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EFFECTS OF CULTURAL DIVERSITY ON ORGANIZATIONAL PERFORMANCE IN MANUFACTURING FIRMS IN ANAMBRA STATE OF NIGERIA

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ABSTRACT

This work examined the effect of cultural diversity on organizational performance in manufacturing firms in Anambra State, Nigeria. The study was carried out on the effect of employee cultural diversity on manufacturing companies more closely with their employee cultural background in order to enhance optimal performance. The objectives of the study are to: examine the effect of employee religion diversity on organization performance, and investigate the effect of language diversity on organization performance and assess the influence of gender diversity on organization performance. The study reviewed relevant conceptual, theoretical and empirical literatures. This study is anchored on Resource Based View (RBV). The study adopted survey research design. Cultural diversity religion diversity and language diversity were employed as the explanatory variables while organizational performance was employed as dependent variable. The study adopted survey research design. The population of the study comprises of the Staff of the selected manufacturing firms Anambra State, Nigeria 2150. Sample size of four hundred twenty-one (421) respondents was selected for the study using Borg and Gall (1973) formula. Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency, percentage analysis, descriptive statistics, correlation analysis and multiple regression analysis. The study found that religion diversity has a significant negative influence on organizational performance in manufacturing firms. Language diversity has

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a significant positive influence on organizational performance in manufacturing firms. The study concludes that culture diversity has a significant effect on organizational performance. The study therefore recommends that there is a dire need to ensure that all employees are given an opportunity to practice their religion.

Keywords: cultural diversity, organizational, performance, manufacturing, firms, Anambra State Nigeria

INTRODUCTION

Globalization has increased interactions among people from diverse cultural backgrounds, making workplace diversity an important issue in organizational management. Organizations now operate in competitive markets where creativity, innovation, and adaptability are essential for survival. Ewanlen, Ogendengbe and Rebman (2022) observe that practices considered acceptable in one culture may be inappropriate in another. Similarly, Kowo, Sabit and Kola (2018) argue that organizations operate within specific cultural and sociocultural environments. Therefore, employing people from diverse ethnic, religious, and cultural backgrounds can help organizations understand different customers and markets (Jehn & Bezrukova, 2018; Worman, 2026).

Cultural diversity refers to the representation of people with different culturally significant group affiliations within a social system (Ang et al., 2021). Tayeb (2023) describes culture as the shared norms and values that influence people's lifestyles, communication, relationships, and work practices. Hofstede (2020) also defines culture as the collective programming of the mind that distinguishes one group from another. Culture comprises material aspects, such as clothing, tools, technology, and art, and non-material aspects, including language, beliefs, values, attitudes, and norms (Knight, 2019).

Organizations can benefit from cultural diversity by embracing pluralism and recognizing the equality of employees from different cultural backgrounds. This approach encourages inclusion and enables employees to contribute their knowledge, skills, and abilities to organizational goals (Daft, 2023; Ely & Thomas, 2021). However, cultural diversity may produce both positive and negative outcomes, depending on how it is managed (Peppas, 2021). Organizations that effectively manage diversity can improve creativity, problem-solving, communication, and competitiveness (Stahl et al., 2020).

Organizational performance refers to the extent to which an organization achieves its goals and satisfies stakeholders. Chen (2022) explains performance as the transformation of inputs into outputs to achieve desired outcomes. In this study, organizational performance concerns the satisfaction of owners and customers through financial returns and the quality of products and services. Sales performance, measured by revenue generated from goods sold, is particularly relevant in assessing organizational financial growth.

Cultural differences influence employee morale, job satisfaction, communication, and relationships with colleagues and customers (Cox, 2024; Ang et al., 2021). Employees' cultural beliefs, values, and norms also shape their perceptions of the workplace and their opportunities within it (Peppas, 2021). Consequently, effective diversity management requires organizational policies and practices that maximize the benefits of cultural differences while minimizing possible disadvantages (Browaeys & Prince, 2021; Stahl et al., 2020). Jehn and Bezrukova (2024) maintain that diversity management should enable all employees to contribute to organizational objectives without discrimination based on religion, language, values, or cultural identity. Therefore, examining the effect of employee cultural diversity on organizational performance is important.

Statement of the Problem

Although cultural diversity is increasingly recognized as a potential source of competitive advantage, its effect on organizational performance remains inconsistent. Some studies suggest that diversity enhances creativity, innovation, and employee contribution, while others indicate that cultural differences may create communication difficulties and reduce cooperation among organizational units (Ang et al., 2021; Stahl et al., 2020). Canella et al. (2018) also highlight continuing uncertainty about whether diversity necessarily benefits organizations. These differences suggest that organizational outcomes depend partly on the effectiveness of diversity management. Studies conducted in Kenya by Irungu (2021), Awino (2021), and Sifa (2019) examined employee characteristics, management team diversity, and organizational performance. Their findings indicate that performance is influenced by several organizational factors. However, Ahiauzu (2020) observes that much of the literature on cultural influences on organizational behaviour and performance relies on Western experiences, limiting its relevance to other cultural settings.

