.087	-0.089	-0.021
bcPR1	0.436	0.454	0.818	0.368	0.388	0.283	0.330	0.428
bcPR2	0.168	0.276	0.621	0.148	0.225	0.075	0.185	0.199
bcPR3	0.374	0.395	0.792	0.232	0.298	0.278	0.266	0.313
bcPR4	0.171	0.131	0.722	0.249	0.184	0.202	0.276	0.347
dAPD1	0.195	0.189	0.169	0.758	0.286	0.372	0.377	0.430
dAPD2	-0.188	-0.071	0.111	0.590	0.239	0.302	0.368	0.343
dAPD3	0.226	0.253	0.408	0.932	0.352	0.347	0.408	0.499
dAPD4	-0.057	0.022	0.069	0.470	0.194	0.278	0.291	0.298
dEEJ1	0.265	0.359	0.309	0.331	0.790	0.321	0.290	0.230
dEEJ2	0.281	0.509	0.197	0.102	0.783	0.121	0.130	-0.031

dEEJ3	0.126	0.073	0.374	0.433	0.544	0.464	0.534	0.432
dEEJ4	0.113	0.130	0.261	0.345	0.563	0.316	0.461	0.321
dPT1	0.214	0.094	0.270	0.337	0.237	0.807	0.476	0.381
dPT2	0.045	-0.049	0.150	0.233	0.243	0.778	0.470	0.339
dPT3	0.099	0.077	0.273	0.359	0.383	0.762	0.484	0.377
dPT4	-0.001	0.035	0.158	0.311	0.293	0.606	0.529	0.276
dQA1	0.178	0.046	0.246	0.395	0.308	0.538	0.685	0.381
dQA2	-0.045	0.018	0.223	0.215	0.300	0.456	0.756	0.339
dQA3	0.137	0.059	0.315	0.454	0.319	0.518	0.808	0.434
dQA4	0.046	0.100	0.299	0.331	0.358	0.428	0.748	0.284
dTOG1	0.305	0.126	0.332	0.493	0.227	0.460	0.391	0.797
dTOG2	0.090	0.098	0.236	0.283	0.203	0.256	0.317	0.644
dTOG3	0.307	0.165	0.408	0.445	0.220	0.407	0.398	0.829
dTOG4	0.035	0.012	0.330	0.382	0.140	0.228	0.317	0.689

Source: Researcher's Data Analysis (2026)

The indicators for perception of respect also showed acceptable cross loading behaviour. The loading for bcPR1 was 0.818, bcPR2 was 0.621, bcPR3 was 0.792 and bcPR4 was 0.722. All these indicators loaded highest on perception of respect, confirming that the construct was adequately represented by its retained items.

The employee performance indicators also generally loaded highest on their intended constructs. For attendance, punctuality and work discipline, dAPD1 loaded 0.758, dAPD2 loaded 0.590, dAPD3 loaded 0.932 and dAPD4 loaded 0.470 on dAPD. The loading of dAPD4 is weak, but it still loaded higher on dAPD than on other constructs. This means the item may be retained, although it contributes less strongly to the construct. Employee engagement and job satisfaction had loadings of 0.790 for dEEJ1, 0.783 for dEEJ2, 0.544 for dEEJ3 and 0.563 for dEEJ4. The lower loading for dEEJ3 explains part of the weak AVE of the construct. It is also important to note that dEEJ3 had a close cross loading on quality of work output at 0.534, compared with its primary loading of 0.544. This indicates some conceptual overlap between meaningful work engagement and perceived quality performance. However, because the primary loading remained highest on employee engagement and job satisfaction, the indicator can still be retained in the model.

Productivity and task completion recorded primary loadings of 0.807, 0.778, 0.762 and 0.606 on dPT. Quality of work output and adherence to standards recorded loadings of 0.685, 0.756, 0.808 and 0.748 on dQA. Contribution to team and organisational goals recorded loadings of 0.797, 0.644, 0.829 and 0.689 on dTOG. These results show that most indicators loaded more strongly on their assigned constructs than on other constructs in the model.

The Fornell and Larcker criterion was also used to examine discriminant validity, as presented in Table 4. Under this criterion, the square root of the AVE of each construct, shown on the diagonal of the matrix, should be higher than the correlations between that construct and other constructs. The diagonal value for inclusivity was 0.715, which was higher than its correlations with perception of fairness at 0.546, perception of respect at 0.417, attendance, punctuality and work discipline at 0.190, employee engagement and job satisfaction at 0.314, productivity and task completion at 0.144, quality of work output at 0.110 and contribution to team and organisational goals at 0.274. This shows that inclusivity shared more variance with its own indicators than with other constructs.

