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Full Length Research Paper

MEDIATING ROLE OF CULTURAL DIVERSITY ON ORGANIZATIONAL SUSTAINABILITY (A STUDY OF CROSS RIVER UNIVERSITY OF TECHNOLOGY (CRUTECH))

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The study focused on the mediating role of cultural diversity in Nigerian organizations with a critical consideration of the Cross River University of Technology. One of the objectives of the study was to ascertain the role of workers' traditions, tribes, languages, norms, race, lifestyle, ethnic origin, and religious affiliation play on teams and groups in organizations. The study hypothesized that Cultural Diversity has no significant relationship with organizational sustainability. Interpretivist philosophy with an exploratory design was adopted. Also, a deductive approach with a blend of both qualitative and quantitative strategy was adapted. Closed-ended questionnaires and face-to-face interview methods were used in gathering primary data from respondents of the institution. The Population of the study was made up of 724 staff drawn across the four campuses of the institution, the sample size of the study was 258 staff determined through Taro Yamane formula. Simple random sampling technique was adapted, statistically, Pearson Product Moment Correlation Technique was used to test the hypotheses. A key finding of the study was that there is a weak relationship between cultural diversity and organizational sustainability. The study recommends the need for the Institutionalization of cultural diversity studies in institutions of higher learning in Nigeria.

Keywords: Cultural Diversity, Employees, Organization, Management and Sustainability

INTRODUCTION

1.1 Background of the study

In the wake of globalization, organizational workforce tends to compose of individuals with different demographics, which management in organizations needs to contend with. Contemporary, individuals, teams, and groups in an organization are drawn from diverse cultural backgrounds and their cultural heritage influences their work dispositions. Many notable multinational organizations draw their workforce across different national cultures and backgrounds. This implies that these individuals come from different cultures, languages, values, norms, races, educational backgrounds, ages, religions, dialects, and traditions.

Like other organizations in other nations, Nigerian organizations are characterized by similar demographics. The heterogeneity of the workforce is characterized by functional background, organizational tenures, religion, age, ethnicity, gender, and sometimes race. Cross River University of Technology (CRUTECH) which eventually is considered as a case study in this paper is typical to the subject matter. Employees of this organization are drawn across the thirty-six states of Nigeria and thus come in which different cultural heritages. But over time, the researcher has observed some alarming cultural practices especially in employment consideration, workers promotion, Job placement, and role engagement staffing are done based on social connections. From this perspective, one

tends to believe the traditional task arrangement characterized in organizations of today that implies if you are not from a certain region, tribe, religion, or traditional background you cannot be favoured in the organizations.

The issues of cultural diversity are as old as man and with the current revolution in the business world, where there is a current shift from industrial to an information-based society, from manufacturing to a service-economy, couple with the forces of globalization, organizations are forced to engage workforce with global cultural background that will ensure their perpetuity in the market place hence the relationship between cultural diversity and sustainability of firms. Because, entities must stay competitive, like in the case of CRUTECH, employees with cutting-edge cultural backgrounds in terms of their religion, ethnicity, tradition, race, etc. should be considered bona fide members of the organization discretely.

1.2 Statement of the problem

The issue of cultural diversity is so obvious in our workplaces in Nigerian organizations. Today, if you are not from a certain tribe religion, ethnic backgrounds, race, region, etc you cannot be given a job, for those already engaged, if you are not affiliated to the leadership of the organization, head of department, or unit in terms of the cultural proxies mentioned above, certain duties considered sensitive cannot be assigned to you to perform. People in organizations tend to be favoured by their cultural inclinations. This

premise has created a catastrophic atmosphere characterized by tensions, display of work vices, poor integration among colleagues in the work environment, and unnecessary glamour of who succeed who in organizations that ordinarily supposed to propagate fairness.

In lure of the core-ethnic groups in Nigeria, (Hausa, Igbo, and Yoruba), so many organizations are bialy structured in such a manner that, workforce engagement are considered in this perspective in some organizations you see 80% - 90% of its workers being either, Hausa, Yoruba or Igbo depending on the region where the owners or tribes there are from. In this instance, the minority group of personnel suffers in the hands of these acclaimed owners base on their inclinations. This prevailing circumstance has necessitated the need for this study.