Consequently, limited attention has been given to understanding how Nigeria's unique cultural environment influences organizational performance, particularly in the manufacturing industry. Cultural differences among employees may affect communication, teamwork, creativity, and sales

performance, yet the extent of these effects requires further investigation. This study therefore seeks to investigate the effect of employee cultural diversity on organizational performance, with particular attention to manufacturing companies.

Objectives of the Study

The general objective of this study is to investigate the effect of employee cultural diversity on organization performance. The specific objectives are to:

1. Examined the effect of employee religion diversity on organization performance
2. Determine the influence of employee value system diversity on organization performance

Research Questions

The following research question were formulate to guide this study.

1. To what extent does religion diversity affect organization performance?
2. To what extent does employee value system diversity influence organization performance?

Hypotheses

In order to give statistical significance to the research questions, the following hypotheses were formulated and tested at 0.05 level of significance

Ho_1: Employee's Religion diversity has no significant influence on organization performance

Ho_2: Employee's Language diversity has no significant effect on organization performance

Significance of the study

This research will benefit various stakeholders, (Researchers & Academicians, Government, Management how employee cultural diversity affects organizational performance.

Researchers & Academicians: Researchers benefit from the findings of this study as it contributes to the package of knowledge and skills on enhancing performance in a diverse cultural organization. The research also opens up new areas for future research by interested academicians, scholars and researchers.

Management: The management benefits by obtaining information on the significance of employee cultural diversity on its organizational performance. The findings of the study are an opportunity for strategy formulation and implementation for not only to the study organization but to other sectors.

Government: Policy makers obtain data that guides them in regards to recruitment of employees with diverse cultural orientations in its different sectors. This in return makes our government competitive economically since the success of a government globally, is becoming increasingly dependent on its ability to deal with the challenges of cultural diversity.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Employee Cultural Diversity

Employee cultural diversity refers to the presence of employees from different cultural backgrounds, with varying values, beliefs, attitudes, languages, and behaviours within an organization. Maier (2022) explains diversity as a subjective phenomenon through which individuals categorize others as similar or different based on their social identities. Arredondo (2024) identifies culture, social class, and language as dimensions of diversity, alongside other factors that influence individual experiences and interactions.

Culture explains how people understand and interpret their world (Varner & Beamer, 2021). Migration and globalization have increased interactions among people from diverse cultural backgrounds, making cultural diversity an important feature of modern organizations (Stewart, 2021). Consequently, the perception of cultural diversity has shifted from assimilation towards multiculturalism, which recognizes and accommodates different cultural identities (Parvis, 2023). Cultural diversity therefore involves the coexistence of people whose values, norms, and behaviours reflect different cultural backgrounds.

Kundu (2021) emphasizes that an organization's ability to manage cultural diversity and utilize its benefits is essential for survival in domestic and international markets. Similarly, Steven and Ogunji (2018) observe that differences in employees' values, attitudes, and behaviours influence how they interpret managerial decisions and organizational activities. Cultural diversity can contribute to organizational effectiveness by introducing different perspectives, improving

problem-solving, and encouraging innovation. Ethnically diverse teams may therefore benefit from varied experiences and ideas, which can enhance teamwork and organizational outcomes.

However, cultural diversity can also create challenges. Differences in cultural norms and communication styles may hinder information sharing, interpersonal relationships, and the implementation of human resource programmes. Gomez-Mejia and Palich (2025) explain that cultural differences influence organizational synergies, innovation, technological implementation, and interpersonal dynamics. Therefore, the effect of employee cultural diversity depends partly on how organizations manage cultural differences and encourage cooperation among employees. Understanding these effects is important for determining how cultural diversity influences organizational performance.

Organizational Performance

Organizational performance refers to the actual results achieved by an organization in relation to its established goals and objectives. Although it is a widely used concept in management research, there is no universally accepted definition of organizational performance (Gavrea, Ilies, & Stegerean, 2021). Richard (2026) identifies three major dimensions of organizational performance: financial performance, product-market performance, and shareholder returns. These dimensions include profitability, return on investment, sales, market share, and economic value creation.

Richard and Shelor (2019) describe organizational performance as an organization's ability to achieve its objectives through the efficient and effective use of resources. Effectiveness concerns the extent to which organizational goals are achieved, while efficiency relates to the resources utilized in achieving them. Allen, Dawson, Wheatley, and White (2021) identify quality, productivity, market share, profitability, return on equity, customer base, and overall organizational performance as important measures.

