

DIVERSITY MANAGEMENT STRATEGIES AND PERFORMANCE OF BREWERIES PLANTS IN SOUTH EAST NIGERIA

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Abstract

The study focuses on diversity management strategies and the performance of Breweries plants in South East Nigeria. The study sought to determine the effect of diversity recruitment on goal attainment in the breweries plants in southeast Nigeria, ascertain the nature of the relationship between corporate culture and customer satisfaction in the breweries plants in southeast Nigeria, and determine the influence of diversity training on organizational effectiveness in breweries plants in southeast Nigeria. The study had a population size of 1528, out of which a sample size of 431 was realized using Cochran Formula at 5% error tolerance and 95% level of confidence. The instrument used for data collection was primarily a questionnaire. Out of 431 copies of the questionnaire that were distributed, 401 copies were returned while 30 copies were not returned. The deceptive survey research design was adopted for the study. The hypotheses were tested using Person Product Moment Correlation Coefficient and Simple Linear Regression statistical tools. The findings indicated that diversity recruitment significantly

affects goal attainment in brewery plants in southeast Nigeria. ($r = 0.801$, $t = 26.695$; $p < 0.05$). There is a positive relationship between corporate culture and customer satisfaction in brewery plants in southeast Nigeria ($r = 0.866$). Diversity training significantly influences organizational effectiveness in brewery plants in southeast Nigeria. ($r = 0.861$; $t = 33.777$; $p < 0.05$). The study concluded that workforce diversity on organizational performance is very critical for the success of Breweries plants in South East, Nigeria. The study recommended that Breweries plants in Southeast Nigeria should always carry out diversity training for their employees that will help to rebuild their minds and behavior to see every tribe as one that has one purpose to achieve

Keywords: Diversity management strategies; Diversity recruitment; Corporate culture; Diversity training; Goal attainment and Organizational Effectiveness

Introduction

Workplace diversity management is broadly defined as the systematic and planned

commitment by the organization to recruit, reward, and promote a heterogeneous mix of employees (Bagshaw, 2016). Workforce diversity emerged mainly to further the availability of equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that the organizations make the most out of the differences from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective(Bryan,2019). The effectiveness of an organization can be measured by different criteria among them are productivity, profits, growth, turnover, stability, and cohesion.

Management of diversity is a continuous process, not a one-time event. Rosado (2016) noted that managing diversity is an ongoing process that facilitates the unleashing of the various talents and capabilities that a diverse population brings to an organization to create a wholesome inclusive environment. Cox (2019) viewed the management of diversity as planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized. The management of diversity provides a distinct advantage in an era where flexibility and creativity are key elements to competitiveness.

Harold and Kumar (2018) pointed out that in the organizational performance index, diversity should capture practices that involve understanding and appreciating the interdependence of humanity, culture, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own; understanding that diversity includes not only ways of being but also ways of knowing; recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others; and building alliances across differences in order for people to work together to eradicate all forms of discrimination. Organizational performance is the extent to which the organization is achieving its goals and objectives (Osaze and Anao, 2020). Shell (2010) explains organizational performance as the extent to which the organization is fulfilling the promises it has made to its shareholders. Krietner and Kinichi (2016), observed that managing workforce diversity is very important in harmonizing the differences and similarities of

workers so that the organization and the individuals within them can achieve their goals and objectives. Dressler (2016) has observed that managing workforce diversity means minimizing diversity's potential barriers such as prejudices and biases that can undermine the functioning of a diverse workforce.

Statement of Problem

Diversity management sets some challenges for the companies as well. Misunderstandings and problems may come up because there is a lack of understanding the other cultures and a lack of communication. Cultural misunderstandings can be avoided in service situations if the personnel is trained and has become aware of these differences. If diversity management and cultural diversity are not taken into consideration in a multicultural environment, the customer–employee relationship can be threatened when for example service expectations and communication collide. Consequently, this could harm the company's image in the customer's eyes which negatively impacts goal attainment, customer satisfaction, and productivity

Objective of the study

The main objective of this study is on diversity management strategies and the performance of Breweries plants in South East, Nigeria. The specific objectives are to:

- i. Determine the effect of diversity recruitment on goal attainment in brewery plants in southeast Nigeria
- ii. Ascertain the nature of the relationship between corporate culture and customer satisfaction in brewery plants in southeast Nigeria
- iii. Determine the influence of diversity training on organizational effectiveness in brewery plants in southeast Nigeria

Statement of Hypotheses

The studies have the following hypotheses

- i. Diversity recruitment significantly affects goal attainment in brewery plants in southeast Nigeria
- ii. There is a positive relationship between corporate culture and customer satisfaction in brewery plants in southeast Nigeria
- iii. diversity training significantly influences organizational effectiveness in brewery plants in southeast Nigeria

Review of the Related Literature: Conceptual Review

Diversity-Management

Diversity management is an organizational process used to promote diversity and inclusion in the workplace. This process involves implementing policies and strategies in hiring, management, training, and more.

