FUW-INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES.
Volume. 8, No. 2, July - December, 2023

SOCIO-CULTURAL DIVERSITY AND PERFORMANCE OF NIGERIA ELECTRICITY MANAGEMENT SERVICES AGENCY NIGERIA.

TSINTOP Ussaini Danjuma
Department of Business Administration
Federal University Wukari
tsintop8@gmail.com

SHADRACH Bulus Sawa
Department of Business Administration
Ahmadu Bello University Business School Zaria
sawasb001@gmail.com

NAOMI Paul
Department of Business Administration
Federal University Wukari
naomipaulm40@gmail.com

Abstract

This study focused on the impact of social-cultural diversity on the performance of Nigeria Electricity Management Services Agency headquarters in Abuja (NEMSA). The objectives of the study are to ascertain the extent at which sociocultural diversity influences the productivity of Nigeria Electricity Management Services Agency Abuja, to ascertain the extent at which sociocultural diversity influences the profitability of Nigeria Electricity Management Services Agency in Abuja, and to ascertain the extent at which sociocultural diversity influences the market share of Nigeria Electricity Management Services Agency Abuja. The population of the study comprised of 70 employees of Nigeria Electricity Management Services Agency headquarters Abuja (NEMSA). Survey research design was used and questionnaires were administered to collect data. Data were presented using SPSS. Correlation and regression analysis were conducted. The major findings in the study revealed that there is a positive and significant relationship between sociocultural diversity and productivity of Nigeria electricity management services agency headquarters Abuja. Lastly, the study revealed that there is a positive and significant relationship between sociocultural diversity and the market share or sales of Nigeria electricity management services agency headquarters Abuja. It is therefore recommended that organizations should implement appropriate strategies for the given socio-cultural environment to aid successful organizational performance.

Keywords: Socio-cultural, Environment, Performance, Organisation, Diversity

Introduction

Organizations do not exist in a vacuum, as organizations across the globe operate in multifaceted socio-cultural environments where people from different backgrounds are hired to perform organizational activities resulting to organizational competiveness, sustainable growth and overall efficiency of the organization (Yoshifumi, Sammogram, & Ndaaba, 2018, Barcenas, 2020).

The trend of globalization and advancement in technology has altered business operation across diverse organizations around the globe in the 21st century, especially in developing countries like Nigeria where organizations are increasingly becoming profit-driven to be sustainable. This motivation stems mainly from the fact that organizations that don't make profit cannot survive in the competitive economy of the 21st century. More so, profitability is a function of productivity and high market share and as such, organizations that are not conscious of environmental and sociocultural diversity are likely to go bankrupt as a result of decreased market share, low productivity and poor profit generation (Abeid, 2020).

Hence, employee performance and organizational growth is dependent upon management's ability to formulate innovative and strategic policies viable enough to mitigate the turbulences of diversity existing in the work environment. As such, creating cordial working relationships among employees, enabling employee motivation, ensuring effective feedback, skills transfer, knowledge sharing and achieving competitive advantage. Thus, sociocultural diversity management is sacrosanct to conducive working conditions and also shaping organizations towards reaching its goals and objectives.

Poor management of sociocultural diversity could have a negative and devastating consequence on employee performance and significantly affect organizational competitiveness, sustainability and other areas threatening the existence of any organization. Scholars like Mustapha (2016) identify factors such as miscommunication, power struggle, emotional conflict and high employee turnover as the aftermath or consequence of poor and ineffective workforce diversity management which all have inexhaustible negative effects on organizational performance and efficiency. Mustapha (2016) further juxtaposes that when sociocultural diversity is neglected, organizational competiveness, productivity and profitability would collapse as a result of poor teamwork in the organization among employees within a diverse workforce. Therefore, to manage the diverse value and work habit that may arise as a result of poor management of sociocultural diversity, managers are required to develop appropriate diversity management skills (Mustapha, 2016).

