

## Workplace Diversity and Organisational Performance in Selected Distilleries Firms in Southwest, Nigeria

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**Abstract:** the increasing effect orchestrated by the advent of globalisation has necessitated more forms of interactions from individuals from different background, culture, and sexual orientations. On a broader term, corporate organisations globally now prioritises being more culturally diverse, and high level of multiculturalism in their workforces. This is due to the distinction reflected herein as compared to what was in vogue during the traditional era of work. In this regard, an investigation from the nigerian perspective become necessary; therefore, this study analysed workplace diversity from the paradigm of organisational performance using selected distilleries firms in ogun state, which is one of the long-standing commercial hubs in nigeria. The theories, which underpinned this study, were similarity/attraction theory and social identity theory. The study population was seven hundred and forty-two personnel from five (5) selected firms and a sampling frame of two hundred and forty-nine (249) employees was drawn using the multistage sampling approach. It was revealed in the findings that cultural diversity has an effect on adaptive performance ( $r^2=0.931<0.5$ ) and age diversity significantly share a nexus with task performance ( $r^2 = 0.812, < 0.05$ ). The study concluded that the practicing diversity is a catalyst for enhancing a strong relationship among employees within an organization. As it affords them become more proactive and improve their creativity and skills. Thus, study recommended that management of distilleries firms in south-western nigeria should develop structures that are supportive in the facilitation of managing diversity through the engagement of melting pot pattern.

**Keywords:** Adaptive Performance, Age Diversity, Cultural Diversity, Task Performance, Workplace Diversity

### Introduction

Employees are the lifeblood of every organisation; and as such their performance contributes significantly and immensely to the growth of the organisation. Because the advent of globalisation characterised by the presence of information, communication and technology have made it possible for global economies to bring people closer from all over the globe. As a result of this, educational institutions or systems, organisations, and other entities are now embarking on seeking new avenues in better serving their constituents. This means, ability of organisations to be able to attract and retain workers based on merit across borders. In recent times, focus and attention have drifted from discussions hinged on managing diversity to the process of leveraging on diversity via the usage of practices aimed at making management takes steps towards adopting policies bordering on capitalising on diversity as a tool for attaining optimal performance (Miller & Katz, 2022). According to Daniel (2021) initiative in diversity are being adopted on a daily basis and over 85% of management no longer viewed diversity as a choice but a crucial mechanism necessary for

strengthening business operations; all of which are imperative and crucial to employees performance.

According to Ortlieb and Sieben, (2019) they opined that in view of increasing diversity in the workforce, inclusion became a new paradigm and scope. Singal (2019) alluded that diversity is an important social activities which is desired by management in the process of involvement; the scholar stressed further that the science of managing diversity and its effect on employee and workplace behaviour have received little cognizance as results and findings of previous studies which have overtime examined these variables still remain inconsistent. The significance of diversity in the workplace became evident in few organisations in Nigeria but overtime, discourse and discussions on diversity management transcend beyond the ordinary as it continues to gain more traction in the world of work (Oswick & Noon, 2015; Biggs (2017). This transition became necessary due to the fact that in previous time, the focus of diversity is premised on employees features and characteristics; hence, a need for a stronger construct which birthed the concept of inclusion and equity which on the contrary examines the behaviour of the organisations in the area of its culture, climate and queries if employees coming from different walks of life and background are fully

accepted and integrated and rewarded equally by management.

Organisational performance symbolises the degree of tasks accomplishment embedded in the description of employees' jobs and duties at work (Patiraja & Bhau, 2017). Employee performance can as well be termed as the relevant activities of a job, which is anticipated from an employee in order to sufficiently examine how well such activities are, executed (Calvin, 2018). In the opinion of Pravin, (2019), he bared that employees performance implies the decomposed usage of employees which is measured in the area of their achievement, commitment, meeting deadlines, quality of delivery, responsibility and operational efficiency, attitude to work (positive or negative) and excellent pattern of work. Shahzadi and Javed (2014) also posited that Organisational performance involves the quantity, quality of output, work pattern and presence, facilitative mode, nature, usefulness and timely delivery.

