

THE IMPACT OF CULTURAL DIVERSITY ON ORGANIZATIONAL PERFORMANCE OF SELECTED FROZEN FISH COMPANIES IN NIGERIA

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ABSTRACT

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

KEY WORDS: *Cultural diversity behavior, values and diversity, organizational performance.*

INTRODUCTION

Increasing globalization requires more interaction among people from diverse cultures and back grounds than ever before. People no longer live and work in an insular market place, they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, organizations need diversity to become more creative and open to change. Therefore maximizing and capitalizing on work place diversity has become an important issue for management today. Ewanlen, Ogendengbe & Rebman (2012), posit that the way of doing things in one culture may not always be the same in another country. Hence, what is good in one culture may be bad in another. Ewanlen et al (2012). Further asserts that cultural differences do affect managerial behaviour and practices such as planning, organizing, staffing and controlling. In line with this view Dasanyaka and Mahakalanda (2008) note that there is greater need to adapt to external and internal changes of organizational culture because it has become imperative today as the world is moving towards knowledge based economy. Cultural diversity has been defined as 'the representation, in one system of people with distinctly different group affiliations of cultural significance'. It has been studied in both laboratory and field setting. Laboratory studies grounded in the value in diversity perspective (Earley and Mosakowski, 2000). It could be seen from the previews discussion that cultural diversity (CD) is an increasingly important phenomena. Other researchers also point out that more studies within the field of diversity, from an organizational perspective, are

needed today (De los Reyes, 2000) unmanaged diversity in the work place might become an obstacle for achieving organizational goals. Therefore diversity can be perceived as a “double edge sword”.

OBJECTIVES OF THE STUDY

The main objective of the study is to examine the impact of cultural diversity on organizational performance in selected frozen fish companies in Nigeria.

While the specific objectives are to:

1. Assess the effect of employees behavior on cultural diversity in frozen fish industry in Nigeria.
2. Assess impact of cultural diversity on organizational performance.

REVIEW OF RELATED LITERATURE

BASIC DEFINITIONS AND CONCEPTS OF CULTURAL DIVERSITY

Diversity is a subjective phenomenon, created by group members themselves, who on the basis of their different social identities categorize other as similar or dissimilar (Maier, 2002). There is a definite trend towards definition of a multiplicity of diversity dimensions. Arredondo (2004) adds culture, social class and language to the primary dimensions, and health care belief and recreational interest to the secondary dimensions. She further adds a tertiary dimension, which encompasses historical moment experienced. In understanding that concept of cultural diversity, the authors start the discussion by defining what culture is. According to Varner and Beamer (2011) culture explains how people make sense of their world. This definition is much in line with Hofstede Stewart (2007) posit that one of the critical impacts of migration and globalization is the “dramatic increase in the opportunity and need to interact with people” who are diverse in culture. The thinking has changed on cultural diversity from being a “melting pot” to multiculturalism”, accepting it as an essential part of a society (Parvis, 2003). Hertzberg (2010) posit that cultural diversity 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 & 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. & Semovar (2009) “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 (Gundersen, 2008) Cultural diversity and organizational culture have impact on each other (Scott, 2001). Differences in cultural characteristics can predict team scores which can further be interpreted as an advantage of having ethnically different views for a team, resulting in increased problem solving and team performance. Many private firms have also manifested this kind of diversity, although a good number- especially the multi nationals and those that have adopted professionalism as a value hire purely on merit (Zgourides & Watson, 2002). While there have been a significant number of studies that have explored the effect of diversity at individual and group level, there is little theoretical guidance and a scarcity of empirical findings concerning the potentially beneficial impact of firm-level cultural diversity on organizational outcomes (Richard et al, 2007). Researchers have observed that diversity on a cultural context can influence organizational synergies, innovativeness, and effectiveness in implementation of technological programmes (Gomez-Mejia & Palich, 2015). Cultural diversity can further influence interpersonal dynamics within an organization. Interpersonal barriers rooted in cultural differences may impede the flow of information on a corporate wide basis. Cultural norms and practices may further influence the manner in which human resource programmes are implemented (Gomez-Mejia & Palich, 2015).