Table 4: Fornell-Larcker Criterion for Inclusive Organization Culture and Employee Performance

	bcIN	bcPF	bcPR	dAPD	dEEJ	dPT	dQA	dTOG
bcPF	0.546	0.731						
bcPR	0.417	0.445	0.742					
dAPD	0.190	0.229	0.355	0.709				
dEEJ	0.314	0.459	0.385	0.381	0.680			
dPT	0.144	0.066	0.302	0.422	0.388	0.742		
dQA	0.110	0.078	0.365	0.474	0.429	0.644	0.751	
dTOG	0.274	0.142	0.450	0.551	0.265	0.469	0.481	0.744

Source: Data Analysis (2026)

Perception of fairness recorded a diagonal value of 0.731, which was higher than its correlations with all other constructs. Its strongest relationship was with inclusivity at 0.546, but this was still below the diagonal value. Perception of respect recorded a diagonal value of 0.742, which also exceeded its correlations with all other constructs. This confirms that the three inclusive organisation culture dimensions are related but empirically distinct.

The employee performance constructs also satisfied the Fornell and Larcker criterion. Attendance, punctuality and work discipline recorded a diagonal value of 0.709, which was higher than its correlations with all other constructs. Employee engagement and job satisfaction recorded a diagonal value of 0.680, and this exceeded its correlations with other constructs. Productivity and task completion recorded a diagonal value of 0.742, quality of work output and adherence to standards recorded 0.751, and contribution to team and organisational goals recorded 0.744. These diagonal values were all greater than the off-diagonal correlations in their respective rows and columns. The Fornell and Larcker results therefore support discriminant validity in the measurement model.

The Heterotrait Monotrait ratio was used as a further test of discriminant validity, as shown in Table 5. HTMT values below 0.90 are generally considered acceptable. The results show that all HTMT values were below the 0.90 threshold. Among the inclusive organisation culture constructs, the HTMT value between inclusivity and perception of fairness was 0.776, while the value between inclusivity and perception of respect was 0.561. The value between perception of fairness and perception of respect was 0.611. These values indicate that the constructs are associated, but still sufficiently distinct.

The HTMT values between inclusive organisation culture and employee performance constructs were also acceptable. Perception of fairness and employee engagement and job satisfaction recorded 0.602. Perception of respect and contribution to team and organisational goals recorded 0.581. These values are below 0.90, indicating that inclusive organisation culture and employee performance constructs were not measuring the same concept. Among the employee performance dimensions, the highest HTMT value was between productivity and task completion and quality of work output, with a value of 0.892. This is close to the 0.90 threshold and shows a strong relationship between the two constructs.

Table 5: HTMT for Inclusive Organization Culture and Employee Performance

	bcIN	bcPF	bcPR	dAPD	dEEJ	dPT	dQA	dTOG
bcIN								
bcPF	0.776							
bcPR	0.561	0.611						
dAPD	0.301	0.274	0.352					
dEEJ	0.466	0.602	0.588	0.618				
dPT	0.250	0.248	0.369	0.604	0.659			
dQA	0.245	0.252	0.474	0.644	0.756	0.892		
dTOG	0.403	0.257	0.581	0.718	0.559	0.611	0.645	

Source: Data Analysis (2026)

Because employees who complete tasks efficiently are also expected to maintain quality work output. Since the value does not exceed 0.90, the constructs can still be treated as distinct.

Figure 1 presents the measurement model for inclusive organisation culture and employee performance. The figure provides a visual representation of the indicators loading on their respective reflective constructs. It should be read together with Tables 2 to 5 because the figure shows the model structure, while the tables provide the statistical evidence for reliability, convergent validity and discriminant validity. The figure confirms that inclusivity, perception of fairness and perception of respect were treated as dimensions of inclusive organisation culture,

while the employee performance dimensions were represented by their respective indicators.

In summary, the reflective measurement model for inclusive organisation culture and employee performance is considered adequate for structural model assessment. The composite reliability values for all constructs exceeded the recommended 0.70 threshold, indicating satisfactory internal consistency. Most AVE values were above the 0.50 threshold, while employee engagement and job satisfaction recorded a slightly lower AVE of 0.462 but retained acceptable composite reliability. The cross-loading results showed that most indicators loaded highest on their assigned constructs. The Fornell and Larcker criterion confirmed that each construct shared more variance with its own indicators than with other constructs. The HTMT

values were also below 0.90, confirming discriminant validity. The overall evidence shows that the measurement model is reliable and valid enough to proceed to the structural analysis of the effect of inclusive organisation culture on employee performance in the Ondo State Civil Service.

4.3 Structural Path Analysis for Inclusive organisation culture and employee performance

The structural model for the third specific objective was estimated after the reflective measurement model for

inclusive organisation culture and employee performance had been assessed and found suitable for structural analysis. The objective was to investigate the effect of inclusive organisation culture on employee performance in the Ondo State Civil Service. Inclusive organisation culture was represented by inclusivity, perception of fairness and perception of respect, while employee performance was assessed first through its disaggregated dimensions and later through an aggregated employee performance construct.

