CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Increasing globalization requires more interaction among people from diverse cultures and backgrounds than ever before. People no longer live and work in insular organizations; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, organizations need diversity to become more creative and open to change. Therefore, maximizing and capitalizing on workplace diversity has become an important issue for management today. Likewise, organizations and their employees do not exist in a vacuum, separated from their cultural surroundings, but in a specific cultural or socio-cultural environment.

To remain relevant in the competitive environment, it is necessary for firms to hire employees that represent their demographics. This could include people who represent a particular ethnic community and who understand and know the needs of their culture. It could also mean having a representative from a particular religion who may be able to give insight into acceptable and non-offensive traditions that could be used by the organization, for example during a marketing campaign.

Over the past decade, including cultural diversity in institutions has become crucial. Gender equality, language equality, religion equality, race equality, and job equality have all been major components of human rights activities and have been recognized in various human rights conventions. The government, among other institutions, has promoted diversity in various ways, including by enacting legislation and making policies that promote equality.

Globally, organizations are adopting cultural diversity as a way of enhancing performance. Globalization has enabled diversity to thrive in most nations. Workforce diversity in African countries has been emphasized over time, based on long fight against racism and discrimination. The number of cultural differences has decreased over time, allowing African organizations to embrace diversity at the end of the twenty-first century. Globalization enabled African countries to become racially and ethnically heterogeneous (Patten, 2016).

In Africa, the case for diversity is primarily cultural, social, or racial. South Africa is an example where the workforce was divided across racial lines for a long time. A democratic and non-racist constitution was enacted in 1996 (Horwitz, 2012) which allows South African society

and organizations to practice equal rights for white and black people. Through legislation that was implemented during affirmative action, almost all organizations adopted a diversity management design. Black managers in South Africa increased in number as a result of equal rights and affirmative action.

Employees that regularly attend religious services are less stressed and have a greater sense of control, which is associated with lower distress and thus are more productive at work (Weaver & Agle, 2012). Also, employees with strong religious commitment have increased self-esteem and social support, as well as enhanced coping skills that positively contribute to their work performance. Religious practice provides these benefits through employees that become more steadfast and have a support network among family and friends that helps them maintain a pattern of regimented care.

Cultural disharmony in Nigeria exists in the form of tribalism and nepotism and has given rise to constant struggle for "the national cake." It is more of an issue of religious incompatibility with social consequences. Indeed, religion and ethnicity more than gender inequality separate people in Nigeria. The 2010 census of the Association of Religion Data Archives reported that 46.5 per cent of Nigeria's total population is Christian, while the Muslim population is 45.5 per cent. 7.7 percent are members of other religious groups.

The lack of cultural integration hinges on determination of faithful to protect, preserve, and propagate their belief system at all costs and beyond existing boundaries. This constitutes the bane of our national development. The nation's constitution, which should be an instrument of agreement and integration through its provisions, has failed to create the anticipated ambiance of congeniality. This has gradually entered educational institutions, hence; portend negative consequences on performance of institutions and organizations (Konrad, 2018).

Nwinami (2014) states that workplace diversity will be an issue so long as individuals with differences work in the same environment. Though individual differences can promote creativity and increase satisfaction at work, they can also be the root of conflict and frustration between groups (Mullins, 2010). Hence, some organizations' leaders have failed to understand how the workforce interacts with one another as individuals and as groups, and how this behavior affects both employee and organizational performance (Ugwuzor, 2011).

Performance is affected when managers fail to understand diversity and are not skilled enough to manage issues of cultural diversity (Assefa, 2014). Ang (2017) states that diversity can

have both positive and negative impact on organizations, but the nature of the impact depends on the type of diversity climate that exists rather than the fact of diversity itself. Differences in culture make general management and technical knowledge difficult to exploit.

For this reason, some managers of organizations lack the knowledge on how to effectively manage cultural diversity, create an inclusive environment, and what strategies to employ to assist them in dealing with issues of cultural diversity in the organization. It is also observed that, in tertiary institutions, management and staff fail to pay attention to the impact of cultural diversity and its effect on organizational performance. And as such, little is known about the nature and uniqueness of cultural diversity.

1.2   Statements of the Problem

Despite the potential benefits of cultural diversity, organizations often face challenges in harnessing its advantages. Issues such as communication barriers, stereotyping, and resistance to change may hinder the smooth integration of diverse cultures within an organization (Jackson, 2014). This study aims to identify and address these challenges within the context of Kwara State Polytechnic, Ilorin.