Several organizations like the Nigeria Electricity Management Services Agency have identified profitability, employee productivity and large market share as key indicators of organizational performance in a culturally diverse work environment (Bright 2020). Sociocultural factors such as ethnic diversity, age, gender, religion, educational background, cultural background and gender are the basic tools employed by management to enhance productivity (Diam, 2022). Effective sociocultural diversity management can help achieve the vision and mission of an

organization and help to foster a healthier workplace relationship which will result in enhanced performance (Brady, 2016, Canopy Health. 2018). However, empirical studies on the impact of sociocultural diversity on organizational performance have produced mixed findings. Mecheo (2016) found that religion has a detrimental impact on employee productivity but has a positive impact on job dedication. Similarly, Oduro, Yalley, Sarpong, Kweitsu, & Danso (2012) found that cultural diversity and its management has an impact on not just organizational competitiveness but also the organization's capacity to fulfill its objectives. Also, Qiaoxin and Liswandi (2013) have shown that religion, language, and age all have a substantial impact on employee happiness, but gender has no impact on employee satisfaction in the firm. Though the above studies and others have paid much attention to cultural diversity, less attention has been given to sociocultural diversity with respect to productivity, profitability and market share. It is against this background that this study seeks to examine the impact of sociocultural diversity on the performance of Nigeria Electricity Management Services Agency, Abuja Nigeria.

Statement of the Problem

Management of sociocultural diversity is one of the main challenging issues that most organizations are facing in the workplace whether at an individual, organizational or national level. Better performance has been reported in organizations which have strong sociocultural diversity as compared to those without (Ang et al., 2007).

Most organizations, particularly those in developing countries, appear unconcerned about the significance of focusing on sociocultural factors such as (age difference, gender, ethnicity, religion, physical abilities, and cultural beliefs), which have a significant impact on competitiveness, productivity, profitability, and performance. These factors appear to frequently cause crises in work settings due to a lack of tolerance for differences.

Despite the fact that there are several literature on the relationship between cultural diversity and organizational performance, little research has been conducted on how sociocultural diversity affects productivity, market share, and profitability. This study focuses on the impact of sociocultural diversity on the performance of Nigeria's Electricity Management Services Agency in Abuja. Furthermore, many previous studies examined organizational performance from a single perspective, whereas the current study examines organizational performance in relation to sociocultural diversity from a multidimensional perspective.

This study answered the research question below.

To what extent does sociocultural diversity influence the productivity, profitability and market share of Nigeria Electricity Management Services Agency Abuja?

This Study Was Carried Out on the Basis of the Following Objectives

The main objective of this study is to examine the impact of sociocultural diversity on the performance of Nigeria Electricity Management Services Agency Abuja.

The specific objectives include;

To ascertain the extent to which sociocultural diversity influences productivity, profitability and market share of Nigeria Electricity Management Services Agency Abuja.

The following hypotheses were tested. They were stated in null form:

There is no significant relationship between sociocultural diversity and the productivity, profitability and market share of Nigeria Electricity Management Services Agency Abuja.

Literature Review

2.1 Concept of Sociocultural Diversity

With the increase of globalization worldwide, cultural diversity in the workplace has grown as a trend. “Cultural diversity connotes differences in race, ethnicity, language; nationality, religion, and sexual orientation as represented within a community” (Amadeo, 2013). The acceptance, understanding, and celebration of differences among people based on their age, class, ethnicity, gender, physical and mental abilities, race, sexual orientation, spiritual practice, and eligibility for public assistance is a common definition of workforce diversity, according to Otike, Messah, and Mwaleka (2010). According to Saxena (2014), diversity is characterized as a mosaic of individuals who bring different experiences, viewpoints, values, and benefits to the groups and organizations with which they interact. Age, nationality, religion, functional background, task skills, interpersonal skills, political preference, and sexual preference are just a few of the nearly infinite number of dimensions that make up diversity. The list of dimensions in the definition might be a sign that several variables are involved. In this sense, diversity factors are thought to be infinite. Kokemuller (2011) added that diversity is the presence of people from a wide range of backgrounds and possessing different traits. However, Workplace diversity is defined by Clements and Spinks (2009) as organizations that are diversifying in terms of gender, age, race, and educational background. In his broad definition, the term "mix" seems to refer to the blending and interacting of individuals from various backgrounds. Therefore, workplace diversity includes a wide range of elements, such as psychological, sociological, cultural, economic, and personality dimensions, that distinguishes or groups employees. Effective management of workplace diversity is beneficial to organizations.

