Effect of Workforce Diversity on Performance of Manufacturing Firms in South East, Nigeria

[1]E.K. Agbaeze, [1]C. Nkwonta Nkechi and [2]E. Obiefuna Chinelo

[1]Department of Management, Faculty of Business Administration,
University of Nigeria, Enugu Campus, Nigeria
[2]School of General Studies, University of Nigeria, Enugu Campus, Nigeria

Abstract: Diversity has become a hot-button issue when applied to the workplace, this is so because individuals are always on the move migrating to different parts of the world in search of better working conditions and safer place to live. Managing Workforce Diversity is fundamental to the performance of any organization in this twenty first century; this is because as organizations diversify geographically and the free movement of labor across national boundaries intensifies, the need to interact effectively with broader constituencies becomes critical. This study examined the effect of workforce diversity on performance of selected manufacturing firms in South East Nigeria comprising Abia, Anambra, Ebonyi, Enugu and Imo states. Three objectives were formulated to guide the study. Survey method of design was adopted. Using questionnaire and oral interview, data were collected from 407 respondents and analyzed. Logistic regression analysis and Pearson Moment Correlation were used for data analysis at 5% probability level of significance. The result revealed that gender, language and educational background had positive and significant effect on delivery time, productivity and output respectively of employees of selected manufacturing firms in South East, Nigeria and therefore concluded that workforce diversity is a vital dimension in the progress of manufacturing firms and for an organization to succeed, it is important for it to know the benefits of having a diverse workforce and when an inclusive environment is established, it can lead to better service delivery, increased productivity and improved employee commitment to the organization. Based on the findings, the study therefore recommended that recruitment process should be transparent and merit based, tasks should be clearly and distinctly communicated to avoid ambiguity and role clashes, training opportunities should be provided to employees who lack the required skills and also regular social interactions should be encouraged among workers to enable them understand and appreciate the uniqe role each plays to the success of the organization.

Key words: Diversity · Performance · Manufacturing Firms

INTRODUCTION

The world's increasing globalization requires more interaction among people from diverse backgrounds. This is so because individuals are always on the move migrating to different parts of the world in search of better working conditions and safer place to live. People no longer live and work in an insular environment; they are now part of a worldwide economy competing within a global framework [1]. On these grounds, organizations are aiming to become more diversified in order to gain competitive advantage by becoming more creative, innovative and open to useful change.

Advances in technology and the advent of a global economy bring people of the world closer together more than ever before. Given this fact, businesses, educational systems and other entities are investigating ways to better serve their constituents, this includes being able to attract and retain the best and most qualified workers [2]. Maximizing and capitalizing on workplace diversity has become an important issue for management today. Cox [3] opined that companies need to focus on diversity and look for ways to become totally inclusive because diversity within employees has the potential of becoming more creative, innovative, open to useful change, yielding greater productivity and has competitive advantages.

Corresponding Author: C. Nkwonta Nkechi, Department of Management, Faculty of Business Administration,
University of Nigeria, Enugu Campus, Nigeria.

Diversity is generally defined as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, language, physical and mental ability, race, sexual orientation, educational background, religion and status. Diversity issues are now considered important and are projected to become even more important in the future due to increasing differences in the population of various countries [4]. In a diversified workplace, employees still retain their individual values and mutual respect for one another as unique people while working as a team on a common task by combining their skills, experiences and ideas. In a way, diversity is all about understanding and appreciating individual differences. The manner in which these differences are analyzed and used will determine if diversity is an asset or liability to the organization [5].

With the increase of globalization and competition, the workforce in all industrialized countries has become progressively heterogeneous. In fact, studies have revealed that heterogeneous workforce performs better than homogeneous ones in terms of productivity and efficiency [6]. And also Watson [7], in a research showed that a diverse workforce relative to homogeneous groups are more effective both in the interaction process and job performance; hence organizations with a diverse workforce can provide superior services because they can better understand customers' needs. Griffin & Moorhead [8] pointed out that having a diverse workforce requires managers to identify and manage the varied attributes that exist among the employees in the organization.

Workforce Diversity is fundamental to the performance of any organization in this twenty first century; this is because as organizations diversify geographically and the free movement of labor across national boundaries intensifies, the need to interact effectively with broader constituencies becomes critical [9]. Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity. Peppas [10] is of the view that unmanaged diversity in the workplace might become an obstacle for achieving organizational goals thus perceiving diversity as a "double-edged sword" meaning that if harnessed correctly, a diverse workforce can transform an organization into a competitive market stronghold, however, if mismanaged, dissatisfaction may set in, conflict can become a norm and high turnover rates may deplete the organization's talent.

Abraham Lincoln once said, "United we stand, divided we fall" (House divided speech, June 1858). Often lauded as the Great Emancipator, Lincoln strongly believed in the idea of a united nation where people from all races, ethnicities, backgrounds and religions could work together in moving the nation forward. In other words, he believed in the possibility of existence of a diverse society. In fact, about 18% of all households in the United States use a language other than English and about 13% of U.S. residents were born in a different country [11].

Globalization and migration mean that our communities are becoming more diverse in nature and as globalization increases, so too does migration as people settle in new countries for a better and safer life, at the same time dangerous and armed conflicts, human trafficking are increasing forced migration. Our societies are becoming culturally, ethnically, linguistically and religiously diverse. Workforce diversity is the array of differences that exist among groups of people with definable and unique backgrounds. Practicing diversity has certainly made the workplace a much more interesting, dynamic and exciting place [12]. When people from different backgrounds work together, they can all exchange information, traditions and experiences with one another. This makes the workforce a much more balanced, exciting and tolerant place to work in.

Bringing people of different age, color, gender and ethnicity etc. into one workplace, gives the advantage of different ways of thinking that these people bring with them and a blend of ideas. Many of these factors may not have an immediate noticeable impact; however diverse groups bring a lot of variety through their personality, thought process, processing information, assertiveness, values, energy levels, education levels, experience, goals, political views, lifestyle and social status, among many others traits [13].

Today's workplaces are highly heterogeneous and this has brought about many changes in the traditional ways of doing business. Companies now do their best to get their methods of operation scrutinized and restructured on a daily basis so that their workforce can be more inclusive and composite in nature. When different people bring different views to the table, there are possibilities of discussions off-shooting to a potential business opportunity. Mastering and applying diversity in workplace will help professionals and managers understand a diverse workforce better, so that they can

attract new talents and retain productive employees in today's competitive/challenging global economy, this also helps managers to create a dynamic, competitive and harmonious work environment where all employees are respected and treated with dignity they deserve and ensures that every person's commitment to the company is maximized by making them feel that they belong to the place [14].

In many organizations, employee morale and satisfaction are related to identity groups or cultural affiliations [15]. The amount of diversity in both formal and informal structures of organizations will impact on factors such as creativity, problem solving and intra - organizational communications [16]. How people feel and think about their jobs and their employers is greatly influenced by their cultural beliefs, norms and value system [17]. Seymen [18] further states that this is indeed crucial because behavior is driven by perceptions of reality. What people believe about their opportunities in the work environment is of vital importance regardless of whether or not these beliefs are consistent with the facts [19]. Cox [15] goes ahead to say that cultural differences to a great extent shape a person's beliefs and relationship with other employees as well as customers.