Table 1: Dimension of Diversity

Primary Dimension	Secondary Dimension	Tertiary Dimension
<ul style="list-style-type: none"> • Race • Ethnicity • Gender 	<ul style="list-style-type: none"> • Culture • Religion • Sexual orientation 	<ul style="list-style-type: none"> • Beliefs • Assumption • Perception

<ul style="list-style-type: none"> ● Age ● Disability 	<ul style="list-style-type: none"> ● Family status ● Education Language ● Nationality ● Economic status ● Political orientation ● Work experience 	<ul style="list-style-type: none"> ● Attitudes ● Feeling ● Values ● Norms
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Source: R. Rijamampinima T. Carmicheal, A Pragmatic and Holistic Approach to managing Diversity. Problem and perspectives in management 1/2005, P. 109.

Managing Cultural Diversity

Organizations that constitute of different cultures should build itself by acknowledging different values of the employees and incorporate it in all dimensions of it system (Kundu, 2001) it is observed that if the concept of cultural diversity is intrinsic in an organization's value system, the firms to tend to crate diversity environment. The senior management should drive the process of the management of diversity as a holistic institutional management strategy (Gwele, 2009).

These are five dimensions of managing cultural diversity from the views of different clusters of authors that have been identified by (Seymen 2006, P. 296-315).

- **Dimension 1:** Cultural diversity as a competitive advantage- The cluster that sees cultural diversity as being advantages believe that the diverse workforce could contribute to potential competitive advantage to the organization Seymen, 2006 & Ludlum (2012) posit that advantages of cultural diversity in workforce would bring long term corporate competitive advantage.
- **Dimension 2:** Cultural diversity as both positive and negative: Peppas & Gundersen, (2008) states that a mismanaged diversity would create psychological stress and failure in organization. This view sees cultural diversity as a difficulty rather than as a source of competitive advantage.
- **Dimension 3:** Cultural diversity dominated by organization culture: According to Seymen, (2006) organization could emphasize it through the process of recruitment of the employees to fit the collective organizational culture as individual value cannot be changed. Organizational culture should be seen as temporary in the process within the organization as national culture is view as permanent for a member of a nation.
- **Dimension 4:** Universal culture instead of cultural diversity: This view believe that some rules and laws can be applied to everyone everywhere.
- **Dimension 5:** Cultural diversity as a human resource program and its strategy: This view delegates the responsibility of managing diversity to the human resource department. It stresses on the importance of training program of multicultural workforce in organization. It states that training program, organizational behavior techniques and motivational program will help to achieve a common objective.

The Concept of Organizational Performance

The concept of "scientific management" by Fredric Taylor in the early twentieth century laid the foundation for the modern concept of organizational performance. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It is one of the most important variables in the field of management research today. Although the concept of organizational performance is very common in academic literature, its definition is not yet a universally accepted concept. (Gavrea, Ilies & Stegorean, 2011). Richard et al, (2006) view organizational performance as encompassing three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.), (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance (e.g. shareholder return), customer service, social responsibility, internal business processes & employee stewardship. (Richard et al, 2009). Daft, (2000) defines organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner; effectiveness being the degree to which the organization achieves a stated goal, and efficiency being the amount of resources used to achieve an organizational goal. (Allen, Dawson, Wheatley & White, 2007) noted that, when defining firm performance, it is important to consider a wide range or variety of organizational performance measures which include quality, productivity, market share, profitability, return on equity, customer base and overall firm performance. The term

performance was sometimes confused with productivity. Ricardo, (2001) explains that there is a difference between performance and productivity. Productivity being a ratio depicting the volume of work completed in a given amount of time. Performance being a broader indicator that could include productivity as well as quality, consistency and other factors. (Waiganjo, Mukulu & Kahiri, 2012) note that organizational performance may be measured in terms of its multiple objectives of profitability, employee satisfaction, productivity, growth among many other objectives. Advocates of the balanced score card performance management system have proposed a broader performance measurement approach that recognizes both the financial and non-financial measures including sales, profitability, return on investments, market share, customer base, product quality, innovation and company attractiveness. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, & employee stewardship. Khan & Khan, (2011) asserts that organizational performance depends on various factors including the contributions of human resource capital. This is because human resource in an organization plays an important role in the growth and organizational performance. (Abu-Jarad, Yusuf & Nikbil, 2010) noted that although many studies have found that different organizations tend to emphasize on different objectives, literature suggests that financial profitability and growth are the most common measures of organizational performance. Richard et al, (2009) explains that organizational performance comprises of the actual output or results of an organization as measured against its intended outputs (goals & objectives). Kunze, (2013), has defined organizational performance as consisting of both organizational and operational dimensions of performance. Operational performance being measured in terms of employee productivity (ratio of sales/to number of employees) as well as employee retention and fluctuation. Research on performance has gone through many phases in the last decades. Initially, they were focused mostly on financial indicators but with time, the complexity of the performance measurement system increased by using both financial and non-financial indicators (Gavrea et al, 2011). Many actions taken by firms do not seem to affect their financial performance much which has led scholars to widen the definition of firm performance to include corporate social performance (Brammer & Millington, 2008; David, Bloom & Hillm)