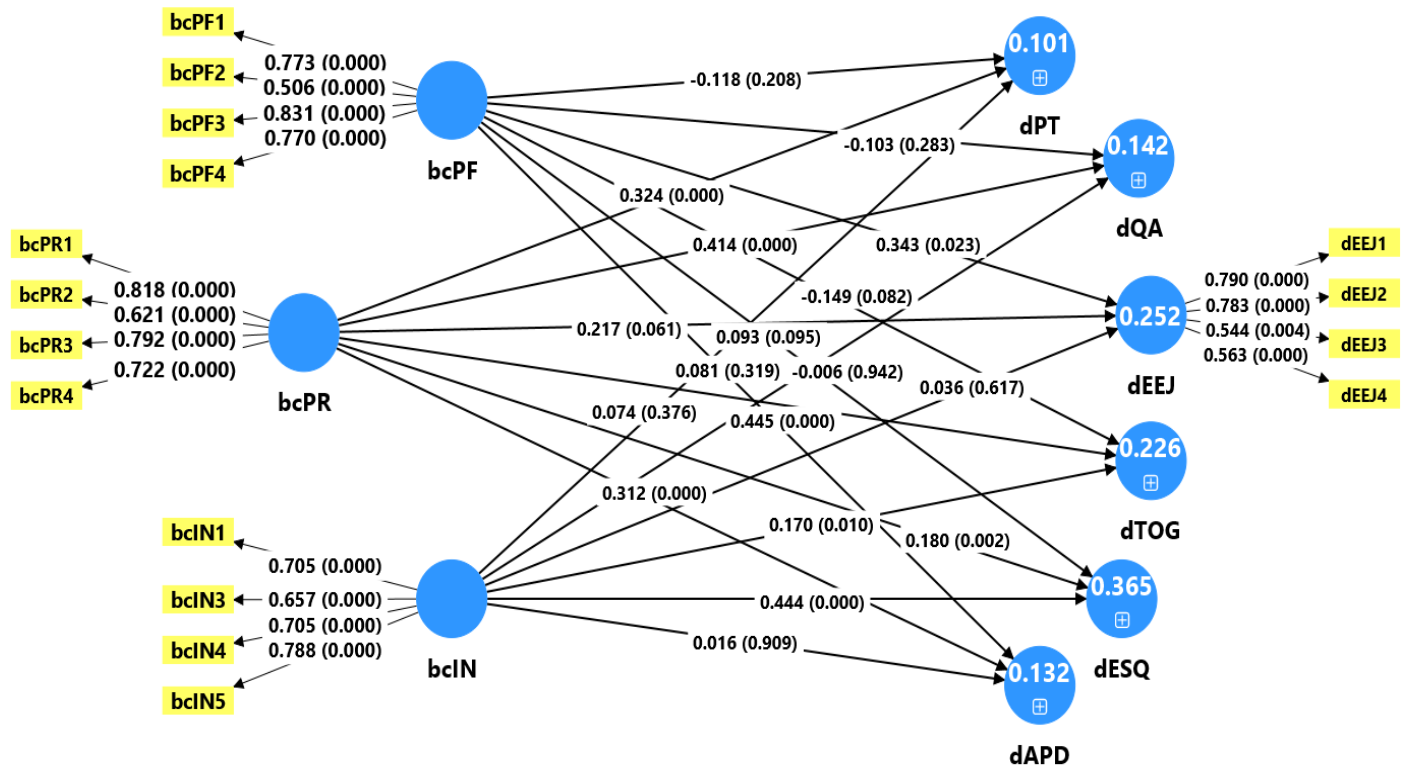


Figure 1: Measurement Model for Inclusive Organization Culture and Employee Performance

The disaggregated results are presented in Table 6, while the aggregated model is presented in Table 7 and Figure 3. In interpreting the results, path coefficients show the direction and strength of influence, T statistics and p values show statistical significance, f square shows the practical effect size, VIF shows whether collinearity is problematic, and R square shows the proportion of variance explained in the endogenous constructs. Paths with p values of 0.05 or below are treated as statistically significant, while p values around 0.10 are treated as marginal or weak evidence. Effect sizes around 0.02 are regarded as small, values around 0.15 as medium, and values around 0.35 as large. R square values around 0.02, 0.13 and 0.26 are considered as weak, moderate and substantial respectively. Adjusted R square was not reported in the table; therefore, the interpretation is limited to the R square values provided.

The disaggregated results in Table 7 show that inclusivity had a selective effect on employee performance. The path from inclusivity to attendance, punctuality and work

discipline was positive but not statistically significant, with $\beta = 0.016$, standard deviation = 0.140, $T = 0.115$ and $p = 0.909$. The f square value of 0.000 indicates no practical effect. This means that inclusivity, by itself, did not explain attendance, punctuality and work discipline in the disaggregated model. The path from inclusivity to employee engagement and job satisfaction was also positive but not significant, with $\beta = 0.036$, standard deviation = 0.072, $T = 0.500$ and $p = 0.617$. The f square value of 0.001 indicates a negligible effect. This suggests that general inclusion alone may not be sufficient to produce engagement and job satisfaction unless it is accompanied by fairness, respect, recognition and managerial support.

