The Impact of Diversity Training and Social Media Collaboration on Team Performance in Selected Organizations within Lagos Metropolis

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Abstract - **This study investigated the impact of diversity training and social media collaboration on team performance in selected organizations within Lagos Metropolis. The research aimed to examine whether diversity training and social media collaboration significantly predict team performance and to determine if gender differences exist in employees' team performance. Using a quantitative research design, data were collected from 201 employees across various organizations in Lagos. Statistical analyses, including Pearson correlation and independent samples t-test, were conducted to test the hypotheses. Findings revealed a positive and significant relationship between diversity training and team performance, indicating that effective diversity training enhances teamwork and collective productivity. Similarly, the results showed a significant positive relationship between social media collaboration and team performance, suggesting that increased online collaboration and communication contribute to improved team outcomes. However, the independent samples t-test results showed no significant difference between male participants and female participants in their team performance scores. The study concludes that diversity training and social media collaboration are critical drivers of effective team performance in organizations, while gender does not significantly influence employees' team contributions. It recommends that organizations in Lagos Metropolis should enhance diversity management programs and strengthen social media-based teamwork systems to foster inclusivity, communication, and productivity.**

Keywords: diversity training, social media collaboration, team performance, gender, Lagos Metropolis.

I. INTRODUCTION

1.1 Background of the Study

Team performance has become a critical determinant of organizational success in today's dynamic and globally interconnected business environment. High-performing teams are associated with enhanced innovation, effective problem-solving, stronger adaptability, and overall organizational competitiveness (Kearney & Gebert, 2023). In contemporary workplaces, team performance is influenced not only by individual skills and resources but also by the ability of team members to work collaboratively across cultural, social, and technological boundaries (Chi et al., 2021). This is particularly relevant in urban business hubs such as Lagos, where organizations increasingly rely on teamwork to deliver operational efficiency and achieve strategic objectives.

Recent trends highlight two key drivers shaping modern team dynamics: diversity training and social media collaboration. Diversity training seeks to build cultural competence, enhance inclusion, and reduce bias in the workplace, creating an environment where individuals from different backgrounds can contribute meaningfully to shared goals (Dobbin & Kalev, 2022). Similarly, social media collaboration tools have become integral to organizational communication and teamwork, enabling real-time interaction, knowledge sharing, and collective problem-solving (Mäkikangas et al., 2023). Understanding the impact of these factors on team performance is particularly important for organizations operating in diverse and fast-paced contexts such as Lagos Metropolis.

Team performance reflects the collective output and effectiveness of a group of individuals working toward common organizational goals. High-performing teams typically exhibit characteristics such as clear communication, mutual trust, shared leadership, and accountability (Mathieu et al., 2019). In Nigeria's commercial hub of Lagos, many organizations depend on cross-functional and multicultural teams to navigate competitive markets, making the development of high-performing teams a strategic imperative.

One of the most critical elements shaping team performance is workplace diversity and inclusion. As the workforce becomes increasingly multicultural, organizations are recognizing the importance of diversity training in improving employees' understanding of cultural differences and reducing unconscious bias. Empirical studies have shown that diversity training can foster more inclusive team climates, improve interpersonal relationships, and ultimately enhance team performance (Kalinoski et al., 2020; Kulik & Roberson,

2022). In Lagos, where organizations employ individuals from diverse ethnic, cultural, and educational backgrounds, structured diversity initiatives can play a vital role in enhancing collaboration and productivity.

Another significant factor influencing team performance is social media collaboration. The integration of digital collaboration platforms such as Slack, Microsoft Teams, and Google Workspace enables team members to communicate in real time, share knowledge, and co-create solutions regardless of physical location (Leonardi & Vaast, 2021). Research suggests that when effectively utilized, these tools improve knowledge integration, trust building, and team adaptability core components of high team performance (Kane et al., 2022). In Lagos, where infrastructural constraints such as traffic congestion often hinder physical collaboration, social media collaboration offers an effective alternative to maintain productivity and engagement.

Furthermore, the combination of diversity training and social media collaboration has the potential to produce synergistic effects. While diversity training builds interpersonal and intercultural competencies, social media platforms provide the technological infrastructure to sustain continuous interaction and teamwork. Together, they foster a supportive and inclusive environment that enhances communication, trust, and shared goals among team members. Understanding this relationship offers organizations evidence-based strategies to build stronger, more agile, and high-performing teams in an increasingly digital and diverse work landscape.