1.3. Objective of the study

The primary objective of this study is to determine the impact of cultural diversity on organizational sustainability the specific objectives are

The specific objectives are:

1. To ascertain the role workers' tractions, religion, tribe, race, etc play on cooperate performance of an organization.
2. To determine the role an employee's cultural inclinations plays on employee performance in an organization.
3. To ascertain the mediating factors influencing cultural consideration in workforce engagement organizations.

1.3 Research questions

Given the established objectives, the following set of questions was crafted.

1. `What role does workers' traction, religion, tribe, race, norms, etc play on corporate performance in an organization?
2. How does employee cultural inclination influence employee performance in an organization?
3. What are the mediating factors influencing cultural consideration in workforce engagement in an organization?

1.4 Hypotheses of the study

The researcher formulated the following hypothesis in line with the study objectives.

H₀₁- There is no significant relationship between cultural diversity and organizational sustainability.

H₀₂- There is no relationship between employees' cultural background and the cooperate performance of an organization.

H₀₃- There is no relationship between employees' cultural inclination with employee performance in an organization.

1.6. Significance of the study

The study will help to increase the awareness of the general public on the mediating role of cultural diversity in organizational settings. Secondly, it will serve as a guide for policymakers especially those in the Human Resource Management department of organizations to effectively plan their human resource policies in line with the demands of workplace diversity. The study will also serve as reference materials to other scholars who are interested in the discourse,

LITERATURE REVIEW

2.1.1 The concept of workplace diversity

Motschang (2017) opined that firms have been recruiting diverse workgroups and teams sometimes based on “preference” or “by compulsion” as a means of enhancing their competitive advantages in the wake of globalization, rapid dissemination of information, and industrial development. They further opined that understanding the composition of an organization in terms of diversity enhances the understanding of the effect of diversity such as workplace satisfaction, creativity, and turn over, etc. Guver and Motschang (2016) further asserted that while majority of companies today acknowledge the need for making cultural diversity a business concern, it is considered not really of paramount priority to them. In our contemporary organization, the issue of diversity

is considered as one of the main challenges of human resource management (Dhuppar, 2015). It is obvious that people from various works of life, come together to work for common goals in the business world. Workplace diversity thus means, “Employees with varying characteristics including, but not limited to religious and political beliefs, gender, ethnicity, education, socioeconomic background, sexual orientation and geographical location” (Dhuppar, 2015). The cultural background of multinational organizations draws compositions of personnel from different regions, nations, and races (Maderer, Holtbrugge & Schuster, 2014).

Lee, Pitesa, Pillutla, and Thau (2015) identified cultural diversity as one of the most prevalent diversity issues in organizations stating that the diverse cultural heritage of workforce creates organizational integration challenges as members of teams and groups find it difficult to understand each other. Cultural diversity refers to the various cultural inclinations of workers in organizations, it consists of worker tribes, languages, race, ethnic origins, lifestyle, religion, etc. Johnson, Barnett, Elman, Forrest, and Kaslow (2013) enunciated several diversities. Issues in organization workplaces to include; physical appearances, cultural/socio-cultural difference, income level, experience when being raised, race and ethnicity, job description, level of self-awareness, language, critical thinking ability, gender and age among others. Guver and Adeleye, Aja-Nwachukwu, and Fawehinmi (2012) posited that

as they hunt for talents in organizations around the world intensity, the issues of workplace diversity have continued to come to the fore. They further opined that institutional arrangements in Nigeria to effectively handle diversity in the workplace are either weak or non-existing. Patrick and Kumar (2012) argued that incorporating personnel's and their backgrounds in terms of their reasoning, has become a major concern for almost all modern organizations, stating that the repercussions for not addressing issues of diversity results in a lack of corporate skills, competencies, adequate interest in employees which ultimately result in employee turnover and reduction in individual and group productivity or performance. Ogbojafor, George, and Owoyemi (2012) described culture "as the way of life of a set of people". Culture encapsulates the beliefs, shared assumptions, norms, values of a particular group of people gained over a period as a result of their traditions, socialization, education, and experience which transient from one generation to another. Chan (2011) defined cultural diversity as "the co-existence of staff from a diverse racial and cultural backgrounds in a particular organization. Henderson (2011) posited that many factors affirm the need for cultural diversity in workplace including sustaining the egalitarian access to opportunity amongst a culturally and politically diverse country and from company's perspectives. Elimadsia, (2011) advocated that in discussing cultural diversity in firms, it must not be construed or limited to beliefs, norms, and