2.2 Concept of Organizational Performance

The foundation for the contemporary notion of organizational performance was laid by Fredric Taylor's early 20th-century "Scientific Management" concept. The actual output or results of an organization as compared to its intended outputs (or goals and objectives) are referred to as organizational performance. It is currently thought to be one of the most important factors in management research. Although the phrase "Organizational Performance" is frequently used in academic writing, no consensus exists regarding what it means.

Scholars such as (Gavrea, Ilies & Stegerean, 2011; Richard et al, 2006) Consider three different types of organizational performance which include: (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.). Strategic planners, experts in operations, finance, law, and organizational development are concerned about the performance of the organization in the 21st century. Contemporary organizations have employed the balanced scorecard methodology, which tracks and measures performance across multiple dimensions including financial performance (e.g., shareholder return), customer service, social responsibility, internal business processes, and employee stewardship, has been used by many organizations in recent years to manage organizational performance. Richard & associates (2009).

Operational performance is measured using employee productivity (relationship between sales and the total number of employees), employee retention, and employee fluctuation. Performance research has gone through several phases over the past 30 years. The performance measurement system was initially primarily focused on financial indicators, but as time went on, the complexity of the system grew as it included both financial and non-financial indicators (Gavrea et al., 2011). Scholars have expanded the definition of firm performance to include corporate social performance because many actions taken by businesses do not appear to significantly affect their financial performance (Brammer & Millington, 2008; David, Bloom & Hillman, 2007).

2.3 Empirical Evidence on the Relationship Between Sociocultural Diversity and Organizational Performance.

Ouni, Mansour & Arfaoui (2020) investigated the influence of gender diversity on financial performance; mediating role of environmental, social and governance orientation. The study sampled 47 Canadian businesses, over the period of 18years. The findings of the study revealed that there is a positive and significant relationship between gender diversity and performance.

Brahma, Nwafor & Boateng (2020) examine the relationship between gender diversity on selected female characteristics and financial performance. The sample for the study included 100 UK firms. The result of the study shows positive relationship between female age, education attainment and presence on performance.

Rano (2019) examined the effect of board gender diversity on Kenyan commercial banks' business performance. Explanatory research design was adopted, with the population of 146 employees. A purposive sampling technique was employed and data were collected using questionnaires. Regression analysis was conducted. The findings of the study revealed that a positive, strong and significant relationship exists between board gender diversity and business performance.

Ahmad and Rahman (2019) investigated the effect of workplace diversity on employee's performance in Allama Iqbal open university with a sample of study of 650. Data was collected through questionnaires. Pearson correlation test and Regression Analysis test was applied to extract the results. The findings of the study revealed that age diversity, gender diversity and ethnicity diversity have negative relationship on the performance of the employees. Experience diversity has positive effect on employees' performance.

Diam (2020) investigated the impact of cultural diversity on organizational performance: moderating role of employee's educational attainment. The sample population of the study was 353 employees of different manufacturing firms. Questionnaires were used as the instrument of data collection. The study employed a structural equation model for the estimation. The study revealed that cultural diversity has a significant influence on organizational performance. However the study further revealed that educational attainment of employees significantly reduced the negative impact of language, religious, and value system diversity on each organizational performance indicator.

Theoretical Foundation

Socio-cultural Theory

In 1986, Vygotsky and his associates in Russia systematized and applied socio-cultural theory for the first time. The theory is based on the social constructivist paradigm, which states that people share and interact with socially constructed knowledge (Bryman, 2015). Learning and development, according to him socio-cultural theory, occur as a result of interactions between the learner and other people, things, and events in a collaborative environment. As a result, the

social, cultural, and historical contexts that shape human cognitive development are inextricably linked (Rogoff, 2010).