Diversity is not a new term, but it is a somewhat new topic in the workplace. So why is it important? Where did it come from? From the birth of the United States, the workforce was commonly seen as a white male environment. This started to change slowly because of different historical events that happened over time. The following are major points in history that dramatically increased diversity in the workplace: President Abraham Lincoln's Emancipation Proclamation in 1863 declaring freedom of slaves and the 13th Amendment that followed was adopted in 1865 outlawing slavery; in 1913, Henry Ford offered $5 a day (twice the typical daily wage) to attract immigrants and African Americans. By 1916 Ford's employees represented 62 nationalities and he also employed over 900 people with disabilities; Women joined the workforce in great numbers in 1917 when American men went to war; The Women's Bureau of the Department of Labor formed in 1920; President Harry S. Truman integrated the military in 1948; In 1961, President John F. Kennedy improved hiring practices for women and established maternity leave; In 1963, the Equal Pay Act was signed, which made it illegal to pay a woman less than a man for the same job; President Lyndon B. Johnson signed the Civil Rights Act in 1964, which prohibits discrimination in many aspects of employment on the basis of race, color, religion, sex or nation of origin.

Metcalfe [20] states that the diversity scenario in the United Kingdom has also evolved because of migration from other parts of Europe, Africa and Asia; this is also evident in the fact that there has been a significant rise in the number of Muslims employed within the workforce in the United Kingdom.

Very few researches on this phenomenon have been conducted in African continent; some of them fall short of a comprehensive examination of workforce diversity. The previous studies are conceptualized workforce diversity as multi-ethnic concept. Africa, like many nations of the world is ethnically heterogeneous and is characterized by other demographic diversities, which are reflective in workplaces. Some parts of the continent have also been torn by famine, wars and ecological challenges and mismanagement of the economy by corrupt leaders; these sometimes lead to migration of people to other countries in search of greener pastures. Business organizations in the developing countries are all caught up in the globalization web, which has heralded increased demographic diversity in the workforce. This phenomenon is one of the most challenging human resource and organizational issue. Academicians and practitioners have sought to understand the impact of diversity and its management on organizational performance.

South Africa presents a dominant study case for diversity in Africa. In South Africa where a non-racial, democratic constitution came into effect in 1996, equal rights legislation was implemented at just about the same time as its affirmative action policies and many of its companies have been trying to almost simultaneously design and implement diversity management programs. The results of both equal rights laws and the affirmative action policies in South Africa are already evident in the increased proportion of black managers, though these rates are still far from their demographic representation in the wider society. As the racial and cultural profile of South African organizations continue to change, the process of managing diversity is becoming more important [21]. However, as legislation and adoption of workplace diversity management practices continue to take root in South Africa, the impact of these diversity management programs on organization performance are not documented.

Manufacturing is a critical sector of every economy and its advancement because it provides different types of products for the people, provides jobs for thousands of people, contributes to a country's income via taxes and levies, encourages innovation and creativity, helps in

providing basic infrastructures, actively involved in corporate social responsibilities, helps in earning foreign exchange, provides training ground for artisans, entrepreneurs and for transfer of technology [22]. It refers to the use of machines, tools and labour to make things for use or sale and also to a wide range of human and innovative activities, from the simplest of handicraft to the production of high tech products like computers and aircraft, but is most commonly applied to industrial production, in which raw materials and other inputs are transformed into finished goods on a large scale [23]. The sole aim of manufacturing is to meet customers' or consumers' specifications and needs.

Prior to the oil boom of the 1970's, manufacturing contributed approximately 10% to Nigeria's economic output. Thereafter, increased revenues from oil caused the sector's relative Gross Domestic Product (GDP) share to decline; growth persisted albeit at a slower rate. The recession caused by the fall in oil prices in the early 1980s triggered policy attention to turn back to the manufacturing sector, with steel production gaining prime focus. Prior to this, the Nigerian Enterprises Promotion Decrees of 1972 and 1977 had switched the majority firm ownership from foreigners to Nigerians thus restricting foreign capital inflows. The lack of affordability of imported goods, combined with the absence of foreign capital and technology, encouraged domestic production of basic commodities such as soap and salt. In 1987 import bans on raw materials were imposed under the World Bank Structural Adjustment Programme (SAP), encouraging import substitution. Intermediary input manufacturers were able to produce competitively again and there were fewer plant closures. This, combined with the Privatization and Commercialization Act of 1988, encouraged a higher degree of efficiency to be achieved in manufacturing. A slight increase in the share of manufacturing in economic output of 0.62% points was observed from 1986-1988.

Throughout the 1990s and 2000's, Nigeria continued to rely heavily on the export of oil, allowing manufacturing to remain in decline. Firms were not export orientated and lacked efficiency, causing competitive companies to relocate their factories abroad. A few key industries, such as beverages, textiles, cement and tobacco kept the sector afloat, but even these operated at under half of their capacity. To this day, production is mainly located in Lagos and its periphery and to some extent some other commercial towns in South East Nigeria.

The manufacturing sector in Nigeria in general and the South East in particular is faced with a myriad of challenges ranging from near nonexistent power supply, inadequate funding, insecurity, poor infrastructures, irregular taxes etc. to poor business development strategies, high cost of obtaining funds, high cost of acquiring industrial machine and equipment, inadequate government support for industrialization drive of small and medium entrepreneurs, incessant demand of Nigerians for imported products, high cost of transportation, scarcity of foreign exchange, high bank charges, lack of raw materials, high interest rate and high cost of energy which has contributed to high cost of production and impediment to competitiveness of the industries and influx of fake goods [24].

Nigeria known to be the giant of Africa with a population of over 180 million is characterized by people of diverse languages, ethnic groups and religious affiliation. More than half the population consists of people of working age [25]. Hence, there is a large pool of talent of which organizations generally and manufacturing industries in particular draw from to achieve its goals. To manage the workforce, managers have created diversity policies that are in line with the Labour Act and other laws that have been put in place to protect employees from discrimination because of his/ her social categorization [26]. However, Foma [27] opined that some organizations in a bit escape lawsuit or other legal actions and to also put on a public show that makes them gain good corporate image, pretend to embrace diversity rather than show a genuine desire for it by demonstrating true commitment to the principles of diversity and inclusion.

As Ugwuzor [26] citing Mustapha [28] pointed out, in Nigeria, there are still cases of tribalism, regional identities, nepotism and discrimination both in the public and private organizations. Cases of ethnic bias and other forms of discrimination still take place in organizations including manufacturing firms during hiring, promotion and other employer-employee relation practices. Hence, management is faced with the big challenge of managing its diverse workforce and the challenge of making sure that conflict of interest in policies and practice implementation are minimized [25].

Despite the prevailing legal provisions, policies and procedures in Nigeria, there are still allegations of nepotism and tribalism and as observed by Mustapha [28], ethno-linguistic and regional identities remain strong in Nigeria as the manufacturing and the formal sector of

the economy and even civil society, continue to manifest considerable ethnic bias with minimum effort at correcting the imbalances. This factor should not be taken for granted because in addition to the challenge of managing formal groups in organizations, other invisible but very powerful groups in Nigerian organizations based on tribal, ethnic, geographical and language lines have the capacity to affect work motivation and job satisfaction [29].