The path from inclusivity to productivity and task completion was positive but not significant, with $\beta = 0.074$, $T = 0.885$ and $p = 0.376$, while the f square value of 0.004 indicates negligible practical effect. The path from inclusivity to quality of work output and adherence to

standards was negative but completely insignificant, with β = negative 0.006, T = 0.073 and p = 0.942. Its f square value of 0.000 shows no effect. However, inclusivity had a positive and statistically significant effect on contribution to team and organisational goals, with β = 0.170, standard

deviation = 0.066, T = 2.583 and p = 0.010. The f square value of 0.025 indicates a small practical effect. This means that where employees perceive that they are included, they are more likely to contribute to team and organisational goals, although the practical effect is small.

Table 8: Path Analysis for Inclusive Organization Culture and Employee Performance

Path	Beta	STD	T stat	P-values	f-square	VIF
bcIN -> dAPD	0.016	0.140	0.115	0.909	0.000	1.505
bcIN -> dEEJ	0.036	0.072	0.500	0.617	0.001	1.505
bcIN -> dPT	0.074	0.084	0.885	0.376	0.004	1.505
bcIN -> dQA	-0.006	0.082	0.073	0.942	0.000	1.505
bcIN -> dTOG	0.170	0.066	2.583	0.010	0.025	1.505
bcPF -> dAPD	0.081	0.082	0.997	0.319	0.005	1.551
bcPF -> dEEJ	0.343	0.150	2.279	0.023	0.101	1.551
bcPF -> dPT	-0.118	0.094	1.258	0.208	0.010	1.551
bcPF -> dQA	-0.103	0.096	1.075	0.283	0.008	1.551
bcPF -> dTOG	-0.149	0.086	1.739	0.082	0.018	1.551
bcPR -> dAPD	0.312	0.073	4.283	0.000	0.085	1.317
bcPR -> dEEJ	0.217	0.116	1.873	0.061	0.048	1.317
bcPR -> dPT	0.324	0.058	5.598	0.000	0.089	1.317
bcPR -> dQA	0.414	0.057	7.320	0.000	0.151	1.317
bcPR -> dTOG	0.445	0.053	8.475	0.000	0.194	1.317
dAPD R-Square	0.132					
dEEJ R-Square	0.252					
dPT R-Square	0.101					
dQA R-Square	0.142					
dTOG R-Square	0.226					

Source: Data Analysis (2026)

Perception of fairness also produced mixed results in the disaggregated model. The path from perception of fairness to attendance, punctuality and work discipline was positive but not statistically significant, with β = 0.081, standard deviation = 0.082, T = 0.997 and p = 0.319. The f square value of 0.005 indicates negligible effect. Perception of fairness had a positive and statistically significant effect on employee engagement and job satisfaction, with β = 0.343, standard deviation = 0.150, T = 2.279 and p = 0.023. The f square value of 0.101 indicates a small effect that approaches moderate strength. This result is important because it shows that fairness in promotion, access to opportunities, resource distribution and equal treatment is a relevant driver of employees' emotional attachment to their work. In other words, employees are more likely to feel satisfied and engaged when they believe that organisational processes are fair.

The paths from perception of fairness to productivity and task completion, quality of work output and contribution to team and organisational goals were negative and not statistically significant. The path to productivity and task

completion recorded β = negative 0.118, T = 1.258 and p = 0.208, with f square = 0.010. The path to quality of work output recorded β = negative 0.103, T = 1.075 and p = 0.283, with f square = 0.008. The path to contribution to team and organisational goals recorded β = negative 0.149, T = 1.739 and p = 0.082, with f square = 0.018. Although the last path is close to the 10 percent level, it is not significant at the 5 percent level and has a very small effect size. These results suggest that perceived fairness is most clearly related to engagement and job satisfaction but does not independently improve all behavioural or task related dimensions of employee performance in the disaggregated model.

Perception of respect produced the most consistent positive effects among the three inclusive organisation culture dimensions in Table 8. The path from perception of respect to attendance, punctuality and work discipline was positive and highly significant, with β = 0.312, standard deviation = 0.073, T = 4.283 and p = 0.000. Its f square value of 0.085 indicates a small but meaningful effect. This suggests that employees who feel respected by colleagues, managers and

peers are more likely to demonstrate disciplined work behaviour. The path from perception of respect to employee engagement and job satisfaction was positive but marginal, with $\beta = 0.217$, standard deviation = 0.116, $T = 1.873$ and $p = 0.061$. The f square value of 0.048 indicates a small effect. Although the path is not significant at the 5 percent level, it suggests weak evidence that respect may improve employee engagement and satisfaction.