Organizational performance is broader than productivity because it encompasses the quality, consistency, and outcomes of organizational activities, in addition to the volume of work completed within a given period (Ricardo, 2021). Waiganjo, Mukulu, and Kahiri (2018) note that performance can be assessed through profitability, employee satisfaction, productivity, and organizational growth. The balanced scorecard approach similarly emphasizes both financial and non-financial indicators, including customer satisfaction, internal business processes, innovation, product quality, and employee development.

Human resources are important to organizational performance because employees contribute to productivity, innovation, and organizational growth (Khan & Khan, 2021; Abu-Jarad, Yusuf, & Nikbil, 2020). Consequently, organizations must consider how workforce characteristics influence the achievement of their objectives. Although financial indicators remain important, contemporary performance assessment increasingly incorporates non-financial outcomes and broader organizational responsibilities (Gavrea et al., 2021; Brammer & Millington, 2018).

In this study, organizational performance is understood as the extent to which an organization achieves its objectives through effective resource utilization, financial growth, sales performance, customer satisfaction, and operational efficiency. Employee cultural diversity may influence these outcomes positively through improved creativity, problem-solving, and innovation, or negatively through communication barriers and interpersonal conflicts. Examining this relationship is therefore essential for understanding the contribution of cultural diversity to organizational success.

Theoretical Framework

This research work is anchored on Resource Based View (RBV) Barney 2011

Resource Based View (RBV)

The theory was advanced by Penrose, who viewed a firm as a bundle of resources and argued that it is the heterogeneity of resources that give each firm its unique character (Penrose 1959). The focus therefore is on the assets of the firm and specifically people, since they have been viewed as being vital in the attainment of sustainable competitive advantage. Asset-Based View (ABV) of the firm, is therefore established on the conviction that organizations inside an industry direct heterogeneous considered asset. Assets are for the most part resources, capacities, organizational procedures, firm properties, data, information, and so forth controlled by a firm that empower the firm to catch and actualize systems that propel its productivity and adequacy (Barney 2011). Expressed in an unexpected way, assets are the qualities that enable firms to actualize their procedures. As indicated by the Resource Based View (RBV), certain benefits with specific highlights will prompt legitimate preferred standpoints.

In any case, an asset-based view procedure can't convey upper hand without being operationalized. Operationalization implies a formalization of the hypothesis' thoughts and ideas into pertinent models, which empower all phases of technique detailing and basic leadership (Barney 2011). The operationalization of RBV hypothesis is key since it directs managers in their asset-based

procedure execution. In Penrose's view, the administration's part is two-fold: the organization of assets, and administration as an asset parse, taking the supposition that managers convey and procure administrative assets and capacities. Both are firmly related on the grounds that administrators as assets render administrations for the administration of different assets. Likewise, the critical part of managers is instructed by the view that with respect to every different sort of beneficial administrations, administrative administrations are the main sort which each firm, on account of its exceptional nature as an authoritative association, must make use of (Kauppila 2025).

A firm has an unobtrusive favourable position or competitive advantage over another firm when this preferred standpoint isn't being acknowledged by any contender (Barney 2011). In analysing sources of competitive advantage, the Asset-Based View has two assumptions (Barney 2011). Firstly, a firm within an industry may be heterogeneous with respect to the strategic resources it controls. Secondly, the model assumes that these resources may not be perfectly mobile across firms, and thus heterogeneity can be long lasting. The asset-based model of the firm examines the repercussions of these two suppositions for the analysis of sources of sustained competitive advantage.

Operative resource-based models should provide guidelines for resource identification and selection and address the dynamic aspect of bundling (Ghapanchi 2024). Hence, they have to face biases and errors arising from uncertainty, complexity, and organizational conflicts. Resource-based models support strategy design by providing operative tools that make it possible to trace consequences of different strategies. Therefore, operational resource-based models should "reveal flaws and inconsistencies in proposals that might not otherwise come to light until the proposals are implemented and under way" (Ghapanchi 2024). To do this, operative resource-based models must embody four characteristics: provide guidelines to identify and select valuable resources, portray the resources' intrinsic endowment dynamics, depict how managerial policies affect resource management and have the ability to trace consequences of potential strategies over time.

The resource-based view distinguishes two variables that determine whether a resource is strategic or not: the imitability of a resource and imperfect mobility, contribute to the uniqueness of a resource and with this uniqueness to a potential sustained competitive advantage (Barney 2011). When a resource can be imitated by a current or potential competitor, the firm loses the opportunity to gain a sustained competitive advantage. In other words, the company loses uniqueness (Lockett and Wild 2024).Imitability can be impeded by the following three factors: unique historical

conditions. A leading company in technology development may be too large to be overtaken by potential and current competitors.