values, related to a certain tribe, it should encompass a broader posture of religion, national identity, geographical location, race, disability, and sexual orientation. Elimare and Ogaga-Ogbene (2011) observed that workplace diversity refers to the likelihood and variances amongst workers as it relates to age group, geographical origin, similarities in terms of education and tribes.

From the foregoing, diversity management is essential to create and sustain a healthy working environment. Thus, workforce diversity emphasizes a state where workers come from various backgrounds such as race, languages, ethnic origins, tribes, genders, etc to work together in an organization in teams and groups for the attainment of corporate goals and objectives.

2.1.3. Challenges associated with cultural diversity in organizations

Samuel and Odor (2018) argued that the indispensable nature of diversity management as a concept in organizations can no longer be disputed as it has become a key criterion for any company or institution that wants to optimize the performance or productivity of its workforce. As a result of the variety of cultural backgrounds of workforce in organizations, the following challenges are sometimes encountered.

- 1. Disruption of Status Quo:** Often, organizations with multi-cultural backgrounds suffer the challenge of alteration in their status

quo in operations which often creates tension, and fear among founders of organizations (Samuel & Odor, 2018). Cohesive cultural groups in organizations sometimes officially and unofficially disrupt the operational routines of their establishment to suit their cultural expectations.

2. Opposition and Resistance to Change:

Although workplace diversity benefits organizations a great deal, sometimes it tends to be a weapon against the organization. For instance, when a corporate policy is instituted, and it seems not welcomed by members of a certain group, they tend to gang up against the organizational policy and behave in a certain manner which stiffens workplace activities. Also, some groups in organizations are used as an instrument of opposition against certain tribes in workplaces. For instance, in Nigeria's public service system, most times northerners in firms oppose the co-existence of members from other parts of the country in organizations in which they are of majority. This situation is also common in the eastern part of the country (George & Akaighe, 2017).

3. Discrimination: Dhuppar (2015) observed that one of the issues associated with workforce diversity in culture is discrimination. This is described as a state where personnel of organizations is deprived of opportunities based on personal features that are not work-related but owing to their cultural backgrounds. In Nigeria for example, employees are sometimes deprived of so many opportunities for reasons such as not culturally originating from a particular region,

even employees' engagement is sometimes influenced by cultural factors such as language, ethnic origin, tribe, religion, etc.

4. High Rate of Labour Turnover: The rate at which a diverse cultural organization influence it group behavior often leads to the increase of labour turnover in such an organization. For instance, a scenario where people work with consistent use of their languages in communication during official engagements, like it is in China, some part of Nigeria (Western, Eastern, and Northern Nigeria), workers who don't understand such languages often suffer the fate and consequently seek their disengagement from such kind of organizations (Adeleye and Fawehimi, 2012).

5. Loss of Productivity: Most times, when people from the same ethnic group behave in a certain manner opposed to the belief system and values of the organization, it consequently affects the productive efficiency of the organization hence causing a reduction in the overall output of the firm (McArthur, 2010).

6. Conflict of Interest: It is generally known that people are most comfortable working with people from their area who share similar values, assumptions, and norms, with them. Any deviation from this position often creates tension and conflict of interest within groups and terms (Edewor & Aluko 2007). This has accounted for the incessant clash of team members in organizations as a result of their incompatible cultural backgrounds.

7. Therefore, it becomes very difficult to sustain certain new policies in organizations of this nature as the coherent status of members systematically opposes the corporate policies of the organization.