Perception of respect had a positive and highly significant effect on productivity and task completion, with $\beta = 0.324$, standard deviation = 0.058, $T = 5.598$ and $p = 0.000$. The f square value of 0.089 indicates a small but meaningful effect. This means that respect in the workplace contributes to the ability of employees to complete tasks and perform productively. The effect of perception of respect on quality of work output and adherence to standards was also positive and highly significant, with $\beta = 0.414$, standard deviation = 0.057, $T = 7.320$ and $p = 0.000$. The f square value of 0.151 falls within the medium effect range. This indicates that respect is not only statistically significant but also practically important for quality related performance. The strongest disaggregated effect of perception of respect was on contribution to team and organisational goals, with $\beta = 0.445$, standard deviation = 0.053, $T = 8.475$ and $p = 0.000$. The f square value of 0.194 indicates a medium effect. This shows that respect is a major driver of employees' willingness and ability to contribute to collective goals in the Ondo State Civil Service.

The R square values in Table 8 show the explanatory power of inclusive organisation culture on the disaggregated dimensions of employee performance. The model explained 13.2 percent of the variance in attendance, punctuality and work discipline, as shown by $R^2 = 0.132$. This is around the moderate threshold. It explained 25.2 percent of the variance in employee engagement and job satisfaction, which is a moderate result approaching substantial explanatory power. It explained 10.1 percent of the variance in productivity and task completion, which is weak to moderate. It explained 14.2 percent of the variance in quality of work output, which is moderate, and 22.6 percent of the variance in contribution to team and organisational goals, which is also moderate. These results show that inclusive organisation culture explains a meaningful portion of employee performance especially employee engagement and job satisfaction, and contribution to team and organisational goals. However, it does not fully explain performance because employee performance is also shaped by demographic diversity, functional diversity, diversity management, interactionism,

motivation, leadership style, work resources and organisational structure.

The f square values in Table 8 show that most disaggregated effects were small, except for two medium effects. Perception of respect also produced medium effects on contribution to team and organisational goals, with f square = 0.194, and quality of work output, with f square = 0.151. Perception of fairness had its strongest effect on employee engagement and job satisfaction, with f square = 0.101, which is small but close to medium. The remaining effect sizes were small or negligible. This indicates that inclusive organisation culture is practically meaningful, but its practical strength differs across dimensions. Respect is especially important for work discipline, productivity, quality and teamwork, while fairness is especially important for engagement and satisfaction. The VIF values in Table 8 ranged from 1.317 to 1.551. These values are well below the common threshold of 5.00, which indicates that multicollinearity was not a problem in the model. Therefore, inclusivity, perception of fairness and perception of respect were sufficiently distinct predictors in the model.

Table 9 and Figure 2 present the aggregated structural model for inclusive organisation culture and employee performance. The result shows that all three dimensions of inclusive organisation culture significantly influenced aggregated employee performance. Inclusivity had the strongest positive effect, with $\beta = 0.371$, standard deviation = 0.062, $T = 5.937$ and $p = 0.000$. The f square value of 0.164 indicates a medium effect. This means that inclusivity is the most important predictor of overall employee performance in the aggregated model. Perception of respect also had a positive and highly significant effect on aggregated employee performance, with $\beta = 0.301$, standard deviation = 0.072, $T = 4.179$ and $p = 0.000$. Its f square value of 0.127 indicates a small effect approaching medium strength. Perception of fairness had a positive and statistically significant effect on employee performance, with $\beta = 0.159$, standard deviation = 0.072, $T = 2.200$ and $p = 0.028$. The f square value of 0.029 indicates a small effect. These results show that inclusive organisation culture significantly improves employee performance when it is considered through inclusivity, fairness and respect.

The R square value for aggregated employee performance was 0.454. This means that inclusivity, perception of fairness and perception of respect jointly explained 45.4 percent of the variance in employee performance. This is a substantial level of explained variance in organisational research and indicates that inclusive organisation culture is a major determinant of employee performance in the Ondo State Civil Service.

Table 9: Path Analysis for Inclusive Organization Culture and Aggregated Employee Performance

Path	Beta	STD	T stat	P-values	f-square	VIF	R-Square
bcIN -> dEmploy_Perf	0.371	0.062	5.937	0.000	0.164	1.534	0.454
bcPF -> dEmploy_Perf	0.159	0.072	2.200	0.028	0.029	1.588	
bcPR -> dEmploy_Perf	0.301	0.072	4.179	0.000	0.127	1.305	
Path	Beta	STD	T stat	P-values	f-square	VIF	R-Square
bbDE -> dEmploy_Perf	0.362	0.070	5.179	0.000	0.135	1.901	0.488
bbDR -> dEmploy_Perf	0.248	0.068	3.656	0.000	0.073	1.641	
bbDS -> dEmploy_Perf	0.205	0.064	3.187	0.001	0.046	1.796	

