



Cultural Differences And Organizational Productivity In Multinational Companies In South East Nigeria

OBIEZEKWEM, Chukwujekwu Jeffery

**Department of Entrepreneurship studies,
Chukwumeka Odumegwu Ojukwu University,
Igbariam, Anambra State, Nigeria**

ABSTRACT

This study examined cultural differences and organizational productivity with particular reference to multinational companies in South East Nigeria. Cultural differences variables such as language differences, differences in norms, differences in symbols and religious differences were employed as the independent variables while organizational productivity was employed as the dependent variable. Relevant theoretical, conceptual and empirical literature was reviewed. The study was anchored on social cohesion theory and Blau's theory of heterogeneity. The study adopted survey research design and the data used were sourced from primary sources. The population of the study constituted all the one thousand nine hundred and sixty four employees of eight selected multinational companies in South East Nigeria. Borg and Gall (1973) formula was employed to determine the sample size of 383. Thereafter, proportional sampling technique was employed in distributing the sample size base on organizations. Structured questionnaire was used in generating data for the study. Face and content validity were employed in determining the validity of the instrument while reliability was determined using Cronbach's alpha coefficient. The questionnaire items were analyzed using frequency tables and percentage while the hypotheses were tested using ordinary least square regression technique at 0.05 level of significance. The study found that language differences, differences in norm and religious differences have significant positive effect on organizational productivity, while differences in symbol was found to have an insignificant negative effect on organizational productivity in multinational companies in South-East Nigeria. The study concluded that cultural differences had significant positive effect on organizational productivity in multinational companies in South East Nigeria. It was recommended among others that multinational companies should endeavour to establish regular forum and educational programmes in which employees are trained to be sensitive to and appreciate cultural diversity, as well as in maintaining desirable organizational behaviour.

Keywords: Cultural Differences, Organizational Productivity

INTRODUCTION

With the increased globalization in the world, cultural differences in the workplace have grown tremendously. Cultural differences arise when differences in race, ethnicity, language, nationality, religion, and sexual orientation are represented within a community. In order to fully appreciate the influence of cultural differences in organizations, culture is designed a system of shared beliefs, values, customs, behaviours, and artifacts that members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning. It comprises elements of behaviour such as language, religion, values, standards and customs that are shared by a group of people (Faranani, 2013).

Cultural difference is the representation, in one social system, of people with distinctly different group affiliations of cultural significance (Ang, Van, Koh, Templer, Tay & Chandrasekar, 2007). Cultures are different from one another in the degree to which they generally hold certain values and attitudes, and not in the kind of those values and attitudes. Cultural differences may shape how people dress, how they act, how they form relationships, how they address each other, what they eat, and many other aspects of daily life. Of course, talking about national cultures does not mean that national cultures are uniform. In many

countries, it is possible to talk about the existence of cultures based on region or geography. For example, in Nigeria, the southern, eastern, western, and northern regions of the country are associated with largely different cultures.

Cultural differences are now being widely accepted by organizations as a way of creating competitive advantage. This is mainly because they have the opportunity to utilize a vast array of knowledge, skills and abilities found in a diverse cultural workforce (Stahl, Maznevsk, Voigt & Jonsen, 2010). Zakaria (2007) argued that all organizations everywhere function within a specific culture. It is becoming more widely recognized in contemporary discussions of organizational productivity that managers and other organizational practitioners have to develop an understanding of their cultural settings if their organizations are to perform effectively.

In many organizations, overall productivity is related to identity groups or cultural affiliations (Cox, 2004). The amount of diversity in both formal and informal structures of organizations will impact factors such as creativity, problem solving and intra-organizational communications (Ang *et.al*, 2007). How people feel and think about their jobs and their employers is greatly influenced by their cultural beliefs, norms and value system. Seymen (2006) 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 (Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, & Thomas, 2003). Cox (2004) goes ahead to say that cultural differences to a great extent shape a person's beliefs and relationship to other employees as well as customers.