Because acceptance of diversity is a morally correct behavior as well as making good business sense, manufacturing firms can remain competitive only by recognizing the importance of diversity and respecting the diverse perspectives that come with talent born of different gender, age group, language, educational background etc. Accordingly, manufacturing firms should strive to possess a highly trained and skilled workforce that is capable of working efficiently because in the future, firms with the best workforce will be the ones that draw on the entire pool of available talent, this is due to the fact that the manufacturing sector is a key sector driving the economy and government should pay attention to it. Managing diversity is a key component of effective people management which can improve workforce productivity. Unmanaged diversity in the workplace might become an obstacle for achieving organizational goals, therefore diversity can be perceived as a "double-edged sword"

Many organizations operate on the concept of "color-blindness", which is treating all people equally irrespective of their skin color. While the intentions might to be to encourage equality among employees, issues generally crop up; this is because the one who implements the steps to ensure equality still isn't aware of the other cultures and without that knowledge, it would be difficult to understand equality. In addition to that, the initial cost of the mandatory training provided to each employee as well as supervisors and managers and at times clients on how to manage workplace diversity is very high. The program involves a lot of travelling and investing productive hours. While working in a diverse environment can be beneficial, it may come with some challenges; in a homogenous working environment, one can easily mention something in a lighter vein and it would easily be understood, the same joke could turn out to be highly insulting and offensive to others in a diverse working place. Lawsuits have been known to be filed over off-hand or casual remarks made by managers in the presence of co-workers who found the manager's sayings offensive. Employees in diverse teams have to be more cautious than ever of not hurting anyone's sentiments and sensibilities through their words, actions, or

behaviors. Many of them have stated their discomfort in making comments and sharing their thoughts openly because they are unsure of what may offend their co-workers. They say that it is difficult to know the right thing to say anymore, because discussing things that were embedded into their subconscious minds for years since childhood may have now suddenly become taboo. Diversity also has inherent challenges in terms of conflict among genders, ethnicities and age groups. Conflicts arise because of distrust and lack of confidence among group members. There are differences in the way people carry out instructions, language barrier may create communication gap leading to reduced knowledge and skills transfer thereby decreasing productivity, when diversity is not accepted in organizations, it could be due to varying levels and kind of discrimination. Some types of discrimination which exist are based on gender, religion, disability, economic class or cultural background, negative attitudes can arise which may lead to harassment of others. Workforce diversity may actually prevent employees from interacting with people beyond their culture. The old saying of "birds of same feathers flock together" will be perfect to describe this case. Employees don't meet, socialize or spend leisure time with one another. Although this isn't fundamentally wrong in itself, it can put limitations on employees knowing about other employees hence reducing effective communication skills and transfer of knowledge thereby decreasing productivity.

In spite of the great contributions of the manufacturing sector to the economic growth and development of the Nigerian economy, the capacity of the human capital has been limited by ethnicity in the industry. Manufacturing firms greatly rely on the performance of their employees and this relies so much on the ethnic diversity of the firms which obviously influences the performance of employees. When an organization does not have a conducive and enabling environment for practicing workforce diversity, employees will be deprived of all the positive benefits that would have resulted from a better management of workforce diversity such as motivation, knowledge and skill transfer, creativity and better decision-making thereby reducing their morale. Also, if workforce diversity is not handled properly, the formation of various groups will occur; this could lead to miscommunication, emotional conflicts, power struggle and ultimately to high turnover of employees. The diverse workforce will then become an inhibitor for organizational growth. When workforce diversity i.e. ethnic diversity, age, educational background, cultural background and sexes

of the employees are relegated to the background, the service delivery, competitive edge, profitability among others of the organization seem to collapse due to lack of team work among them.

It is against this backdrop that study is carried out on the effect of workforce diversity on the performance of manufacturing firms in South-East, Nigeria.

Objectives of the Study: The general objective of this study is to unravel the effect of workforce diversity on the performance of selected manufacturing firms in South East, Nigeria. However, the specific objectives are to:

- Examine the effect of gender on the delivery time of employees of the selected manufacturing firms in South East, Nigeria.
- Assess the extent to which language affects the productivity of employees in selected manufacturing firms in South East, Nigeria.
- Ascertain the effect of educational background on output of selected manufacturing firms in South East, Nigeria.

Research Questions: The following research questions will guide the investigation:

- What effect does gender have on delivery time of employees of selected manufacturing firms in South East, Nigeria?
- To what extent does language affect the productivity of selected manufacturing firms in South East, Nigeria?
- How does educational background impact on the output of selected manufacturing firms in South East, Nigeria?

Research Hypotheses: In order to answer the research questions and achieve the objectives of the study, the following non hypotheses were advanced and tested in the course of this study:

- Gender has a positive and significant effect on delivery time of employees of the selected manufacturing firms in South East, Nigeria.
- Language has a positive and significant effect on productivity of selected manufacturing firms in South East, Nigeria.
- Educational background of employees has a significant effect on output of selected manufacturing firms in South East, Nigeria.

Review of Related Literature: After three decades of talking about diversity in the workplace, there is still considerable debate and confusion over what actually constitutes workforce diversity [30]. Workforce diversity is generally viewed as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice and public assistance status. It refers to a mosaic of people who bring a variety of backgrounds, perspectives, values and benefits as assets to the groups and organizations with which they interact [31]. Valuing diversity is a key component of effective people management, which can improve workplace productivity.

Today, organizations are embracing a more inclusive definition of diversity that recognizes a spectrum of differences which influence how employees approach work, interact with each other or derive satisfaction from work [32]. Okoro [33] states that recruitment, management and maintenance of a diverse workforce ensures that the right combination of skills and competencies are available in an organization. Workforce diversity has evolved from a focus on legally protected human attributes such as race, gender and age to a much broader definition that includes the entire spectrum of human differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex and sexual orientation [34].

Phelps [35] defines workforce diversity as the mutual and co-existence of employees from different socio-cultural backgrounds within an established organization. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnicity, culture, education, language, lifestyle, beliefs, physical appearance and economic status among others. Ogunsiji & Ladanu [36] state that diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being hindered by gender, race, nationality, religion, or other factors that are irrelevant to performance.

Workforce Diversity means enabling the employees from diverse background to perform their full potential in an equitable work environment where no group has advantage or disadvantage. Makokolo [37] defines workforce diversity as a group of people who bring a variety of backgrounds, styles, perspectives, values and benefits as assets to the organization in which they interact. The term used to describe this challenge is "workforce diversity" which means that organizations are

becoming more heterogeneous in terms of race, ethnicity, ability, age and other aspects of differences. Managing workforce diversity is one of the most difficult and pressing challenges of modern organizations. Managers in public and private organizations will have to understand, predict and manage this intriguing nature of diverse workforce.

While many organizations have embraced diversity, others still consider it merely an issue of compliance with legal requirements. Many business leaders are now beginning to believe that diversity has important bottom-line benefits; diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation which in turn, lead to better organizational performance. For organizations, this means that their market share, efficiency, human capital, international competitiveness and the level of innovations will be dependent in part upon their ability to effectively manage a diverse workforce both within and across organizational boundaries.

Conceptual Framework

Workforce Diversity: After three decades of talking about diversity in the workplace, there is still considerable debate and confusion over what actually constitutes workforce diversity [30]. Workforce diversity is generally viewed as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice and public assistance status. It refers to a mosaic of people who bring a variety of backgrounds, perspectives, values and benefits as assets to the groups and organizations with which they interact [31]. Valuing diversity is a key component of effective people management, which can improve workplace productivity.