Source: Data Analysis (2026)

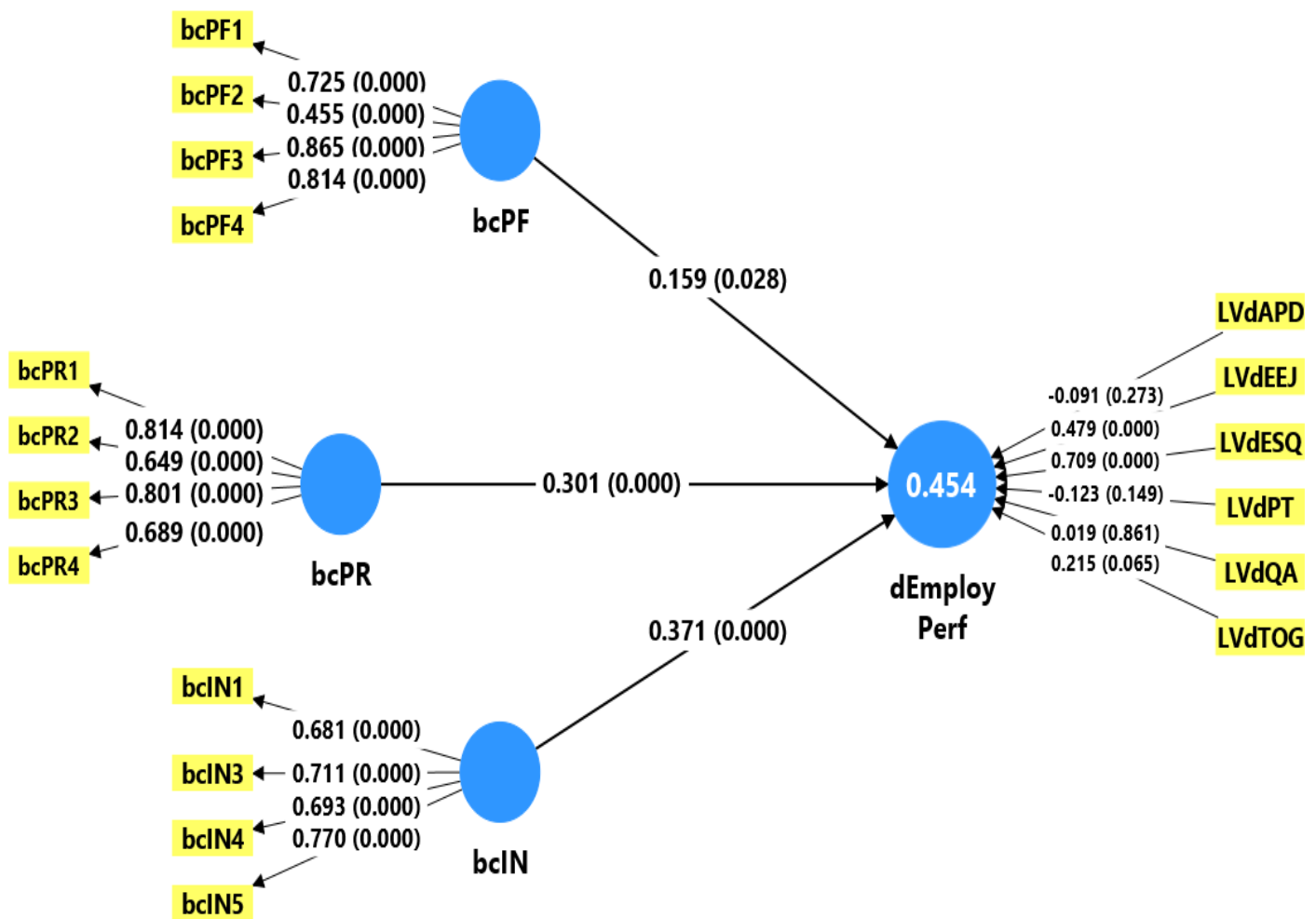


Figure 2: Path Analysis for Inclusive Organization Culture and Aggregated Employee Performance

The VIF values in the aggregated model ranged from 1.305 to 1.588, which again confirms that collinearity was not a threat. The structural model therefore provides strong evidence that inclusive organisation culture has a significant positive effect on employee performance. However, it should be noted that the bbDE, bbDR and bbDS rows appearing below Table 9 are from the previous functional diversity model and should be deleted from this section to avoid confusion.

Overall, the structural path analysis shows that inclusive organisation culture significantly affects employee performance in the Ondo State Civil Service. The disaggregated model reveals that perception of respect is the most consistent predictor across specific performance dimensions, while inclusivity and perception of fairness have more selective effects. The aggregated model, however, shows that inclusivity has the largest structural weight, followed by perception of respect and perception of fairness. This means that employees perform better when

they perceive that the workplace includes all employees, values diverse perspectives, treats people with respect and applies fair organisational practices.