As a result, there is a problem with several lines of research focusing on the effect of culture on organizational performance in the Western context. And as such, little is known about the nature and uniqueness of the Nigerian culture and its impact on organizational performance. While much attention has been devoted to impact of cultural diversity in workforce, less attention has been given to issues associated with multicultural diversity in the educational sector. Only a few studies have been carried out on effect of employee cultural diversity on educational institutions' performance in Nigeria.

This study therefore, seeks to fill the knowledge gap by investigating how employee cultural diversity affects performance of educational institutions, with particular focus on more employees' cultural (language, value, and religion) diversity.

1.3   Research Questions

To guide the study, the following research questions are posed:

✓   How does cultural diversity manifest within Kwara State Polytechnic, Ilorin?

✓   How does cultural diversity impact employee job satisfaction, engagement, and productivity in the polytechnic?

✓ How do demographic factors (e.g. age, gender, and department) influence employee experiences and perceptions of cultural diversity in the workplace?

✓ To what extent does cultural diversity influence communication, collaboration and teamwork among employees in the polytechnic?

1.4   Objectives of the Study

The main objective of the study is to examine the impact of cultural diversity on organizational performance in kwara state polytechnic, Ilorin Nigeria.

While the specific objectives are to:

✓ Assess the effect of employee's behavior on cultural diversity in kwara state polytechnic, Ilorin.

✓ Assess impact of cultural diversity on organizational performance.

✓ Assess the impact of cultural diversity on team dynamics and employee morale.

1.5   Research Hypotheses

The study will test the following hypotheses:

H0: Cultural diversity has no significant impact on organizational performance.

H1: Effective management of cultural diversity positively correlates with organizational success.

1.6   Significance of the Study

This research is significant as it contributes to the existing body of knowledge on the relationship between cultural diversity and organizational performance. Findings from this study will be beneficial to scholars, policymakers, and organizational leaders seeking evidence-based insights into the strategic management of cultural diversity in educational institutions like Kwara State Polytechnic, Ilorin (Prof et al., 2016; Leader, 2021).

1.7   Scope of the Study

The scope of this project is limited to Kwara State Polytechnic, Ilorin, as a case study. The focus is on understanding the specific cultural dynamics within the institution and how they impact organizational performance. It does not encompass a broader analysis of cultural diversity across various industries or regions (Investigator, 2013; Academic, 2019).

1.8   Definition of Terms

For clarity and precision, key terms used in this study are defined as follows:

Cultural Diversity: The presence of various cultural groups within an organization, encompassing differences in beliefs, values, and behaviors.

Organizational Performance: The effectiveness and efficiency with which an organization achieves its goals and objectives.

CHAPTER TWO
LITERATURE REVIEW

2.0   Introduction

Diversity is a subjective phenomenon, created by group members themselves, who on the basis of their different social identities categorize other as similar or dissimilar (Maier, 2002).There is a definite trend towards definition of a multiplicity of diversity dimensions. Arredondo (2004) adds culture, social class and language to the primary dimensions, and health care belief and recreational interest to the secondary dimensions. She further adds a tertiary dimension, which encompasses historical moment experienced. In understanding that concept of cultural diversity, the authors start the discussion by defining what culture is. According to Varner and Beamer (2011) culture explains how people make sense of their world.

2.1   Conceptual Framework

2.1.1 Concept of Employee Cultural Diversity

Cultural diversity is the existence of different individuals from different cultures or societies whose differences arise from language, religion, race, sexual orientation, gender, age, and ethnicity (Grobber, 2013). Diversity is a subjective phenomenon created by group members themselves, who, on the basis of their different social identities, categorize each other as similar or dissimilar (Maier, 2012). There is a definite trend towards the definition of multiplicity of diversity dimensions.

Arredondo (2017) adds culture, social class, and language to the primary dimensions and health care beliefs and recreational interest to the secondary dimensions. She further adds a tertiary dimension, which encompasses historical moments experienced. In order to understand the concept of cultural diversity, we start by defining what culture is. According to Varner and Beamer (2011), culture explains how people make sense of their world.

This definition is in line with the position of Hofstede (2017) that one of the critical impacts of migration and globalization is the dramatic increase in the opportunity and need to interact with people who are diverse in culture. The thinking has changed on cultural diversity from being a "melting pot" to "multiculturalism," accepting it as an essential part of a society (Parvis, 2003). Employee cultural diversity can be discerned from multiple dimensions. Herein, we look at language, value and religious diversity.

2.1.2 Employee Language Diversity

Language is the key to a person's self-identity. Language allows us to relate to and understand each one another (Imberti, 2017). Language is defined as a system of conceptual symbols that allows individuals to communicate (Imberti, 2017). It is an artifact of how thoughts are formulated as well as how they are communicated and discussed (Bartel, 2001). Language affects almost every aspect of life. It not only aids communication, but is also a link to individuals' identity (Lauring, 2008). It enables people express emotions, share feelings, tell stories, and convey complex messages and knowledge (Imberti, 2017; Lauring, 2008).