Diversity-Management strategies

Diversity Recruitment Strategy and goal attainment

A diversity recruitment strategy helps organizations prioritize, track, and deliver on their goals. As the saying goes in business, “What got you here won't get you there.” And the same is true for diversity within your organization. (Rampersad, 2001), similarly, your diversity recruitment strategy is how you plan for a truly diverse workforce — one that is welcoming and fosters a sense of belonging for every individual who steps through the door. (Rampersad, 2001),. Goal achievement thus provides the information that one can overcome obstacles through effort, which in turn enhances well-being (Emmons, 1986; Niemic, Ryan, & Deci, 2009). On the other hand, the mere striving for goals that are deemed important but are not yet attained is often accompanied by a sense of longing and the feeling that needs are not fully satisfied (Mayser, Scheibe, & Riediger, 2008). This, in turn, can lead to impaired mood and a decrease in emotional well-being (Schulteiss, Jones, Davis, & Kley, 2008). Therefore, goal attainment seems to be more critical for well-being than goal importance. We thus expect that the degree of discrepancy (i.e., incongruity) between (intrinsic and extrinsic) goal attainment and goal importance will be associated with well-being, such that particularly as goal attainment exceeds goal importance, people will experience an increase in well-being

Corporate Culture and Customer Satisfaction

Corporate culture can be defined as a set of shared values, goals, attitudes, and practices that characterize an organization (Chu, 2002), Company culture can more simply be described as the shared ethos of an organization. It's the way people feel about the work they do, the values they believe in, where they see the company going, and what they're doing to get it there. Collectively, these traits represent the

personality — or culture — of an organization. A truly great company culture is one that inherently promotes curiosity, respect, teamwork, and employee health (Chu, 2002), Customer satisfaction can be defined in various situations that are associated with goods and services. Customer satisfaction is feeling or attitude toward a product or service after its use. Customer satisfaction is the result of marketing activities that act as a communication bridge between different stages of consumer buying behavior. Customer satisfaction is the result of a comparison between customer purchase of the expected performance with actual performance and perceived and payment expenses (Taghizadeh, 2012).

Diversity Training and Organizational Effectiveness

Diversity training is understood as intentional professional training designed to develop skills needed to facilitate working and interacting with people from diverse cultural backgrounds (Noe, 2010; Hughes & Byrd, 2017). A diversity training program aims to boost participants' awareness about different types of diversity, appreciate differences among co-workers, and provide knowledge and strategies to enhance employees' interpersonal and communication skills across diversity to help build a positive work environment. (Hughes & Byrd, 2017) At the organization level, diversity training helps prevent civil rights violations, increases the inclusion of different identity groups, promotes better teamwork, and creates a more inclusive work environment

Organizational Performance

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance (Jameadows, 2018). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with organizational performance in specific areas of strategy, operations, finance, legal, and organizational development.

Theoretical Review

Institutional Theory of Diversity Management

Scott, W. Richard in 2017, developed an institutional theory of diversity, this theory, based on organization theory, recognizes that to determine an organization's structure one cannot separate the social environment found within an organization. To understand the structure of the organization it must also be understood that the behavior of employees in organizations and organizations themselves have limiting factors such as legislation, laws, rules, regulations, and social and professional norms. Because organizations are held to similar norms and regulations they tend to develop similar administrative structures. This conformity shows that organizations are willing to be consistent with these norms and they begin to garner legitimacy for their operations. By proving legitimacy through their actions, organizations prove what their priorities are and can begin to accumulate material resources from others. In summation, because laws require organizations to become diverse they must prove to both individuals within the organization and individuals outside of the organization that they are conforming to these laws and norms. If an organization fails to follow these laws or norms then its operations will be questioned and it may also be terminated for violating the law.

Empirical Review

Lang and Khadijah (2019) did a study on workforce diversity and its impact on organizational performance in Malaysia to examine the effect of workforce diversity factors (generational diversity, gender diversity, ethnic/racial diversity, and educational diversity) on organizational performance. The study utilizes secondary sources of data such as library resources and web-based journal information for reviews and analysis from conceptual perspectives. In the study, each of the aforementioned diversity factors is reviewed against organizational performance based on literature to confirm the veracity of the claims made by different scholars. The finding of the study revealed that, despite the mixed results, most of the scholars found workforce diversity factors have a positive relationship with organizational performance. Albeit these findings, scholars agree that managing a diverse workforce is a challenge for managers. Thus, how a diverse workforce is managed is a key determinant of the relationship between diversity and performance.

Nhat, Meenakshi, Sagar, and Astha (2021) studied the impact of diversity management on organizational performance in Kenya diversity management practices bring new and favorable opportunities in the organization as if there are proper diversity management practices then more able and efficient employees will be hired in the organization from different diversified areas with several difference in demographic factor, especially in hotels there is more scope and demand of diversified workforce, as in hotels customers visit from all over the world with different culture and language so to meet all the requirements of customers and make guest comfortable and satisfied it is important to have diversified staff. Therefore an attempt is made to measure all the possible positive and negative impacts of diversity management practices on organizational performance specifically in hotel organizations. The methodology adopted for this paper is based on a literature review done systematically. Different scientific online databases such as Web Knowledge, Emerald, saga, ProQuest, and Science Direct are considered in the process of literature. Secondary data was collected from various published and unpublished articles, reports, etc. Both government and non-government organizations data were analyzed. Diversity management practices, learning organization, and organizational performance are the main three keywords used to scan these online databases. Relevant articles were studied in depth to understand what is already done and what is required to be done. The findings of the study indicate that if diversity management is done in the correct manner and on the right basis by considering all its challenges and problems raised by it, then for sure it will increase organizational performance and will be beneficial for the organization

Wycliffe, Richard, Ng'ong'a, and Leon (2020) conducted a study to assess the relationship between ethnic diversity and employee performance in public universities in Western Kenya. The study was guided by positivism research philosophy and descriptive survey research design was adopted. The target population included the chairpersons of departments of the four public universities in Western Kenya. A census of all the heads of departments was conducted and primary data was collected using questionnaires pre-tested for validity and reliability. Secondary data was

collected from university documents and relevant publications in referred journals. Data was analyzed using descriptive and inferential statistics. Correlation and regression analysis were used to investigate the relationships between hypothesized variables. Out of the 120 questionnaires sent out, 93 questionnaires were received giving a return rate of 78%. Correlation and regression analysis established a statistically significant positive relationship between ethnic diversity variables and employee performance. The conclusion drawn from the study findings is that ethnic diversity positively influences employee performance in public universities in Western Kenya and a majority of the employees in public universities are positive about ethnic diversity practices in their institutions. The study further recommends that public universities in Western Kenya should enhance ethnic diversity initiatives specifically in respecting employees' customs, culture, and values