Today, organizations are embracing a more inclusive definition of diversity that recognizes a spectrum of differences which influence how employees approach work, interact with each other or derive satisfaction from work [32]. Okoro [33] states that recruitment, management and maintenance of a diverse workforce ensures that the right combination of skills and competencies are available in an organization. Workforce diversity has evolved from a focus on legally protected human attributes such as race, gender and age to a much broader definition that

includes the entire spectrum of human differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex and sexual orientation [34].

Performance: The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance [38]. Employee performance refers to the effective discharge of one's duty for good results. It is how well an employee is fulfilling the requirements of the job [39]. Cascio [38] defines performance as working effectiveness, that is, the way in which somebody does a job, judged by its effectiveness.

Performance can be referred to as the degree of achievement of the mission at workplace that builds up an employee's job; it is used to express the range of measurements of transactional efficiency, input and output efficiency. Organizational performance is the concept of how effective an organization is in achieving the outcomes it intends to achieve [40]. In addition, Watson and Michaelson [41] state that organizational performance captures its effectiveness plus the internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations which are broader than those simply associated with economic valuation (either by shareholders, managers, or customers).

Gender Diversity and Performance: The increase in gender diversity at the workplace has attracted the attention of both researchers and practitioners and a particular question that arise is whether gender composition in an organizations' workforce will affect individual, group or organizational level performance [42]. Women have historically been underrepresented in many high-profile and lucrative careers. Explanations for the low representation of women range from gender discrimination to differences in preferences and abilities. Many employers have instituted affirmative action programs to encourage gender balance in hiring decisions.

Wood [43] showed that mixed gender groups are more creative and performed better than same gender group. McMillan and Frink [44] had explained the positive impact of gender diversity with organizational performance using Resource Based View. The studies examining the effects of gender diversity on group performance outcomes have found negative effects when the sample was male dominated and no effects when the

sample was female dominated [45]. Gupta [42] observed that moderate level of gender diversity increases competitive advantage while a higher level of gender diversity decreases organizational performance.

Richards [46] observed an inverted U-shaped relationship between management group, gender heterogeneity and productivity, with moderately heterogeneous management groups exhibiting better performance than gender homogeneous management groups. Similarly, results of a study by Frink [47] demonstrated an inverted U-shaped relationship between gender composition and organizational performance. Men's and women's differences may provide insights into the different needs of male and female customers. Researchers have further argued that men and women may also have different cognitive abilities. A combination of different cognitive abilities in a gender diverse team may enhance overall team cohesion, creativity and innovation leading to improved organizational performance.

Language Diversity and Performance: Language is defined as a system of conceptual symbols that allows individuals to communicate [48]. It is a system that consists of the development, acquisition, maintenance and use of complex systems of communication particularly the human ability to do so. Language is the key to a person's self-identity. It allows people to relate with and understand each other [48]. It is an artifact of how thoughts are formulated as well as how they are communicated, expressed and discussed [49]. Language affects almost every aspect of life. It not only aids in communication but is also a link to an individual's identity [50]. It enables the person to express emotions, share feelings, tell stories and convey complex messages and knowledge [48, 50].

The interplay between corporate language and natural or cultural languages is a critical challenge to business practice [51]. The language used by decision makers in a company both shapes and bounds what the company focuses on and how it articulates its strategic options [52]. In this regard, language can facilitate and significantly limit strategic growth and performance of companies. Language barriers can be key factors that prevent information about the target market from reaching organizational decision makers [52]. Language barriers can arise among individuals from diverse cultural backgrounds. These barriers then influence various aspects of the service experience and become a critical issue during intercultural service

encounters [48]. When one is unable to identify with other cultural groups, they may have negative attitudes towards such groups [49]. Being ignorant of such differences can prevent customers who cannot speak the language being used by an employee, from interacting with them [53].

Educational Background and Performance: Cohen & Bailey [54] opined that differences in the educational background of employees can bring about a significant effect on group performance just like their different capabilities since it promotes a wide assortment of talents. Holland [55] mentioned that a person's preference of a certain field of knowledge can in some way reveal the personality and the strong point of such individual. This entails that the educational background of a person points out the competencies of the individual. As such, managers welcome individuals with different educational background as a way of encouraging the workforce to effectively work with each other in order to achieve organization's goals [56]. For example, a computer scientist is often expected to possess knowledge that is different from that of a marketer [57]. When an organization has a workforce that has different educational background, it is likely to enlarge the assortment of its knowledge base revealing the different educational background of its employees [54].

Educational diversity is shown to have a positive relationship with employee group performance [58]. A study showed that different educational background and global experience have a strong correlation with the way an organization is strategically positioned [59]. Though having different educational background positively impact on the employees and the organization, it can also affect the performance of groups and group cohesion in a negative way [54]. Study also showed a negative correlation of educational diversity and the ability of top management to come to an agreement in decision making [60]. Empirical studies of educational diversity seem to report an increase in the level of distress and disagreement that often results in reduced cohesion. Hence the dissimilarities in the educational level of members were connected with the turnover intentions of individuals [61].

Theoretical Framework
Social Identity Theory: This theory predicts that people tend to group themselves into specific groups based on certain areas which are of personal importance to them such as demographic characteristics like age, ethnicity,

gender, etc. It was put forth by scholars by the names Henri Tajfel and John Turner at the beginning of the 1970s and the 1980s. According to the theory, Social identities are reflections of the social categories, groups, as well as the networks that an individual may belong. The core function of the assemblage to its members is its utility in increasing self-esteem and ego, internalized stereotypes as well as the norms are advanced in a manner that is of advantage to the in-group. The social identity theory proposes a negative correlation between diversity and improved performance [62].

Similarity/Attraction Theory: This theory maintains the belief that personality attributes and interpersonal skills are resourceful in shaping the behavior of employees especially the manner in which employees perceive issues. This attribute can best be nurtured through having a diverse pool of employees from different backgrounds. The beauty of it is that it is easier for them to easily find a solution since their lines of thought differs; this creates a platform to brainstorm and devise a way to find a sustainable solution to a problem. Similarity limits ideas and ways of thinking however, dissimilarity triggers questioning about issues while making attempts to find cause of problems.

Social Categorization Theory: The most popular theory for explaining diversity is the social categorization theory advanced by Turner, J.C. in 1985, this is so because the theory is based on explaining overt, explicit or easy identifiable dissimilarity (e.g. age, ethnicity and gender) existing between individuals and reveals association of a particular social category [63]. This theory builds on the assumptions already made in the social identity theory. Categorization involves the arrangement of persons into groups based on such characteristics as gender, age, race/ ethnicity, religion, status or tenure, etc. These classifications become crucial when judgment is drawn on individuals based on similar characteristics. The theory predicts that in a work group with outstanding characteristics such as age and gender, diversity will work to hinder group practices than add to group positive performance [64]. From this theory it is assumed that the degree to which an employee identifies himself/herself with a social group depends on the specific perspective of the group. These groupings are used to define the social identity of self and others (e.g. young, male) [65].