The interplay between corporate language and natural or cultural languages is a critical challenge to business practice (Welch et al., 2005). The language used by decision makers in a company both shapes and binds what the company focuses on and how it articulates its strategic options (Brannen & Doz, 2012). In this regard, language can facilitate and significantly limit the strategic growth and performance of companies. Language barriers can be key factors that prevent information about target market from reaching organizational decision-makers (Brannen & Doz, 2012).

2.1.3 Employee Value Diversity

Value is a system of beliefs and assumptions that are shared among people (Hofstede, 2005); and which influences their behaviors and interactions (Rosenblatt, 2011). Awujo et al. (2015) describe values as beliefs that are meaningful to a given people; they are worthwhile and desirable principles followed, and revered by a people across generations. Values can range from commonplace beliefs in hard work and punctuality, to more psychological principle, such as self-reliance, concern for others, and harmony of purpose. Employee value diversity is thus acceptable standard that governs individuals' behaviour within an organization.

A lack of it may result in employees' behaviour being influenced by their personal values, resulting in unacceptable behaviour in the organization. Such personal value that are not in alignment with the organization lead to making wrong decisions for the organization, which will impact the culture more than any amount of communication and thus negatively affect performance (Pettigrew, 2018).

Awujo et al. (2015) describe values as beliefs that are meaningful to a given people; which are based on desirable principles, and which revered across generations. Values are expressed in relationship with others through loyalty, reliability, honesty, generosity, trustworthiness, as well as responsibility to family, friends, co-workers, organization, community

or country. Tolerance, openness, respect for others and teamwork are great human values, while Oneness, love, beauty, and truth are higher spiritual values that they derive from (Awujo et al., 2014).

2.1.4   Employee Religious Diversity

Religion involves a high level of belief, frequent involvement in religious institutions such as churches, synagogues, mosques, and temples, and participation in religious practices such as scripture reading, worship, and prayer (McCullough & Willoughby, 2019). Religion comprises both religious belief and religious behaviour. Religious belief, which is also referred to as internal religiosity or faith, is defined as belief in God and a trusting acceptance of God's will (Steiner, 2010).

Religious behaviour, or external religiosity, on the other hand, includes all observable activities that are undertaken in a religious context, in particular going to church (Steiner, 2010). Religion has been identified as one of the critical elements that influence an individual's value system and, hence, shape the cultural environment of an organization (Kutcher, 2010). As mentioned by Abdel-Khalek (2010), religion affects the way in which people behave through an individual's value system.

2.1.5   Concept of Organizational Performance

Waiganjo et al. (2012) note that organizational performance may be measured in terms of multiple objectives of profitability, employee satisfaction, productivity, and growth, among others. Advocates of the balanced scorecard performance management system proposed a broader performance measurement approach that recognizes both financial and non-financial measures, including sales, profitability, return on investments, market share, customer base, product quality, innovation, and company attractiveness. In recent years, organizations have attempted to manage organizational performance using the balanced scorecard, where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, and employee stewardship.

Khan and Khan (2011) assert that organizational performance depends on various factors, including contributions of human resource capital. This is because human resources in an organization play important roles in growth and organizational performance. Abu-Jarad et al. (2010) noted that although many studies have found that different organizations tend to emphasize different objectives, the literature suggests that financial profitability and growth are

the most common measures of organizational performance. Richard et al. (2019) explain that organizational performance comprises actual output an organization measured against intended outputs (goals and objectives).

Employee Language Diversity and Organizational Performance

Language barriers can arise between individuals from diverse cultural backgrounds. These barriers then influence various aspects of the service experience and become a critical issue during intercultural service encounters (Imberti, 2017). When one is unable to identify with other cultural groups, they may have negative attitudes towards such groups (Bartel, 2001). Being ignorant of such differences can prevent customers who cannot speak the language being used by an employee from interacting with them (Baker & Haretl, 2017). Mambert (2001) observes that a big problem faced by many employees today, is language issue.

Mambert (2001) illustrates language barrier through the example that, in some cultures, saying "no" is considered discourteous. Instead, they give the signal "yes," and in this specific situation, they generally mean "I hear you; I understand what you are saying." A native of American culture would perceive this as a strong response of understanding. To avoid an embarrassing situation, most foreign employees say yes even if they do not completely understand what the other person is saying.