Conclusively, Nigeria, the most populous country in Africa with over two hundred million in population in which more than half of this population within the working age bracket; thus, managers and employers of modern organisations are usually confronted with a critical problem of managing diversity in the work place. Such a nation with various ethnic backgrounds and languages, as well as diverse cultural and religious backgrounds, work diversity becomes an utmost important dilemma to managers and employers as it will be important to understand the reasons why employees behave towards each other as individuals and as groups in the way they in their duty posts and how these behaviours will affect the overall organisational performance. Thus, opportunities and challenges of work diversity for organisations as well as the strategies to be employed by managers towards ensuring that corporate and organisational performance reaches optimal level and such pace is sustained continually. Diversity management issues are gaining traction among twenty-first century organisations and it is paramount that proactive measures are employed in its investigation in order to be addressed adequately and appropriately. Based on the above statements, this study investigated workplace diversity on organisational performance in selected Distilleries Firms in Southwest, Nigeria with variables such as age and cultural diversity as indicators of workplace diversity and task performance and adaptive performance were employed as dimensions for measuring organisational performance.

## Statement of the Problem

The world's increasing globalisation needs more interaction between people from diverse cultures, thinking, and backgrounds than in the past (Green,

López, Wysocki & Kepner, 2020). Considering that the world economy is now globalised and more culturally diverse, these multicultural work forces are making work environment different from traditional ones (Mazur, 2017). Thomas and Gabarro, (2018) pointed out that corporate competence counts more than ever, and today's non-hierarchical, flexible and collaborative management requires an increase in tolerance for individuality, irrespective of their clan or group. The question is not, therefore, one of accepting that individuals are different but creating an atmosphere of inclusion and making a commitment to valuing diversity. Management should actively manage and value workforce diversity because if designed and implemented properly, effective diversity management practices can support key organisational development initiatives (Scott & Byrd, 2019).

The potential lies in the people's creativity, work ethics, education, and entrepreneurial and adaptive skills based on human resource practices of well-qualified and flexible personnel for effective competition in the global economy. This can only be achieved through effective management of organisations as the main source of future labour force because they account for 80 percent of the total environment where production activities take place (Torrington, Hall & Taylor, 2015). Despite government legislations that have been put in place to ensure workforce diversity in private establishments, questions have been raised regarding workforce diversity in so many Nigerian organisations. In a report presented by Williams and O'Reilly, (2018), indicated that most of Nigerian organisations still have major issues relating to age, ethnic, regional, educational and racial inclusion, which always have an effect of both adaptive and task performance of individuals. Therefore, there is need for these organisations to rapidly adopt workforce diversity management practices in the context of their organisational culture to achieve this objective. Arguments stemming from the above discussions necessitated the studying of selected Distilleries firms in the Southwestern region of Nigeria. This constitutes a gap as majority of studies only focus on one or two firms.

## Research Questions

- i. What is the effect of cultural diversity on adaptive performance in selected Distilleries firms in Southwest, Nigeria?
- ii. Is there any relationship between age diversity and task performance selected Distilleries firms in Southwest, Nigeria?

## Objectives of the Study

The general objective of this study was to examine the effect of workplace diversity on organisational performance selected distilleries firms in southwest, Nigeria. The specific objectives were:

- i. To examine the effect of cultural diversity, on adaptive performance in selected distilleries firms in southwest, Nigeria.
- ii. To examine the relationship between age diversity among employees and their task performance in selected distilleries firms in southwest, Nigeria.

## Concept of Diversity

Diversity management has become a crucial and a significant point of illustration; it is also a very vital topic in discussing what the 21st century is composed of. Management of diverse workforce and group has continuously gained prominent and created interest among both academics and practitioners in the human resource management parlance for more than four decades. However, in recent times, interest and focus has drifted from diversity management, which over the years implies solving challenges associated and linked with the problems and challenges or difference of individual to inclusion, which is the process of promoting and integrating value inherent in diversity (Nishii, 2019). Inclusion creates an appeal for a positive stance whose focus is about the appreciating and valuing individual differences (Ferdman & Deane, 2017), and the group being targeted in this regard is the individuals irrespective of their clan or status.

Diversity as a concept has been categorised onto three folds, which are primary, secondary and tertiary diversity Olanipekun & Oderinde, (2023). Primary diversity includes constructs such as age, race with variable amount of impact such as language. The profound characteristics inherent in the race, age, ethnicity, gender and disability are among the dimensions of primary compositions. Constructs such as sexual preference, ethnicity, community, status of an economic, family status, experience(s) on the job, political orientation, style of thought/thinking, preference on sexuality and so on all of which represents the secondary dimensions of diversity management. The final dimension known as the tertiary dimension comprised of elements such as Beliefs, assumptions, and perceptions are among the tertiary dimensions (Coats, Goodwin & Bangs, 2018). Diversity means the peaceful co-existence between and among people from numerous social, cultural, and racial inclinations working in an organisation (Agbim, 2019). Diversity also means the differences between individuals on their attributes (Carstens & De Kock,

2017). The workforce diversity creates many benefits as well as challenges because diversity increases the work performance contradictions because of human inconsistency issues (Case, Henkens, Schippers, & Wang, 2015).