This is because the leading company is more knowledgeable and developed and therefore, these potential and current competitors are probably not able to overtake the company. Causal ambiguity occurs when imitators do not know what to imitate, because they cannot draw a causal relation between the success of the "successful" firm and the actions of that firm. Social complexity arises when resources can be socially complex in a way that other firms are not able to manage and influence these resources themselves. Examples of social complexity include a firm's organization culture and social networks (Lockett and Wild 2024).

Imperfect mobility occurs when a resource that can be bought by another firm on a market cannot result in a competitive advantage. For example, a machine that can be bought on a market by firms cannot be unique for one of the buyers of that machine. Examples of resources that can be unique are property rights and reputation; other firms on a market cannot buy these unique resources. An abstract form of immobility is imperfect mobility (Barney 2011). Imperfect mobility makes certain resources more valuable to one firm compared to another firm. An example could be a product developer in a product-developing team. The value of the product developer separate from the product developing team is lower than the value within his team. So, when a competitor is interested to "buy" the product developer, he or she will be of less worth to the competitive firm since he or she performs best in the product-developing team of the current firm.

Theoretical Exposition

Religion Diversity and Organizational Performance

Religion is an important aspect of cultural diversity that influences individuals' beliefs, values, and behaviours. It encompasses religious beliefs, such as faith and trust in God, and religious practices, including worship, prayer, and participation in religious institutions (McCullough & Willoughby, 2019; Steiner et al., 2020). Religion influences individual value systems and shapes the cultural environment of organizations (Kutcher et al., 2020). Abdel-Khalek (2020) also explains that religion affects human behaviour through the values individuals uphold.

Although religion and work were traditionally considered separate, employees increasingly seek opportunities to express their religious and spiritual beliefs in the workplace (Barro & McCleary, 2023; Morgan, 2025). Religious expression may improve employees' quality of work life, psychological well-being, ethical decision-making, and job satisfaction (Miller, 2021; Kutcher et

al., 2020). These outcomes can contribute to organizational performance by promoting commitment, cooperation, and productivity.

Religious orientation may be intrinsic or extrinsic. Intrinsic religiosity occurs when individuals practise religion because of their personal faith, while extrinsic religiosity involves using religion to satisfy social needs, obtain security, or achieve status (Allport & Ross, 2021). Weaver and Agle (2022) suggest that intrinsic religious orientation may encourage determination, self-esteem, and entrepreneurial activity. Religious involvement may also provide social support, improve coping abilities, and reduce stress, thereby contributing to employee productivity.

Furthermore, religious practices may encourage responsible lifestyles and discourage behaviours that negatively affect employee productivity, such as substance abuse (Day, 2025; Noland, 2023). Barro and McCleary (2025) associate religion with happiness and general well-being, while King and Williamson (2025) emphasize the contribution of employee health to organizational success.

However, religion may also have negative implications for organizational performance when employees prioritize religious activities over workplace responsibilities. Highly religious employees may devote substantial time and resources to religious commitments, potentially reducing their participation in workplace and civic activities (Day, 2025; Barro & McCleary, 2025). Differences in religious beliefs may also create misunderstandings when organizations fail to accommodate employees fairly. Therefore, religious diversity can contribute positively to organizational performance when managed inclusively, but its effects may vary according to individual religious orientation and organizational practices.

Employee Value System and Organizational Performance

An employee value system comprises the principles, beliefs, and standards that guide individual decisions and behaviour. Values influence how employees relate to colleagues, interpret organizational policies, and perform their responsibilities. Brette and Weast (2018) explain that culture manifests through individuals, while Hofstede (2025) observes that cultural values influence behaviours considered acceptable and effective within societies. Employees with strong ethical values are more likely to demonstrate responsible behaviour, whereas weak ethical standards may encourage actions that harm organizational interests (Soares et al., 2021).

Organizations can influence employee behaviour through leadership, rewards, punishments, and workplace policies. Knippenberg (2020) argues that rewarding desirable behaviour can encourage employees to adopt practices consistent with organizational expectations. However, differences

may exist between personal values and actual behaviour because of individual decisions and environmental influences (Soares et al., 2021).

When employees' personal values align with organizational values, they are more likely to develop trust, commitment, and a sense of belonging. Shared values can strengthen teamwork, reduce unnecessary bureaucracy, and improve collective action (Ringov et al., 2021). Similarly, Barrett (2025) explains that values provide a flexible basis for making decisions in unfamiliar or complex situations. Consequently, value alignment can improve employee relationships, customer confidence, and organizational productivity.