There seems to be a general agreement that if cultural differences are managed well, it can be an asset to organizational productivity, and if they are overlooked or mismanaged, it may diminish the productivity of an organization. Managing cultural differences is the whole action of planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while minimizing its drawbacks (Stahl, Maznevski, Voigt & Jonsen, 2010). Jehn and Bezrukova (2004) believe that the goal of managing cultural differences is to maximize the ability of all employees to contribute to organizational goals, and to achieve their full potential unhindered by cultural identities such as religion, symbols, norms, values and language.

Organizations that take cognizance of the cultural differences within their environment perform better than those that ignore it (Ang, Van Dyne, Koh, Ng, Templer, Tay & Chandrasekar, 2007). Culture is deeply held and widely shared and is also highly resistant to change (Day, 2005). Canella, Park and Lee (2008) note that despite the large number of studies on cultural differences/diversity, most of these studies have so far yielded inconsistent results, thus leading to a question of whether really cultural differences was advantageous to organizational productivity. Ang *et al.* (2007) acknowledges that cultural differences can have both positive and negative impacts on productivity in organizations, but the nature of the impact depends on the type of diversity climate that exists rather than the fact of diversity itself. Differences in culture make the general management and technical know-how difficult to exploit, when differences in cultural context make activity sharing and synergy formation among business units less efficient (Stahl, Maznevski, Voigt & Jonsen, 2010). Based on the foregoing, the study examined cultural differences and organizational productivity with particular reference to multinational companies in South East Nigeria.

Statement of the Problem

Workplace is becoming increasingly multi-cultural. Cultural differences can affect how employees perceive themselves and other employees. These perceptions affect their interactions. Some employees may not be happy that other employees discriminate against them on the basis of their cultural differences. This makes it difficult for them to feel valued and appreciated. Their morale, in terms of their work relationships within the organization may be affected and the satisfaction they derive from coming to work depreciates. Cultural differences define individual employees' uniqueness regardless of tribe, culture, beliefs, and values. Therefore, if these differences are not properly managed, they become obstacles to good working relationships, lead to conflict, dysfunction and wasted man-hours (Ukachukwu & Iheriohanma, 2013). Hence, it is a source of controversial, counterproductive and conflict-prone work environments in organizations. Furthermore, these cultural differences create conflicts and

misunderstanding among employees. They also create stress and frustration as employees begin to feel they are placed at the mercy of cultural values and beliefs not their own. This usually results in tension among the employees. As such, when work teams are made up of employees from different cultural background, mistrust and misunderstanding arise especially when members of the team display ethnocentric tendencies.

Cultural differences can affect the workplace negatively if not properly managed. This can be in the area of miscommunication, creation of barriers, and dysfunctional adaptation behaviors. Cultural differences in the workplace can increase the tendency of organizational personnel to indulge in interpersonal conflicts. Culturally diverse workers have different opinions, thoughts, beliefs, norms, customs, values, trends, and traditions. When culturally diverse workers are placed in a group to achieve a goal with mutual effort and collaboration, these differences of opinions and other variables can hinder the development of unity.

Furthermore, Lazear (2009) observed that cultural differences may affect organizations productivity negatively as it may hinder potential knowledge transfers among workers due to linguistic and cultural barriers; reduce peer pressure by weakening social ties and trust among them; and create non-pecuniary disutility of joining or remaining in a demographically diverse firm. Along the same vein, Glaeser et. al. (2000), and Alesina and La Ferrara (2002) emphasized that people often distrust members of other ethnic groups and tend to prefer interacting in culturally homogeneous communities. Under an organizational atmosphere of distrust, team work becomes difficult to be veritably attained and the productivity of each employee becomes relatively reduced.

Objectives of the Study

The main objective of this study is to examine the effect of cultural differences on organizational productivity in multinational companies in South-East Nigeria. The specific objectives are to:

1. Assess the effect of language differences on organizational productivity in multinational companies in South-East Nigeria.
2. Investigate the effect of differences in norms on organizational productivity in multinational companies in South-East Nigeria.
3. Examine the effect of differences in organizational symbols on organizational productivity in multinational companies in South-East Nigeria.
4. Evaluate the effect of religious differences on organizational productivity in multinational companies in South-East Nigeria.