2.1.4 Cultural diversity management strategies in an organization

Diversity management is the strategy of applying best practices with ostensible results proven over time to create an all-inclusive workplace (Dhuppar, 2015). These practices could include;

1. Recruitment Policies Strategy: Incorporating diversity management considerations in the hiring process of an organization is an important strategic component of managing workforce cultural diversity. Ensuring that human Resource Managers control the recruitment process to reflect diverse cultural backgrounds in their right proportions will help in addressing future challenges associated with cultural diversity. For instance, “a company’s hiring policy should incorporate federal equal employment guidelines (Dhuppar, 2015).

2. Communication Strategy: Good communication is one of the best ways of addressing workplace cultural diversity. A sensational approach of encouraging employees to share issues of concern in the organization periodically addresses communication issues. Managers must ensure every employee to feel equally important in the organization. Making

yourself approachable will help in handling conflict among employees. Also, as a way of improving communication, managers should learn to assign tasks on projects to groups across various regional divides. This encourages the cross-breeding of ideas (Stockdale & Crosby, 2014).

3. Conflict Resolution Strategy: One of the effective strategic options for handling cultural related challenges in organizations is through the adoption of systematic conflict resolution strategies. By applying well-established conflict resolution methods such as the win-win strategy, cultural issues can be addressed.

4. Periodic Feedback Strategy: Also, seeking periodic feedback from staff and management respectively as at when due will help to identify areas of concern that could lead to chaos in the organization. Through a positive feedback mechanism, cultural related issues can which addressed which could automatically strengthen the sustainability of the organization. Feedbacks could be obtained through regular survey and administration of cultural diversity related questionnaires (Anderson, 2013).

5. Training and Development Strategy: By providing cultural diversity management training and development opportunities to managers will help a great deal in reducing the prevalence of workplace cultural diversity issues. Business leaders should be educated on the danger and implication of workplace cultural discrimination and unfair treatment in the workplace (Martin, 2014).

6. **Institutionalization of Cultural Diversity Management Studies:** Akimusi, nonubi, and Oyewunmi (2017) also suggested the institutionalization of cultural diversity management studies in institutions of higher learning in Nigeria. They posited that there is a need to introduce diversity management studies at all levels of the educational system ranging from primary schools to tertiary institutions. This will help students to be exposed to the values of appreciating diversity in all forms of human beings. Research institutes and centers should be established by the government that will help to address diversity issues (Mubi, 2014). Furthermore, Adeleye and Fawehinmi (2012) suggested that one of the measures that can be effective in managing diversity in Nigerian organizations is the assimilation paradigm based on the multi-ethnic, religious, and social group existing in the country.

2.1.5 Effect of cultural diversity on teams, groups, and organizations

Samuel and Odor (2018) posited that any organization that wishes to meet up with the current trend of global competitive advantages and to welcome diversity as an organizational system and must fashion out ways of enhancing inclusive diversity management in their operational policies. Teams and groups in firms are often affected both positively and negatively by workplace diversity (Ugwuzor, 2014). Diversity in the workplace places the following roles in teams and groups in organizations;

1. Diversity helps to boost employee-employers relationships in the most cost-effective way.
2. Diversity in outline helps in facilitating innovation, creativity, and flexibility in the functioning of an organization.
3. Cultural diversity promotes the cross-breeding of ideas in an organization and helps in the cultural integration of the organization with its host community.
4. Diversity helps in the stabilization and sustainability of firms which often leads to their development and competitive advantage among rivalry firms.
5. Sometimes, cultural diversity leads to the best use of human resources.
6. A flexible workforce sometimes helps in the restructuring of organizations.
7. Sometimes, cultural diversity in an organization attracts ethnic investors.
8. Some organizations sometimes benefit from new business ideas as a result of diverse work teams and groups.