1.2 Problem of the Statement

Team performance is a critical determinant of organizational productivity, innovation, and competitive advantage in today's dynamic business environment. Organizations increasingly depend on well-coordinated teams to deliver quality services, adapt to change, and foster creativity. However, disparities in employee backgrounds, lack of inclusion strategies, and ineffective communication tools often create barriers that undermine team synergy. Diversity training has emerged as an essential intervention for enhancing mutual understanding, reducing unconscious bias, and promoting inclusive behavior in workplaces (Nkomo & Hoobler, 2022). Similarly, the rapid expansion of social media platforms provides new avenues for collaboration, information sharing, and collective problem-solving among employees (Aguinis & Gabriel, 2023).

Despite these developments, many organizations within the Lagos metropolis struggle to optimize the potential benefits of diversity training and social media collaboration to enhance team performance. Poorly implemented training

programs, resistance to cultural change, and limited strategic integration of social media tools have contributed to communication gaps and performance inefficiencies. This creates a critical need to empirically investigate the combined influence of diversity training and social media collaboration on team performance in Nigerian organizations. By doing so, this study aims to provide evidence-based insights that can guide organizational policies and practices toward building high-performing and inclusive teams.

1.3 Research Objectives

The main objective of this study is to examine the impact of diversity training and social media collaboration on team performance in selected organizations within Lagos metropolis. The specific objectives are to:

1. Determine the effect of diversity training on team performance in selected organizations.
2. Examine the relationship between social media collaboration and team performance.
3. Assess whether there is a gender difference on team performance.

II. LITERATURE REVIEW

Theoretical framework

Social Identity Theory (SIT) was propounded by Henri Tajfel and John Turner in 1979. The theory emerged as a psychological framework to explain how individuals' sense of self is shaped by their membership in social groups. Tajfel and Turner argued that people categorize themselves and others into social groups (such as cultural, ethnic, and professional groups), which in turn influences their attitudes, behaviors, and group dynamics.

The central assumption of SIT is that individuals derive a significant part of their identity and self-esteem from the groups they belong to. This categorization leads to the formation of in-groups (groups to which individuals perceive they belong) and out-groups (those they perceive as different). People tend to favor their in-groups, which can result in both positive in-group cooperation and potential intergroup conflict. The theory emphasizes three key processes: social categorization, which involves classifying oneself and others into groups; social identification, which refers to adopting the identity of the group to which one belongs; and social comparison, which involves evaluating one's group in relation to others to maintain self-esteem and group pride.

Several scholars have expanded on the relevance of SIT in workplace diversity and collaboration. For instance, Ashforth and Mael (1989) emphasized that organizational

identification strengthens when employees feel that their unique identities are acknowledged and valued, fostering commitment and cooperation. Similarly, Haslam et al. (2011) noted that shared social identity in teams improves trust, information sharing, and collective performance. More recently, van Dick and Haslam (2012) highlighted that promoting a sense of "we-ness" within diverse groups enhances communication and reduces perceived barriers between team members.

In the context of this study, SIT provides a strong theoretical foundation for understanding how managing social identities can enhance team outcomes. Diversity training helps employees recognize and appreciate different group identities, reducing intergroup bias and fostering inclusion. When employees perceive that their cultural, social, or professional identities are respected, they are more likely to engage in cooperative and productive behaviors that drive team performance.

Furthermore, social media collaboration tools can serve as platforms for inclusive communication and identity expression. These platforms help bridge identity gaps by promoting open dialogue, knowledge sharing, and the creation of shared goals. This shared social identity reduces feelings of isolation, enhances trust, and strengthens team cohesion. In organizations within Lagos Metropolis where cultural and ethnic diversity is high leveraging SIT through structured diversity training and collaborative communication platforms can create a unified team identity, ultimately improving team performance.