4.4 Result of Hypothesis Testing

Hypothesis Three, **H03**, stated that inclusive organisation culture has no significant effect on employee performance of Civil Service in Ondo State. The decision rule was to reject **H03** where p is less than or equal to 0.05, and not to reject **H03** where p is greater than 0.05.

The aggregated structural model results in Table 9 show that inclusive organisation culture significantly affected employee performance in the Ondo State Civil Service. Inclusivity had a positive and highly significant effect on employee performance, with $\beta = 0.371$, $T = 5.937$ and $p = 0.000$. Perception of fairness also had a positive and statistically significant effect, with $\beta = 0.159$, $T = 2.200$ and $p = 0.028$. Perception of respect had a positive and highly significant effect, with $\beta = 0.301$, $T = 4.179$ and $p = 0.000$. The R square value of 0.454 further shows that inclusivity, perception of fairness and perception of respect jointly explained 45.4 percent of the variance in employee performance. The f square results show that inclusivity had the strongest practical effect, with $f \text{ square} = 0.164$, followed by perception of respect with $f \text{ square} = 0.127$ and perception of fairness with $f \text{ square} = 0.029$.

Based on these results, the null hypothesis is rejected. The conclusion is that inclusive organisation culture has a significant positive effect on employee performance in the Ondo State Civil Service. The result further shows that inclusivity is the strongest predictor of aggregated employee performance, followed by perception of respect and perception of fairness. Therefore, improving inclusive leadership, participatory decision making, fairness and respectful treatment of employees is likely to improve employee performance in the Ondo State Civil Service.

4.5 Discussion of Findings

The findings of this study are consistent with the broader argument in the literature that inclusive organisation culture provides the environment through which workforce diversity can translate into improved performance. The significant effect of inclusivity, perception of fairness and perception of respect on aggregated employee performance supports the position that employees are more likely to perform well when they feel valued, heard and integrated into organisational processes. This agrees with the empirical review section of the thesis, which presents inclusive organisation culture as a mechanism for strengthening collaboration, innovation, satisfaction and teamwork among diverse employees.

The strong effect of inclusivity on aggregated employee performance agrees with Moon and Christensen (2020), who found that diversity climate shaped the relationship between workforce diversity and organisational performance in the United States federal government. Their study showed that a stronger diversity climate helps organisations realise the benefits of diversity, while weak climate may limit or reverse those benefits. The present finding supports this position in the Ondo State Civil Service because inclusivity emerged as the strongest predictor of aggregated employee performance. This suggests that the performance benefits of diversity are more likely to appear where employees believe that all groups are included, that diverse perspectives are valued and that decision making does not exclude people based on background.

The finding also aligns with Nishii (2013), whose study showed that inclusive climates reduce interpersonal bias and protect satisfaction from the negative effects of conflict. In the present study, inclusivity had a strong effect on aggregated employee performance and also significantly influenced contribution to team and organisational goals. This indicates that inclusion may reduce informal exclusion and encourage employees to work towards collective outcomes. For a civil service organisation where employees from different demographic and functional backgrounds must work together across ministries, departments and agencies, this is particularly important.

The result on perception of fairness is also consistent with Choi and Rainey (2010), who examined diversity, diversity management and employee perceptions of organisational performance in United States federal agencies. Their findings showed that fairness and diversity management are important for organisational outcomes in public agencies. In the present study, perception of fairness significantly influenced aggregated employee performance and had a direct significant effect on employee engagement and job satisfaction. This means that fairness may operate most strongly through the motivational and emotional side of performance. Employees who believe that promotions, opportunities and resources are handled fairly are more likely to be satisfied, committed and engaged in their work. This supports the claim in the literature that fairness is central to how employees evaluate the organisation and decide how much effort to invest.

The results also partly support the findings of Sharma et al. (2021), which reported that inclusive organisation cultures improved job satisfaction, innovation, teamwork and reduced turnover. The present study agrees with the general conclusion that inclusive culture improves performance, but it provides a more nuanced pattern. Inclusivity did not significantly influence all disaggregated performance

dimensions, and perception of fairness was mainly significant for engagement and job satisfaction. Perception of respect, however, had a more consistent effect on specific performance outcomes. This suggests that in the Ondo State Civil Service, inclusion may be most powerful when it is experienced through respectful treatment and inclusive leadership rather than through general statements of inclusion alone.

The result also supports the gap identified in the study. The literature review shows that although inclusive organisation culture has been studied in international and organisational contexts, there remains limited evidence on its direct effect on employee performance in Nigerian state civil service settings. The present study fills part of this gap by showing that inclusive organisation culture explains 45.4 percent of the variance in employee performance in the Ondo State Civil Service. This level of explanatory power is substantial and suggests that inclusive culture is not peripheral to performance. It is a core organisational condition that affects how employees engage, complete tasks, maintain quality and contribute to organisational goals.