Nigeria's multicultural, multi-ethnic, and multi-religious composition makes employee value systems particularly relevant to organizational management. Rather than treating Nigerian employees as culturally homogeneous, organizations must recognize differences in their values and behavioural expectations. Hofstede's cultural dimensions provide a framework for understanding these differences and their possible implications for workplace performance (Hofstede, 2022).

Power distance refers to the extent to which individuals accept unequal distributions of power within society (Merritt, 2020). Employees with high power-distance orientations generally accept hierarchical authority and directive leadership, whereas those with low power-distance orientations tend to prefer consultation and greater equality in decision-making (Soares et al., 2021). These differences can influence employee participation, communication, and relationships with management.

Individualism and collectivism describe contrasting orientations towards personal independence and group interdependence. Individualistic employees emphasize personal achievement, autonomy, and self-reliance, while collectivistic employees prioritize group loyalty, cooperation, and mutual responsibility (Triandis, 2024). Collectivistic employees may value supportive relationships and long-term loyalty from employers, whereas individualistic employees may prefer individual performance assessments and recognition (Ringov & Zollo, 2021). Both orientations can benefit organizations when appropriately managed.

Uncertainty avoidance concerns the extent to which individuals feel uncomfortable with ambiguous or uncertain situations (Merritt, 2020). Employees with high uncertainty avoidance generally prefer established procedures and predictable working conditions, while those with low uncertainty avoidance may be more willing to accept risks and explore innovative solutions. These

differences can influence responses to organizational change and new management strategies (Li et al., 2021).

Long-term and short-term orientation distinguish future-focused values from those emphasizing immediate outcomes and established traditions. Long-term-oriented employees tend to value persistence, investment, and sustained organizational commitment, whereas short-term-oriented employees may place greater emphasis on immediate results and traditional practices (Hofstede, 2022; Li et al., 2021).

Finally, masculinity and femininity describe cultural orientations towards material achievement and recognition versus quality of life and supportive relationships. Masculine orientations emphasize earnings, advancement, and assertiveness, while feminine orientations place greater emphasis on cooperation, job security, and favourable working conditions (Hofstede, 2022; Chrisman et al., 2022).

These cultural dimensions demonstrate that employees differ in their expectations, motivations, and approaches to work. Understanding and accommodating such differences can improve communication, employee satisfaction, teamwork, and organizational performance. Conversely, failure to manage differences may generate conflict, reduce commitment, and hinder organizational effectiveness.

Empirical Review

Bamgbade, Jimoh, and Kuroshi, (2020) study cultural diversity management of construction firms in Abuja-Nigeria. The study adopted survey research design and multivariate analysis in a mixed method study of surveying 227 construction workers and interviewing 10 site supervisors and managers. The study found that the construction firms in Abuja have not really acquired the managerial skills needed to effectively manage the diverse workforce. There is no indication that workforce diversity management is regarded as a strategic aspect of their management and majority of the managers/supervisors have not formally undergone cultural diversity training and although few claimed to have, they all tend to rely on previous work experiences to guide them. Other findings of interest are the fact that Nigerians are truly a diverse race as different ethnic groups exhibit significantly different cultural traits unlike the stereotype of Africans, including Nigerian, as exhibiting high power distance cultures. The study has shown that while the Yoruba's in the study are predominantly high power distance people, Hausas and Ibos are high on masculinity and Igbos and Hausas are lowest and highest on individualism respectively.

Ugwuzor, (2020) studied workforce diversity management and corporate performance of firms in Nigeria. Specifically, the study sought to establish the extent of demographic diversity, extent of social-cultural diversity, the management of diversity in Nigeria firms. Data was collected via self-administered questionnaires methodology. The study use of multivariate analysis. The study find out that workforce diversity management had significant relationship with corporate performance of firms in Nigeria. Hence, there is the need for a strong organizational culture to mediate the negative impacts of diversity management strategies such as the Federal character principle.

MKnight (2019) examined the impact of culture on organizational performance in selected textile firms in Nigeria. The main objectives of the study were to identify the cultural variables which influence organizational performance determine the nature of the relationship between culture and performance identify other determinants of performance and determine the ways in which culture interact with other factors to influence organizational performance. The data were collected using both qualitative and quantitative methodologies. The former were collected through interviews and observations while the latter were collected via structured questionnaire and from documents. In all, 630 respondents were used for the study. The respondents were selected using multiple sampling techniques - comprising of stratified random sampling quota sampling and systematic sampling techniques. The data were analyzed using parametric and non-parametric statistics. The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms in all the firms studied. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance in these mills because some other variables were at work. This was an indication that culture was not the sole determinant of organizational performance. Other factors most especially exogenous variables such as the economy, technology and the murky political climate all influence organizational performance significantly and much more than endogenous variable such as size, structure, and style of management. In the main the study showed that there was a significantly positive relationship between culture and organizational performance. This notwithstanding, the study also found that the selected firms were not performing very well because of some peculiar problems. These included the problem of the inadequacy of technology and social infrastructures most especially electricity and the incessant fuel crisis. Coupled with this was the problem of low effective demand for domestic prints and the preference of the average Nigerian for imported wax.