Empirical Review

Several empirical studies have examined the role of diversity training in enhancing team performance across different organizational contexts. For instance, Roberson, (2019) conducted a cross-sectional study involving 212 employees across five firms in the United States and found that structured diversity training significantly improved team members' knowledge-sharing behavior, cohesion, and overall performance. Similarly, Choi, and Rainey (2020) discovered through structural equation modeling in a South Korean ICT sector that diversity initiatives increased psychological safety, which in turn enhanced team productivity. These findings emphasize that diversity-focused programs play a critical role in creating inclusive work environments that drive better team outcomes.

Evidence from other contexts also supports this assertion. In Australia, Ali and French, (2019) reported a significant positive relationship between diversity management practices and team productivity using hierarchical regression. In Ethiopia, Kassa, (2021) revealed through Pearson's correlation

and regression analyses that diversity training positively correlated with inclusion, job satisfaction, and improved team performance. Collectively, these studies underscore the effectiveness of diversity training as a strategic tool to enhance collaboration and team productivity across cultural and geographical boundaries.

Beyond diversity training, empirical evidence shows that social media collaboration can significantly improve team outcomes. Majchrzak, et al. (2018) conducted a longitudinal study among 250 team members from multinational corporations in the United States and discovered that using collaborative social media platforms enhanced collective problem-solving, leading to improved performance. Levi (2021) supported this through an experimental study in the UK showing that teams using digital collaboration tools outperformed those in the control group on measures of innovation and task efficiency. These results highlight the importance of integrating digital collaboration into teamwork to foster agility and effectiveness.

A similar trend is observed in African and Nigerian organizational settings. Bennett, and Segerberg, (2018) reported that social media facilitated knowledge integration and improved trust, thereby enhancing performance in Sweden. More contextually, Ojo, and Adewale, (2023) found that diversity training significantly improved communication, reduced bias, and boosted team performance in selected organizations within Lagos, Nigeria. Furthermore, Okeke, (2024) demonstrated that social media collaboration positively predicted team productivity and innovation among employees in Nigerian tech firms.

Taken together, these studies reveal a consistent empirical pattern: both diversity training and social media collaboration are strongly linked to enhanced team performance across different national contexts. Diversity training builds inclusive and psychologically safe teams, while social media collaboration promotes real-time communication, innovation, and problem-solving. This empirical evidence provides a strong foundation for investigating how these variables interact to influence team performance in the Lagos metropolis context, where organizations are increasingly embracing diversity and digital collaboration.

III. METHOD

Design

This study adopted a quantitative, correlational research design to examine the impact of diversity training and social media collaboration on team performance in selected organizations within Lagos Metropolis. The design was considered appropriate because it allows for the investigation

of the relationships between variables and the prediction of team performance based on diversity training and social media collaboration without manipulating any of the variables.

Participants and Procedure

The population for this study comprised employees working in selected private and public organizations within Lagos Metropolis. A total of 201 participants were selected using a purposive sampling technique to ensure representation across organizational sectors. The sample consisted of 75 male participants and 126 female participants, all of whom were actively engaged in team-based work settings.

Prior to data collection, organizational consent was obtained from management, and informed consent was sought from participants. Respondents were assured of confidentiality and anonymity, and participation was voluntary. The data collection was conducted in person and electronically, using self-administered questionnaires distributed during scheduled work hours. Participants completed the instruments individually, with an average completion time of 15–20 minutes.

Measures

Diversity Training: Perceptions of diversity training were measured using a structured and standardized Diversity Training Scale adapted from prior studies on workplace inclusion and diversity (e.g., Kulik & Roberson, 2022). The scale assessed participants' exposure to and perceived effectiveness of diversity training programs within their organizations. Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores indicated greater perceived effectiveness of diversity training.

Social Media Collaboration: Social media collaboration was assessed using a Collaboration and Digital Communication Scale adapted from Leonardi and Vaast (2021). The scale measured the frequency, ease, and effectiveness of team members' use of social media platforms (e.g., Slack, Microsoft Teams, WhatsApp for Business) to collaborate at work. Responses were scored on a 5-point Likert scale, with higher scores indicating greater levels of collaboration.

Team Performance: Team performance was measured using a Team Effectiveness Scale adapted from Mathieu et al. (2019). This instrument assessed key indicators such as communication quality, goal attainment, trust, shared responsibility, and overall effectiveness of teams. Items were rated on a 5-point Likert scale, with higher scores representing higher team performance levels.