The mind, tools, zone of proximal development (ZPD), and community of practice have all been discussed in relation to Vygotsky's socio-cultural theory (Wang, 2007). The first aspect is the mind; the mind is spread socially and extends beyond a single person or individuals. As a result, our interactions and communication with others have an impact on our mental habits and functioning, which are also influenced by our environment, context, and history. The second aspect of cognitive development is the process by which cognitive and communicative abilities evolve as one moves from the social to the psychological plane. Language, various counting systems, algebraic symbol systems, artwork, writing, diagrams, maps, and mechanical drawings are examples of such tools. The third aspect of cognitive development is the zone of proximal development (ZPD), which was described by Vygotsky (1986) as the distance between the actual developmental level as determined by independent problem-solving and the level of potential development as determined by problem-solving under the supervision of adults or in cooperation with more able peers. The community of practice, which sees learning a subject domain as a process of becoming a member of a community of practice, is the final component of cognitive development. A group of individuals who are acknowledged as having unique expertise in a significant cultural practice are referred to as a community of practice (Hughes, 2012). The major construct of Vygotsky's sociocultural theory are very significant to the management of diversity in contemporary organizations in this era.

Methodology

This study adopts a survey research design and simple random sampling was employed. Data were collected through questionnaire from population of interest. The population of this study is the entire management and employees of Nigerian Electricity Management Service Agency Abuja. Thus, the total number of management, staff and other employees in Nigerian Electricity Management Service Agency Abuja is seventy (70) and the study surveys the entire population. Hence, the total population of interest in this study is less than one hundred (100) and is therefore manageable. The study used SPSS vision 23 to analyze data collected and established the relationship between dependent variables and independent variable through correlation and multiple regression analysis.

Data Analysis

The data used in this study was derived from the questionnaires distributed to respondents. The collected data was checked for accuracy before being compiled, coded, and tabulated using a statistical package (SPSS version 23). Data was analyzed using multiple regression and the statistical tool correlation. Multiple regression was used to test the hypotheses.

Correlation Analysis

The tables below display the Spearman Ranks correlation between the dependent and explanatory variables. The relationship between the independent and dependent variables is shown in this section. The tables below display the correlation between the dependent variable

and the explanatory variable. The correlation coefficients are between -1 and +1. The correlation coefficient symbol shows the direction of the variables as well as whether there are positive or negative relationships between them. Absolute correlation coefficients greater than one denote relationships with strength. The main diagonal's correlation coefficients are all 1.000, meaning that each variable is perfectly and positively correlated with itself**.**

Correlation Matrix for Sociocultural Diversity and Employees Productivity

Variables	Employees productivity	Sociocultural Diversity
Employees Productivity	1.000	
Sociocultural Diversity	0.945**	1.000
	0.000	

Note SPSS 23 Output (2022).
***Correlation is significant at the 0.01 level (2-tailed)*
**Correlation is significant at the 0.01 level (2-tailed)*

The above table indicates that there is a positive relationship between sociocultural diversity and employee's productivity at value of 0.945 correlation coefficient and the relationship is significant at 1% level of significance. The positive relationship indicates that sociocultural diversity and employee's productivity move in the same direction.

Correlation Matrix for Sociocultural Diversity and Profitability

Variables	**Sociocultural Diversity**	**Profitability**
Sociocultural Diversity	1.000	
Profitability	0.830**	1.000
	0.000	

Note SPSS 23 Output (2022).
***Correlation is significant at the 0.01 level (2-tailed)*
**Correlation is significant at the 0.01 level (2-tailed)*

The above table indicates that there is a positive relationship between sociocultural diversity and profitability at value of 0.830 correlation coefficient and the relationship is significant at 1% level of significance. The positive relationship indicates that sociocultural diversity and profitability move in the same direction. This indicates that profitability increases as sociocultural diversity increases.

Correlation Matrix for Sociocultural Diversity and Market Share

Variables	**Market Share**	**Sociocultural Diversity**
Market Share	1.000	
sociocultural diversity	0.950**	1.000
	0.000	

Note SPSS 23 Output (2022).
***Correlation is significant at the 0.01 level (2-tailed)*
**Correlation is significant at the 0.01 level (2-tailed)*

The above table shows that there is positive relationship between sociocultural diversity and market share at coefficient values of 0.945. Also, the relationship is significant at 1% level of significance. The positive relationship suggests that as sociocultural diversity increases, market

share will also increase. This result also implies that sociocultural diversity and market share move in the same direction.