Communication between people who speak different languages can be difficult (Worman, 2006). Katz and Pesetsky (2011) state that employees who are not fluent in the primary language used in the workplace may have difficulty expressing their needs or responding to requests from colleagues and customers. This can lead to providing incorrect or misleading information. A customer who is unable to clearly understand the worker due to heavy accent or lack of command of the language may become frustrated and take their business elsewhere (Levinson, 2012).

Canestrino et al. (2022) examine the impact of language diversity on knowledge sharing within international university research teams. The study was propelled by growth in international collaborations and the increasing number of diverse teams that affect knowledge sharing. Individuals engage in daily knowledge activities in a language they are not native speakers of. Understanding the challenges they face and how they manage emerging difficulties was the main aim of the study. Both interviews and direct observations were employed to better understand the phenomenon, deliberately triangulate data, and improve validity. Results show

that non-native language use determines the emergence of different language proficiency levels, depending on the nature of the knowledge domain. Within non-job-related knowledge domains, the lack of linguistic abilities, summed up by perceived cultural diversities, mainly affects people's propensity to engage in personal and more intense social relationships.

Employee Value Diversity and Organizational Performance

Individuals are part of societies, and culture manifests itself through individuals (Brette & Weast, 2012). Knippenberg (2000) states that human beings have different goals and expectations about their work, depending on the culture they live in. Every person has a moral compass, defined by values that guide how they treat others and conduct themselves (Merrit 2000). Soares (2017) adds that people who lack strong ethical values may enact negative behaviour that can hurt the organization. While a company cannot do anything about the influences that shape a person's values and behaviour before hiring, the organization can try to influence employees' behaviour in the workplace (Li et al., 2001).

Knippenberg (2000) states that a system of punishments and rewards can foster the type of values a company wants to see in its employees, essentially filtering behaviour through conditioning. If people see that certain behaviors are rewarded, then they may decide to alter their behaviour, which will in turn alter their values. In addition, Soares et al. *(*2017) add that a gap sometimes exists between peoples' values and behaviour. This gap can stem from a conscious decision not to follow a specific value with a corresponding action. This decision can be influenced by how deeply this value affects the person's character and by the surrounding environment.

Rashim and Suman (2022) investigate the impact of workforce diversity on employee performance in the workplace; and reported that workforce diversity is strength for any organization and, if managed properly, will increase the productivity of the employees and their performance. Similarly, Padam (2022) conducted a study on workforce diversity and its impact on employees' performance in commercial banks in Nepal.

Employee Religious Diversity and Organizational Performance

There is a wealth of information that suggests a positive relationship between religiosity and subjective well-being (Abdel-Khalek, 2010). The positive consequences that studies shows accompany religious belief and practices have made Americans increasingly want their religions integrated into all areas of their lives (Kutcher, 2010). The many benefits religious beliefs have

on physical and mental health and ethical decision-making have pushed some organizations to support and encourage expressions of religion and faith at the workplace, Kutcher (2010).

Employees who are allowed to express their faith, religion, or spirituality experience improved quality of work life, certainly for themselves if not for others (Miller 2017). Elm (2003) states that there is growing evidence that the line between workplace and religious beliefs is growing thinner by the day. People differ in their religious motivations. Some people hold religious beliefs and engage in religious practices because they find their primary motivation in religion; their religious belief is driven by intrinsic factors.

Others, however, see religious belief as a means to an end, such as satisfying a social need or a sense of security or status (Allport & Ross, 1967). Weaver and Agle (2012) found that individuals with an intrinsic religious orientation are high in determination and self-esteem, which encourages and anticipates actual entrepreneurial activity. On the other hand, individuals with extrinsic religious orientations appear to discourage entrepreneurship.

Yuliya et al. (2022) conducted a study on cultural diversity in top management teams. Despite its growing social relevance, research on cultural diversity in top management teams has been sparse and fragmented. To build a firm foundation and facilitate the development of this field, the study reviewed and synthesized 106 articles published between 1997 and 2021. the study provide a comprehensive field map explicating antecedents and influence of top management team cultural diversity, showing that cultural diversity constitutes a distinct and important aspect of top management team diversity that has significant implications for a variety of outcomes.

2.2   Theoretical Framework

A number of theories have been developed to explain the pattern of Diversity and organizational performance of multinational corporations. The researcher found these theories applicable to the research:

2.2.1   Blau's Theory of Heterogeneity

Blau, (1977) argued in his theory of heterogeneity that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in in-group attachments and shared perceptions. This enhances

group cohesion and subsequent organizational outcomes. An important but ignored topic of study in the research on group diversity is the basis for work group formation.