Impact of Cultural Diversity on Organizational Performance

Brooks (2006) state that cultural diversity management practices enable the managerial ability to analyze organizational behavior Ojo (2009) emphasizes the impact of culture on organizational performance. He posit that culture empowers employees and drives the organization toward superior performance. Aluko (2003) point that cultural diversity management practices influence organizational performance. He suggest that the reliability of cross-culture and organizational performance encourages the determinants of organizational performance. Aluko, (2003) contend that one of the relevant determinants of organizational performance is employees behaviours such as the family background, beliefs and religion, values, attitudes and the perception of work and commitment to work. Mcshane and Glinow (2005) observe that cultural diversity management practices help employees to understand organizational event, and employees can communicate more efficiently and effectively which enhance level of cooperation with each other because they share common goals, ideas and realities.

Cultural Diversity in Nigeria

Culture is 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). The culture of Nigeria (with a population of 167 million according to NPC August, 2012) is shaped by her multiple ethnic groups, which are over 500, each speaking its own language, although some may not necessarily speak the language identified with their ethnic groups. The ethnic, cultural and economic variations and long years of intermingling among the various groups have combined to produce very rich cultures and art forms which form the heritage of modern Nigeria (Nzemeke & Erhagbe, 1997). A nation with diverse ethnic groups and thus cultural diversity would indubitably face difficulties in formulating, articulating and implementing strategies that would be acceptable to its vast constituency. That notwithstanding, development initiatives must pay serious attention to this issue because failure to address diversity can jeopardize such efforts (Mbakogu, 2002). Cultural disharmony in Nigeria exists in form of tribalism, nepotism and has given rise to the constant struggle for the national cake. It is more of an issue of religious incompatibility with social consequences. Indeed, religion and ethnicity more than gender inequality separate people in Nigeria. The 2010s census of Association of Religion Data Archives reported that 46.5 percent of Nigerian total population is Christian, slightly bigger than the Muslim population of 45.5 percent, and that 7.7 percent are members of other religious groups. While Muslims can be found in all parts of Nigeria, they are most prevalent in the north of the country among the Hausas and Yoruba's. Christianity, on the other hand is dominant in the south. Its adherents are mostly Igbos and Yoruba too. The lack of cultural

integration hinges on the determination of faithful to protect, preserve and propagate their belief system at all costs and beyond existing boundaries. This constitutes the bane of our national development. The nation's constitution which should be an instrument of agreement and integration by its provisions has failed to create the anticipated ambiance of congeniality.

Theoretical Framework

A number of theories have been developed to explain the pattern of Diversity and organizational performance of multinational corporations. The researcher found these theories applicable to the research:

Blau's Theory of Heterogeneity

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. According to (Blau, 1977), 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, Blau asserts that 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.

Social Categorization Theory

Social-categorization theory, by (Turner, 1987) suggests that people belong to many different social groups (e.g. nation, employer, or school). It predicts that individuals sort themselves into identity groups based upon salient characteristics and that they act in concert with their categories and favour contexts that affirm group identity (Hogg & Terry, 2000). In consequence, dissimilar individuals are less likely to collaborate with one another compared to similar individuals. In this way, social categorization may disrupt elaboration of task-relevant information because of possible biases towards in-group members and negative biases towards out-group members. (Knippenberg, Kleef & De-Dreu, 2007). This is a theory of the self, group processes, and social cognition (Turner et al., 1987) which emerged from research on social identity theory. It is concerned with variation in self-categorization (in the level, content, and meaning of self-categories. It focuses on the distinction between personal and social identity. Social-categorization theory seeks to show how the emergent, higher-order processes of group behavior can be explained in terms of a shift in self-perception from self-categorization in terms of personal identity to self-categorization in terms of social identity.