Ezeanyim and Ezeanolue (2020) investigate the effect of diversity management on the performance of brewing companies in South East Nigeria. The study was anchored on the social identity theory of exclusion in the workplace. A descriptive survey research design was used for the study. Data was sourced using the primary source. A population of 900 employees of all brewing companies in South Eastern Nigeria was used for the study. A sample size of 173 employees derived through Borg and Gall was used for the study. The instrument used for data collection was a structured questionnaire. The instrument was subjected to both face and content validity. A reliability coefficient of 0.79 was obtained through test-retest method. The data collected was analyzed using frequency count and percentages while ANOVA was used to test the hypotheses. The findings of the study revealed that gender diversity had a significant positive effect on firm performance in South East Nigeria. Age diversity had a significant positive effect on firm performance in South East Nigeria. Ethnicity diversity had a significant impact on firm performance in southeast Nigeria. The study recommended that in setting up teams in the workplace, personnel departments in line with top managers must ensure that there is a proper representation of members of various ethnic groups, ages, and genders to create room for effective succession planning. Management should choose the most qualified in terms of academics to ensure that appropriate guides to

thinking are done to formulate policies on diversity management and firm performance

Osibanjo, Adeniji, Falola, Salau, Ogueyungbo, and Efe-Imafidon (2020) carried out a study on the effect of diversity management on organizational performance in the banking industry using some selected deposit money banks in Lagos. The study used a survey research design method, and data were collected from 192 employees of the five selected deposit money banks within Lagos metropolis, Southwest, Nigeria. Smart PLS (3.0) was employed for the analysis. The findings show a significant relationship between the variables of diversity management and organizational performance. In particular, the model results show the level of relationships between diversities in age, gender, work experience, educational qualification, and marital status on employee commitment, sales growth, service quality, and employee intention to leave. All the variables tested under the independent variable have positive path coefficients as factors that affect employee commitment, sales growth, service quality, and employee intention to leave. It is recommended that deposit money banks in Nigeria should leverage diversity inclusion management for enhanced organizational performance.

Loeters (2020) study focused on ethnic diversity in teams. It examined the ethnic diversity-team performance relationship by taking work value diversity into account as a mediator and by taking team tenure into account as a moderator of the relationship between work value diversity and team performance. The study tested the mediating role of work value diversity on the relationship between ethnic diversity and team performance in such a way that ethnic diversity would lead to differences in people's work values and work value diversity would be related to the performance of the team. Results did not support the propositions about either the relationship between ethnic diversity and team performance mediated by work value diversity or the relationship between work value diversity and team performance moderated by team tenure

Østergaard, Timmermans, and Kristinsson (2020) found that innovation is an interactive process that often involves communication and interaction among employees in a firm and draws on their different qualities from all levels of the organization. Diversity in ascribed characteristics,

such as ethnic background, nationality, gender, and age can have negative affective consequences for the firm. This study further states that members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, and perceived discrimination. However, when a minority group grows, some of the problems disappear, ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspectives in the firm. Moreover, the study suggests that some levels of diversity in ethnicity might be positively associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization.

Oyedele, Issa, and Brimah (2018) carried out a study on Workforce Diversity Management Strategies and Organizational Performance in the Food and Beverage Industries in Lagos State, Nigeria. The objective is to be an employer choice, to offer outstanding customer service, or to sustain a competitive advantage. It also has been verified to have controlled an opinion of being essential for organizational performance, especially in the Food and Beverage Industry in Nigeria. This ultimate faith forces managers to hold and understand the theory of workforce Diversity, its benefits, and challenges. As such, this study examined the effect impact of workforce diversity management on organizational performance which focuses on the food and beverage industry within the larger manufacturing sector. The research also emphasizes workforce diversity management which contains employee communication (EC) as a mechanism for reducing conflicts and talent availability (TA) which are the utmost critical variables among the others. The study employed primary data mainly for the revalidation of results and inferential information from secondary sources. Primary data was harnessed from the views of managers and employees of the food and beverage industries through a questionnaire. The study adopted a cross-sectional research design and considered 3 multinational corporations in the food and beverage sector in Nigeria based on a random sampling technique. The sample size constituted the lower, middle, and senior-level staff of the multinational Corporations at their headquarters and firms to achieve the objectives of this study based on the two hypotheses that

were formulated. Both descriptive and inferential statistical techniques were employed. The statistical tools used included cross-tabulations, Mean, Regression, and Correlation analysis with the aid of SPSS computer packages. The results showed that employee communication (EC) has a significant effect on organizational effectiveness (OE) (at $P=0.000$). It was discovered that talent availability (TA), has a significant relationship with employee retention (ER) (at $P=0.002$), the study reflected that Workforce diversity represents both a challenge and an opportunity for business and corporate entities. Hence, no organization in this dispensation of Globalization can survive without workforce Diversity. The study recommends that; organizations ought to accord due priority to optimum utilization of the strength of workforce diversity and institute measures to enhance commitment among the employees for improvement of organizational performance. Organizations should make workforce diversity management a core business value because diverse work teams bring high value to organizations and respecting individual differences will benefit the workforce by creating a competitive edge and increasing work productivity