Analysis of Regression Results

This section presents the regression results of sociocultural diversity (independent variable) and employee productivity, profitability and market share (dependent variables).

Regression Result for Sociocultural Diversity and Employees Productivity

Variables	Coefficient	t-value	p-value
Constants		-4.840	0.000
Sociocultural Diversity	1.229	12.339	0.000
R-Square		0.937	
Adj. R-Square		0.936	
F-Ratio		727.149	
P-value		0.000	

Note: SPSS 23 Output (2022).

The above table presents the coefficients and t-statistics of OLS regression results. The results depict that the adjusted R^2 is about 0.936%, which gives the proportion, or percentage of the total variation in the dependent variable explained by the sociocultural diversity. It signifies that 93.6% of the total variations in employee's productivity are caused by sociocultural diversity while the remaining 6.4% of the total variation in employee's productivity was caused by factors not explained by the model.

The Table above shows that sociocultural diversity has positive and significant impact on employee's productivity from the coefficient of 1.299 with p-value of 0.000, which is statistically significant because the p-value is less than 5% of the pre-selected level of significance. The positive coefficient values reveal that a unit increase in the sociocultural diversity will lead to 1.299 increase in employee's productivity.

Regression Result for Sociocultural Diversity and Profitability

Variables	Coefficient	t-value	p-value
Constants		2.223	0.018
Sociocultural Diversity	0.273	2.736	0.007
R-Square		0.524	
Adj. R-Square		0.513	

F-Ratio	414.025
P-value	0.000

Note: SPSS 23 Output (2022).

The above table presents the coefficients and t-statistics of OLS regression results. The results depict that the adjusted R^2 is about 0.513%, which gives the proportion, or percentage of the total variation in the dependent variable explained by the sociocultural diversity. It signifies that 51.3% of the total variations in profitability are caused by relationship with sociocultural diversity while the remaining 48.7% of the total variation in profitability was caused by factors not explained by the model. The F-ratio and the probability value indicates that the model is fit for the study. Table 4.11 shows that sociocultural diversity has positive and significant impact on profitability from the coefficient of 0.273 with p-value of 0.007 which is statistically significant because it is less than 5% of the pre-selected level of significance. The results reveal that a unit increase in sociocultural diversity will lead to a 7% increase in profitability.

Regression Result for Sociocultural Diversity and Market Share

Variables	**Coefficient**	**t-value**	**p-value**
Constants		-0.816	0.426
Sociocultural Diversity	0.799	4.818	0.000
R-Square		0.769	
Adj. R-Square		0.726	
F-Ratio		17.790	
P-value		0.000	

Source: SPSS 23 Output (2022).

The above table presents the coefficients and t-statistics of OLS regression results. The results depict that the adjusted R^2 is about 73%, which gives the proportion, or percentage of the total variation in the dependent variable explained by sociocultural diversity. It signifies that 73% of the total variations in market share are caused by their sociocultural diversity while the remaining 27% of the total variation in market share was caused by factors not explained by the model.

The table above shows that sociocultural diversity has positive and significant impact on market share, from the coefficient of 0.799 with p-value of 0.000, which is statistically significant because the p-value is less than 5% of the pre-selected level of significance. The positive coefficient values reveal that a unit increase in sociocultural diversity will lead to 80% increase in market share.

Discussion of Findings

As shown in the result of the study, there is positive and significant relationship between sociocultural diversity and employee productivity. This finding is in line with the findings of

Ouni et al. (2020); Brahma et al. (2020); Diam (2020); Phillips and Lount (2015). However, the finding contradicted the findings of Ahmad & Rahman (2019); Gitonga et al. (2016); Harrison et al. (2014); On the other hand, the study provides enough evidence to reject the hypothesis that there is no significant effect of sociocultural diversity on employee productivity. The similarities in the findings can be as a result of measurement of the variables while the inconsistency in the results can be attributed to differences in the case study.