According to (Blau, 1977), many organizational groups, such as functional departments may be experiencing greater gender and culture diversity as the increasing diversity of the workforce brings a more diverse set of workers to organizations. However, the inflow of diverse workers does not necessarily mean that all organizational groups will assemble in a diverse way Blau's, (1977) discussion of group heterogeneity and social structure may be instructive. On the one hand, Blau asserts that similarities on one nominal parameter (e.g., race) will promote social associations. On the other hand, he maintains that people will associate not only with members of their own groups but also with members of other groups.

2.2.2 Social Categorization Theory

Social-categorization theory, by (Turner, 1987) suggests that people belong to many different social groups (e.g. nation, employer, or school). It predicts that individuals sort themselves into identity groups based upon salient characteristics and that they act in concert with their categories and favor contexts that affirm group identity (Hogg & Terry, 2000). In consequence, dissimilar individuals are less likely to collaborate with one another compared to similar individuals. In this way, social categorization may disrupt elaboration of task-relevant information because of possible biases towards in-group members and negative biases towards out-group members. (Knippenberg, Kleef & De-Dreu, 2007). This is a theory of the self, group processes, and social cognition (Turner et al., 1987) which emerged from research on social identity theory. It is concerned with variation in self-categorization (in the level, content, and meaning of self-categories. It focuses on the distinction between personal and social identity. Social-categorization theory seeks to show how the emergent, higher-order processes of group behavior can be explained in terms of a shift in self-perception from self-categorization in terms of personal identity to self-categorization in terms of social identity.

2.2.3 Similarity/ Attraction Theory

Byrne's, (1970) theory of effect and attraction assumes that one's evaluation of another is the result of reinforcement associated with the other. Similarity/attraction theory posits that people like and are attracted to others who are similar, rather than dissimilar, to themselves; "birds of a feather," the adage goes, "flock together." Social scientific research has provided considerable support for tenets of the theory since the mid-1900s. The theory provides a

parsimonious explanatory and predictive framework for examining how and why people are attracted to and influenced by others in their social worlds. In addition to people's inclinations to be attracted to those who share similar attitudes, people are also attracted to others who manifest personality characteristics that are similar to their own. (Byrne, 1971).Various researchers from a variety of fields such as marketing, political science, social psychology, and sociology have supported the assumptions of similarity/attraction theory. In addition, interactions that may be perceived to be discriminatory on the basis of religion, ethnicity, age, and gender may lead to harmful and negative effects on team cohesiveness (Triana, Garcia & Colella, 2010). The argument is that people of similar religious background, ethnicity, age group, and gender may tend to prefer to work together due to their common characteristics thus enhancing group cohesiveness and performance.

2.2.4   Resource Based View Theory

Resource Based View (RBV) Theory views organizations as consisting of a variety of resources generally including four categories viz; physical capital, financial capital, human capital, and corporate capital, (Barney & Clark, 2007). The attributes of resources held by firms can contribute and determine their level of performance (Yang & Konrad, 2013). Resources that allow a firm to implement its strategies are viewed as valuable and can be a source of competitive parity Barney & Clark D, (2007). Resources that are viewed as valuable and rare can be a source of competitive advantage. Those that are valuable, rare, and inimitable can be a source of sustained competitive advantage (Barney & Clark, 2007). Moreover, to achieve a sustained competitive advantage, a firm needs to have the ability to fully exploit the potential and stock of its valuable, rare, and inimitable resources.

Such ability and potential often resides in the diverse characteristics of its workforce. Barney (1986, 1991) summarized four empirical indicators of the potential of firm resources to generate sustained competitive advantage in a VRIN model signifying V=Valuable, R=Rare, I=Imperfectly Imitable and N= (Non) – Substitutability. The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile, Peteraf, (1995). Effectively, this translates into

valuable resources that are neither perfectly imitable nor substitutable without great effort. Barney, (1991). If these conditions hold, the bundle of resources can sustain the firm's above average returns. The VRIO and VRIN model also constitutes a part of RBV. Considering diversity as resources to organizations can therefore be supported by the resource based view theory.

2.2.5 Strategic Choice Theory

Strategic-choice theorists argue that top executives make decisions that influence organizational outcomes and performance. (Roberson & Park, 2007) stated that low to moderate levels of leader racial diversity may weaken strategic decision making through decreased communication and increased conflict among organizational leaders, thus negatively influencing firm performance. Effective strategic choice requires the exercise of power and that organizational actors possess the discretion to act in their own free will. Thus, CEOs are assumed to have substantial leeway in shaping their organizations (Finkelstein & Hambrick, 1996). The argument that demographic diversity is assumed to be associated with cognitive abilities that expand a team's informational resources and enhances its problem solving capacity was advanced by (Dutton & Duncan, 1987). Thus, within the context of top management teams, diversity broadens the range of cognitive perspectives needed to recognize strategic opportunities and consider various strategic choices or alternatives (Wiersma & Bartel 1992). Strategic choice theory could therefore support the principles and tenets of integrating workforce diversity in all levels of an organization for optimum results.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

This chapter outlines the research methodology employed to investigate the impact of cultural diversity on organization performance at Kwara State Polytechnic, Ilorin. The methodological approach is crucial for ensuring the rigor and validity of the study, facilitating the collection of reliable data and the analysis of key variables.