Research Questions

The following research questions were formulated to guide this study.

1. What is the effect of language differences on organizational productivity in multinational companies in South-East Nigeria?
2. How do differences in norms affect organizational productivity in multinational companies in South-East Nigeria?
3. What is the effect of differences in organizational symbols on organizational productivity in multinational companies in South-East Nigeria?
4. How do religious differences affect organizational productivity in multinational companies in South-East Nigeria?

Hypotheses

The following hypotheses stated in null form were formulated to guide this study.

Ho₁: Language differences have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Ho₂: Differences in norms have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Ho₃: Differences in organizational symbols have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Ho₄: Religious differences have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

REVIEW OF RELATED LITERATURE

Culture and Cultural Differences

Shinnar, Giacomin, and Janssen (2012) defines culture as “a collective programming of the mind which distinguishes the members of one group or category of people, they assert that cultures exhibit an unequal distribution of power, strong hierarchies, control mechanisms and an emphasis to and obeying those in position of power. Similarly, Arowomole (2000) defines culture as the people’s beliefs, practices, attitude and values. Mohd (2005) also defined culture as consisting of people’s beliefs and values. Therefore, culture deals with the practices, beliefs, attitude and values of the people within a given society.

Hawkins, Best and Coney (2004) posit that culture is acquired by man as a member of society. Over time, this culture becomes the code of conduct, for which every member of that society is expected to adhere to. In addition, Krakauer, Crenner and Fox (2002) argue that culture refers to more than merely ethnicity, but a constellation of shared meanings, values, rituals, and modes of interacting with others that determine how people view and make sense of the world they live in. This means that certain practices and beliefs will over time become enduring and people will accept them as a way of life with little or no attempt to question such values. Impliedly, the attitude and mindset of the youth (would-be entrepreneurs) who are the backbone of every developing economy are largely formed even before they get involved in activities that could be entrepreneurial.

Cultural differences are the representation, in one social system, of people with distinctly different group affiliations of cultural significance. This distinction encompasses differences in cultural values, attitudes, practices, philosophy, etc among a group of people in a given environment. Therefore, in organizations, heterogeneity of culture derives mostly from the ethnic origin, language, orientations and religion of employees which affect how individual employees perceive self and others and ultimately, their interactions with other employees in the work place. The existence of such cultural diversity in an industrializing, multi-cultural society such as Nigeria translates to a culturally diverse workforce (Powell & Persico, 2005).

Hertzeberg (2010) posit that cultural differences is often perceived as a societal fact as in a country “it consist of citizens/inhabitants with different cultural backgrounds. Kundu, (2001) emphasizes on the importance of a firm’s ability to deal and absorb the benefits from cultural diversity towards the wealth of the organization which is a key requirement for survival not just at the domestic level but even in the international settings. Steven and Ogunji, (2011) posit that difference in people’s value, attitude and behaviour that are grounded from diverse culture influence how managerial events are viewed in an organization. Ditomaso (2004) sees culture as the software of mind that separate member of different groups from each other. From this definition we can see cultural diversity as the presence of different cultures within a social system, which differ in values, norms and behaviour. Therefore people of different cultures can be different from each other in many ways (Ojo, 2009).

Organizational Productivity

Productivity is the relationship between the output generated by a production or service system and the input provided to create this output. This productivity is defined as the efficient use of resources labor, capital, land, material, materials, energy, and information—in the production of various goods and service (Prokopenko, 2007). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of performance with the least expenditure of resources. Onah (2010) says that productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization.

The Productivity is the driving force behind an organization’s growth and profitability. Productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which

include the following; higher incomes and profit; higher earnings; increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Nwachukwu, 2009).

