



CULTURAL DIVERSITY AND PERFORMANCE OF PHARMACEUTICAL COMPANIES IN ANAMBRA STATE, NIGERIA

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Keyword:

Cultural Diversity, Sexual Orientation, Gender Diversity

ABSTRACT: *The study aimed at investigating cultural diversity and organizational performance in selected pharmaceutical companies in Anambra State, Nigeria. Relevant literature on cultural diversity were reviewed under conceptual review, theoretical framework, and empirical review. The research work was anchored on melting pot theory. Survey research design was adopted. The population of the study was 1442. The statistical formula devised by Borg and Gall (1973), was employed to arrive at a sample size of 277. Pearson product moment correlation coefficient formula was used in testing the hypotheses and T-test for test of significance was adopted to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null or alternative hypothesis would still remain valid after the test. The result of the hypotheses showed that sexual orientation had a significant positive effect on performance of selected pharmaceutical firms in Anambra State, Nigeria. Gender differences had a significant positive effect on performance of selected pharmaceutical firms in Anambra State, Nigeria. The study concluded that cultural diversity had a significant positive effect on performance of selected pharmaceutical firms in Anambra State, Nigeria. The study recommended that management should establish clear anti-discrimination policies that prohibit harassment and discriminatory behavior based on employee sexual orientation and also provide employees especially supervisors and managers with discrimination prevention training.*

INTRODUCTION

The rate at which organizations have become complex and ambiguous, coupled with enormous work pressure, in the wake of strong competition, has necessitated the building of a

global culture capable of inspiring and attracting employees from different parts and regions of the world to be suitable for employment in any organization without any feeling of incompatibility (Inegbedion, *et al*, 2020). Cultural differences are experienced as essential,

Advance Journal of Management, Accounting and Finance

Adv. J. Man. Acc. Fin

Volume: 9 Issue: 10,

October, 2024

ISSN: 2364 – 4219

Impact Factor: 6.93

Advance Scholars Publication

Published by International Institute of Advance Scholars Development

<https://aspjournals.org/ajmaf/>



natural, and joyful enabling the organization to enjoy diversity because diversity workplace is an unavoidable fact and no manager can afford to ignore it in the organizational life (Ahmad & Rahman, 2019). The world's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before as individuals no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent (Gupta, 2013).

Over the past decade, cultural diversity in organisations has become crucial because gender equality, language equality, religion equality, race equality, and job equality have all been major components of human rights activities and have been recognized in various human rights conventions (Fudamu, 2023). Workers in organisation operate in a distinct culture or socio-cultural context. Accommodating each different worker's attitudes and opinions can be a huge task for companies, making diversity management challenging. Employee work restrictions such as race, religion, and culture can be burdensome at times, especially if the organization's diversity is so great that the firm needs to hire a full-time staff to keep track of the employees' requirements (Diam, 2021). Organizations are having a more heterogeneous workforce consisting of different age groups, gender equality, ethnicity, multi nationalities, and many more and globalization has made organizations more complex and commonplace

for the international workforce than before. Diverse workforce in the organization increases the learning opportunities and growth of employees (Ali, 2021). Nigeria happens to be one of the most diverse nations of the world with multiple ethnic groups, languages, dialects and religions and faces difficulties in formulating, articulating and implementing strategies that would be acceptable to its vast constituency, (Mbakogu, 2002 in Umemezie & Agbonifoh, 2017).

Numerous controversies and debates have taken place throughout the history of psychopathology (and its main classification systems) with regards to sexual orientation and gender identity. Matters relating to sexual attraction, whilst relevant to the workplace, are generally seen as private (and in some cultures, very private), non-work-related and therefore not openly discussed. This can make sexual orientation especially difficult to talk about, understand, engage with and address as already indicated, and make heterosexism difficult to challenge. But as cultural relations is all about people, relationships, acceptance, understanding and support for aspirations and realizing potential, it is not an area to be ignored. Lesbian, gay and bisexual people are, like any group, very diverse and at the same time essentially like heterosexual people, having the same basic human needs and aspirations. They are part of a range of families and communities, workforces and professions, not some other' group apart from the human family. Research clearly recognizes the role of

Advance Journal of Management, Accounting and Finance

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stigma and discrimination as significant intervening variables in psychopathology among LGBT populations. In addition, transgender people have been identified as being at a greater risk for developing: anxiety disorders, depression, social phobia and adjustment disorders, substance abuse, or eating disorders. At the same time, data on suicide ideation and attempts among this population are alarming: Maguen and Shipherd (2010) found the percentage of attempted suicides to be as high as 40% in transsexual men and 20% in transsexual women (Moleiro and pinto, 2015).