At the same time, the disaggregated results show that inclusive organisation culture does not affect all aspects of performance in the same way. Inclusivity was strongest at the aggregated level and in relation to contribution to team and organisational goals, while fairness was strongest in relation to engagement and job satisfaction. Respect was strongest in relation to quality of work output and contribution to team and organisational goals. This pattern suggests that inclusive culture is multidimensional. It is not enough for the civil service to claim that employees are included. Employees must also feel that they are respected and fairly treated. This finding agrees with the broader literature in the thesis that diversity produces positive outcomes only when supported by fairness, inclusion, trust and diversity climate.

4.6 Implication of Findings

The findings imply that inclusive organisation culture is a major driver of employee performance in the Ondo State Civil Service. Since inclusivity had the largest structural weight in the aggregated model, the civil service should give priority to practices that make all employees feel genuinely included in workplace processes. The most important indicator under inclusivity was bcIN5 (My managers demonstrate inclusive leadership by valuing diverse perspectives.) with a loading of 0.770, followed by bcIN3 (I believe that all employees, regardless of their background, are included in decision-making processes) with a loading of 0.711. This means that performance improvement will be stronger when managers actively listen to employees, involve diverse staff in decision making, encourage participation in team discussions and

avoid practices that silence minority voices or lower grade employees. The findings also show that perception of respect is a very important construct, especially because it strongly influenced quality of work output and contribution to team and organisational goals. Therefore, managers in the Ondo State Civil Service should build a respectful work climate where employees' contributions are valued by colleagues, supervisors and peers. In practical terms, this requires inclusive leadership training, fair communication, participatory decision making, transparent treatment of staff and deliberate mechanisms for ensuring that employees from different backgrounds feel respected and represented. Inclusive organisation culture should therefore be treated as a performance strategy, not merely as a welfare or human relations issue.

5.0 Conclusion and Recommendations

Based on the findings, Inclusivity, perception of fairness and perception of respect all significantly predicted employee performance. Inclusivity had the largest effect, followed by perception of respect and perception of fairness. This means that employees perform better when they feel included, respected and fairly treated within the organisation. The result further shows that inclusive leadership and participatory decision making are central to improving employee performance. The study therefore, concluded that inclusive organisation culture has a significant positive effect on employee performance in the Ondo State Civil Service.

The study recommended that managers should be trained to value diverse perspectives, involve employees from different backgrounds in decision making and create an atmosphere where employees feel respected by supervisors and colleagues. Since the most important inclusivity indicator concerned managers demonstrating inclusive leadership by valuing diverse perspectives, leadership behaviour should become a major part of performance improvement strategy. Respectful communication, fair treatment and employee participation should be institutionalised across the civil service.

References

1. Aguinis, H., De Jong, J., & De Roeck, K. (2023). Employee engagement in the post-pandemic era: Redefining performance. *Journal of Management*, 49(4), 785-803.
2. Ahmed, S., & Hussain, M. (2024). The role of leadership in fostering inclusive organisational cultures: A study on diversity management. *Journal of Business Diversity*, 14(1), 12-28.
3. Alshaabani, A., Hamza, K. A., & Rudnák, I. (2021). Impact of diversity management on employees' engagement: The role of organisational trust and job insecurity. *Sustainability*, 14(1), 420.

4. Arowolo, D. E. (2024). Globalisation and Gender-Based Inequality in the Ondo State Local
5. Bolarinwa, O., & Adekunle, T. (2023). Impact of Interactional Dynamics on Diversity Management in Telecommunications Companies in Nigeria. *Journal of Organisational Development Studies*, 18(3), 89–110.
6. Choi, S., & Rainey, H. G. (2010). Managing diversity in U.S. federal agencies: Effects of diversity and diversity management on employee perceptions of organisational performance. *Public Administration Review*, 70(1), 109-121.
7. Davis, A. S., Kafka, A. M., Gonzalez-Morales, M. G., & Feitosa, J. (2022). Team belonging: Integrating teamwork and diversity training through emotions. *Small Group Research*, 53(1), 88-127.
8. Ely, R. J., Ibarra, H., & Kolb, D. M. (2021). The practice of inclusive leadership. *Harvard Business Review*, 99(6), 144-153.
9. Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754-1774.
10. Nishii, L. H. (2023). The role of inclusion in organisational outcomes: A review and future directions. *Academy of Management Journal*, 66(1), 102-125
11. Odhiambo, M. W., Gachoka, H. G., & Rambo, C. M. (2018). Relationship between gender diversity and employee performance of public universities in Western Kenya. *International Journal of Academic Research in Business and Social Sciences*, 8(11), 249-272.
12. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176-189.
13. Zhuwao, S., Ngirande, H., Ndlovu, W., & Setati, S. T. (2019). Gender diversity, ethnic diversity and employee performance in a South African higher education institution. *SA Journal of Human Resource Management*, 17, a1061.