Theoretical Framework

This study was anchored on Blau's Theory of Heterogeneity. This theory was propounded by an American sociologist and theorist Peter Michael Blau. Blau, (1977) argued in his theory of heterogeneity that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in in-group attachments and shared perceptions. This enhances group cohesion and subsequent organizational outcomes. An important but ignored topic of study in the research on group diversity is the basis for work group formation.

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

Empirical Literature

Ukachukwu and Iheriohanma (2013) investigated the effect of cultural diversity on employee productivity in work organizations in Port Harcourt, Nigeria. This study sheds light therefore on how differences in cultural orientations can affect the productivity of employees and organizations. Chi-square analysis was used to test the hypotheses formulated and the findings presented and discussed. The findings show that cultural diversity significantly affects the ability of employees to build or work in teams. This consequently affects their productivity.

Irina (2017) investigated the effects of cultural diversity on team performance in order to compare the difference between the performance of monocultural teams and the performance of multicultural teams in tourism organizations. Descriptive statistics was employed in analyzing the data. The results showed that multicultural teams obtain higher scores, are more innovative and offer new ideas and perspectives, but their members are more individualist when it comes to help others. Although the communication is more intense inside the multicultural teams, it hasn't been demonstrated it is related to work issues.

Rubaii-Barrett and Beck (1993) examine the similarities and differences in work climate perception and levels of job satisfaction among Anglo-American and Mexican-American local government employees. The study adopted descriptive statistics and ANOVA in analyzing the data. The study found that the Mexican-American employees report higher levels of satisfaction with personnel procedures than do Anglo employees. Mexican-Americans comprise a majority of the workforce studied. Thus cultural differences rather than a numerical minority status determine the observed differences in work attitudes relative to the Anglo employees.

Rumana and Mutuku (2017) examined the effect of age and culture diversity on the performance of quality control organizations in Nairobi County, Kenya. Pearson product moment correlation coefficient and regression analysis were employed in analyzing the data. Findings indicated that age diversity was positively and significant related with performance. Similarly, cultural diversity was positively and significantly related with performance. The study concluded that age diversity and cultural diversity affected the performance of quality control organizations in Kenya.

Therefore, most of the literature on the influence of cultural differences on organizational productivity consisting of anecdotes and prescriptions based on western experience and imagination, ignoring the peculiar nature of the Nigerian cultural setting. Thus there exists the problem of several of research focusing exclusively on the effect of culture differences on organizational productivity in the western setup. And as such, little is known about the nature and uniqueness of the Nigerian cultural setting and its

effects on organizational productivity. While much attention has been devoted to the effect of cultural differences/diversity in the workforce, less attention has been given to issues associated to cultural differences in the small and medium scale sub-sector. More especially, no recent studies have been carried out on the effect of cultural differences on organizational productivity in multinational companies in South East Nigeria. This study is therefore to fill the knowledge gap by investigating how cultural differences affect organizational productivity.

METHODOLOGY

The study adopted survey research design. This study was carried out in South East Nigeria. South East is one of the six geopolitical zones in Nigeria. The zone is made up of five states namely Anambra, Enugu, Imo, Abia and Ebony State. This area was chosen because of the high number of multinational companies in the region. The study population for this research comprised of the employees of selected multinational companies in South East Nigeria. The population of the study therefore is one thousand nine hundred and sixty four employees of the eight selected multinational companies in South East, Nigeria. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size 384. The study made use of primary sources of data. Questionnaire was the instrument of data collection. Ordinary Least Square (OLS) regression technique was used to assess the relationship that exists among the variables of the study with the aid of SPSS.

The regression model is presented in functional form as:

$$OP = f(LD, DN, DS, RD)$$

Where:

- OP = Organizational Productivity
- LD= Language Differences
- DN = Differences in Norm
- DS = Differences in Symbols
- RD = Religious Differences

The regression model is presented in econometric form as

$$OP = \alpha + \beta_1LD + \beta_2DN + \beta_3DS + \beta_4RD + \epsilon$$

Where:

- OP = Organizational Productivity
- LD= Language Differences
- DN = Differences in Norm
- DS = Differences in Symbols
- RD = Religious Differences
- α = Constant Term
- β = Beta coefficients
- ϵ = Error Term

DATA PRESENTATION AND ANALYSIS

Ordinary least square regression analysis was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the regression analysis is presented in the tables below.