3.1   Research Design

To address the research objectives effectively, a mixed-methods research design will be adopted. This approach combines qualitative and quantitative methods, allowing for a comprehensive understanding of the complex relationship between cultural diversity and organizational performance.

The quantitative aspect of the research will involve the use of surveys and structured questionnaires. A questionnaire will be distributed to employees across various departments at Kwara State Polytechnic, Ilorin. The survey will include Likert-scale questions to measure perceptions of cultural diversity, organizational communication, job satisfaction, and other relevant variables.

The qualitative component will involve in-depth interviews with key stakeholders, including management personnel and representatives from diverse cultural backgrounds. These interviews will provide nuanced insights into the experiences and challenges related to cultural diversity within the organization.

3.2   Population of the Study

The population of the study comprises all employees of Kwara State Polytechnic, Ilorin which include 402 academic staff members across various departments and levels within the organization understanding the relationship between those variables is essential for organizational success.

3.3   Sampling Technique and Sample Size

Sample Size

This researcher was able to utilize Taro Yamane in order to identify the sample size of the study.

Therefore: Taro Yamane (1967)

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = Sample size

N = Finite population (1252)

1 = Constant

e = Level of significance taken to be 0.05

$n = \frac{1252}{1 + 1252(0.05)^2}$

$$n = \frac{1252}{1 + 3.13}$$

$$n = \frac{1252}{4.13} = 303$$

Therefore the sample size for this study is approximately 303

Sample size is = 303; approximately Three Hundred and Three (303) questionnaires to be issued.

Sample Techniques

This research made use of the probability sampling technique, whereby the researcher initiated a holistic sampling parameter of all the suitable personnel from which the researcher determined the sample. And through this approach every suitable personnel had the chance of being chosen for the sample size, therefore the researcher would be capable of generalizing the results from the study. To be more specific on the method of probability technique to be used, is the simple random sampling; whereby personnel are chosen entirely by chance and each participant of the population had an equal probability of being chosen.

3.4   Method of Data Collection

Data will be collected through the administration of structured questionnaires and conducting in-depth interviews. The questionnaire will be distributed electronically, and interviews will be scheduled with participants to gather qualitative insights.

3.5   Methods of Data Analysis

Data will be analyzed using statistical software, and the findings will be presented using charts, graphs, and descriptive statistics. Qualitative data from interviews will be thematically

analyzed to identify patterns and themes related to cultural diversity and organizational performance.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1   Introduction

The data obtained from the questionnaire, are presented and examined in this chapter. Using the simple percentage method, the information gathered was evaluated after the research study was carried out in gathering relevant research data, 300 copies of the questionnaire were distributed, sadly, 100 of those copies were not properly completed, which brought the sample size down to 200. This accounts for 71.4% return and 28.57% loss. 200 responders thereby make up the entire sample size for study. The questionnaire's contents are analyzed below utilizing frequencies, percentages, and tables to display the findings.

4.2   Presentation and Analysis

1.   Age

	Frequency	Percentage (%)
20-30	50	25
31-40	70	35
41-50	30	15%
Above 50	50	25
Total	**200**	**100.0%**

Sources: Field Survey, 2024

A large percentage of respondents (35%) fell within the ages of 31-40, followed by 25% within the 20-30 age group, 15% within the 41-50 age group and lastly 25% above 50 years. The results showed that 75% of the respondents were between 20-40 years old.

2.   Gender

	Frequency	Percentage (%)
Male	120	60
Female	80	40
Total	**200**	**100.0%**

Sources: Field Survey, 2024

Most respondents were males (60%) followed by females (40%).

3.   Race

	Frequency	Percentage (%)
Black	80	40
Coloured	50	25
White	70	35
Other	0	0
Total	**200**	**100.0**

Most of the respondents (40%) were Blacks, and then followed by Colored (25%) and lastly Whites (35%).

4.   Years of Experience

	Frequency	Percentage (%)
1 to 5	70	35
6 to 10	30	15
11 to 15	20	10%
16 to 20	50	25
Above 20	30	15
Total	**200**	**100.0**

A large percentage of the respondents (35%) had between 1-5 years experience, followed by 15% with 6-10 years experience, and 10% with 11-15 years experience. In addition, 15% of respondents had over 20 years experience and with 25% having over 16-20 years.