Similarity/ Attraction Theory

Byrne's, (1970) theory of effect and attraction assumes that one's evaluation of another is the result of reinforcement associated with the other. Similarity/attraction theory posits that people like and are attracted to others who are similar, rather than dissimilar, to themselves; "birds of a feather," the adage goes, "flock together." Social scientific research has provided considerable support for tenets of the theory since the mid-1900s. The theory provides a parsimonious explanatory and predictive framework for examining how and why people are attracted to and influenced by others in their social worlds. In addition to people's inclinations to be attracted to

those who share similar attitudes, people are also attracted to others who manifest personality characteristics that are similar to their own. (Byrne, 1971). Various researchers from a variety of fields such as marketing, political science, social psychology, and sociology have supported the assumptions of similarity/attraction theory. In addition, interactions that may be perceived to be discriminatory on the basis of religion, ethnicity, age, and gender may lead to harmful and negative effects on team cohesiveness (Triana, Garcia & Colella, 2010). The argument is that people of similar religious background, ethnicity, age group, and gender may tend to prefer to work together due to their common characteristics thus enhancing group cohesiveness and performance.

Resource Based View Theory

Resource Based View (RBV) Theory views organizations as consisting of a variety of resources generally including four categories viz; physical capital, financial capital, human capital, and corporate capital, (Barney & Clark, 2007). The attributes of resources held by firms can contribute and determine their level of performance (Yang & Konrad, 2013). Resources that allow a firm to implement its strategies are viewed as valuable and can be a source of competitive parity Barney & Clark D, (2007). Resources that are viewed as valuable and rare can be a source of competitive advantage. Those that are valuable, rare, and inimitable can be a source of sustained

competitive advantage (Barney & Clark, 2007). Moreover, to achieve a sustained competitive advantage, a firm needs to have the ability to fully exploit the potential and stock of its valuable, rare, and inimitable resources. Such ability and potential often resides in the diverse characteristics of its workforce. Barney (1986, 1991) summarized four empirical indicators of the potential of firm resources to generate sustained competitive advantage in a VRIN model signifying V=Valuable, R=Rare, I=Imperfectly Imitable and N=(Non) – Substitutability. The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile, Peteraf, (1995). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. Barney, (1991). If these conditions hold, the bundle of resources can sustain the firm's above average returns. The VRIO and VRIN model also constitutes a part of RBV. Considering diversity as resources to organizations can therefore be supported by the resource based view theory.

Strategic Choice Theory

Strategic-choice theorists argue that top executives make decisions that influence organizational outcomes and performance. (Roberson & Park, 2007) stated that low to moderate levels of leader racial diversity may weaken strategic decision making through decreased communication and increased conflict among organizational leaders, thus negatively influencing firm performance. Effective strategic choice requires the exercise of power and that organizational actors possess the discretion to act in their own free will. Thus, CEOs are assumed to have substantial leeway in shaping their organizations (Finkelstein & Hambrick, 1996). The argument that demographic diversity is assumed to be associated with cognitive abilities that expand a team's informational resources and enhances its problem solving capacity was advanced by (Dutton & Duncan, 1987). Thus, within the context of top management teams, diversity broadens the range of cognitive perspectives needed to recognize strategic opportunities and consider various strategic choices or alternatives (Wiersma & Bartel 1992). Strategic choice theory could therefore support the principles and tenets of integrating workforce diversity in all levels of an organization for optimum results

In line with the discussion above, we therefore formulate hypothesis H2: Cultural diversity has a significant on organizational performance.

Methodology

The study adopted quantitative approach, through administration of structured questionnaires. As stratified random sampling technique was used to select the fifty (50) respondents consist of management staff from various organization drawn from different tribes in the six (6) geopolitical zone in Nigeria. The questionnaire prepared in Likert scale from comprise of a total of 4 questions, 2 from each sections relating to the objective of the study. The statistical instrument employed for objective of the study. The statistical instrument employed for testing the hypothesis formulated is the Analysis of variance (ANOVA). The decision rule is that we accept the hypothesis if the f-statistic value is calculated is greater than the critical value (from the ANOVA destruction table) is greater than the critical value which is 1.53 at 50% significant level and a degree of freedom of 49, otherwise we reject the hypothesis.