## Age Diversity

Age group of employees reflects the reason for their behaving differently in a working relationship (Bal & Smit, 2012). The demographic changes have increased the age diversity in the working class, and it is difficult to answer whether age diversity is a positive or negative sign (Ries et al., 2013). Wegge et al. (2012) in their investigation concluded that mixed-age teams have advantages and disadvantages as well. There are different dimensions of diversity though; age, competition, gender, and national source are often considered to be evaluated. However, this study operationalized the age diversification (old and young employees) in the meanings of diversity. Age diversity reflects the variations among an organization's groups concerning age and can be hypothesized as inconsistencies or disparities based on different characteristics (Hausknecht, Hiller & Vance, 2018). Many recent studies explicitly light on age as a source of diverse processes and their effects on the organisation (Richard, Devinney, Yip & Johnson, (2019).

## Cultural Diversity

Cultural diversity refers to the reality of co-existing of systems such as arts, beliefs, customs, morals, diverse knowledge, abilities, religions, languages, genders, ethnicities, races, disabilities, sexual orientation and so forth with an open-ended term (Omosanya & Olanipekun, (2023). It also typifies the way and manner by which people react or respond to this reality by choosing to co-exist and live together with this reality. It is identified that diversity is a complex concept (Nkomo & Taylor, 2019) which might be difficult to grasp because of its wide definitions. In order to gain more structure to this concept the authors are further going to view diversity through Loden and Rosener's (2018) division of the concept into two categories; primary dimensions and secondary dimensions.

They explain the primary dimensions as the unchangeable differences that are inborn and have an important impact on our development in early socialization as well as for our ongoing life (Loden & Rosener, 2018). These would include age, gender, ethnicity, physical features, race and sexual orientation. The secondary dimensions are explained as things that can be changed, such as education, geographic location, income, marital status and religious beliefs. These authors emphasised that these two dimensions are both very

important to how people relate to others and see the world (Loden & Rosener, 2018).

The concept of cultural diversity also generate conflicts in terms of misunderstanding, miscommunication which brings about increased tension and causes lack of cohesion; thus, result into poor commitment; all of which have negative effects on the performance of an organization (Adler and Gundersen, 2018). Hence, how organisations perceive the advantages and disadvantages of cultural diversity in their day-to-day operation differs. Similarly, the views on cultural diversity and effective management of an organisation's workforce are dispersed and make it difficult to find a common accepted model of cultural diversity management (Seymen, 2016). The dominant reason accounting for the contrasting perception from different authors on this topic is that; as some scholars examine considering cultural diversity as being a beneficial tool; it is viewed by some as a potential source of challenges which is hard to curtail (Seymen, 2016). This obviously affects how cultural diversity is viewed upon and managed in many organizations (Stevens & Ogunji, 2019).

### **Organisational Performance**

This is a multi-dimensional and a complex construct in the business parlance. Organisational performance denotes a phenomenon which comprises the results of an organisation in terms of its output which can be evaluated, measured and examined against a conscious and deliberated goals, output or objectives (Gavrea, Ilies & Stegorean, 2019). The performance of an organization involves three core areas associated with and within the organization; these are financial performance which can be measured in terms of "profits and return on investments", product/service market performance which can be evaluated from the view point of sales and market share values and shareholders' return which are measured through economic value added and total shareholder etc. (Iqbal, Anwar & Haider, 2018). Performance from the paradigm of the organisation has been perceived as the most crucial point of concern for every management, be it profit or non-profit organisation. It has been very important for managers to examine performance so as to fully take responsibility towards the initiating the right step to gain competitive advantage. In explaining organisational performance as a concept, organisational researchers have variety of opinions; thereby, making performance a continuous contentious issue in both human resource management and organisational behaviour parlance (Ittner & Larcker, 2021).

### **Task performance**

Task performance can be accentuated to imply the effectiveness in which a job serves as an activities that are performed with the aim of contributing to the organisation's overall technical goals either comprehensively or by implementing a part of its technological operations and procedures, or by providing it indirectly with materials which are needed or necessary for services (Pradhan & Jena, 2020). Task performance can be viewed to infer a form of understanding that exists under a contractual employment between the employee and management (employer) towards performing an assigned task (Pravin, 2019). Leung, (2021) defined task performance as the fulfillment of an employee's efficiency in properly discharging of his/her duties and responsibilities of the relevant role ingrained in the description. Furthermore, task performance explains the efficiently and effectiveness of the employees while fulfilling responsibilities for which they are employed for. Task performance signifies the direct and indirect contribution of the employees to all organisational activities including the production process of such organisation. Analytical inference from the perspective of the employees, task performance refers connotes expected, rewarded and evaluated actions (Leung, 2021).