Methodology

The study adopted a survey research design and the study used a structured questionnaire. The sources of data were obtained through primary and secondary sources. Primary sources data were questionnaires and observations while the secondary data were sourced from books, Journals, and the Internet. The study had a population size of 1528, out of which a sample size of 431 was realized using Cochran Formula at 5% error tolerance and 95% level of confidence. The instrument used for data collection was primarily a questionnaire. Out of 431 copies of the questionnaire that were distributed, 401 copies were returned while 30 copies were not returned. The instrument used for data collection was a questionnaire structured on a 5-point Likert scale which indicates SA = strongly Agree, A = agree, U = Undecided, D = Disagree while SD = strongly disagree and The instrument was validated with the content validity of face to face approach. The instrument was given to management experts who are academy and top managers from the selected organizations who modified and made necessary corrections for the instrument to measure what it ought to measure. The reliability test was done using the

test-retest method. The result gave a reliability coefficient of 0.68, indicating a high degree of consistency. The three hypotheses formulated were tested at a 0.05 level of significance simple linear regression was used to test the hypotheses.

answers for the research questions while the corresponding hypotheses were tested with multiple linear regression at 0.05 alpha level. The five Likert scale form was designed as SA = Strongly Agree, A= Agree, U= Undecided, D = Disagree, and SD = Strongly Disagree

Data Analysis and Discussion

The data obtained from the field were presented and analyzed with descriptive statistics to provide

Table 4.1 Descriptive Statistics of diversity recruitment on goal attainment in Brewing Firms in South East, Nigeria?

s/no	Questionnaire items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Remarks
1	diversity recruitment							
	Diversity recruitment attracts suitable applicants from diverse groups	300 (74.81%)	82 (20.45%)	10 (2.49%)	7 (1.75%)	2 (0.50%)	4.67	Agreed
2	Diversity recruitment helps to deliver the organizational goal	202 (50.37%)	170 (42.39%)	21 (5.24%)	5 (1.25%)	3 (0.75%)	4.40	Agreed
3	Diversity recruitment encourages the cross-fertilization of ideas	60 (14.96%)	330 (82.29%)	3 (0.75%)	5 (1.25%)	3 (0.75%)	4.09	Agreed
4	Diversity recruitment helps in blending cultural differences	230 (57.36%)	160 (39.90)	4 (1.00)	5 (1.25)	2 (0.50)	4.52	Agreed
	Mean	3.55						
	Cronbach Alpha	0.915						
	Valid N (listwise)	401						
5	Goal attainment							
	Achieving organizational purpose of existence	60 (14.96%)	330 (82.29%)	6 (1.50%)	4 (1.00%)	1 (0.25%)	4.11	Agreed
6	Organizational goals direct organizational activities	212 (52.87%)	180 (44.89%)	3 (0.75%)	4 (1.00%)	2 (0.50%)	4.49	Agreed
7	Our workers are committed to increasing our productivity	240 (59.85%)	146 (36.41%)	3 (0.75%)	9 (2.24%)	3 (0.75%)	4.52	Agreed
8	My organization planned on how to increase our output	292 (72.82%)	101 (25.19%)	2 (0.50%)	4 (1.00%)	2 (0.50%)	4.69	Agreed
9	Employee efforts are measured based on goal attainment	180 (44.88%)	207 (51.62%)	4 (1.00%)	8 (2.00%)	2 (0.50)	4.38	Agreed
	Mean	4.44						
	Cronbach Alpha	0.934						
	Valid N (List wise)	401						
	Overall Mean	4.43						

Source: Fieldwork 2023

Decision Rule:

If the mean < (less than) 3.5 the respondents Disagree

If the mean > (greater than) 3.5 the respondents Agree

The table above shows the responses to the Likert scale statement and this sample means ($\bar{x}$) respect of the diversity recruitment on goal attainment in the Brewing firms of South East, Nigeria. For the statement on diversity recruitment attracting suitable applicants from diverse groups, the responses show that 300 (74.81%) of the respondents strongly agree that diversity recruitment attracts suitable applicants from diverse groups, 82 (20.45%) and 10 (2.49%) were undecided while 7 (1.75%) and 2 (0.50%) disagree and strongly disagree respectively that diversity recruitment attracts suitable applicants from diverse groups. The associated sample mean of the responses is 4.67. This shows that the respondents agreed that diversity recruitment attracts suitable applicants from diverse groups; since the mean is > 3.5 .

For the statement on whether diversity recruitment helps to deliver organizational goals, 202 (50.37%) of the respondents strongly agreed that diversity recruitment helps to deliver organizational goals, 70 (42.39%) of the respondents agreed, 21 (5.24%) were undecided while 5 (1.25%) and 3 (0.75%) disagree and strongly disagree respectively that diversity recruitment helps to deliver organizational goal, giving a sample mean of 4.40. This shows that diversity recruitment helps to deliver organizational goals since the mean is > 3.5 .

For the statement on whether diversity recruitment encourages cross-fertilization of ideas, 60 (14.96%) of the respondents strongly agreed that diversity recruitment encourages cross-fertilization of ideas, 330 (82.29%) of the respondents agreed, 3 (0.75%) were undecided while 5 (1.25%) and 3 (0.75%) disagreed and strongly disagreed respectively diversity recruitment encourage cross-fertilization of ideas, giving a sample mean of 4.09. This shows that diversity recruitment encourages cross-fertilization of ideas the mean is > 3.5 .