The regression results also reveal positive and significant effect of sociocultural diversity on profitability. This finding is in line with the results of Brahma et al. (2020); Gitonga et al. (2016); Phillips and Lount (2015); Harrison et al. (2014). However, the finding is not in line with the findings of Karamahmutoğlu and Kuzey (2016); Ouni et al. (2020). In addition, the result provides enough evidence to reject the hypothesis that states that sociocultural diversity does not have significant effect on profitability since the p-value on the Table above is less than 5% level of significance.

Finally, the result of the study revealed a positive and significant relationship between sociocultural diversity and market share. The result, therefore, achieves objective three of the study. On the other hand, the study provides enough evidence to reject the hypothesis that states that there is no significant effect of sociocultural diversity on market share. The positive effect also shows that as sociocultural diversity increases, market share will also increase.

Conclusion

This study concludes that sociocultural diversity plays a crucial and pivotal role in employees' productivity, organizational profitability, and market share which in turn influence overall organizational performance. Based on these findings, employees should be encouraged to undergo constant training on cultural diversity and further their education to enhance their knowledge, skills, and exposure. This will help the employees to relate well with each other, enhance their productivity as well as market share and profitability of the organization, despite their cultural differences and also help improve the overall organizational performance.

Recommendations

1. Nigeria electricity management service agency (NEMSA) should improve more on sociocultural diversity management among its employees to enhance productivity and reduce waste of time, energy and effort as a result of conflict arising from ethical and cultural difference.
2. Since profitability is the goal of most organizations for survival, Nigeria electricity Management Service Agency (NEMSA) should have it as a matter of policy ensuring that sociocultural factors do not serve as a hindrance to profitability or effective service delivery.
3. Market research should be conducted periodically to ensure an effective understanding of market needs and sociocultural factors that should be taken into consideration to enhance market share.

REFERENCE

Ahmad, S. (2020). EFFECT OF WORKPLACE DIVERSITY ON EMPLOYEES'PERFORMANCE IN ALLAMA IQBAL OPEN UNIVERSITY. *Pakistan Journal Of Distance And Online Learning*, *5*(2).

Ajami, R., & Goddard, J. G. (2014). *International business: Theory and practice*. Routledge.

Akpoviroro, K. S., Owotutu, S. O., & Kadiri, B. (2018). The impact of cultural diversity on organizational performance of selected frozen fish companies in Nigeria. *IJARIIE*, *4*(3), 420-428.

Amezaga, J. M., Santamaría, L., & Green, A. J. (2002). Biotic wetland connectivity—supporting a new approach for wetland policy. *Acta oecologica*, *23*(3), 213-222.

Backes-Gellner, U., Schneider, M. R., & Veen, S. (2011). Effect of workforce age on quantitative and qualitative organizational performance: Conceptual framework and case study evidence. *Organization Studies*, *32*(8), 1103-1121.

Bolander, W., Bonney, L., & Satornino, C. (2014). Sales education efficacy: Examining the relationship between sales education and sales success. *Journal of Marketing Education*, *36*(2), 169-181.

Boyd, R. L. (2001). Black enterprise in the retail trade during the early twentieth century. *Sociological Focus*, *34*(3), 241-250.

Brady, B., Veljanova, I., & Chipchase, L. (2016). Are multidisciplinary interventions multicultural? A topical review of the pain literature as it relates to culturally diverse patient groups. *Pain*, *157*(2), 321-328.

Brahma, S., Nwafor, C., & Boateng, A. (2021). Board gender diversity and firm performance: The UK evidence. *International Journal of Finance & Economics*, *26*(4), 5704-5719.

Butler, S. Z., Hollen, S. M., Cao, L., Cui, Y., Gupta, J. A., Gutiérrez, H. R., ... & Goldberger, J. E. (2013). Progress, challenges, and opportunities in two-dimensional materials beyond graphene. *ACS nano*, *7*(4), 2898-2926.

Clements, P. (2009). *The equal opportunities handbook: how to recognise diversity, encourage fairness and promote anti-discriminatory practice*. Kogan Page Publishers.