### **Adaptive performance**

There has been no consensus on the explanations of adaptive performance. Besides being tagged performance adaptation which connotes an adaptive exercise. Scholars such as Jundt, Shoss and Huang, (2019) referred to adaptive performance as behaviour, while others described it as a form of ability and willingness to adapt. According to Heinze and Heinze, (2020) adaptive performance has been comprehensively described as employees' individual and groups' abilities in changing the behaviours and cognitive scope in adapting to changing surroundings or environments of work while Dierdorff and Jensen, (2018) viewed adaptive performance as the modification of behaviour towards meeting the demand of new events and situations of a changing environment.

Gordon et al, (2018) explained that adaptive performance is always aimed at the maintenance of performance levels while minimising performance decrease resulting from environmental changes. These authors argued further that strengthening adaptive performance requires both changes at interpersonal and organisational levels in achieving set objectives. Adaptive performance from the organisational perspective implies the capabilities of the organisations to adapt to a rapidly changing environment and situations in the area of problem solving arising from uncertainties, learning and incorporating of new tasks, process and procedures as well as physical, cultural and interpersonal

adaptability. Adaptive performance has been distinguished from task proficiency and proactivity (Griffin, Parker & Mason, 2019), with the former describing behaviours that are not formalised nor embedded within a social context, and the latter with anticipatory, self-directed behaviours intended to achieving organisational desired outcomes.

## **Cultural Diversity and Adaptive Performance**

Culture is referred to as the total way of life of a people in a given geographical scope. Likewise in the organisation, the organisational culture stems from the model of operation and behavior of the people who make up the structure of that organisation. The sum total of religious, ethnic, racial, linguistic, gender, age and other socioeconomic factors and values that shape an individual are known as cultural background. In other words, cultural background can implies those features of culture that are evident and can be observed in an individual or a group of people (Adler & Gundersen, 2018).

Cultural diversity as a component of diversity has received significant recognition both globally and locally in this contemporary moment and it has gained traction in majority of organisational settings. The diverse nature of the organisation has brought about interculturalism by means of interactions that evolve within the organisation structure which undermines the influence of individual interest in being an acquaintance with another person who is from another different cultural background. Given this situation, it becomes significant daily interact with different people from diverse background at work, social or/and educational institutions (Seymen, 2016).

Conceptualising cultural diversity as a ‘melting pot’ is gradually fading away and multiculturalism is setting in and dominating the front burner, as it has been associated as an essential part of every organisation and society (Parvis, 2019). This go to enunciate that all organisations are increasingly requiring internationally workforce with different cultural setting who has the ability to manage the cultural diversity that account for major success in the future of the organisation (Stewart, 2017). Irrespective of an organisation capability and strength, the potential opportunities and benefits that could be utilized from different cultural presence in the organisation are high. Globalisation and its expansion and growth requires organisation’s capability to be more open and accommodative to a heterogeneous working environment. Organisations that are effective in managing the different cultural background and integrating a heterogeneous cultural measure towards its employees succeed with well-

deserved competitive edge than those that do not (Stevens & Ogunji, 2019). Differences in people’s values, attitudes, and behaviour that are grounded from diverse culture influence how managerial events are viewed in an organisation (Adler and Gundersen, 2018).

**H01:** Cultural diversity has no significant effect on adaptive performance among employees in selected Distilleries Firms in Southwest, Nigeria.

**H11:** Cultural diversity positively influences adaptive performance among employees in selected Distilleries Firms in Southwest, Nigeria.

## **Age Diversity and Task Performance**

In recent times, many organisations and their management are not utilizing the talents of their old employees in a judicious manner based on the assumptions and stereotypical claims that they are expensive and are prone to having greater health challenges which can pose additional costs on the organisation. Also, claims are made that these old crop of employees cannot adapt to changing and dynamic environmental conditions, cannot comprehend or cope with newly built technologies, and their performance will be below expectations as compared with their younger counterparts and they won’t yield good return on investments (McGregor and Gray, 2018).