MATERIALS AND METHODS

This study adopted a research design. This choice of the research design suits the purpose of this study because the design aims at collecting information that reveals method the characteristics or features of an existing phenomenon. [66]. It is appropriate because it deals with large population of people/respondents with different characteristics and living in different locations.

The main sources of data used in this research are the primary and secondary data. The primary data consists of data to be collected from the field survey by means of the questionnaire and oral interview. Secondary data were obtained from the review of several publications that were relevant to the study. These include text books, magazines, journals, academic dissertations and the internet. Both private and public libraries were also used.

The theoretical population of the study consists of the entire workers of the manufacturing industries in South East Nigeria, but for effective coverage and lower cost, stratified sampling technique was used to select the manufacturing industries. Ten manufacturing industries were selected, employees in selected industries were divided into three strata: Management staff, senior staff and junior staff. A simple random sampling technique was used to select a total of 407 employees that constituted the sample size of the study. It should be pointed out that limited financial resources at the researcher's disposal could not permit or allow for a greater sample size

In this study, the target population is 1390 made up of ten selected manufacturing firms (two firms in each state) from 121 firms registered with the Manufacturers Association of Nigeria in the South East, Nigeria comprising Abia, Anambra, Ebonyi, Enugu and Imo states. Respondents were made up of senior and junior staff of the firms under study from where the sample size will be drawn. The technique for the selection of the population is simple random sampling upon which workers of the selected manufacturing firms of the five states were randomly selected using balloting.

Based on the population, a normal confidence level of 95% and error tolerance of 4% were used in the determination of the sample size using Cochran [67] formula.

The sample size for each manufacturing firm selected will be determined using Bowley's proportional allocation statistical technique.

In selecting the sample from each firm, simple random sampling by way of lottery was employed.

The instruments to be used in collecting data for this study were questionnaire and oral interview. The questionnaire was structured using five point Likert scale and was designed to address the objectives of the study.

The reliability of any instrument measures or takes cognizance of the consistency with which the instrument measures the test attributes. To ensure reliability of the research instrument, a test re-test method was adopted. The test re-test was carried out using twenty-one (21) copies of the questionnaire prepared and administered on the same respondents for the second time after two weeks. The first and second sets of scores were correlated using Spearman's Rank Order Correlation Coefficient as the statistical tool. The result gave a coefficient reliability index of 0.96 indicating that the instrument is reliable.

The study employed the logistic regression analysis and Pearson Product Moment Correlation in analyzing the data collected. Also the software SPSS aided the analyses.

Taking a decision on 5% or 0.05 level of significance, the null hypothesis is accepted if calculated the p-value > 0.05. Otherwise, reject the null hypothesis.

Data Presentation and Analyses: The data obtained from the field survey were collated and analyzed using appropriate statistical tools. A total of four hundred and seven (407) copies of questionnaire were distributed while three hundred and eighty-three (383) representing 94% were answered and returned for analysis. This percentage (94%) was considered enough for data analysis and generalization. The demographic statistics were computed and the hypotheses tested. The statistical instruments used in the study include frequency tables and percentages, descriptive statistics and logistic binary regression.

Respondents Bio-Statistics Analysis: Distribution of gender of the respondents.

Respondent's Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	255	66.6	66.6	66.6
	Female	128	33.4	33.4	100.0
	Total	383	100.0	100.0	

Source: Author's Computation Using SPSS

The table above reveals the gender distribution of the respondents. From the result, it was discovered that two hundred and fifty-five (255) representing 66.6% of the

respondents are males while one hundred and twenty eighty (128) which represents 33.4% are females. This indicates that there are more males than females in the study.

Distribution of marital status of the respondents

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	86	22.5	22.5	22.5
	Married	290	75.7	75.7	98.2
	Widowed	7	1.8	1.8	100.0
	Total	383	100.0	100.0	

Source: Author's Computation Using SPSS

The marital status of the respondents was analyzed and table above and it shows that out of three hundred and eighty-three (383) respondents, 86 (22.5%) are single, 290 (75.5%) are married and 7 (1.8%) are widowed. This implies that the target respondents are more of married people than single, widowed are but very few.

Age Distribution of respondents

Age Range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	11	2.9	2.9	2.9
	21 - 30	100	26.1	26.1	29.0
	31 - 40	161	42.0	42.0	71.0
	41 - 50	76	19.8	19.8	90.9
	51 and Above	35	9.1	9.1	100.0
	Total	383	100.0	100.0	

Source: Author's Computation Using SPSS

The result in the table above shows that the target respondents' age ranges from under 20 to above 51 years. Particularly, the result shows that majority of the respondents are within the age group of 31-40 years. A total of 11 (2.9%) are under 20 years old, 100 (26.1%) are within the age range of 21-30 years, 161 respondents (42%) are within 31-40 years, 76 respondents (19.8%) 41-50 years while 35 respondents (9.1%) are 51 years and above.

Distribution of Academic Attainment of the respondents

Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FSLC	22	5.7	5.7	5.7
	WASC	10	2.6	2.6	8.4
	OND	50	13.1	13.1	21.4
	NCE	46	12.0	12.0	33.4
	B.sc	166	43.3	43.3	76.8
	MBA	36	9.4	9.4	86.2
	M.sc	34	8.9	8.9	95.0
	PhD	19	5.0	5.0	100.0
	Total	383	100.0	100.0	

Source: Author's Computation Using SPSS

The educational qualification of the various respondents displayed in the above table and it shows that 22 (5.7%) of the respondents possess FSLC, 10 (2.6%) hold WAEC, the table further shows that 46 (12%) possess NCE as their highest level of educational qualification, 166 (43.3%) are B.Sc holders, MBA holders constitute 36(9.4%) of the respondents while, M.Sc. and PhD holders make up 34 (8.9%) and 19 (5%) of the respondents respectively.

Research Hypothesis One: The research hypothesis one sought to examine the effect of gender on delivery time of employees of selected manufacturing firms in South East, Nigeria and the table below was used to test the hypothesis and decision taken based on the decision rule.

Respondents' opinion on the effect of gender and delivery time.

Questions	SD	D	A	SA	U	Total
As women tend to be good listeners and men tend to be aggressive, a balanced workforce of both sexes offers the best solution to both worlds	8	13	151	200	13	383
The transformational leadership style (help each other by give and take policy) of the female employee contributed to the success of the organization	12	9	147	215	-	383
Gender diverse team showed better problem solving and decision making skills than gender homogenous teams	11	8	191	170	3	383
Gender diversity is an asset for our corporate image and brand value.	13	11	158	200	1	383
Gender diverse teams achieved targets due to the good relationship and effective communication	14	9	188	208	3	383
Total	108(5.6%)		1828(94.4%)		20(1.04%)	1915

Source: Fieldwork, 2018.
Note: SD = strongly disagree; D = Disagree; A = agree; SA = strongly agree; U =undecided

The table shows that the disagreement category has a frequency of 108 with a corresponding percentage of 5.6. The agreement category has a frequency of 1828 with a corresponding percentage of 94.4 and the undecided category has a frequency of 20 with corresponding percentage of 1.04. This confirms that gender has a significant effect and relationship with time delivery of employees in the selected manufacturing firms in South East Nigeria.

Research Hypothesis Two: The research hypothesis two is intended to assess the extent language impacts on the productivity of employees. Opinion poll in the table below was used to test the hypothesis.