For the statement on whether diversity recruitment helps in blending cultural differences, 230 (57.36%) of the respondents strongly agreed that diversity recruitment helps in blending cultural differences, 160 (39.90%) of the respondents agreed, 4 (1.00%) of the respondents were undecided while 5 (1.25%) and 2 (0.50%) disagreed and strongly disagreed respectively that diversity recruitment helps in blending cultural difference, giving a sample mean of 4.52. This

shows that diversity recruitment helps in blending cultural differences, since the mean > 3.5

For the statement on whether achieving the organizational purpose of existence, 60 (14.96%) of the respondents strongly agreed that achieving the organizational purpose of existence, 330 (82.29%) of the respondents agreed, 6 (1.50%) of the respondents were undecided while 4 (1.00%) and 1 (0.25%) disagreed and strongly disagree that achieving the organizational purpose of existence, giving a sample mean of 4.11. This shows that achieving the organizational purpose of existence, since the mean > 3.5

For the statement on whether organizational goals direct organizational activities, 212 (52.87%) of the respondents strongly agreed that organizational goals direct organizational activities, 180 (44.89%) of the respondents agreed, 3 (0.75%) of the respondents were undecided while 4 (1.00%) and 2 (0.50%) disagree and strongly disagree that my organizational goal direct organizational activities, giving a sample mean of 4.49. This shows that organizational goals direct organizational activities, since the mean > 3.5

For the statement on whether our workers are committed to increasing our productivity, 240 (59.85%) of the respondents strongly agreed that our workers are committed to increasing our productivity, 207 (51.62%) of the respondents agreed, 3 (0.75%) of the respondents were undecided while 9 (2.24%) and 3 (0.75%) disagreed and strongly disagree respectively that our workers are committed to increasing our productivity, giving a sample mean of 4.52. This shows that Our workers are committed to increasing our productivity the mean > 3.5

For the statement on whether my organization planned on how to increase our output, 292 (72.82%) of the respondents strongly agreed that my organization planned on how to increase our output, 101 (25.19%) of the respondents agreed, 2 (0.50%) of the respondents were undecided while 4 (1.00%) and 2 (0.50%) disagreed and strongly disagreed that my organization planned on how to increase our output, giving a sample mean of 4.69. This shows that my organization planned on how to increase our output, since the mean > 3.5 .

For the statement on whether employee efforts are measured based on goal attainment, 180 (44.88%) of the respondents strongly agreed that employee

efforts are measured based goal attainment, 207 (51.62%) of the respondents agreed, 4 (1.00%) of the respondents were undecided while 8(2.00%) and 2(0.50) disagreed and strongly disagreed that employee efforts are measured based goal

attainment, giving a sample mean of 4.38. This shows that employee efforts are measured based on goal attainment, with a mean > 3.5.

Table 4.2 Descriptive Statistics Nature of the relationship between diversity culture and customer satisfaction of the Brewing firm in the South East, Nigeria.

S/No	Questionnaire items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Remarks
10	diversity culture							
	Organizations with strong corporate cultures boost employee engagement	250 (62.34%)	135 (33.66%)	8 (2.00%)	6 (1.50%)	2 (1.00%)	4.56	Agreed
11	Companies that manage their culture boost employee retention	200 (49.87%)	180 (44.88%)	12 (2.99%)	5 (1.25%)	4 (1.00%)	4.41	Accept
12	Job Seeker consider cultural value for considering career opportunities	160 (39.90%)	230 (57.35%)	3 (0.75%)	5 (1.25%)	3 (0.75%)	4.34	Accept
13	Corporate culture determines customer patronage of their products	230 (57.36%)	160 (39.90)	4 (1.00)	5 (1.25)	2 (0.50)	4.52	Agreed
	Mean	4.46						
	Cronbach Alpha	0.960						
	Valid (listwise)	401						
14	Customer satisfaction							
	Meeting customer needs attracts satisfaction	240 (59.85%)	140 (34.91%)	12 (2.99%)	5 (1.25%)	4 (1.00%)	4.51	Agreed
15	Quality products induce customer satisfaction	225 (56.11%)	150 (37.41%)	11 (2.74%)	10 (2.50%)	5 (1.24%)	4.45	Agreed
16	Customer is satisfied when their expectation is met	195 (48.63%)	185 (46.14%)	7 (1.74%)	12 (2.99%)	2 (0.50%)	4.39	Agreed
17	Customers make repurchases when they are satisfied with the firm services	208 (51.87%)	175 (43.64%)	6 (1.49%)	8 (2.00%)	4 (1.00%)	4.43	Agreed
18	Purchasing products when due satisfies the customer	190 (47.38%)	200 (49.87%)	5 (1.25%)	4 (1.00%)	2 (0.50)	4.73	Agreed
19	Challenging tasks attract job satisfaction	268 (66.83%)	120 (29.93%)	6 (1.50%)	4 (1.00%)	3 (0.74%)	4.61	Agreed
	Mean	4.47						
	Cronbach Alpha	0.978						
	Valid (listwise)	401						
	Overall Mean	4.46						

Source: Fieldwork, 2023

Decision Rule:

If the mean < (less than) 3.5 the respondents Disagree

If the mean > (greater than) 3.5 the respondents Agree

The table above shows the responses to the Likert scale statement and this sample mean (x) in

respect of the diverse culture and customer satisfaction of the Brewing firms of South East,

Nigeria. For the statement on whether an organization with strong corporate culture boosts higher employee engagement, 250 (62.34%) of the respondents strongly agreed that an organization with strong corporate culture boosts higher employee engagement 135 (33.66%) of the respondents agreed, 8 (2.00%) of the respondents were undecided, 6 (1.50%) while 2 (1.00%) disagreed and strongly disagreed respectively that organization with strong corporate culture boost higher employee engagement, giving a sample mean of 4.56. This shows that Organizations with strong corporate cultures boost higher employee engagement since the mean is > 3.5

For the statement on whether Companies that manage their culture boost higher employee retention, 200 (49.87%) of the respondents strongly agreed that Companies that manage their culture boost higher employee retention, 180 (44.88%) of the respondents agreed, 12 (2.99%) of the respondents were undecided, 5 (1.25%) and 4 (1.00%) of the respondents disagreed and strongly disagreed respectively that Company that manage their culture boost higher employee retention, giving a sample mean of 4.41. This shows that Companies that manage their culture boost higher employee retention since the mean is > 3.5