2.2 Theoretical review

Several theories attempt to amplify the existence of workplace cultural diversity in organizations. But this study is **anchored on the social categorization/identity theory**

2.2.1 Social Categorization Theory (SCT)

The tuner in 1987 was the founder of the social categorization theory. He opines that individuals in organizations belong to diverse social groups. This enhances identity and base on salient

characteristics. As a backdrop, individuals with similar features tend to collaborate at the workplace but those with dissimilarity tend not to collaborate which often leads to chaos in the workplace. Turner (1987) noted that this categorization often leads to negative biases. Turner noted that this theory focuses on the variation that exists between individuals and social identity. Social categorization theory seeks to demonstrate how the emergent, higher-order processes of groups' 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" (Olusegun, Abdulraheem & Nassir, 2018). The social identity theory as it is sometimes called posits that "people tend to classify themselves and others into various social categories such as organizational membership, religious affiliation, and gender and age cohort" (George & Akaighe, 2017; Turner & Reynolds, 2011). This theory amplifies that social perspective in the interaction that exists between people not minding their official position (hierarchy), or ranks and power in firms, which also propels intergroup attitudes, interpersonal conflict, satisfaction, and cooperation depending on the social blend of people in the establishments or teams (Turner & Reynolds, 2011). This theory was adopted as the theory for the study because the theory attempt to offer explanations as to why people tend to behave in a certain way and how diverse group activities influence the organizational setting.

2.3 Empirical review

This section of the study will attempt to give a summary of what some scholars have done concerning the discourse and their findings, in recent years. Ogbonna and Jerry (2018) conducted a study titled Workforce Diversity Management in Nigeria Public Service; Problems and Prospects in Imo state Nigeria. They applied the workforce management model in their field approach and the findings of their study revealed that "to remain competitive and relevant, the Nigeria public service must acclimatize and manage these environmental socio-economic forces. It was also discovered that socio-economic forces such as globalization and the internationalization of firms are increasing the mobilization of labour across ethnic and national boundaries. Similarly, Cletus, Mahmood, Umar and Ibrahim (2018 investigated, The Prospects and Challenges of Workplace Diversity in Modern Day Organization; A critical review, the study was conducted in Malaysia, using a theoretical deductive approach, they discovered that "the complexity of workplace diversity has become one of the most challenging issues currently of critical importance in business and organizational management. Furthermore, they stated that the workplace enhances critical thinking problem solving, employee professional skills enable an organization to attract talents, improve corporate attractiveness, and enhance productivity when properly learned. Samuel and Odor (2018) also conducted a similar study on managing diversity at work: a key to organizational survival. The study was conducted in Delta state, Nigeria.

Using multi-group path analysis, they found out that, globalization in the 21st century has brought with it a higher than the normal requirement to strike a balance between mono-cultural and multi-cultural workforce: They suggest a robust diversity audit in organizations. They also found out that, managing diversity in organizations involves maintaining work-life balance, diversity sensitivity training, and improving management information systems. In the same vein Olusegun, Abdulraheem, and Nassir (2018) conducted a study fillet, Workforce diversity management strategies, and organizational performance in the food and Beverage industries in Lagos state. Oluwasegun et. al. (2018) conducted their study in Lagos state Nigeria. Using statistical tools such as cross-tabulations, mean, Regression, and correlation analysis with the aide SPSS computer packages; their findings revealed that workforce diversity represents both a challenge and an opportunity for business and corporate entities. Thus, no organization in this dispensation of globalization can survive without force diversity. Again, George and Aklinghe (2017) conducted a similar study, on Cultural Diversity, and Engagement in Nigeria Civil Service. This study was conducted in Lagos state Nigeria. They applied regression analysis statistically and their result showed that; cultural diversity is useful for managers, human resource practitioners, and organizational behaviourist to understand the culture, people, and work engagement in an organization.

Also, Guver and Motschnig (2017) conducted a study on the Effect of Diversity in Teams and Workgroups; A Qualitative Systematic Review. The study was carried out in Vianna, Austria. They applied theoretical strategy in considering 17 empirical reviews between 1959 to 2016, their result demonstrated that there is no single commonly accepted effect of diversity on performance, it tends to increase conflict and turnover in an organization. Akinnusi, Sonubi, and Oyewunmi (2017) in their work title; Fostering Effective Workforce Diversity Management in Nigerian Organizations, the Challenges of Human Resource Management conducted in Ogun State, Nigeria. They applied a natural cultural model, and they discovered that one of Nigeria's most critical challenges, therefore, is the effective management of its workforce cultural diversity. Hofhuis, Pernill, Rist, and Vlug (2016) investigated on diversity climate enhances work outcomes through trust and openness in workgroup communication, conducted their study in Amsterdam, Netherland. They applied theoretical approach, and they discovered that to mediate the effect of perceived cultural diversity climate on team members, a sense of inclusion and trust must be used. Dhuppar, (2015) conducted a study on Managing Workplace Diversity; Challenges and Strategies. The study was conducted in Lahore in India. He applied a theoretical review approach and his findings were that respecting individual differences will benefit organizations and will enhance competitive edge which further enhances the motivation of