Table 4.2.2: To assess the extent to which language impacts on the productivity of employees

Questions	SD	D	A	SA	U	Total
Differences in Languagegenerate conflict among employees in an organization	9	13	151	199	11	383
Speaking different languages in an organization reduces effective knowledge transfer among employees	15	21	201	146	-	383
Having official language use policiesimprove performance of employees in an organization	21	9	157	190	6	383
Differences in language lowers effective communication among employees thereby decreasing productivity	14	12	149	208	-	383
I prefer working with people of same ethnic language as myself	9	13	151	199	11	383
Total	136(7.10%)		1751(94.4%)		28(1.46%)	1915

Source: Fieldwork, 2018.
Note: SD = strongly disagree; D = disagree; A = agree; SA = strongly agree; U =undecided

The respondents were questioned on their stand as to the extent language impacts on the productivity of employees. It can be seen from the table above that the disagreement category is made up of 136(7.10%), the agreement category is made up of 1751(94.4%) and the undecided category is made up of 28(1.46%). In a nutshell, it can be affirmed that majority of the respondents agree that language impacts significantly on the productivity of employees.

Research Hypothesis Three: The research hypothesis three sought to ascertain the effect of educational background on output of selected manufacturing firms in South East Nigeria. The table below was used to test the hypothesis and the decision taken based on the rule.

Employee opinion on the Effect of Educational Background on output of selected manufacturing firms in South East Nigeria

Questions	SD	D	A	SA	U	Total
The organization provides paid leave study to employees who further their education	101	199	67	16	-	383
The team leader includes all members of different educational level in problem solving and decision making	121	154	71	30	7	383
Opportunities for growth and advancement exist for employees who have lower qualification in education.	58	25	159	137	4	383
The recruitment plan of the firm is based on educational background of the employees	197	124	48	11	4	383
The Firm gives equal treatment to all when it comes to educational background	199	119	39	20	6	383
Total	1297(67.7%)		598(31.2%)		21(1.09%)	1915

Source: Fieldwork, 2018.

Note: SD = strongly disagree; D = disagree; A = agree; SA = strongly agree; U =undecided

The table above shows that the disagreement category yielded 1297 (67.7%), the agreement category was 598 (31.2%) and the undecided category yielded 21 with a corresponding percentage of 1.09%. it can be seen from the table that majority of the respondents do not agree that the educational background of employees has any significant impact on output of selected manufacturing firms in South East Nigeria.

Test of Hypotheses: In this section of the study, the specified hypotheses will be tested using various statistical instruments like the probability and coefficients anchored on regression and correlation analysis. To actualize this objective, the hypotheses will be re-specified in null and alternative forms and decisions will be made from the output of the aforementioned statistical techniques.

Hypothesis One:

H_o: Gender has a negative and insignificant effect on delivery time of employees of the selected manufacturing firms in South East, Nigeria.
H_1: Gender has a positive and significant effect on delivery time of employees of the selected manufacturing firms in South East, Nigeria.

Presentation and Analysis of Results: Logistic Regression Output.

Dependent Variable: Delivery Time of Employees.

Classification Table[a,b]

			Predicted		
			Delivery Time		Percentage
Observed			Due Delivery	Late Delivery	Correct
Step 0	Delivery Time	Due Delivery	333	0	100.0
		Late Delivery	50	0	.0
	Overall Percentage				86.9

a. Constant is included in the model.

b. The cut value is .500

The table above showing the classification table is a summary accuracy table which displays the numerical and percentage allocation of responses that agree or did not agree that employee time delivery is affected and enhanced by gender. It is seen from the table that the classification accuracy percentage yielded 86.9%. This entails that the classification accuracy is high and reliable.

Table 2 shows that the coefficient of gender yielded a positive value at the magnitude 19.950. This entails that gender contributes positively to the delivery time of employees. This implies that a 1% increase in gender diversification leads to a 19.950 increase in the performance of the selected manufacturing firms in South East, Nigeria measured with delivery time.

The Nagelkerke R-Squared which can also be called pseudo R-Squared yielded 0.662 as displayed in table 4.3.3. This means that 66.2% of the variations in employee delivery time can be accounted for by gender diversity. This further shows that gender diversity explains 66.2% changes in employee time delivery. This conclusively entails that the explanatory power of the independent variable (gender diversity) is high.

Decision: It can be seen from table 2 that the Wald statistics yielded a coefficient of 12.716 with a corresponding probability value of 0.002. Since $p = 0.001 < 0.005$ and the numerical beta coefficient yielded a positive value (19.950), we are compelled to accept the alternative hypothesis and conclude that gender has a positive and significant effect on delivery time of employees of the selected manufacturing firms in South East, Nigeria.

Hypothesis Two:

H_o: Language has a negative and insignificant effect on productivity of selected manufacturing firms in South East, Nigeria.
H_1: Language has a positive and significant effect on productivity of selected manufacturing firms in South East, Nigeria.

Table 2.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1	Gender	19.950	1.569	12.716	1	.002	.000
	Constant	18.697	1.679	11.136	1	.004	1E+008

a. Variable(s) entered on step 1: Gender.

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	238.368ᵃ	.141	.662

a. Estimation terminated at iteration number 20 because maximum iterations has been reached. Final solution cannot be found.

Presentation and Analysis of Results

Table 3: Classification Accuracy Table

Classification Tableᵃ

			Predicted		
			Productivity		Percentage Correct
	Observed		Productive	Unproductive	
Step 1	Productivity	Productive	333	0	100.0
		Unproductive	50	0	.0
	Overall Percentage				74.9

a. The cut value is .500

Table 3 which is the classification table is a summary accuracy table displaying the numerical and percentage allocation of responses that agree or did not agree that productivity is affected and enhanced by language. It can be seen from the table that the classification accuracy percentage yielded 74.9%. This shows that the classification accuracy is high and reliable.

Table 4

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1	Language	.834	.163	26.220	1	.000	2.302
	Constant	-3.574	.396	81.592	1	.000	.028

a. Variable(s) entered on step 1: Language.

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	270.320ᵃ	.067	.524

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

The importance of language in an organizational setting cannot be over emphasized. This can be seen in Table 4 which shows that the coefficient of language variable yielded a positive numerical coefficient at the magnitude of 0.834. This implies that language especially when diversified contributes positively to the productivity and performance of firms. The Nagelkerke R-Squared which is also termed the pseudo R-Squared yielded 0.524 as displayed in Table 4 This shows that 52.4% of the variations in productivity can be accounted for by language.

Decision: From Table 4 it can be seen that the Wald statistics yielded a coefficient of 26.220 with a corresponding probability value of 0.000. Since $p = 0.000 < 0.005$ and the numerical beta coefficient yielded a positive value (26.220), we are compelled to accept the alternative hypothesis and conclude that language has a positive and significant effect on productivity of selected manufacturing firms in South East, Nigeria.

Hypothesis Three:

Ho: Educational background of employees has a negative and insignificant effect on output of selected manufacturing firms in South East, Nigeria.

H₁: Educational background of employees has a positive and significant effect on output of selected manufacturing firms in South East, Nigeria.