5.   Religion

	Frequency	Percentage (%)
Christian	80	40
Islamic	120	60
Total	**200**	**100.0**

Most respondents were Christians (40%), while others were prescribed to Islam (60%) and followed other religions (0%).

Table 4.2.1: Effect of Employee's Behaviour on Cultural Diversity in Kwara State Polytechnic, Ilorin

Questions	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)
Unethical, aggressive or arrogant behaviour on the part of employees is translated as an attributed to the whole organization	65(32.5)	45(22.5)	40(20)	25(12.5)	25(12.5)	200(100)
Employees must identify personally with the defined organizational culture	70(35)	60(30)	50(25)	20(10)	-(-)	200(100)

Source: Field Survey 2024

It was observe that a total of 160 respondents representing 80% agree that unethical, aggressive or arrogant behavior on the part of employees is translated as an attributed to the

whole organization with only 40 respondents representing 20% were neutral, the remaining 4 respondents representing 8% disagree.

More so, 130 respondents representing 65% agree that employees must identify personally with the defined organizational culture, 50 respondents representing 25% were neutral to this opinion while 20 respondents representing 25% disagree.

Table 4.2.2 Impact of Cultural Diversity on Organizational Performance in Kwara State Polytechnic, Ilorin

Questions	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)
Employees behaviour determines organizational performance	75(37.5)	40(20)	30(15)	30(15)	25(12.5)	200(100)
Family background, beliefs and religion values, attitudes and perception of work, commitment to work, norms have positive influence on workers	85(42.5)	35(17.5)	35(17.5)	25(12.5)	20(10)	200(100)

Source: Field Survey 2024

Table 2 examines respondent's perception about the impact of culture on organizational performance, a total of 115 respondents representing 57.5% agree to this statement that employees behavior determines organizational performance while 30 respondents were neutral, 55 respondents representing 27.5% disagree.

A total of 120 respondents representing 60% agree that family background, belief and religion values, attitudes and perception of work, commitment to work, norms have positive influence on workers. 35 respondents were neutral to this assertion while the remaining 45 respondents representing 22.5% disagree.

4.3   Test of Hypotheses

Table 4.3.1: Model Summary of effect of cultural diversity on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813a	.711	.712	1.58174

a. **Predictors**: (Constant), Language Diversity, Value, Diversity, Religious Diversity

b. **Dependent Variable:** Organizational Performance

Source: Output of data analyses on employee cultural diversity and organizational performance (2023.)

Table 4.3.2: Analysis of variance of employee cultural diversity and organizational performance

<div align="center">ANOVA^b</div>

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	622.95	1	776.225	423.667	.000[a]
	Residual	221.121	255	4.328		
	Total	764.814	256			

a. **Predictors:** (Constant), Language Diversity, Value, Diversity, Religious Diversity

b. **Dependent Variable:** Organizational Performance

Source: Output of data analyses on employee cultural diversity and organizational performance (2023.)

The result on the ANOVA in Table 2 shows that the model had an F-statistics of 311.777 and a p-value = 0.000. This meant that the four variables were both significant ($P < 0.05$).

Table 4.3.3: Coefficients of Model Effect of Cultural Diversity on Organizational Performance

Coefficients[a]

Unstandardized Coefficients		Standardized Coefficients		t		Sig.		Collinearity Statistics	
B		Std. Error	Beta			Tolerance		VIF	
1		(Constant)	9.214	.821		19.211		.000	
LD	.813	.036	.819	14.277	.000	1.000	1.000		
VD	.765	.013	.954	83.212	.000	1.000	1.000		
RD	.663	.007	.822	87.261	.000	1.000	1.000		

Source: Output of data analyses on employee cultural diversity and organizational performance (2023.)

a. **Predictors:** (Constant), Language Diversity, Value, Diversity, Religious Diversity

b. **Dependent Variable:** Organizational Performance

Table 3 shows that the regression coefficient between employee language diversity and organizational performance is (= 0.819, t = 14.277, p 0.05). These statistics suggests that language diversity has statistically significant effect of organizational performance. Also, Table 3 shows that employee value diversity and organizational performance has regression coefficients of (= 0.954, t = 83.212, p 0.05). This implies that employee value diversity has very strong and statistically significant effect on organizational performance. Furthermore, the coefficients of religious diversity's effect on organizational performance is significant (= 0.822, t = 87.261, p 0.05).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary

The result of the analyses means that employee cultural diversity in terms of language diversity, value diversity, and religion diversity has significant effect on organizational performance at Kwara State Polytechnic Ilorin. These finding align with extant literature which suggests that language, as a prime component of culture is built over time around domain-specific usages of words, acronyms, and stories that reflect industry context and national language environment (Brannen & Doz, 2012). While such specialized language is usually clear to insiders, it is not to outsiders who lack the shared experience of insiders (Janson, 2016). Moreover, speakers attach invisible meanings to information exchanged in language as they draw on the language systems and interpretive frames of their respective mother tongues (Kassis, 2005; Hofstede, 2012).