employees. These also create a fair and safe working environment. In a similar study conducted by Kinyanjui (2013) on Innovative Strategies for Managing Workforce Diversity in Kenyan Leading Corporations in Present Global Scenario. Using a theoretical cross review approach of different scholars' work on cultural diversity management he discovered that performance management, leadership, initiatives, and shared responsibilities are used in managing workforce cultural diversity. Similarly, Adeleye and Fawehinmi (2012) carried out an investigation on the topic, Managing Diversity in Nigeria. The Chevron way. Adeleye and Fawehinmi (2012) conducted their study in River State Nigeria. Using a survey strategy in the qualitative approach, they discovered that given the increasingly diverse talent market, those organizations that are best able to attract, retain and fully engage the skills of diverse workers will gain a competitive advantage. In the same vein, Patrick and Kumar (2012) conducted their study titled; Managing Workplace Diversity which was carried out in Karnataka, India. Using analysis of variance (ANOVA) technique, on 300 IT employees, it was discovered that successfully managing diversity can lead to more committed, better stratified, better performing employees, and potentially, better financial performance for an organization.

3.0 METHODOLOGY

The researcher adopted an exploratory research design because the researcher sort to understand the rationale behind people's actions and behavior concerning cultural diversity in the organization. An interpretivist research philosophy was adopted on grounds that the research draws conclusions from the interpretation of many scholars' propositions of the discourse. Applying a deductive approach and a blend of both qualitative and quantitative strategies. The case study approach was adopted in a cross-sectional time horizon. Here Cross River University of Technology was considered as a source for primary data for the study. Secondary data was also used through the review of literature sourced from online journals. The population of the study was made up of Seven Hundred and Twenty Four (724), Academic and non-Academic staff of Cross River University of Technology across all faculties. A sample size of two hundred and fifty-eight (258) respondents was arrived at through the application of the Taro Yamane formula. The simple random sampling technique was utilized to administer the well-structured closed-ended questionnaire and interview to the respondents of the study, while the Pearson Product Moment Correlation Technique was adopted to test the hypotheses of the study.

Table 2: Summary of responses to research instrument base on statements in the instrument

S/N	SA	A	SD	D	TOTAL
1.	100	35	28	63	226
2.	94	86	22	24	226
3.	52	64	87	23	226
4.	38	123	26	39	226
5.	86	48	56	36	226
6.	102	56	24	44	226
7.	125	26	45	30	226
8.	46	86	52	42	226
9.	86	58	62	20	226
10.	128	64	22	12	226
11.	62	88	36	40	226
12.	92	38	62	34	226

Field survey 2019

Table 3: Summary of response rate of questionnaire

S/NO	SA/A	SD/D	TOTAL	% SA/A	% SD/D
1	135	91	226	59.73	40.27
2	180	46	226	79.65	20.35
3	116	110	226	51.33	48.67
4	161	65	226	71.24	28.76
5	134	92	226	59.20	40.80
6	158	68	226	69.91	30.09
7	151	75	226	66.81	33.19
8	132	94	226	58.41	44.59
9	144	82	226	63.73	36.28
10	192	34	226	84.96	15.04
11	150	76	226	66.37	33.64
12	130	96	226	57.52	42.48

Field survey 2019

Where
$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

Total No. of Staff= Academic Staff = 439

Non-Academic Staff= 285

Total CRUTECH Staff= 724 Population of study

$$\begin{aligned} \text{Sample Size} = (n) &= \frac{N}{1 + N(e)^2} \\ &= \frac{724}{1 + 724(0.05)^2} \\ &= \frac{724}{1 + 724(0.0025)} \\ &= \frac{724}{1 + 1.81} \\ &= \frac{724}{2.81} \end{aligned}$$

$$\begin{aligned} n &= 257.65(2D) \\ &= 258 \quad \text{Approximately} \end{aligned}$$

4.0 Test of hypotheses

4.1 Hypothesis one

H₀₁- There is no significant relationship between cultural diversity and organizational sustainability.