Cletus, H. E., Mahmood, N. A., Umar, A., & Ibrahim, A. D. (2018). Prospects and challenges of workplace diversity in modern day organizations: A critical review. *HOLISTICA–Journal of Business and Public Administration*, *9*(2), 35-52.

Cox, P., Brammer, S., & Millington, A. (2008). Pension funds and corporate social performance: An empirical analysis. *Business & Society*, *47*(2), 213-241.

Dale-Olsen, H., & Finseraas, H. (2020). Linguistic diversity and workplace productivity. *Labour Economics*, *64*, 101813.

Darling-Hammond, L., Flook, L., Cook-Harvey, C., Barron, B., & Osher, D. (2020). Implications for educational practice of the science of learning and development. *Applied developmental science*, *24*(2), 97-140.

Filippi, R., & Bright, P. (2022). A cross-sectional developmental approach to bilingualism: Exploring neurocognitive effects across the lifespan. *Ampersand*, 100097.+

Gavrea, C., Ilies, L., & Stegerean, R. (2011). Determinants of organizational performance: The case of Romania. *Management & Marketing*, *6*(2).

Illanes, P., Lund, S., Mourshed, M., Rutherford, S., & Tyreman, M. (2018). Retraining and reskilling workers in the age of automation. *McKinsey Global Institute*.

Janssens, M., & Steyaert, C. (2003). Theories of diversity within organisation studies: Debates and future trajectories. *Available at SSRN 389044*..

Jolie, E. A. (2018). *Sociocultural Diversity in the Prehispanic Southwest: Learning, Weaving, and Identity in the Chaco Regional System, AD 850-1140* (Doctoral dissertation, The University of New Mexico).

Mahmood, N. A., Uli, J., & Shah, S. M. (2017). Gender and job category as moderator effects on relationship between human capital and quality of life (QOL). *International Journal of Academic Research in Business and Social Sciences*, *7*(7), 2222-6990.

MAKUDZA, F., MUCHONGWE, N., & DANGAISO, P. (2020). Workforce diversity: A springboard for employee productivity and customer experience. *The Journal of Industrial Distribution & Business*, *11*(10), 49-58.

Martin, G. C. (2014). The effects of cultural diversity in the workplace. *Journal of diversity management (JDM)*, *9*(2), 89-92.

Masovic, A. (2018). Socio-cultural factors and their impact on the performance of multinational companies. *Ecoforum Journal*, *7*(1).

Mecheo, K. N. (2016). *The effect of employee cultural diversity on organizational performance: a case study of Oilybia-Kenya* (Doctoral dissertation, United States International University-Africa).

Mustapha, B. A., Ameh, A. A., & Dangana, E. A. (2022). Workforce Diversity Management And Employee Innovativeness In Selected Universities In South-South Nigeria. *Department Of Business Administration*, 165.

Nwagboh, M. (2022). Ethnic Categorization of Nigerian Banks: Causes, Effects and Moderating Conditions. *Journal of Marketing Development and Competitiveness*, *16*(1), 64-82.

Nwankwo, B. C., Okechi, B. C., Nweke, P. O., & Onyishi, E. I. (2016). Cultural Diversity and Language as Pillars of Sustainable Development. *NIGERIAN JOURNAL OF SOCIAL SCIENCES*, *12*(2).

Ogbo, A. I., Anthony, K. A., & Ukpere, W. I. (2014). The effect of workforce diversity on organizational performance of selected firms in Nigeria. *Mediterranean Journal of Social Sciences*, *5*(10), 231.

Ogunsanwo, F. O., Adelugba, A. I., & Obarfo, A. S. (2021). Effects of Workforce Diversity on Employee Performance of Universities in Ekiti State, Nigeria. *FUDMA JOURNAL OF MANAGEMENT SCIENCES*, *1*(1), 350-361.

Omboi, B. M., Otike, F. W., & Mwalekwa, F. K. (2011). Effects of workplace diversity management on organizational effectiveness: a case study.

Orugun, J. J., Saliu, H. T., & Makoji, S. (2019). Effects of socio-cultural diversity on the performance of private health care organizations in Kogi State. *Journal of Social Economics Research*, *6*(2), 126-138.