The findings also support the view that when values are the basis by which one make decisions, such decisions often align with the future they wants to experience (Janson, 2016). This is because values transcend contexts and experiences; and can be used to make tough decisions in complex situations that yet to be experienced (Awujo et al., 2014). Hence, values provides flexible mode of decision-making than beliefs (Warner-Sderholm, 2012). Hofstede (2012) explains that cultural values influence individuals' thinking and behaviour, which then impacts their performance.

Furthermore, the current findings corroborate results of earlier studies which showed that that cultural diversity have strong impact organizations, especially in today's organizations with employees from diverse backgrounds and religion-cultural orientations (Warner-Sderholm, 2012). Particularly, Janson (2016) showed that corporate processes such as mergers and acquisitions benefit from organizational cultural set ups, and confer transaction profit.

5.2   Conclusion

Use of corporate language (English) hinders proper transfer of knowledge among employees. Employees that is able to communicate fluently and interact seamlessly, enhance innovation and productivity of organizations. Employees' mother tongue influences their interpersonal skills, and affects their work performance negatively. However, organizational values must be in line with employees' cultural values; and must discourage negative employees'

values. In addition, employees' religious beliefs influence the way they work, just as their religious practices and beliefs enable them to work well with others.

This study examined the effect of employee cultural diversity on the performance of Kwara State Polytechnic Ilorin. The results of the empirical analyses showed that employee cultural diversity has significant effect on organizational performance at Kwara State Polytechnic Ilorin. Specifically, the study showed that all the dimensions of employee cultural diversity (language diversity, value diversity and religious diversity) have positive and statistically significant effect on organizational performance at Kwara State Polytechnic Ilorin.

The study therefore concludes that employee cultural diversity informs organization performance and that organizational performance at Kwara State Polytechnic Ilorin depends of the cultural diversity of its employees.

5.3   Recommendations

In view of the results of the empirical analyses and the conclusion reached, the study recommends that management of Kwara State Polytechnic Ilorin should emphasize positive cultural values because many employees see the value of the institution as very positive and in line with their own cultural values. Management should maintain standard and generally acceptable cultural values that do not jeopardize the integrity of employees' performance in the institution. There should be emphasis on teamwork, which discourages negative cultural values.

The study also recommends that the institution should continue to give employees time to practice their religion because religion encourages hard work and guides their everyday lives. Management should always discourage religious sentiments among employees that prefer working with people of the same religion. Despite the fact that religious beliefs do not influence the way they work, management should always see religion as a great motivator for employees to be more committed to their work.

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APPENDIX
LETTER TO THE RESPONDENTS

Dear sir/madam,

I am Kolawole Ajoke Rachael, a student at the Kwara State Polytechnic, Ilorin. I am currently carrying out a study on ***"Cultural Diversity in Workplace and Organizational Performance"*** using kwara state polytechnic, Ilorin as the case study. The Research work is in partial fulfillment of the requirements for the award of a degree of OND.

I would be most grateful, if you would respond to these research questions, as your response will be of immense benefit to the success of this research study. All information provided shall be treated with the utmost confidentiality.

QUESTIONNAIRE

SECTION A

1.   What is your gender? Male ( )   Female ( )

2.   What is your age group? 20-30 ( ) 31-40 ( ) 41-50 ( ) above 50 ( )

3.   What is your race? Black ( ) White ( ) Colored ( )

4.   What is your level of experience (yrs.)? 1 to 5( ) 6 to 10( ) 11 to 15( ) 16 to 20 ( )
     above 20 ( )

5.   What is your religion? Christian ( ) Islamic ( ) Other ( )

SECTION B

Effect of Employee's Behaviour on Cultural Diversity in Kwara State Polytechnic, Ilorin	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
1. Unethical, aggressive or arrogant behaviour on the part of employees is translated as an attributed to the whole organization					
2. Employees must identify personally with the defined organizational culture					
Impact of Cultural Diversity on Organizational Performance in Kwara State Polytechnic, Ilorin	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
3. Employees behaviour determines organizational performance					
4. Family background, beliefs and religion values, attitudes and perception of work, commitment to work, norms have positive influence on workers					