Akpoviroro and Owotutu (2018) examine the impact of cultural diversity on organizational performance. It specifically examined the effect of employee's behavior on cultural diversity in frozen fish industry in Nigeria in selected companies and the impact of cultural diversity on organizational performance. In order to gain insight to these objectives, previous research has been investigated and some main theories have been selected. Through this it has been found that cultural diversity is a complex subject that can bring both positive and negative effect to organization. The primary sources of data collection were employed. The findings revealed that employee's behavior has effect on cultural diversity in work place and also cultural diversity has impact on organizational performance. It was recommended that organization should establish structure that will encourage good ethical behavior of all levels of managers and employees as this has significant impact on organization performance.

METHODOLOGY

Research Design

This study adopted survey research design. One of the advantages of using survey research is that it allows the collection of a large amount of data from a sizeable population in a highly economical way. In addition, survey research gives more control for the research process (Saunders, et al., 2023). This study used the survey strategy because it is cross-sectional in nature and cross-sectional studies usually employ the survey strategy (Estherby-Smith, Thorpe, & Lowe, 2022).

Area of the Study

This study was carried out in Anambra State Nigeria. Anambra State is one of the States Nigeria. Five (5) selected manufacturing firms from each of the senatorial districts in Anambra state which are Onitsha, Awka and Nnewi were studied.

Population of the Study

The population of study is made up of Staff of the selected manufacturing firms in Anambra state, Nigeria. The selected manufacturing firms are shown in the table below:

S\No	Names of Manufacturing	Cities	Population
1	Divine Plastic Industry	Awka	130
2	Advance Coating Technology	Awka	110
3	Unity Plastic Industry & Co. Nigeria Ltd	Awka	65
4	Guinness Nigeria Plc,	Awka	240
5	Niki Manufacturing Company Ltd,	Awka	140
6	**Presco** public limited liability company	Onitsha	130
7	Pabod Breweries Ltd	Onitsha	150
8	Nigeria Bottling Co Plc	Onitsha	200
9	First Aluminium plc	Onitsha	130
10	Niger Mills	Onitsha	140
11	Combination Industries Limited	Nnewi	150
12	Jubilee Syringe Manufacturing Co. Ltd	Nnewi	115
13	Good Neighbour Industries Ltd	Nnewi	145
14	Jennissi Foods Limited	Nnewi	140
15	Good Neighbour Industries Ltd	Nnewi	165
	Total Population		**2150**

Source: Author's Compilation

Determined Sample Size

The sample size for the study was determined using Borg and Gall (1973) formula which states as follows:

$n = (2^a x)^2 (e) [N]$ where:

n = sample size to be determined

2(^{a}x) = confidence level (1.960) at 0.05

e = error margin (0.05)

N = Population of interest (2150)

a = significant level

Therefore n = $(1.960)^2$ (0.05) (2150)

n = 421.4 = 421

Sources of Data

With respect to this research work, the researcher made use of primary data. The primary sources of data include the use of questionnaire and the personal interview. Secondary data was obtained from review of several publications that were relevant to the study. These were textbooks, journals, newspapers, and internet.

Instrument for Data Collection

Questionnaire was used as the instrument of data collection. The questionnaire was in form of fixed response alternative questions that require the respondent to answer from a predetermined set of answers to every question (Bryman & Bell, 2019). The questionnaires employed Likert non-comparative scaling technique. It is a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements or questions. This rating scale is easy to construct and administer and respondents readily understand how to use the scale (Bryman & Bell, 2019). The likert scale that were used in this study were categorised between 1 and 5 where 1 represents strongly disagree to 4 strongly agree and neutral. The questionnaire contained two sections, namely A and B. Section A has questions on demography (age, gender, education, and marital status) while section B includes questions on cultural diversity on organizational performance

Validity of the Instrument

The researcher used face and content validity in this research work. The instrument was first given to two lecturers and one expert in measurement and evaluation for validation before the supervisors

finally face validated it. Their corrections and suggestions were incorporated into the final draft of the questionnaire.