Analysis, Interpretation and Test of Hypothesis

Table 1: Effect of employee's behaviour on cultural diversity in selected frozen fish company in Nigeria

QUESTIONS	SA (%)	A (%)	N (%)	D (%)	SD (%)	TOTAL (%)
Unethical, aggressive or arrogant behaviour on the part of employees is translated as an attributed to the whole organization	30 (60)	14 (28)	2 (4)	2 (4)	2 (4)	50 (100)
Employees must identify personally with the defined organizational culture	27 (54)	18 (36)	3 (6)	2 (4)	- (-)	50 (100)

Source: Field Survey 2017

It was observe that a total of 44 respondents representing 88% agree that unethical, aggressive or arrogant behavior on the part of employees is translated as an attributed to the whole organization with only 2 respondents representing 4% were neutral, the remaining 4 respondents representing 8% disagree. Moreso, 45 respondents representing 90% agree that employees must identify personally with the defined organizational

culture, 3 respondents representing 6% were neutral to this opinion while 2 respondents representing 4% disagree.

Test of Hypotheses

Test of Hypothesis one

a. Hypothesis formulation

H1: Employees Behaviour has significant effect on cultural diversity management

b. Test statistic is 38.4571 (see appendix 11 for ANOVA Result)

c. Since the F-value is 38.4571 and the critical value is 1.53, following our decision rule, we therefore accept the hypothesis meaning that employees behavior has significant effect on cultural diversity management.

TABLE 2 IMPACT OF CULTURAL DIVERSITY ON ORGANIZATIONAL PERFORMANCE IN SELECTED FROZEN FISH INDUSTRY IN NIGERIA

QUESTIONS	SA (%)	A (%)	N (%)	D (%)	SD (%)	TOTAL (%)
Employees behaviour determines organizational performance	25 (50)	15 (30)	4 (8)	3 (6)	3 (6)	50 (100)
Family background, beliefs and religion values, attitudes and perception of work, commitment to work, norms have positive influence on workers	32 (64)	9 (18)	3 (6)	3 (6)	3 (6)	50 (100)

Field survey 2017

Table 2 examines respondents perception about the impact of culture on organizational performance, a total of 40 respondents representing 80% agree to this statement that employees behavior determines organizational performance while 4 respondents were neutral, 6 respondents representing 12% disagree.

A total of 41 respondents representing 82% agree that family background, belief and religion values, attitudes and perception of work, commitment to work, norms have positive influence on workers. 3 respondents were neutral to this assertion while the remaining 6 respondents representing 12% disagree.

Test of hypothesis two

a. Hypothesis formulation

H1: Cultural diversity have significant impact on organizational performance.

b. Test statistic is 21.6429 (see appendix II for ANOVA Result)

c. The F-value is 21.6429 and the critical value is 1.53, following our decision rule, we therefore accept the hypothesis indicating that culture has positive impact on organizational behavior.

CONCLUSION

A diverse workforce is a reflection of a changing world and market place from the result of findings, this paper concluded that cultural diversity have significant effect on organizational performance in frozen fish industry in Nigeria. Responses raised by respondents were of the agreed and strongly agreed views have the highest scores with the highest percentage recorded. Management tools in a diverse workforce should be used to educate everyone about cultural diversity and its issues, including laws and regulations. Most work place are made up of diverse cultures, so organizations need to learn how to adapt to be successful. From the study, companies are recommend to include cultural diverse people in their organization. It can be seen that there are some challenges that this could bring companies but the benefits are higher than the problems If challenges are managed well. Secondly, it is equally important to enhance and integrate benefits of diversity while trying to minimize the challenges of it. Furthermore, it is important to be very clear in communication in order to avoid misunderstandings; this could be done through implementing an open door policy at the company. Further, research should provide insight into the influence of cultural diversity on organizational performance of other industry and sectors in Nigeria because the results of these findings only focus on the fishing industry in Nigeria.

The relationship between positive and negative effect of cultural diversity needs to be studied in relation to which national cultures represented in the organization. Further studies could include this possible phenomenon to see the outcome of cultural diversity in reality.

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