All instruments demonstrated acceptable internal consistency reliability, with Cronbach's alpha coefficients exceeding .70 in prior studies.

Method of Data Analysis

Data were analyzed using descriptive and inferential statistics with the aid of Statistical Package for the Social Sciences (SPSS, Version 26). Descriptive statistics (means and standard deviations) were used to summarize demographic characteristics and main variables. Pearson Product-Moment Correlation Coefficients were computed to examine the relationships between diversity training, social media collaboration, and team performance. Simple linear regression was conducted to determine the predictive power of each independent variable on team performance. An independent samples t-test was employed to examine gender differences in team performance between male and female employees. Statistical significance was set at $p < .05$.

IV. RESULTS

Table 1: Descriptive Statistics of Gender Differences on Team Performance, Diversity Training, and Social Media Collaboration

Gender	Variable	N	Mean	SD
Male	Team Performance	75	17.43	3.18
	Diversity Training	75	4.25	0.82
	Social Media Collaboration	75	15.73	3.41
Female	Team Performance	126	18.25	4.25
	Diversity Training	126	4.35	0.78
	Social Media Collaboration	126	16.68	4.28
Total	Team Performance	201	17.95	3.90
	Diversity Training	201	4.31	0.80
	Social Media Collaboration	201	16.33	4.00

Note. SD = Standard Deviation

The descriptive statistics presented in the table show the mean, standard deviation, and sample size for male and female participants on three key variables: team performance, diversity training, and social media collaboration among employees in selected organizations within Lagos metropolis.

For team performance, male participants (N = 75) recorded a mean score of M = 17.43, SD = 3.18, while female participants (N = 126) had a slightly higher mean of M = 18.25, SD = 4.25. This indicates that, on average, female employees reported slightly better team performance than their male counterparts, though the difference appears modest.

In terms of diversity training, male employees had a mean score of M = 4.25, SD = 0.82, and female employees had M = 4.35, SD = 0.78. The small difference suggests that both male and female participants reported similar levels of exposure to or perceptions of diversity training programs within their organizations. This implies that diversity training initiatives are likely accessible and perceived uniformly across genders.

For social media collaboration, male participants had a mean of M = 15.73, SD = 3.41, whereas female participants had a slightly higher mean of M = 16.68, SD = 4.28. This indicates that females tend to engage more frequently or effectively in social media–based collaborative work than males, suggesting that women in these organizations may be slightly more active in utilizing digital platforms for teamwork and communication.

When the total sample (N = 201) was considered, the overall means were as follows: team performance (M = 17.95, SD = 3.90), diversity training (M = 4.31, SD = 0.80), and social media collaboration (M = 16.33, SD = 4.00). These averages reflect generally high perceptions of diversity training and moderately strong team performance and digital collaboration across the workforce.

V. TEST OF HYPOTHESES

Hypo 1: There will be a significant positive relationship between and diversity training and team performance in selected organizations within Lagos metropolis.

Table 2: Correlations between diversity training and team performance

Variables	Mean	SD	1	2
Team performance	17.94	3.90	1.00	
Diversity training	4.31	0.79	.520*	1.00

The correlation coefficient between diversity training and team performance was r = .520, with a significance level of $p < .05$, indicating a statistically significant relationship between the two variables. The findings reveal positive significant relationship between diversity training and team performance ($r = .520$, $p < .05$). This implies that as diversity training initiatives increase within organizations, team performance also tends to improve.

In order to determine whether the frequency of social media usage significantly predict dysfunctional behaviour, linear regression analysis was computed. The result is presented in Table 2.1.

Table 2.1: Summary of Regression analysis showing the frequency of diversity training to the prediction of team performance

Variable	B	Beta	T	Sig.	R	R^2	F-ratio	Pv
Diversity training	2.542	.520	2.580	.05	.271	.270	73.620	P<0.05

A simple linear regression analysis was conducted to examine whether diversity training significantly predicts team performance among employees in selected organizations within Lagos metropolis. The results of the regression analysis indicated that diversity training significantly predicted team performance, $B = 2.542$, $\beta = .520$, $t = 2.580$, $p < .05$. The model produced a coefficient of determination of $R^2 = .270$, indicating that diversity training explained approximately 27.0% of the variance in team performance. The overall model was statistically significant, $F (1, N) = 73.620$, $p < .05$.