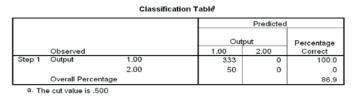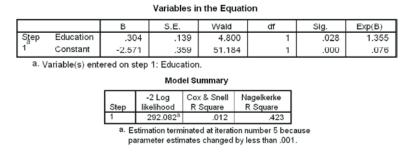## Presentation and Analysis of Results
Table 5:

Classification Table[a]

			Predicted		
			Output		Percentage
	Observed		1.00	2.00	Correct
Step 1	Output	1.00	333	0	100.0
		2.00	50	0	.0
	Overall Percentage				86.9

a. The cut value is .500

Table 5 which is the classification table is a summary accuracy table that displays the numerical and percentage allocation of responses that agree or did not agree that output of manufacturing firms is affected educational background of the employees. It can be seen from the table that the classification accuracy percentage yielded 86.9%. This implies that the classification accuracy is high and reliable.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Education	.304	.139	4.800	1	.028	1.355
	Constant	-2.571	.359	51.184	1	.000	.076

a. Variable(s) entered on step 1: Education.

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	292.082[a]	.012	.423

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

The table above shows that the coefficient of educational background variable yielded a positive numerical coefficient at the magnitude of 0.304. This implies that with a 1 percent increase in educational qualification, the output of the manufacturing firms is expected to increase by 0.304 and vice-versa. This shows that there exists a positive relationship between educational qualification and the output of employees of the selected manufacturing firms. The Nagelkerke R-Squared which is termed the pseudo R-Squared yielded 0.423 as displayed in the above table, this has the statistical implication that 42.3% of the variations in the output of the manufacturing can be explained by the changes in educational qualification. This is relatively high.

Decision: Table 5 above shows that the Wald statistics yielded a coefficient of 4.800 with a corresponding probability value of 0.028. Since $p = 0.028 < 0.005$ and the numerical beta coefficient yielded a positive value (0.0304), we therefore accept the alternative hypothesis and reject the null hypothesis thus concluding that educational background of employees has a positive and significant effect on output of selected manufacturing firms in South East, Nigeria.

Empirical Findings: Based on the first objective of the study, it was discovered that gender diversity has a positive and significant effect on delivery time of employees of the selected manufacturing firms in South East, Nigeria ($\beta = 19.950$, $p = 0.001 < 0.05$). This entails that the more the gender of the employees are diversified, the higher the present and potential performance of the firm.

The second objective of the study was targeted to assess the extent to which language affects the productivity of employees in selected manufacturing firms in South East, Nigeria. Having applied the logistic regression and other statistical techniques, it was discovered that language has a positive and significant effect on productivity of selected manufacturing firms in South East, Nigeria ($\beta = 26.220$, $p = 0.000 < 0.05$). This has the implication that the productivity and performance of organizations to a large extent also depends on the diversity and corporation of languages as this solidifies their effectiveness.

The third specific objective of the study was to ascertain the effect of educational background on output of selected manufacturing firms in South East, Nigeria. The logistic regression and descriptive analyses were applied to actualize this specific objective. The findings of the study revealed that educational background of employees has a positive and significant effect on output of selected manufacturing firms in South East, Nigeria ($\beta = 0.304$, $p = 0.028 < 0.05$).

Summary of Findings, Conclusion and Recommendations: This research has been able to carry out an empirical analysis of the impact and effect of work force diversity on the performance of selected

manufacturing firms in South East, Nigeria. Findings from the study led us to an objective conclusion that work force diversity is a vital dimension in the progress of manufacturing firms. From the study it was found for an organization to succeed in its diversity plan, it is important to know the benefits of having a diverse workforce, encouraging diversity by bringing together different individuals of different demography and background and making policies and implementing practices to effectively manage diversity. When an inclusive environment is established, it can lead to better service delivery, increased productivity and output and also improved employee commitment to the organization.

The study revealed that variables like gender, language, educational background and religion are significant drivers of the performance of manufacturing firms in South East Nigeria. However, it can also be concluded that ethnicity of the employees has no significant link with the profitability of manufacturing firms. This entails that there are other vital variables that drive profit in manufacturing firms in the region and not just the ethnic status of the employees.

REFERENCES

1. Flagg, A., 2002. Current Status of Diversity Initiatives in Selected Multinational Corporations. Human Resource Development Quarterly, 11(1): 35-60.

2. Cooper, D., 2006. Marketing Research. New York: McGraw-Hill.

3. Cox, T., 2004. The Multicultural Organization. Academy of Management Executive, 5: 24-27.

4. Loysk, B., 1996. Organizational Behaviour, 6th edn, McGraw-Hill, Sydney.

5. Robinson, K.S., 2002. Understanding Public Policy in Nigeria: A Twenty First Century Approach, Lagos: Mbeyi and Associates (Nig) Ltd.

6. Watson, T., 1993. Diversity in the Workplace: A Study of Gender, Race, Age and Salary Level. UMI Number 3297416 by ProQuest Information and Learning Company.

7. Griffin, U. and E. Moorhead, 2014. The Influence of Ethnic Diversity on Leadership, Group Process and Performance: An Examination of Learning Teams, pp: 2-8

8. Cochan, C., 2012. Black Leadership and Racial Integration the Army Way. New York: Basic Book.

9. Peppas, H., 2014. Cultures and Organisation: Intercultural Cooperation and its Importance for Survival: Software of the Mind. London, England: HarperCollins.

10. Rubaii-Barrett, N. and L.R. Wise, 2007. From want ads to Web sites: What Diversity Messages are State Governments projecting? Review of Public Personnel Administration, 27: 21-23.

11. Cassell, C., 2001. Managing diversity, Contemporary Human Resource Management. In T. Redman & A. Wilkinson (Eds.) (pp: 404-431). Harlow: Pearson Education.

12. Carpenter, M.A. and J.W. Fredrickson, 2001. Racial diversity, business strategy and firm performance: A Resource-Based View. Academy of Management Journal, 43(2): 164-177.

13. Roosevelt, C., 2001. Racial Diversity, Business Strategy and Firm Performance: The Challenge of Managing Diversity in South Africa. Culture of Bureaucracy. The Manager Fall 2003. South Africa.

14. Cox, T., 1994. The Multicultural Organization, Academy of Management Executive, 5: 24-27.

15. Anglaise, S., 2007. Current Debates on Classifying Diversity Management: Review and a Proposal. SHS intressebyrå IB (Oy Casa Security Ab), Swedish School of Economics and Business Administration, Helsinki 2007.

16. Peppas, 2001. Cultures and Organization Intercultural Cooperation and its Importance for Survival. Software of the Mind. London, England: Harper Collins.

17. Seymen, O., 2006. Global Diversity Management: An Evidence Based Approach. London, England: Palgrave.

18. Kochan, C., 2003. Understanding and Managing Diversity. New Jersey: Pearson Education, Inc., pp: 41-47. ISBN 0-13-255311-2.

19. Metcalfe, F., 2010. Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups. Academy of Management Review, 21: 402-433.

20. Howtitz, D., 2002. Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Process and Outcomes. Administrative Science Quarterly, 5: 229-273.

21. Akinlo, M., T. Banjoko and C. Onuoha, 2010. Ethnic Diversity and Economic Instability in Africa: Interdisciplinary Perspectives. Cambridge: Cambridge University Press.

22. Onuoha, B.C., 2005. Policies on Improving Industrial Development and Competitiveness in Nigeria: An Appraisal, Journal of Finance, Banking and Investment, 3(1).