Studies by Carstensen and Hartel, (2016) and Mata, Josef, Samanez-Larkin, and Hertwig, (2019) submitted that older people are more risk averse as compared to the younger people and while other scholars view is at variance with this submission and do not conform to this result. Peeters and vanEmmerik, (2018) also bared that due to the difficulty of multi-tasking by older employees due to old age, older employees are most likely to have greater autonomy, control and flexibility on the job and won’t a subscriber of tight deadlines (Shultz, Crimmins & Fisher, 2019). Thus, they will get easily exhausted, if they are not given organisational or managerial support (Peeters and vanEmmerik, 2018).

**H02:** There is no significant relationship between age diversity among employees and their task performance in selected Distilleries Firms in Southwest, Nigeria.

**H12:** Age diversity among employees is positively associated with their task performance in selected Distilleries Firms in Southwest, Nigeria.

## **Theoretical Review**

According to Vogt, (2005), theories are statements which provides explanations on the workability of

certain phenomena; also, theory can be described as an analytical body and tool which assist in resourcefully developing a field and providing the necessity towards the application of theories is proffering solution to real world scenario (Gelso, 2006). This study was anchored on the similarity-attraction theory by Berscheid and Walster (1969) and Social Identity Theory by (Tajfel, 1978; Tajfel & Turner, 1979).

## Social Identity Theory

Social Identity Theory was postulated by Tajfel, (1978); Tajfel & Turner, (1979); the theory assists in predicting certain intergroup behaviours on the basis of perceived group status differences, the perceived legitimacy and stability of those status differences, and the perceived ability to move from one group to another. The philosophy of this theory is that social groups are used by individuals in defining their diverse identities and such identifications aims at protecting and bolstering self-identity. Establishing group identities revolves around both the process of categorising individual's in-group vis-à-vis and out group and the probability or tendency of viewing one's own group with a positive or subjective bias on the out group. The outcome of this presents a form of identification with identity based on collective, depersonalised group anchored on positivism (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). This theory from another gives a critical analysis and explanation as to why diversity may have a negative outcome if not well coordinated. The theory suggests that when employees first come into contact with other colleagues, such are categorised as belonging to a particular group which is regarded as the in-group e.g., the same group as them or an out-group meaning that such colleague(s) does not belong to our group (Tajfel, 1974); Tajfel & Turner, 1985).

## Similarity/Attraction Theory

This theory posited that people are alike and are also attracted to others with similar, rather than dissimilar, to themselves; it validates the assertion which implies that "birds of a feather," the "flock together." Social scientific research has overtime provided considerable support for the significant role played by similarity and attraction of attitudes. According to Berscheid and Walster (1969); Donn (1971) on a general note, people are majorly attracted to other persons who share semblance and similar attitudes. In addition, the tenets of this theory hold that people with similar attitudes which are important have greater tendency of attracting each other than individuals who share less important attitudes and behaviours.

In addition to individual's inclinations in being attracted to those whose attitudes are very similar.

People are also attracted to other persons who share the same characteristics with them in the aspect of conscientiousness, self-esteem, shyness, and optimism. Individuals may associate themselves with others who certainly share homogenous features and personalities with them. Whereas, partners in marital contracts and agreement share large amount of opinions and personalities unlike others who are just pairs randomly assigned (Berscheid & Walster, 1969; Byrne 1971).

## Empirical Review

### Cultural Diversity and Adaptive Performance

Iheriohanma and Ukachukwu (2018) carried out a study entitled: cultural diversity management strategies and organizational adaptive performance in the food and beverage industries in Lagos State, Nigeria. Their specific objective was to find out employee productivity in work organizations in Lagos State. Four hundred (400) employees from top three companies in the food and beverages industries in Lagos was used as the population of the study and the descriptive survey was employed through a structured questionnaire. Correlation analysis and linear regression served as the statistical tools for the study. Findings presented by the study revealed that a significant nexus was found between the management of cultural diversity and adaptive style of organizational performance with a statistical output of p value (0.926) which was against the ( $p < .005$ ). This result reflected that adequate management of cultural diversity can enhance the adaptive nature on organisations in relations to their degree of performance.

Study by Ozoigbo and Chukuezi, (2016) evaluated the effect of cultural diversity and organisational performance through adaptive measures into new environment and trends. The study concludes that cultural diversity speaks to both a test and an open door for business and corporate element. In addition a growing number of progressive organizations are realizing the needs for valuing diversity in the organization, so as to ensure strategic utilization of human resources for the accomplishment of strategic goals. The study recommended that Managers need to communicate more to employees, to give the workers the room to confide in them with their challenges. Managers should also be prepared to change some part of their company techniques when the diversity management techniques adopted are not working effectively but before doing so, the vision for the change must be communicated effectively to the employees. Moreover, managers should adopt some change management principles to guide them on the decision making of the change.