Table 1 Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.294 ^a	.686	.572	3.185	.086	6.151	5	326	.000	1.875

a. Predictors: (Constant), Value Differences, Language Differences, Differences in Norms, Differences in Symbols, Religious Differences

b. Dependent Variable: Organizational Productivity

Source: SPSS 21.0

Table 1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.686. This implies that 69% of the variation in organizational productivity is explained by variations in value differences, language differences, differences in norms, differences in symbols, and religious differences. This was supported by adjusted R^2 of 0.572. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.875 in table 1 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

Table 2 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312.052	5	62.410	66.151	.000 ^b
	Residual	3307.502	362	10.146		
	Total	3619.554	367			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), Value Differences, Language Differences, Differences in Norms, Differences in Symbols, Religious Differences

Source: SPSS 21.0

The f-statistics value of 86.151 in table 2 with f-statistics probability of 0.000 shows that the independent variables has significant effect on dependent. This shows that value differences, language differences, differences in norms, differences in symbols, and religious differences can collectively explain the variations in organizational productivity for multinational companies in South East Nigeria.

Test of Hypotheses

Here, the five hypotheses formulated in this study were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 3 T-Statistics and Probability Value from the Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	18.916	1.918		9.863	.000
1	Value Differences	.123	.043	.158	2.870	.004
	Language Differences	.085	.044	.202	2.923	.005
	Differences in Norm	.076	.049	.185	2.562	.009
	Differences in Symbols	-.028	.044	.204	-1.232	.160
	Religious Differences	.033	.046	.196	2.351	.000

a. Dependent Variable: Organizational Productivity

Source: SPSS 21.0

Test of Hypothesis One

Ho: Value differences have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Hi: Value differences have a significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

In testing this hypothesis, the t-value and probability value in table 3 is used. Value differences have recorded a t-value of 2.870 and a probability value of 0.004 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that value differences have a significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Test of Hypothesis Two

Ho: Language differences have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Hi: Language differences have a significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Language differences recorded a t-value of 2.923 and a probability value of 0.005 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that language differences have a significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Test of Hypothesis Three

Ho: Differences in norms have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Hi: Differences in norms have significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Differences in norms recorded a t-value of 2.562 and a probability value of 0.09 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that differences in norms have significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Test of Hypothesis Four

Ho: Differences in symbols have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Hi: Differences in symbols have significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Differences in symbols recorded a t-value of -1.232 and a probability value of 0.160 which is statistically insignificant. Therefore, we accept the null hypothesis and reject the alternative hypotheses which state that differences in symbols have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Test of Hypothesis Five

Ho: Religious differences have no significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Hi: Religious differences have significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

Religious differences recorded a t-value of 2.351 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that religious differences have significant positive effect on organizational productivity in multinational companies in South-East Nigeria.

CONCLUSION

This study examined religious differences in multinational companies in South East Nigeria and how it affects organizational performance. Data sourced from the employees of multinational companies in South East Nigeria were subjected to empirical analysis and the following became evident. The study found that language differences, differences in norm and religious differences have significant positive effect on organizational productivity while differences in symbol was found to have an insignificant negative effect on organizational productivity in multinational companies in South-East Nigeria. Based on the foregoing, the study concludes that cultural differences have significant positive effect on organizational productivity in multinational companies in South East Nigeria.

The study contends that the company needs to conduct a training on how on how to minimize communication barriers. A seminar on cultural diversity will also come in handy to curb the conflict that arises from diversity in ethnicity. Having language use policies will also minimize cases of employees feeling outcast when working with colleagues who speak the same language. Furthermore, Employees should also be made to understand that achieving unity despite cultural differences is the responsibility of

productivity in every member of the organization. In addition, there should be periodic evaluation of the strategies to ensure they are having the desired outcomes. When such strategies are properly and successfully implemented, the positive influence of cultural diversity will manifest and enable members of the organization to build relationships and acknowledge each other regardless of the differences of origin and background.