23. Oyati, E.N., 2010. Entrepreneurship and Wealth Creation: The Female Gender Factor. Journal of Women in Technical Education and Employment, (JO WI TED), pp: 6, May.

24. Akinnusi, D., H. Sonubi and F. Oyewunmi, 2017. Managing Workforce Diversity to Enhance Cooperation in an Organization.

25. Ugwuzor, M., 2014. Workforce Diversity Management and Corporate Performance of firms in Nigeria. International Journal of Business and Management Review, 2(4): 36-46.

26. Foma, T., 2014. Research Methods for Business: A Skill Building Approach (4th ed.). New York: John Wiley & Sons Inc.

27. Mustapha, U., 2005. Managing Corporate Culture in Nigerian Environment' Journal of Social and Policy Research, 5(1): 123-137.

28. Obinne, O., 2000. Manufacturing Firms Groan under Credit Squeeze Journal of General Fortune, September. MAN (2003).

29. Simons, H. and O. Rowland, 2011. Impact of Gender Diversity on the Performance of Business Teams: Evidence from a field experiment. Management Science Journal, 6: 9-12.

30. Otike 2011. Effects of Workplace Diversity Management on Organizational Effectiveness: A Case Study of Kenya Commercial Bank Ltd. European Journal of Business and Management. Accessed online at: <www.iiste.org> on 22.05.2018.

31. Daft, R., Kendrick and Natalia, 2010. Management, 8th Edition: South Western Higher Education.

32. Okoro, K., 2012. The African Thought System and the Work Behavior of the African Industrial Man: International Studies of Management and Organization. Fashoyin. Nigeria: Macmillan Publishers.

33. Jayne, M.E.A. and R.L. Dipboye, 2004. Leveraging Diversity to Improve Business Performance Research Findings and Recommendations for Organizations. Human Resource Management, 43(4): 409-424.

34. Phelps, O., 2013. Global Diversity Management: An Evidence-Based Approach. London, England: Palgrave.

35. Ogunsiji, K. and U. Ladan, 2014. Networks, Diversity and Productivity: The Social Capital of Corporate R&D teams. Organization Science, 12: 502-517.

36. Makokolo, M., 2015. A Report on Minority Indigenous Peoples and Ethnic Diversity in Kenya. London: Minority Rights Group International.

37. Casio, B., 2006. "Managing a Multicultural Workforce. Black Enterprise Magazine (July). Canada", Equal Opportunities International, 15(5): 1-27.

38. Rue, U. and J. Byars, Strategies for Managing Human Resource Diversity: From Resistance to Learning. The Academy of Management Executive, 13: 68-68.

39. Mitchel, F., 2013. Managing Diversity within Multinational Firms for Competitive Advantage, Kossek E.E. and Lobel, S.A. (Eds.), Blackwell Publishers Ltd., Massachusetts, pp: 337-364.

40. Watson and Michaelson, Diversity in the Workplace: A Study of Gender, Race, Age and Salary Level. UMI Number 3297416 by ProQuest Information and Learning Company.

41. Gupta R., 2013. "Workforce Diversity and Organizational Performance", International Journal of Business Management Invention, 2(61): 36-44.

42. Wood, P., 1997. Received Wisdom and the Relationship Between Diversity and Organizational Performance. Organizational Analysis, 12: 295-317.

43. McMillan, P. and L. Fink, 2003. Successful Diversity Management Initiatives: A Blueprint for Planning and Implementation. California: Sage Publications Inc.

44. Pelled, M., 1997. Group Demography and Innovation: Does Diversity Help? In D. Gruenfeld (Ed.), Research on Managing Groups and Teams, 1: 183-207). St. Louis, MO: Elsevier.

45. Richards, U., 2004. The Essence of Human Resources Management. Prentice Hall Int.

46. Frink, T., 2003. Organizational Behaviour Upper Saddle River NJ: Pearson Prentice Hall.

47. Imberti, P., 2007. Who Resides Behind the Words? Exploring and Understanding the Language Experience of the Non-English Speaking Immigrant. Families in Society, 88(1): 67-73.

48. Bertel, A., 2001. "Comparison of Workforce Diversity in Public Private Business Organizations", European Journal of Business & Management, 5(5): 109-113.

49. Laurin, A., 2008. Introduction to Business. Boston, New York: Cengage Learning Inc.

50. Welch, E. and J. Piekkari, 2005. Gendering Organizational Theory, Gendering Organizational Analysis. Mills, A.J. and Tancred, P. (eds), Newbury Park, CA: Sage.

51. Brannen, M. and Y. Doz, 2012. Corporate Language and Strategic Agility: Trapped in your jargon or lost in Translation? International Journal of Productivity & Performance Management, 3(6): 521-531.

52. Baker, A. and R. Haretl, 2004. "Diversity and organizational Performance" Employee Relations Journal, 30: 20-33.

53. Cohen, S.G. and D.E. Bailey, 1997. What Makes Teams Work: Group Effectiveness Research from the shop floor to the executive suite. Journal of Management, 23: 239-290.

54. Holland, K., 1997. The Diversity scorecard: Evaluating the impact of Diversity on Organizational Performance. Burlington, MA: Elsevier Butterworth-Heinemann.

55. Gwendolyn, S., 2002. "Positive Effects of Aging and Age Diversity in Innovative Companies: Large Scale Empirical Evidence on Company Productivity", Human Resource Management Journal, 3(3): 279-295.

56. Hambrick, U. and J. Mason, 2002. A Control Systems Conceptualization of the Goal-Setting and Changing Process. Organizational Behavior and Human Performance, 30(2): 265-287.

57. Jehn, K. and K. Bezrukova, 2004. A Field study of Group Diversity, Workgroup Context and Performance Reviewing diversity training: Where we have been and where we should go. Academy of Management Learning & Education, 11(2): 207-227.

58. Carpenter, M. and J. Fredrickson, 2011. Top Management Teams, Global Strategic Posture. Academy of Management Journal, 44(3): 533-546.

59. Knight, S., 2009. The Effects of Cross Cultural Diversity on Employee Performance in Egyptian Pharmaceutical Organizations", Business & Management Research Journal, 1(4): 162-179.

60. Weilliang, K., I. Mufong and T. Yuan, 2011. The Paradox of Diversity Management, Creativity and Innovation. Journal of Creativity and Innovation Management, 14: 169-175.

61. Tajfel, H. and J.C. Turner, 1986. The Social Identity Theory of Intergroup Behaviour. In S. Worchel & W. G. Austin. Psychology of Intergroup Relations. Chicago, IL: Nelson-Hall, pp: 7-24.

62. Knippenberg, D. and M. Shippers, 2007. Work Group Diversity. Annual Review of Psychology, 1(4): 162-179.

63. Wegge, C. and G. Roth, 2008. Our separate ways. Boston, MA: Harvard Business School Press.

64. Maltibra, K. and J. Powers, 2009 The Relation Between Group Cohesiveness and Performance: An Integration. Psychological Bulletin, 115: 210-227.

65. Onwumere, J.U.J., 2009. Business and Economic Research Methods: 2nd edition, Vougasen Limited, Enugu.

66. Cochran, W.G., 1977. Sampling Techniques, New Delhi: John Wiley & Sons.