Statement number 1, 2, and 6, were adopted from the study instrument to test this hypothesis.

Let x represent Strongly Agreed (SA) and Agreed (A) variable

Let y represent Strongly Disagreed (SD) and Disagree (D) variable

Table 4: Contingency table for hypothesis one

X	Y	XY	X^2	Y^2
100	28	2800	10,000	784
34	64	2176	1156	4096
94	22	2068	8836	484
86	24	2064	7396	576
102	24	2448	10,404	576
56	44	2464	3136	1936
472	206	14,020	40,928	8452

Field survey 2020

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

Thus where $n = 6$, $\sum X = 472$, $\sum Y = 206$, $\sum XY = 14020$, $\sum X^2 = 40,928$, $\sum Y^2 = 8,452$

$$r = \frac{6(14020) - (472)(206)}{\sqrt{(6(40928) - (472)^2)(6(8452) - (206)^2)}}$$

$$r = \frac{84,120 - 97,232}{\sqrt{(245,568 - 222,784)(50712 - 42,436)}}$$

$$r = \frac{-13,112}{\sqrt{188,560,384}}$$

$$r = \frac{-13,112}{13,731.73}$$

$$= -0.95$$

The result implies that there is a weak relationship between cultural diversity and organizational sustainability. Amplifying that, there are other significant factors, that influence organizational sustainability other than cultural diversity.

4.1.2. Hypothesis two.

H₀₂- There is no relationship between employees' cultural background and cooperate the performance of an organization.

From the study field instrument, statement number two, four, six, and seven was adapted to test the hypothesis.

Table 5: Contingency table for hypothesis two

X	Y	XY	X²	Y²
94	22	2068	8836	484
86	24	2064	7396	576
38	26	988	1444	676
123	39	4797	15129	1521
102	24	2448	10404	576
56	44	2464	3136	1936
125	45	5625	15625	2025
26	30	780	676	900
$\sum X = 650$	$\sum Y = 254$	$\sum XY = 21234$	$\sum X^2 = 62646$	$\sum Y^2 = 8694$

FIELD SURVEY 2020

Where $\sum X=650$, $\sum Y=254$, $\sum XY=21234$, $\sum X^2=62646$, $\sum Y^2=8694$, $n=8$

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

Where: $n=8$, $\sum x = 650$, $\sum y = 254$, $\sum xy = 21234$, $\sum x^2 = 62646$, $\sum y^2 = 8694$

$$\begin{aligned} r &= \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}} \\ &= \frac{8(21234) - (650)(254)}{\sqrt{8(62646) - (650)^2} \sqrt{8(8694) - (254)^2}} \\ &= \frac{169872 - 165100}{\sqrt{(501168 - 422500)(69552 - 64516)}} \end{aligned}$$

$$r = \frac{4772}{\sqrt{(78,668)(5036)}}$$

$$\sqrt{(78,668)(5036)}$$

$$r = \frac{4772}{\sqrt{396172048}}$$

$$\sqrt{396172048}$$

$$r = \frac{4772}{\sqrt{19,904.07}}$$

$$\sqrt{19,904.07}$$

$$r = 0.23975$$

$$r = 0.20$$

Therefore there is a weak position relationship between cultural diversity and the roles teams and groups play in organizations.

4.1.3. Hypothesis three

H₀₃. There is no relationship between employees' cultural inclination with employee performance in an organization.

From the study field instrument, statement number three, eight, twelve was adapted to test the hypothesis.