Hypo 2: There will be a significant positive relationship between and social media collaboration and team performance in selected organizations within Lagos metropolis.

Table 3: Correlations between Social media collaboration and team performance

Variables	Mean	SD	1	2
Team performance	17.94	3.90	1.00	
Social media collaboration	16.32	3.99	.428*	1.00

The Pearson correlation coefficient indicated a positive significant relationship between social media collaboration and team performance ($r = .428$, $p < .05$).

In order to determine whether the frequency of social media usage significantly predict team performance, linear regression analysis was computed. The result is presented in Table 2.1.

Table 3.1: Summary of Regression analysis showing the social media collaboration to the prediction of team performance

Variable	B	Beta	T	Sig.	R	R^2	F-ratio	Pv
Social media collaboration	0.418	0.428	6.680	.05	.428	.183	44.622	P<0.05

The results, as presented in Table 2.1, show that social media collaboration had a positive unstandardized regression coefficient ($B = 0.418$) and a standardized beta coefficient ($\beta = 0.428$). The *t*-value of 6.680 was statistically significant at $p < .05$. The model produced a correlation coefficient ($R = 0.428$), an R² value of 0.183, and an F-ratio of 44.622 ($p < .05$).

Hypo 3: Male participant will score significantly higher on team performance compared to the female participants.

Table 4: Independent samples t-test comparing male and female scores on team performance

Gender	N	M	SD	T	Df	P
Male	75	17.42	3.18	-4.458	199	>.05
Female	126	18.25	4.25			

An independent samples *t*-test was conducted to determine whether there is a significant difference between male and female participants on team performance in selected organizations within Lagos metropolis. As shown in Table 4, male participants (N = 75, $M = 17.42$, $SD = 3.18$) and female participants (N = 126, $M = 18.25$, $SD = 4.25$) did not differ significantly in their team performance scores, $t(199) = -4.458$, $p > .05$.

VI. DISCUSSION

The findings of the first hypothesis reveal a significant positive relationship between diversity training and team performance in selected organizations within Lagos metropolis. This result aligns with the broader literature suggesting that diversity training enhances team collaboration, communication, and productivity. When employees undergo structured training that helps them understand and appreciate cultural, gender, and professional differences, teams are more likely to operate cohesively and efficiently. According to Bezrukova, et al. (2016), well-designed diversity training programs improve knowledge, attitudes, and behaviors, which in turn positively affect team processes and outcomes. In the multicultural work environment of Lagos, where organizations often comprise individuals from different ethnic and cultural backgrounds, these trainings are particularly impactful in reducing conflict and fostering team synergy.

Furthermore, the positive relationship can be explained through increased psychological safety and inclusiveness within teams. Research by Nishii, and Rich (2014) indicates that diversity training contributes to building inclusive organizational climates that encourage employees to voice ideas and collaborate effectively without fear of discrimination or bias. This climate of trust and inclusion facilitates better decision-making and innovative problem-solving, both of which are critical to strong team performance. In the Lagos organizational context, this is particularly important given the prevalence of ethnic and linguistic diversity, which can either be a source of strength or tension depending on how it is managed.

Additionally, diversity training supports the development of interpersonal and intercultural competencies, which are essential in high-performing teams. Sabharwal, (2014) notes that teams with a higher capacity to navigate cultural differences tend to demonstrate stronger commitment to common goals, lower turnover intentions, and better overall

performance outcomes. Through structured training programs, organizations can equip employees with skills that minimize stereotyping and unconscious bias, leading to improved team coordination and productivity. These outcomes resonate strongly with Lagos-based organizations, where workgroups often consist of employees from different states, tribes, and religious affiliations.

Moreover, social identity management through training can strengthen shared team identity. According to van Dick, and Haslam (2012), diversity training that emphasizes shared goals and collective identity enhances cohesion, reduces group fragmentation, and boosts overall team effectiveness. Teams that successfully integrate diverse perspectives through training demonstrate better adaptability and problem-solving, making them more competitive in dynamic work environments. This evidence reinforces the importance of diversity initiatives in organizational strategies aimed at improving team performance in Lagos.