Dike and Dein, (2013) conducted a study on the relationship between cultural diversity and organizational performance among employees of selected steel industries in Finland. The study objective was to examine the relationship which exists among employees in the selected sector. This study involved a population of one thousand and thirty-five (1035) employees and a sample size of one hundred and twenty six (126) were randomly selected. The study adopted a descriptive research design and the statistical tool was used for data analysis in the study was ANOVA. The result showed that a significant relationship was found between diversity and organizational adaptive performance with ANOVA output of ( $p = 0.05$ ) as against  $p (0.05)$  level of significant. The investigation found that diversity from the cultural dimension was a factor to use in improving diversity management issues in the organization, because it helps to eliminate discrimination issues in the organisation.

### Age Diversity and Task Performance

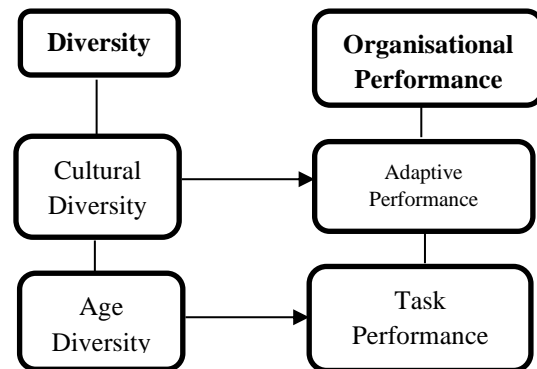
Study by Darwin (2019) which examined age diversity from the angle of task performance in selected organisations in Los Angeles, finding revealed that diversity in age is vital as provides strategic capabilities which adds value to an organisation and provides greater avenue and flexibility towards competitiveness. It was further stressed that another way in which age diversity affect task performance is that it facilitates creativity of individuals and allows for innovative means for task execution. Findings from this study validated other studies in the eastern part of Asia whose submissions brought to the fore that age diversity associates more with creatively performing tasks.

Study conducted by Rowland and Simons (2017) which through a meta-analysis investigated age diversity and its constituents using different perspectives, knowledge and skills that enhance and how these can be engaged in experimenting the creativity and innovative nature of individuals for organisational performance enhancement among selected Tech Companies in North Cyprus. Findings from this study presented that different age group possess innovative and creative ideas which complement each other and assist in increasing organisational innovativeness; thus, fostering age-heterogeneous organisations.

Felman and Ng (2016) conducted an investigation using bivariate analysis in assessing the relationship between age diversity and task performance with focus on innovations and creativity. Findings from the study revealed that a negative association between age diversity and task performance and age diversity. It was further stressed that other

contravening factors such as nature of work, organisation's business strategy as well as type of human resource practices in such that organisation(s).

### Conceptual Framework



**Fig I: Conceptual Framework of the Study**

*Source: Researchers Schematic Framework, (2023)*

This conceptual framework gave a lucid explanation on the significant effect and the association between workplace diversity management with constructs such as age diversity and cultural diversity on organisational performance with constructs such as task performance and adaptive performance; this model demonstrated how these constructs identified affect one another as well as the significant association that exists between and among them. This is with a view to facilitating a comprehensive understanding of workplace diversity and how much effects it has on organisational performance.

### Research Methodology

This section presented a detailed analyses of the approaches upon which the study was carried out; so that future researchers can leverage for strengthening their studies. This section covered areas such as research design, population of the study, sample size, sample size determination, sampling technique, method of data collection, validity and reliability of the study and method of data analysis.

### Research Design

For this study, a descriptive survey design was adopted; this design was found appropriate for the study because it assisted the researcher in explicitly explaining the variables under study in a clear and simplistic manner.

## Population of the Study

The population for this study as obtained from the human resource department of the selected Distilleries firms are stated in the table below. This study population comprised male, female, junior and

senior employees of the selected organisation; this organisation was selected because it has been in the distilling business for over three decades; and have employees from all cultures and the researcher has a good information background of the this organisation.

**Table 1: Population of Employees in the selected Distilleries Firms**

S/N	Firms	Population
1.	Euro Global Foods and Distilleries Limited	150
2.	Universal Distilleries Limited	133
3.	Nigerian Distilleries Limited	113
	Nosak Distilleries Limited	
	Megasea Distilleries Limited	121
4.	Zenith Distilleries Limited	
5		118
6		107
<b>Total</b>		<b>742</b>

*Source: Human Resource Department, (2023)*

## Sampling Size

From the population above, a total number of two hundred and fifty-three (253) was obtained as sample size at 95% confidence level and 0.5 error rate using a sample size determination table by Krejcie and Morgan, (1970).