Table 6: Contingency table for hypothesis three

X	Y	XY	X ²	Y ²
52	64	3328	2704	4096
64	87	5568	4096	7569
46	52	2392	2116	2704
86	42	3612	7396	1764
92	62	5828	8464	3844
38	34	1292	1444	1156
ΣX=378	ΣY=341	ΣXY=22020	ΣX²= 26220	ΣY²= 21133

Field survey, 2020

Where: $n = 6$, $\sum x = 378$, $\sum y = 341$, $\sum xy = 22020$, $\sum x^2 = 26220$, $\sum y^2 = 21133$

$$\begin{aligned}
 r &= \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(\sum Y^2 - (\sum Y)^2)}} \\
 &= \frac{6(22020) - (378)(341)}{\sqrt{6(26220) - (378)^2} \sqrt{6(21133) - (341)^2}} \\
 &= \frac{132120 - 128898}{\sqrt{(157320 - 142884)(126798 - 116281)}} \\
 &= \frac{3222}{\sqrt{14436 - 10517}} \\
 &= \frac{3222}{\sqrt{3919}} \\
 r &= \frac{3222}{62.60}
 \end{aligned}$$

$$r = 57.47$$

Thus, the result revealed that there are many strategic plausible options, that cannot be adopted to address the issues of cultural diversity in organizations.

4.2 Discussion of findings

From table 1, it was obvious that there was a high response rate to the research instrument which stood at 87.60%. Those interviews demonstrated their curiosity on the topic affirming that the issue of cultural diversity is attracting the attention of all categories of workers in the organization. The response rate to the individual statements of the study instrument in table two and three showed the diversity of the debate of different respondents on the topic. Those interviewed demonstrated their resolve on the various statements with factual discussion. Hypotheses tested demonstrated the state of the assumption of the study. The study revealed empirically that there is a weak relationship between cultural diversity and organizational sustainability. For those interviews, it was highlighted that the sustainability of organizations does not depend on the cultural diversity of its workforce for its sustainability but a lot of factors away from cultural diversity. In the same vein, a test of hypothesis two revealed that there is a weak positive relationship between cultural diversity and the role teams and groups play in terms of organizational performance and productivity. This implies that several factors account for the state of organizational aggregate performance and productivity. However, it was noticed that cultural

diversity in teams and groups in an organization factually influence operational efficiency in line with the discussions in the literature review section of the study.

Similarly, a test of hypothesis three revealed that there are many strategic plausible options organizations can explore to manage issues of cultural diversity in organizations. This finding was in line with some suggestions advanced by some scholars in the literature review section addressing the issue of cultural diversity in organization. For those interviewed, it was a consensus that so many options are available for organization to explore in dealing with cultural diversity among its workforce.

5.0. Conclusion

The management of cultural diversity in organizations is aimed at achieving the goals of the organization. From the review in this work, it can be asserted that there is a need to have a balance cultural workforce in an organization which will enhance the efficiency of corporate operational plans and objectives in organizations and reduce the frictions associated with cultural diversity and to stay competitive in the industry. Thus, understanding the mediating role of cultural diversity in an organization is key to smooth growth operations and sustainable development.

6.0 Recommendations

Organizations wishing to overcome the issues of cultural diversity should adopt the following recommendations.

1. Corporate managers should ensure by all means possible to eliminate every trace of discrimination among her workforce on grounds of cultural diversity-related issues such as; languages, tribe, religions, traditions, etc.
2. Employees in organizations working in teams and groups should endeavor to put aside their cultural affiliation in their work dispositions to avoid building evidence of cultural inclinations that will fuel difference among the teams and group.
3. Healthy communication is recommended at all levels in an organization as a key measure for dealing with cultural diversity-related issues.
4. Organizational leadership should develop a workable feedback mechanism to accommodate suggestions from employees and stakeholders of the organization on how to ameliorate cultural diversity issues.
5. Institutionalization of cultural diversity study in institution of higher learning will go a long way in enforcing diversity orientation to future employees of organization which will train young people on the danger of cultural diversity behaviors.
6. Legitimization of corporate policies against cultural diversity behaviors in organizations will go a long way in addressing cultural diversity issues. For instance, if clear rules are established and punishment measures put in place against erring members who consistently rely on cultural factors in allocating and executing corporate goal, discrimination and cultural related chaos will be aborted.
7. Recruitment and selection practices of organizations should not be influenced by cultural related considerations. Egalitarian recruitment architecture should be put in place, to accommodate employees from diverse background in their right proportions to avoid a dominant tribe, religion, or ethnic group in an organization that could breed cultural diversity challenges.

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