However, while the relationship is largely positive, some scholars argue that poorly implemented diversity training can lead to resistance or backlash, thereby undermining team performance. For example, Dobbin, and Kalev, (2018) caution that mandatory or one-off training programs may trigger defensiveness among employees, particularly if they feel unfairly targeted or stereotyped. Such resistance can create divisions within teams, reduce morale, and hamper collaborative efforts. In Lagos, where cultural identities are often deeply rooted, inadequate program design can unintentionally reinforce divisions rather than foster cohesion.

Similarly, Kulik and Beyer (2021) highlight that diversity training may fail to achieve its intended impact if not followed by sustained organizational support, leadership engagement, and policy reinforcement. Without structural backing, training may be perceived as performative, leading to minimal behavioral change and, in some cases, reduced trust in management. This underscores the need for organizations in Lagos metropolis to not only provide diversity training but also integrate it into a broader inclusion strategy to ensure sustainable improvements in team performance.

Similarly, the findings of the second hypothesis revealed a significant positive relationship between social media collaboration and team performance in selected organizations within Lagos metropolis. This result aligns with previous research, which emphasizes the role of digital collaboration tools in enhancing workplace communication, coordination, and overall effectiveness. According to Leonardi, (2021), the use of social media in organizational contexts facilitates fluid communication, allowing employees to share ideas, clarify instructions, and coordinate activities in real time. In the context of Lagos, where organizations often operate in dynamic and competitive environments, this ease of communication through digital platforms significantly contributes to improved teamwork, faster decision-making, and better performance outcomes.

One major reason for this positive relationship is the enhancement of knowledge sharing and transparency that social media platforms provide. As Treem and Leonardi (2017) explain, collaborative platforms allow for quick access to shared knowledge repositories, enabling employees to coordinate their work more effectively. In Lagos-based organizations where teams may include individuals from different departments, cultural backgrounds, and even remote locations, such digital collaboration ensures that everyone remains informed and aligned with organizational objectives. This reduces duplication of effort, improves operational efficiency, and strengthens the ability of teams to meet deadlines.

Furthermore, the findings corroborate the argument that social media collaboration fosters team cohesion and trust, which are critical for achieving optimal team performance. Majchrzak, et al. (2013) found that digital collaboration platforms help foster mutual trust by encouraging open communication and participation. This is especially relevant in Lagos, where cultural and linguistic diversity may pose communication barriers. Social media tools provide a neutral and inclusive platform for interaction, reducing misunderstandings and fostering a shared sense of purpose. When employees feel connected and included, their willingness to contribute increases, thereby enhancing team productivity.

Another key aspect of the findings is the role of social media in encouraging flexibility, innovation, and adaptive performance. According to Parveen, (2016), digital platforms enable teams to respond quickly to changing demands, innovate collectively, and leverage diverse perspectives for creative problem-solving. This is particularly critical in Lagos, where organizations often face market uncertainties, technological disruptions, and competitive pressures. Social media collaboration provides a platform where employees can brainstorm, co-create solutions, and address challenges in real time, thereby enhancing the team's agility and overall performance.

Additionally, the findings support the notion that employee engagement and motivation are strengthened through social media collaboration. Ali-Hassan, et al. (2015) found that employees who actively collaborate on digital platforms experience higher engagement levels and are more committed to team goals. In the Lagos organizational context,

where workforce diversity is high and employee engagement is a key driver of productivity, these platforms offer opportunities for inclusive participation and a stronger sense of belonging. This engagement translates into better performance outcomes as employees become more proactive and aligned with team objectives.

However, the study also recognizes that social media collaboration is not without challenges. Van Zoonenand Treem, (2019) caution that excessive use of social media can lead to information overload and digital fatigue, which may diminish concentration and productivity. This is particularly relevant in Lagos, where employees often face long working hours and commuting stress, making them vulnerable to burnout. In addition, concerns about privacy and trust can also limit participation. Cai, et al. (2021) observed that fears about surveillance, misuse of information, or lack of data protection can discourage employees from fully engaging in collaborative platforms, thereby undermining their potential benefits.