Reliability of the Instrument

For the purposes of this study; however, internal consistency is the main focus. Thus, the study employed Cronbach's alpha to verify the internal consistency of each construct in order to achieve reliability.

Method of Data Analysis

The analysis of data was performed using SPSS package. This involved descriptive analysis. Data were cleaned before analysis to ensure that they were correctly captured from source documents. Pearson regression analysis was used to assess the effect of services quality on customer loyalty. P value was considered significant at level 0.05. The regression model is represented as:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + ę$

Where:

Y = Organizational Performance (OP)

α = Constant Term

β= Beta coefficients

X_1= Religion Diversity (RD)

X_2= Value System Diversity (VSD)

ę = Error Term

DATA PRESENTATION AND ANALYSIS

In this section, the data generated from the manufacturing firms were presented, analyzed and interpreted.

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Table 4.1: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	224	59.7	60.4	60.4
Valid	Female	147	39.2	39.6	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

Table 4.1 above determines the gender of the sampled respondents in the selected manufacturing firms. The table indicates that majority of the sampled respondents (224) representing 60.4% are male while the remaining 147 respondents representing 39.6 are female. This indicates that there are more male in the manufacturing firms than female respondents.

Table 4.2: Age Bracket of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	18 - 30 years	178	47.5	48.0	48.0
	31 - 40 years	94	25.1	25.3	73.3
Valid	41 - 50 years	63	16.8	17.0	90.3
	51 years and above	36	9.6	9.7	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

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Table 4.2 above shows the age bracket of the sampled respondents. The table indicates that majority of the respondents representing 48.0% are within the age bracket of 18 to 30 years. 94 respondents representing 25.3% are within the age bracket of 31 to 40 years. 63 respondents representing 17.0% are within the age bracket of 41 to 50 years while the remaining 36 respondents representing 9.7% are within the age bracket of 51 years and above. This indicates that majority of the employees of the selected manufacturing firms are active and young.

Table 4.3: Educational Qualification of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O'Level	160	42.7	43.1	43.1
	OND/NCE	154	41.1	41.5	84.6
	B.Sc./HND	41	10.9	11.1	95.7
	PhD/Others	10	2.7	2.7	98.4
	M.Sc./MBA	6	1.6	1.6	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

Table 4.3 analyses the educational qualification of the sampled employees of the selected manufacturing firms. The table revealed that 160 respondents representing 43.1% have O'level as their educational qualification, 154 respondents representing 41.5% have either OND or NCE as their educational qualification, 11.1% of the sampled respondents has either B.Sc. or HND as their educational qualification, 1.6% of the respondents have MSC/MBA while the remaining 2.7% has PhD and other as their educational qualification.

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Table 4.4: Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	176	46.9	47.4	47.4
	Single	165	44.0	44.5	91.9
	Others	30	8.0	8.1	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

Table 4.4 measures the marital status of the sampled respondents. The table indicates that a higher proportion of the respondents, 176 respondents representing 47.4% were married, 165 respondents representing 44.5% were single while the remaining 30 respondents representing 8.1% were either widowed or divorced. This indicates that majority of the manufacturing firms are married.

Analysis of Thematic Data

Here, data relevant in answering the research question and testing the hypotheses were presented in tables 4.6 to 4.33 below.

Table 4.5: Respondents View on Whether Religious Beliefs Greatly Influence my commitment to Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	178	47.5	48.0	48.0
	Strongly Agree	154	41.1	41.5	89.5
	Strongly Disagree	15	4.0	4.0	93.5

	Undecided	15	4.0	4.0	97.6
	Disagree	9	2.4	2.4	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

Table 4.5 above indicates that 154 respondents representing 41.5% strongly agreed that religious beliefs greatly influence my commitment to work, 178 respondents representing 48% of the respondents agree, 4% were undecided, 2.4% disagreed while the remaining 4.0% disagreed.

Table 4.6: Respondents Opinion on Whether Religious Practices and Beliefs Enable them Cop Well With Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	201	53.6	54.2	54.2
	Strongly Agree	97	25.9	26.1	80.3
	Strongly Disagree	36	9.6	9.7	90.0
	Disagree	29	7.7	7.8	97.8
	Undecided	8	2.1	2.2	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

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Table 4.7 above indicates that a higher proportion of the respondents representing 54.2% agreed that religious practices and beliefs enable me to cop well with others,26.1% of the respondents strongly agree, 2.2% were undecided, 7.8% disagreed while the remaining 9.7% disagreed.