Ouni, Z., Ben Mansour, J., & Arfaoui, S. (2020). Board/Executive gender diversity and firm financial performance in Canada: The mediating role of environmental, social, and governance (ESG) orientation. *Sustainability*, *12*(20), 8386.

Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *Sage Open*, *2*(2), 2158244012444615.

Qiaoxin, M. (2018). Analysis of Cultural Diversity Factors Influencing Employees Satisfaction. *Economics*, *5*(12), 955-965.

Rehman, S., Al-Hadhrami, L. M., & Alam, M. M. (2015). Pumped hydro energy storage system: A technological review. *Renewable and Sustainable Energy Reviews*, *44*, 586-598.

Robinson, G., & Dechant, K. (1997). Building a business case for diversity. *Academy of Management Perspectives*, *11*(3), 21-31.

Rono, B. C. (2019). Effect of Corporate Governance on Business Performance of Kenya Commercial Bank.

Sadiku, K. M. (2022). DO SOCIO-CULTURAL FACTORS AFFECT THE PERFORMANCE OF INTERNATIONAL BUSINESSES?–IN THE PERSPECTIVE OF LITERATURE REVIEW. *European Journal of Management and Marketing Studies*, *7*(3).

Saxena, A. (2014). Workforce diversity: A key to improve productivity. *Procedia economics and finance*, *11*, 76-85.

Sibani, C. M. (2018). Impact of Western culture on traditional African society: Problems and prospects. *Journal of Religion and Human Relations*, *10*(1), 56-72.

Small, S. R., Bastin, S., & Clouthier, D. (2014). Kosher Foods.

Stahl, G. K., Mäkelä, K., Zander, L., & Maznevski, M. L. (2010). A look at the bright side of multicultural team diversity. *Scandinavian Journal of Management*, *26*(4), 439-447.

Strand, E., Murta, F., Tupetz, A., Barcenas, L., Phillips, A. J., Farias, A. S., ... & Gerardo, C. J. (2022). Perspectives on snakebite envenoming care needs across different sociocultural contexts and health systems: A comparative qualitative analysis among US and Brazilian health providers. *Toxicon: X*, 100143.

Sutherland, W. J., ARMSTRONG-BROWN, S. U. S. A. N., Armsworth, P. R., Tom, B., Brickland, J., Campbell, C. D., ... & Watkinson, A. R. (2006). The identification of 100 ecological questions of high policy relevance in the UK. *Journal of applied ecology*, *43*(4), 617-627.

Tamunomiebi, M. D., & John-Eke, E. C. (2020). Workplace Diversity: Emerging Issues in Contemporary. *International Journal of Academic Research in Business and Social Sciences*, *10*(2), 255-265.

Thu, T. N. M., Huy, D. T. N., & Thi, T. D. V. (2021). Effects of western and chinese culture and ideology on vietnam society. *Ilkogretim Online*, *20*(4).

Uddin, M. S., Hussin, R., & Ab Rahman, B. (2020). Socio-cultural adjustment and job performance among expatriates: A critical overview. *International Journal of Human Resource Studies*, *10*(1), 146157-146157.

Weng, P. L., Ramli, R., Shamsudin, M. N., Cheah, Y. K., & Hamat, R. A. (2013). High genetic diversity of Enterococcus faecium and Enterococcus faecalis clinical isolates by pulsed-field gel electrophoresis and multilocus sequence typing from a hospital in Malaysia. *BioMed research international*, *2013*.

Wentling, R. M., & Palma-Rivas, N. (1998). Current status and future trends of diversity initiatives in the workplace: Diversity experts' perspective. *Human Resource Development Quarterly*, *9*(3), 235-253.

Yoshikawa, K., Brady, B., Perry, M. A., & Devan, H. (2020). Sociocultural factors influencing physiotherapy management in culturally and linguistically diverse people with persistent pain: a scoping review. *Physiotherapy*, *107*, 292-305.

Zahra, S. A., & Nambisan, S. (2011). Entrepreneurship in global innovation ecosystems. *AMS review*, *1*(1), 4-17.