*Table for Determining Sample Size from a Given Population*

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.  
*S* is sample size.

**Fig II: Sample Size Determination Table**  
**Source: Krejcie and Morgan, (1970)**



### Determination of Sample Size

The determination of sample size was derived using the concept of probability proportional to size dimension. The formula to obtain this is given below as:

$$\frac{\text{Population of Respective Firms Multiply by Sample Size}}{\text{Total Population}}$$

**Table 2: Sample Size Determination**

Firms	Population	Proportion	Sample Size
Euro Global Foods and Distilleries Limited	150	$\frac{150 \times 253}{742}$	51
Universal Distilleries Limited	133	$\frac{133 \times 253}{742}$	45
Nigerian Distilleries Limited	113	$\frac{113 \times 253}{742}$	39
Nosak Distilleries Limited	121	$\frac{121 \times 253}{742}$	41
Megasea Distilleries Limited	118	$\frac{118 \times 253}{742}$	40
Zenith Distilleries Limited	107	$\frac{107 \times 253}{742}$	37
<b>Total</b>	<b>742</b>		<b>253</b>

*Source: Researchers Computation, (2023)*

### Sampling Technique

The study employed a multi stage sampling technique which involved non-probability sampling technique (purposive and convenience) and probability sampling technique (stratified and simple random sampling techniques).

This method was appropriate because it assisted in obtaining a satisfactory representation of various subgroups within a population. The **first stage** involved a non-probability sampling technique, purposive sampling technique, was employed in selecting the study areas, which were Ota and Ikeja respective in Lagos and Ogun State.

The **second stage** was stratified random sampling method, which this study employed to appropriately ensure adequacy and equal representation of employees from all Units; in doing this, the population was divided into compatible and homogenous sub-groups, then at the **third stage**, a simple random sample was employed in selecting respondents for the study.

The main feature of a randomised sampling method is that every employee in the selected organisation

has an equal chance of being selected. The simple random system was used in complimenting the stratified sampling for selected samples from each level (stratum) and the number of employees selected from particular units were directly proportional to the stratum's share of the total population. Combination of these two (2) approaches significantly assisted the researchers in amplify statistical representation; also, to ensuring data adequacy.

### Method of Data Collection

Primary data for this study were obtained through a structured questionnaire. The questionnaire was divided and splitted up into two sections. Section one sought for the biographical information of the respondents such as age, sex, etc while the second section was designed based on the objectives of the study. The scale and dimension used for measuring age diversity in this study was adapted from a scale by Pitts, (2009); while the scale by Munroe and Pearson, (2006) was used in measuring cultural diversity. For organisational performance, scale by Pradhan and Jena, (2017) was employed by the researcher.

**Table 3: Cronbach Alphas of the study Variables**

Variables	Authors	Number of Items	Cronbach Alpha
Age Diversity	Pitts, 2009	5	0.73
Cultural Diversity	Munroe and Pearson, (2006)	5	0.82
Task Performance	Pradhan, & Jena, 2017	5	0.89
Adaptive Performance	Pradhan, & Jena, 2017	5	0.84

*Source: Researchers' Computation, (2023)*

### Validity of Research Instrument

Validity connotes the extent and length at which an instrument captures and measures its intended purpose; data must not only show reliability; it ought to be accurate, correct and precise. That is, the instrument to be used must be in tandem with the definition of research, which states that if the items or statements of an instrument are valid, then there is high degree of probability that it is also reliable (Mugenda & Mugenda, 2003). Validity of the questionnaire for this study was tested using construct, face and content validity.

### Reliability of Research Instrument

Data was obtained via structured questionnaire by the researcher and was validated by the supervisors of the study. The reliability of the questionnaire was determined using the analysis of a pilot study conducted among seventy six (76) employees, which formed 30% of the study's sample size; from three distilleries firms, which are Intercontinental distilleries, Allied-Atlantic Distilleries Limited and Alemo Distillers Limited situated within Ogun and Lagos State, Nigeria. It was ensured that the reliability test result yielded not less than 0.70 co-efficient.

### Method of Data Analysis

Data obtained were analysed at both descriptive and inferential level of statistics by engaging the frequency distribution and simple percentage with the aid of Statistical Package for Social Sciences (SPSS) version 26.0. The two hypotheses statements formulated for this study were analysed using correlation and regression as statistical methods.

### Analysis & Results

Two hundred and fifty three copies of questionnaire were administered, but only two hundred and forty (249) were retrieved. This showed a response rate of 98.4%.