For the statement on whether Job Seeker considers culture value for considering career opportunities, 160 (39.90%) of the respondents strongly agreed that Job Seeker considers culture value for considering career opportunities, 230 (57.35%) of the respondents agreed, 3 (0.75%) of the respondents were undecided while 5 (1.25%) and 3 (0.75%) of the respondents disagreed and strongly disagreed respectively that Job Seeker consider culture value for considering career opportunities, giving a sample mean of 4.34. This shows that Job Seeker considers culture value for considering career opportunities since the mean is > 3.5

For the statement on whether corporate culture determines customer patronage of their products, 230(57.36%) of the respondents strongly agreed that corporate culture determines customer patronage of their products, 160 (39.90%) of the respondents agreed, 4(1.00%) of the respondents were undecided while, 5(1.25%) and 2 (0.50%) of the respondents disagreed and strongly disagreed respectively that Corporate culture determines customer patronage of their product's,

giving a sample mean of 4.52. this shows that the corporate culture determines customer patronage of their products since the mean is > 3.5

For the statement on whether meeting customer needs attracts satisfaction, 240 (59.85%) of the respondents strongly agreed that meeting customer needs attracts satisfaction, 140 (34.91%) of the respondents agreed, 12 (2.99%) of respondents were undecided, 5 (1.25%) and 4 (1.00%) of the respondents disagreed and strongly disagreed respectively that meeting customer needs to attract satisfaction, giving a sample mean of 4.51. This shows that meeting customer needs attracts satisfaction since the mean is > 3.5

For the statement on whether quality product induces customer satisfaction, 225 (56.11%) of the respondents strongly agreed, 150 (37.41%) of the respondents agreed, 11 (2.74%) of the respondents were undecided, 10 (2.50%) and 5 (1.24%) respondents disagreed and strongly disagreed respectively that quality product induces customer satisfaction, giving a sample mean of 4.45. This shows that quality products induce customer satisfaction since the mean is > 3.5

For the statement on whether Customers are satisfied when their expectations are met, 195 (48.63%) of the respondents strongly agreed that Customers are satisfied when their expectations are met, 185(46.14%) of the respondents agreed, 7 (1.74%) of the respondents were undecided, 12 (2.99%) and 2 (0.50%) of the respondents disagreed and strongly disagreed respectively that Customer is satisfied when their expectation is met, giving a sample mean of 4.39. this shows that Customer are satisfied when their expectation is met. Since the mean is > 3.5

For the statement on whether Customers make repurchases when they are satisfied with the firm services, 208 (51.87%) of the respondents strongly agreed that Customers make repurchases when they are satisfied with the firm services, 175 (43.64%) of the respondents agreed, 6 (1.49%) of the respondents were undecided, 8(2.00%) and 4 (1.00%) of the respondents disagreed and strongly disagreed respectively that Customer makes repurchase when they are satisfied with the firm's services, giving a sample mean of 4.43. This shows that Customers make repurchases when they are satisfied with the firm services since the mean is > 3.5

For the statement on whether Purchasing a product when due satisfies the customer, 190 (47.38%) of the respondents strongly agreed that Purchasing a product when due satisfies the customer, 200(49.87%) of the respondents agreed, 5 (1.25%) of the respondents were undecided, 4 (1.00%) and 2 (0.50) of the respondents disagreed and strongly disagreed respectively that Purchasing product at when due satisfy customer, giving a sample mean of 4.73. This shows that Purchasing products when due satisfies customers since the mean is > 3.5

For the statement on whether challenging tasks attract job satisfaction 268 (66.83%) of the respondents strongly agreed that challenging tasks attract job satisfaction, 120 (29.93%) of the respondents agreed, 6 (1.50%) of the respondents were undecided, 4 (1.00%) and 3 (0.74%) of the respondents disagreed and strongly disagreed respectively that challenging tasks attract job satisfaction, giving a sample mean of 4.61. This shows that challenging tasks attract job satisfaction since the mean is $> 3, 5$

Table 4.3 Descriptive Statistics diversity training on organizational effectiveness of Brewing firm in South East, Nigeria

s/n	Questionnaire items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Remarks
20	diversity training							
	Training encourages employees to go through changes in perspective	254 (63.34%)	133 (33.16%)	5 (1.25%)	4 (1.00%)	5 (1.25%)	4.56	Agreed
21	Diversity training develops empathy with minority diversity groups to improve pro-diversity attitudes	202 (50.37%)	170 (42.39%)	21 (5.24%)	5 (1.25%)	3 (0.75%)	4.40	Agreed
22	Training diversity promotes organizational moral and legal standards	150 (37.40%)	230 (57.35%)	8 (2.00%)	10 (2.50%)	3 (0.75%)	4.28	Agreed
23	Training diversity provides environmental support to sustain employees at work	220 (54.86%)	170 (42.39)	4 (1.00)	5 (1.25)	2 (0.50)	4.50	Agreed
	Mean	4.44						
	Cronbach Alpha	0.893						
	Valid N(listwise)	401						
24	Organizational Effectiveness							
	The organization achieves its objectives at the right time	219 (54.61%)	162 (40.40%)	9 (2.24%)	8 (2.00%)	3 (0.75%)	4.46	Agreed
25	Timely achievement of goals is a bye product of organizational effectiveness	300 (.62%)	80 (41.14%)	5 (2.24%)	11 (1.75%)	5 (1.25%)	4.64	Agreed

26	Teamwork of employees results into	170 (42.39%)	217 (54.12%)	7 (1.75%)	5 (1.25%)	2 (0.49%)	4.37	Agreed
27	Effective use of organizational resources improves organizational effectiveness	108 (26.93%)	271 (67.58%)	8 (2.00%)	9 (2.24%)	5 (0.75%)	4.17	Agreed
28	Giving the extra mile at work shows commitment	240 (59.85%)	149 (37.15%)	4 (1.00%)	6 (1.50%)	2 (0.50)	4.54	Agreed
	Mean	4.44						
	Cronbach Alpha	0.937						
	Valid N (Listwise)	401						
	Overall Mean	4.54						