In summary, this finding reinforces the argument that social media collaboration serves as a powerful enabler of team performance when effectively managed. While its benefits such as enhanced communication, knowledge sharing, cohesion, innovation, and engagement are evident, organizations must also address potential downsides through appropriate policies and digital well-being strategies. In the Lagos context, where workplace diversity, fast-paced operations, and technological adoption are prominent, the strategic use of social media collaboration can significantly strengthen team performance and give organizations a competitive edge.

Moreover, the finding of the last hypothesis that male and female employees do not differ significantly in team performance is consistent with a large and growing literature showing minimal or inconsistent gender-based differences in work outcomes when contextual and role demands are taken into account. Meta-analytic work indicates that gender per se explains little variance in performance once situational factors, task type, and group composition are controlled (Bell et al., 2011). In other words, men and women display comparable effectiveness in team tasks across a wide range of settings; therefore, the Lagos result aligns with the expectation that gender is not a primary determinant of team performance.

Several theoretical accounts explain why gender differences tend to be small. Role congruity and social role theories suggest that apparent gender effects often reflect role expectations rather than stable ability differences; when organizational roles and evaluation criteria are gender-neutral and when employees receive similar resources and support,

observed performance converges (Eagly & Johnson, 1990). Moreover, modern organizations that emphasise collaborative norms, procedural fairness, and competency-based appraisal reduce gendered bias in performance outcomes (Paustian-Underdahl, Walker, & Woehr, 2014). In Lagos organisations that adopt equitable management practices and team-based evaluation, therefore, comparable mean performance for men and women is theoretically expected.

Practically, the absence of a gender effect implies that interventions to raise team performance in Lagos should focus on structural and process factors clear goals, role clarity, training, psychological safety, and inclusive leadership rather than on gender-targeted performance assumptions. Empirical reviews of team functioning show that diversity management, task interdependence, and leadership quality are far stronger predictors of team outcomes than employee gender (Bell et al., 2011; Catalyst, 2020). Thus, managers in Lagos would likely gain more from improving team processes and removing systemic barriers than from treating gender as a performance risk factor.

Nevertheless, caution is warranted. Some research indicates that gender-related differences can emerge in specific contexts or under particular conditions for example, in leadership emergence, in teams performing narrowly gender-typed tasks, or where strong gender stereotypes shape evaluations (Eagly & Johnson, 1990; Paustian-Underdahl et al., 2014). In Lagos, cultural norms, occupational segregation, or informal evaluation practices could occasionally produce differential experiences that affect performance assessments. Therefore, although the present sample showed no gender gap, ongoing monitoring for subtle, context-specific biases (e.g., promotion decisions, access to stretch assignments) remains important to ensure true equality of opportunity.

VII. CONCLUSION

The study examined the impact of diversity training and social media collaboration on team performance in selected organizations within Lagos Metropolis. Findings revealed a positive and statistically significant relationship between diversity training and team performance, indicating that employees who receive adequate diversity-related training tend to perform better in teams. Similarly, social media collaboration was found to have a positive and significant relationship with team performance, suggesting that organizations that leverage social media platforms to enhance communication, idea sharing, and collaboration tend to achieve higher levels of team efficiency and cohesion.

Furthermore, results from the independent samples t-test showed no significant difference between male and female

employees in their team performance scores. This implies that gender does not play a determining role in influencing team performance in the organizations studied. Instead, both male and female employees perform comparably when provided with similar opportunities for training and collaboration.

Overall, the findings underscore the importance of diversity training and social media collaboration as strategic tools that enhance collective productivity and organizational performance in contemporary workplaces.

Recommendations

1. Organizations within Lagos Metropolis should institutionalize periodic diversity training programs aimed at promoting inclusivity, mutual respect, and teamwork among employees from varied cultural and demographic backgrounds.
2. Management should invest in secure and efficient social media collaboration platforms (e.g., Microsoft Teams, Slack, or Workplace by Meta) to improve communication flow and knowledge sharing among team members.
3. Since gender differences do not significantly affect team performance, organizations should continue to uphold gender-neutral policies in team assignments and leadership roles to foster fairness and inclusiveness.
4. Human resource departments should establish mechanisms to periodically evaluate the impact of diversity training and social media collaboration on team performance, ensuring that such programs remain relevant and impactful.
5. Organizational leaders should actively endorse and participate in diversity and collaboration initiatives, as leadership commitment enhances employee buy-in and the long-term success of these interventions.

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