### Hypothesis One

**H01:** Cultural diversity has no significant effect on adaptive performance among employees in selected Distilleries Firms in Southwest, Nigeria.

**H11:** Cultural diversity positively influences adaptive performance among employees in selected Distilleries Firms in Southwest, Nigeria.

**Table 4: Model Summary of regression analysis on the Effect of Age diversity on task performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.925 <sup>a</sup>	.931	.931	.256	6367.550	.000 <sup>b</sup>

The above summary table presented the extent at which cultural diversity affected adaptive performance in selected Distilleries Firms in Southwest, Nigeria. The coefficient of determination ( $r^2 = 0.931$ ,  $p\text{-value} < 0.05$ ) indicated that 93.1% variation in organisational task performance. Consequently, cultural diversity positively and significantly affected organisational

task performance in selected Distilleries Firms in Southwest, Nigeria.

### Hypothesis Two

**H02:** There is no significant relationship between age diversity among employees and their task performance in selected Distilleries Firms in Southwest, Nigeria.

**H12:** Age diversity among employees is positively associated with their task performance in selected Distilleries Firms in Southwest, Nigeria.

**Table 5: Results of Bi-Linear Correlations analysis on the relationship between age diversity among employees and their task performance**

		Age Diversity	Task Performance
<b>Age Diversity</b>	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
<b>Task Performance</b>	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	

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

The above correlation table reflected that there exists a positive and significant relationship between age diversity and task performance with ( $r^2 = 0.812$ ,  $p\text{-value} < 0.05$ ). This demonstrated that a significant relationship exists between age diversity and task performance. Therefore, the null hypothesis, which stated that there is no significant relationship between age diversity and task performance in in selected Distilleries Firms in Southwest, Nigeria, was rejected because results proved that age diversity have significant relationship with task performance.

## Discussion

Result from hypothesis one above reflected that cultural diversity has significant effect on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria. This implies that when an organisation has employees from diverse cultures it allows for creative and innovative ideas to be shared which will promote organisational cohesion and effectiveness. Findings from this study is in alliance with the position of Iheriohanma and Ukachukwu (2018) who investigated cultural diversity as a management strategies towards enhancing organisational adaptive performance in the food and beverage industries. The study unraveled and revealed that that adequate management of cultural diversity can enhance the adaptive nature on organisations in relations to their degree of performance.

In the same manner, the study is in tandem with the submission of Ozoigbo and Chukuezi, (2016) whose study evaluated the effect of cultural diversity and organisational performance through adaptive measures into new environment and trends. The study concluded that cultural diversity speaks to both a test and an open door for business and corporate element. The study presented further that progressive organisations in this modern

dispensation understand the importance of diversity in the organisation as an important avenue for ensuring strategic utilisation of human resources in accomplishing strategic goals.

Result from hypothesis two revealed that there is a significant and positive relationship between age diversity and task performance. This means that employees of different ages and generations working together will presents variety of ideas and innovative mechanisms through experience from the older generations and new knowledge from the newer generations to form a synthesis. This finding is in agreement with the study of This finding is in agreement with the study of Felman and Ng (2016) whose finding presented and submitted that age diversity is an architect of new inventions as it brings employees of different ages categories together to achieve something new using innovative measures. This finding also conform with the submission of Darwin (2019), whose finding presented that diversity in age is a fulcrum that provides strategic capabilities for adding value to an organisation and provides greater avenue and flexibility towards competitiveness.

## Conclusion

Diversity is a fulcrum of development as it allows for exchange of ideas and facilitates comprehensive understanding of people's opinions to life and work; thus making an organisation a small community where asides work, there are also avenues for establishing relationships and promotes cohesion amongst employees irrespective of tribe, culture and clan. Age diversity also allows for sharing of ideas because while the newbies have contemporary knowledge, a lot is still required of them to align and blend with what the organisation truly represents and it is on this note that performance can thrive and be effectively evaluated. Since the practice of diversity in any organisation enhances their relationship with and among employees and also

affords them a sound and supportive grounds upon which they can become more aware and are able to improve their creativity on all sides. Based on this, the study recommended that:

- i. Management should come up with motivational programmes to give recognition to younger employees in a team to make them succeed. This is because majority of the team leaders in many instances are experienced and matured employees and much of the recognition for team success goes to them which might demoralise the upcoming employees or newbies from being optimal in their performance.
- ii. Management of organisations should develop supporting structures for facilitating diversity management; and

- iii. Management should prioritise the usage of the melting pot towards enhancing and strengthening relationships among employees within the workplace in a manner that will assist in driving learning and aligning the value of different groups within the organisation.

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