Source: Fieldwork, 2023

Decision Rule:

If the mean < (Less than) 3.5 the respondents Disagree

If the mean > (Greater than) 3.5 the respondents Agree

The table above shows the responses to the Likert scale statement and this sample mean ($\bar{x}$) to the **diversity training on organizational effectiveness** at the Breweries plant of South East, Nigeria. For the statement on whether Training encourages employees to go through changes perspective, 254 (63.34%) of the respondents strongly agreed that Training encourages employees to go through changes perspective, 133 (33.16%) of the respondents agreed, 5 (1.25%) of the respondents were undecided, 4 (1.00%) and 5 (1.25%) of the respondents disagreed and strongly disagreed respectively that training encourages employees to go through changes perspective, giving a sample mean of 4.56. This shows that training encourages employees to go through changes in perspective since the mean is > 3.5

For the statement on whether Diversity training develops empathy with minority diversity groups to improve pro-diversity attitudes, 202 (50.37%) of the respondents strongly agreed that Diversity training develops empathy with minority diversity groups to improve pro-diversity attitudes, 170 (42.39%) of the respondents agreed, 21 (5.24%) of the respondents were undecided, 5 (1.25%) and 3 (0.75%) of the respondents disagreed and strongly disagreed respectively that Diversity training develop empathy with minority diversity group to improve pro-diversity attitudes, giving the mean of 4.40. This shows that Diversity

training develops empathy with minority diversity groups to improve pro-diversity attitudes since the mean is > 3.5.

For the statement on whether training diversity promotes organizational moral and legal standards, 150 (37.40%) of the respondents strongly agreed that training diversity promotes organizational moral and legal standards, 230 (57.35%) of the respondents agreed, 8 (2.00%) of the respondents were undecided, 10 (2.50%) and 3 (0.75%) of the respondents disagreed and strongly disagreed respectively that training diversity promotes organizational moral and legal standard, giving the mean of 4.28. This shows that Training diversity promotes organizational moral and legal standards since the mean is > 3.5

For the statement on whether training diversity provides environmental support to sustain employees at work, 220 (54.86%) of the respondents strongly agreed that training diversity provides environmental support to sustain employees at work, 170 (42.39%) of the respondents agreed, 4 (1.00%) of the respondents were undecided, 5 (1.25%) and 2 (0.50%) of the respondents disagreed and strongly disagreed respectively that training diversity provides environmental support to sustain employees at work, giving the mean 4.50. This shows that training diversity provides environmental support

to sustain employees at work since the mean is > 3.5

For the statement on whether organizational output is boosted by skillful employees, 219 (54.61%) of the respondents strongly agreed organizational output boosted by skillful employees, 162 (40.40%) of the respondents agreed, 9 (2.24%) the respondents were undecided, 8(2.00%) and 3 (0.75%) of the respondents disagreed and strongly disagreed respectively that organizational output boosted by skillful employees, giving the mean 4.46. This shows that organizational output is boosted by skillful employees since the mean is > 3.5

For the statement on whether organizational output was boosted by skillful employees, 300(.62%) of the respondents strongly agreed that organizational output was boosted by skillful employees, 80 (41.14%) of the respondents agreed, 5(2.24%) of the respondents were undecided, 11 (1.75%) and 5 (1.25%) of the respondents disagreed and strongly disagreed respectively that organizational output boosted by skillful employees, giving the mean of 4.64. This shows that organizational output is boosted by skillful employees since the mean is > 3.5

For the statement on whether workers are committed when the work environment is friendly, 170 (42.39%) of the respondents strongly agreed that workers are committed when the work environment is friendly, 217 (54.12%) of the respondents agreed, 7(1.75%) of the respondents were undecided, 5 (1.25%) and 2 (0.49%) of the respondents disagreed and strongly

disagreed respectively that Workers are committed when the work environment is friendly, giving the mean of 4.37. This shows that workers are committed when the work environment is friendly since the mean is > 3.5

For the statement on whether employees committed to their when they derive satisfaction, 108(26.93%) of the respondents strongly agreed that Employees committed to their when they derive satisfaction, 271 (67.58%) of the respondents agreed, 8 (2.00%) of the respondents were undecided, 9 (2.24%) and 3 (0.75%) of the respondents disagreed and strongly disagreed respectively that employees committed to their when they derive satisfaction, giving the mean of 4.17. This shows that Employees committed to their when they derive satisfaction since the mean is > 3.5

For the statement on whether giving the extra mile at work shows commitment, 240 (59.85%) of the respondents strongly agreed that Giving the extra mile at work shows commitment, 149(37.15%) of the respondents agreed, 4 (1.00%) of the respondents were undecided, 6 (1.50% and 2(0.50%) of the respondents disagreed and strongly disagreed respectively that giving extra mile at work show commitment, giving the mean of 4.54. This shows that going the extra mile at work shows commitment and again, since the mean is > 3.5.

Test of Hypothesis One

H₁: Diversity recruitment does not significantly affect goal attainment in brewery plants in southeast Nigeria

Table 4.4a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.801 ^a	.641	.640	.44641	.091

a. Predictors: (Constant), Diversity recruitment

b. Dependent Variable: Goal attainment

Table 4.4b ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	142.017	1	142.017	712.631	.000 ^b
Residual	79.515	399	.199		
Total	221.531	400			

a. Dependent Variable: Goal attainment

b. Predictors: (Constant), Diversity recruitment

Table 4.4c Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.411	.050		8.195	.000
	Diversity recruitment	.903	.034	.801	26.695	.000

a. Dependent Variable: Goal attainment

$r = .801$
 $r^2 = .641$
 $F = 712.631$
 $T = 26.695$
 $DW = .091$

The regression sum of squares (142.017) is greater than the residual sum of squares (79.515) and this indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. The significance of the F value indicates that the model statistically significantly predicts the outcome variable.