Also, organizations should endeavour to establish regular forums and educational programmes in which employees are trained to be sensitive to and appreciate cultural diversity, as well as in maintaining desirable organizational behaviour. It may also be necessary to regularly post motivational quotes and messages of cultural diversity on the organizations notice-boards. When organizations and employees are able to recognize the uniqueness of each employee, recognize that every employee matters and promote inclusion, the productivity benefits become increased.

REFERENCES

- Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Journal of Management and Organization Review*, (3), 335-371.
- Cannella, A. A., Park, J. H., & Lee, H. U. (2008). Top management team functional background diversity and firm performance: Examining the roles of team member colocation and Environmental Uncertainty. *Academy of Management Journal*, 51,768-784.
- Cox, T. (2004). *Cultural diversity in organizations: Theory, research and practice*. USA: Berrett-Koehler Publishers.
- Day, N. E. (2005). Religion in the workplace: Correlates and consequences of individual behavior. *Journal of management, spirituality & religion*, 2(1), 104-135.
- Ditomaso, N. (2004). Understanding the effects of workforce diversity on employment outcomes: A multidisciplinary and comprehensive framework. Paper presented at the annual meeting of the American Sociological Association, Hilton San Francisco and Renaissance. San Francisco. Emerald Group Publishing Limited. Retrieved from <http://www.allacademic.com>. International Journal of Academic Research
- Faranani Facilitation Sevcies Pty Ltd (2013). Culture and diversity in the workplace. A handbook
- Hawkins, D. I., Best, R. J. & Coney, K. A. (2004), *Consumer behaviour: Implications for marketing strategy*. Texas: Business Publications.
- Irina, M. (2017). The effects of cultural diversity on team performance: A comparison between the performance of monocultural teams and the performance of multicultural teams in tourism organizations. *International Journal of Academic Research in Business and Social Sciences*, 7(7), 207 – 218.
- Jehn, K. A., & Bezrukova, K. (2004). A field study of group diversity, workgroup context, and performance. *Journal of Organizational Behavior*, 25(6), 703-729
- Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., & Thomas, D. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human resource management*, 42(1), 3 - 21.
- Krakauer, E. L., Crenner, C. & Fox, K. (2002). Barriers to optimum end-of-life care for minority patients. *Journal of the American Geriatrics Society*, 50, 182 - 190.
- Kundu, S.C. (2001). Managing cross cultural diversity. *Delhi Business Review* 2, 2.
- Nwachukwu, C. C. (2009). *Human resource management*. Port Harcourt: Davidstones Publishers Ltd.
- Ojo, O.O. (2009). Organizational culture and corporate performance: Empirical evidence from Nigeria. *Journal of Business Systems Government and Ethics*, 1(2), 134 – 143.
- Powell, C., & Persico, J.E. (1995). *My American journey*. New York: Ballantine Books.
- Prokopenko, J. (2007). *Productivity management: A practical handbook*. Geneva: International Labour Office (ILO).

- Rubaii-Barrett, N. & Beck, A.C. (1993). Minorities in the majority: Implications for managing cultural diversity. *Public Personnel Management*, 22(4) 503-521.
- Shinnar, R. S., Giacomini, O. & Janssen, F. (2012). Entrepreneurship perceptions and intentions: The role of gender and culture. *Entrepreneurship Theory and Practice*. 1042-2587 Baylor University.
- Stahl, G. K., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of international business studies*, 41(4), 690-709.
- Ukachukwu, C.C., & Iheriohanma, E.B.J. (2013). The effect of cultural diversity on employee productivity in work organizations in Port Harcourt, Nigeria. *International Journal of Development and Management Review*, 8(1), 32 – 49.