Table 4.7: Respondents View on Whether Differences in Language Generate Conflict Among Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	137	36.5	36.9	36.9
	Agree	133	35.5	35.8	72.8
	Strongly Disagree	39	10.4	10.5	83.3
	Undecided	38	10.1	10.2	93.5
	Disagree	24	6.4	6.5	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

The table above shows that 137 respondents representing 36.9% strongly agreed that differences in Language generate conflict among employees, 35.8% of the respondents agreed, 38 respondents representing 10.2% were undecided, 24 respondents representing 6.5% disagreed while the remaining 39 respondents representing 10.5% strongly disagreed. This implied that the sampled respondents' differences in Language generate conflict among employees

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Table 4.8: Respondents Views on Whether they Use Of Corporate Language (English) Hinders Proper Transfer of Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	166	44.3	44.7	44.7
	Strongly Disagree	103	27.5	27.8	72.5
	Undecided	48	12.8	12.9	85.4
	Agree	31	8.3	8.4	93.8
	Strongly agree	23	6.1	6.2	100.0
	Total	371	98.9	100.0	
Missing	System	4	1.1		
Total		375	100.0		

Source: Field Survey, 2023/SPSS

A critical examination of table 4.19 shows that 23 respondents representing 6.2% strongly agreed that the use of corporate language (English) hinders my proper transfer of knowledge, 8.4% of the respondents agree, 48 respondents representing 12.9% were undecided, 166respondents representing 44.7% disagreed while the remaining 103 respondents representing 27.8% strongly disagreed.

Test of Hypotheses

Here, the hypotheses earlier formulated in chapter one was testing using t-statistics and its significance value. The result of the coefficient of the regression model is presented in table 4.39 below.

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Table 4.39: Coefficients of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.198	1.563		14.204	.000
	Religion diversity	-.024	.039	-.032	-2.614	.040
	Language diversity	.049	.041	.062	2.191	.005

a. Dependent Variable: Organizational performance

Source: SPSS Version 21.0

Test of Hypothesis One

Ho: Religion diversity has no significant influence on organizational performance in manufacturing firms.

Hi: Religion diversity has a significant influence on organizational performance in manufacturing firms.

Religion diversity has a t-statistics value of -2.614 which is above the threshold with a probability value of 0.000. Therefore, we reject the null hypotheses and accept the alternate hypotheses and conclude that Religion diversity has a significant negative influence on organizational performance in manufacturing firms.

Test of Hypothesis Two

Ho: Language diversity has no significant influence on organizational performance in manufacturing firms.

Hi: Language diversity has a significant influence on organizational performance in manufacturing firms.

Language diversity a t-statistics value of 2.191 with a probability value of 0.005 which is statistically significant. Therefore, the null hypothesis is rejected while the alternative hypothesis

is accepted. We therefore conclude that Language diversity has a significant positive influence on organizational performance in manufacturing firms.

Discussion of Findings

This work examined the effect of culture diversity on organizational performance. Data were sourced from selected manufacturing firms in Anambra State. The study found that religion diversity has a significant negative influence on organizational performance in manufacturing firms**.** This is similar to the findings by Cash & Gray, (2020) whose findings revealed that religion and spirituality strongly influence many American managers' behaviors' at work. The findings revealed that the company respects its employee's religion and it giving employees time to practice their religions positively affected performance.

The findings revealed that Language diversity has a significant positive influence on organizational performance in manufacturing firms. This affirmed Imberti (2021) study that language allows us to relate and understand each other. It enables one to express their emotions and feelings, tell stories, as well as convey complex messages and knowledge (Imberti, 2021; Lauring, 2018). In this regard, language can facilitate and significantly limit strategic growth and performance of companies. The study revealed that facing communication challenges when communicating with people positively influenced performance.

Summary of Findings

This work examined the effect of culture diversity on organizational performance. Data were sourced from selected manufacturing firms Anambra State. The study found that|

1. Religion diversity has a significant negative influence on organizational performance in manufacturing firms.
2. Language diversity has a significant positive influence on organizational performance in manufacturing firms.

Conclusion

This work examined the effect of culture diversity on organizational performance using selected manufacturing firms in Anambra State. From the statistical tests the study found that language diversity has a significant positive influence on organizational performance in manufacturing firms. Religion diversity has a significant negative influence on organizational performance in

manufacturing firms. Therefore, the study concludes that culture diversity on organizational performance using selected manufacturing firms Anambra State.

Recommendations

1. In order to avoid a high employee turnover, there is a dire need to ensure that all employees are given an opportunity to practice their religion. Alternatively there is a need for the firm to have a system that fairly allows all the employees to practice their religion and engage in religious activities that both contribute positively to the individual and organization.

2. The company needs to conduct a training on how to minimize communication barriers. A seminar on cultural diversity will also come in handy to curb the conflict that arises from diversity in ethnicity. Having language use policies will also minimize cases of employees feeling outcast when working with colleagues who speak the same language.

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