The correlation coefficient r has a value of 0.801 and this indicates that there is a strong positive relationship between diversity recruitment and goal attainment square the coefficient of determination, shows that 69.8% of the variation in goal attainment is explained by the model.

In the linear regression model, a low error of estimate with a value of 0.44641 is indicated. A value of 0.091 for the Durbin-Watson statistics which is less than 2 indicates that there is no correlation.

The diversity recruitment coefficient of 0.891 indicates a positive significance in diversity recruitment and goal attainment, which is statistically significant ($t = 26.695$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Diversity recruitment significantly affects goal attainment in brewery plants in southeast Nigeria

Test of Hypothesis Two

H₂: There is no positive relationship between corporate culture and customer satisfaction in brewery plants in southeast Nigeria.

Table 4.5a Descriptive Statistics

	Mean	Std. Deviation	N
Corporate culture	1.4464	.68025	401
Customer satisfaction	1.6334	.79233	401

Table 4.5b Correlations

		Corporate culture	Customer satisfaction
Corporate Culture	Pearson Correlation	1	.856**
	Sig. (2-tailed)		.000
	N	401	401
Customer satisfaction	Pearson Correlation	.856**	1
	Sig. (2-tailed)	.000	
	N	401	401

** . Correlation is significant at the 0.01 level (2-tailed).

The descriptive statistics of supply chain and product cost, are shown in Table 4.5a. The table shows a mean response of 1.4464 and a standard deviation of .68025 for corporate culture a mean response of 1.6334 and a standard deviation of .79233 for customer satisfaction and the number of respondents 401. A close examination of the standard deviation values reveals a significant difference in the scores of the two variables. This implies that the variability of data points between the dependent and independent variables is about the same.

Table 4.5b displays the Pearson correlation coefficient for corporate culture and customer satisfaction. The correlation coefficient shows a value of 0.856. This value indicates that the correlation is significant at 0.05 level (2tailed) and implies that there is a strong positive

relationship between corporate culture and customer satisfaction ($r = .866$). The computed correlation coefficient is greater than the table value of $r = 0.196$ with 399 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .856, p < .05$). As a result, since the computed $r = .856$, is greater than the table value of 0.196. We rejected the null hypothesis and concluded that there was a significant positive relationship between corporate culture and customer satisfaction of the brewery plants in southeast, Nigeria ($r = .856, P < .05$).

Test of Hypothesis Three

H₃: Diversity training does not significantly influence organizational effectiveness in brewery plants in southeast Nigeria

Table 4.6a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.861 ^a	.741	.740	.37293	.099

a. Predictors: (Constant), Diversity training

b. Dependent Variable: Organizational Effectiveness

Table 4.6b ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	158.668	1	158.668	1140.862	.000 ^b
Residual	55.492	399	.139		
Total	214.160	400			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Diversity training

Table 4.6c Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.297	.043		6.938	.000
	Diversity training	.908	.027	.861	33.777	.000

a. Dependent Variable: Productivity

$r = .861$

$r^2 = .741$

$F = 1140.862$

$T = 33.777$

$DW = .099$

The regression sum of squares (158.668) is greater than the residual sum of squares (55.492) and this indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000)

is less than 0.05, which means that the variation explained by the model is not due to chance. The significance of the F value indicates that the model statistically significantly predicts the outcome variable.

The correlation coefficient r has a value of 0.861 and this indicates that there is a positive relationship between Diversity training and Organizational Effectiveness. r square, the coefficient of determination, shows that 69.8% of the variation is explained by the model.

In the linear regression model, a low error of estimate with a value of 0.44641 is indicated. A value of .099 for the Durbin-Watson statistics which is less than 2 indicates that there is no autocorrelation.

The Diversity training coefficient of 0.861 indicates a positive significance in Diversity training and Organizational Effectiveness, which is statistically significant ($t = 33.777$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted thus Diversity training significantly influences Organizational Effectiveness in brewery plants in southeast Nigeria

Summary of Findings

The findings at the end of this study include the following

- i. Diversity recruitment significantly affects organizational output positively in brewery plants in southeast Nigeria. ($r = 0.801$; $t = 26.695$; $p < 0.05$)
- ii. There is a positive relationship between corporate culture and customer satisfaction in brewery plants in southeast Nigeria ($r = 0.866$)
- iii. Diversity training significantly influences positively organizational effectiveness in brewery plants in southeast Nigeria. ($r = 0.861$; $t = 33.777$; $p < 0.05$)

Conclusion

We can conclude that the importance of workforce diversity on performance is very critical for the success of an organization. Workforce diversity has been identified to lead to improved organizational performance as a result of the broad-based nature and the specialization it brings on board. Also, encouraging workers on educational pursuits and training implied that workforce diversity could make them strive to achieve organizational goals and objectives. Similarly, corporate profitability is a function of performance tied to the synergy of the similarities and differences of the employees that could make for increased revenue over cost.

Recommendations

Based on the findings of this study and the conclusions drawn therefrom, the following recommendations were made

- i. Breweries plants in Southeast Nigeria should always adopt diversity recruitment that encourages and welcomes applicants from diverse cultures who will come together to contribute their quote for the advancement and achievement of organizational goal
- ii. Breweries plants in Southeast, Nigeria should build a strong corporate culture that will ensure that everyone has a place in the organization, regardless minding your color or cultural background which in the long run brings synergy that will help in attending to customers' needs
- iii. Breweries plants in Southeast Nigeria should always carry out diversity training for their employees that will help to rebuild their minds and behavior in seeing every tribe as one that has one purpose to achieve

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