Several researches have been conducted over the decade as it relates to cultural diversity and organizational performance. Despite these numbers of studies, little empirical studies exist on cultural diversity and organizational performance in pharmaceutical industries especially in a developing country like Nigeria. This research work therefore examined cultural diversity as a strategy for enhancing organizational performance with reference to pharmaceutical industries in Anambra State, Nigeria.

Statement of the Problem

Over the few couple of decades, a significant evolution in competitiveness among professionals has been observed across all industries. Diverse cultural differences exist in pharmaceutical industries in Nigeria. It has been a well-known fact that cultural differences can affect the workplace negatively if not properly managed, it can create conflict,

miscommunication, barriers, and dysfunctional adaptation behaviors. Cultural diversity management troubles such as prejudice and discrimination appear to be alive greater in settings where there are numerous units of persons abound in organizations and it is expedient that they are proactively recognized and should be addressed.

Although, little efforts have been made by management towards having a deep respect and understanding of the simmering tensions among employees arising from cultural differences in an organization and has ignored how this affects employee interactions, team-building activities, teamwork and interpersonal communication. It has been shown that unmanaged diversity in the work place might become an obstacle for achieving organizational goals. There have been several problems associated with cultural diversity on the part of workers and managers in various business organizations. They are communication roadblocks, too many opinions, hostility, diversity implementation challenges, retaining of bad talent, ethnocentrism, religion discrimination, age gap, race, prejudice and stereotyping, language barriers, gender discrimination, education etc. This has caused several organizations in diverse ways ranging from jobs left undone resulting in low productivity, decreased employee morale, absenteeism, inferiority complex, to loss of revenue through reduction in sales as well as the company's image.

Advance Journal of Management, Accounting and Finance

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Effective strategies have been developed to combat the excesses of cultural diversity. Despite this, organizations in recent times are still faced with all these challenges. It is against this backdrop that the study is poised to examine cultural diversity and organizational performance in selected pharmaceutical companies in Anambra State, Nigeria.

Objectives of the Study

The overall objective of this research is to investigate cultural diversity and organizational performance in selected pharmaceutical companies in Anambra State, Nigeria. In order to achieve this, the study seeks to;

1. To determine the effect of sexual orientation and organizational performance in selected pharmaceutical companies in Anambra State, Nigeria.
2. To evaluate the effect of gender discrimination and organizational performance in
3. The following research questions were selected pharmaceutical companies in Anambra State, Nigeria.

Research Questions formulated to achieve the objectives of the study:

1. To what extent does sexual orientation affect organisational performance in pharmaceutical firms in Anambra State, Nigeria?
2. To what extent does gender discrimination affect organisational performance in pharmaceutical firms in Anambra State, Nigeria?

Hypotheses

The following null hypotheses were formulated to guide this study:

Hypothesis One

Ho₁: Sexual Orientation has no significant effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Hypothesis Two

Ho₄: Gender discrimination no significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Review of Related Literature

Conceptual Review

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 (Akpoviroro & Owotutu, 2018). Othman & Fouda (2021) posit that cultural diversity entails appreciating and respecting the individual differences of each person's race, nationality, gender, sexual identity, socioeconomic status, age, physical skills, religious values, political opinions and other philosophies. Gupta (2013) defined diversity as acknowledging, understanding, accepting, valuing & celebrating differences among people with respect to age, class, and ethnicity, and gender, physical & mental ability. Cultural diversity is the existence of different individuals from different cultures or societies whose differences arise from language, religion, race, sexual orientation, gender, age, and ethnicity (Grobber, 2013 in Fudamu, 2023).

Every organization aims to sustain its existence and meet the needs of highly competitive markets by continuously improving its performance. Farrer (2006) in Tantua & Opara (2019) believes that, organizations aiming to expand their market and increase their performance needs to give greater attention to

Advance Journal of Management, Accounting and Finance

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Volume: 9 Issue: 10,

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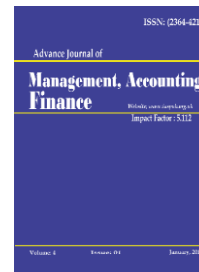
ISSN: 2364 – 4219

Impact Factor: 6.93

Advance Scholars Publication

Published by International Institute of Advance Scholars Development

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relating to a multi-cultural workforce. According to Hamde (2008) in Okwurume & Onuoha (2020), posits that cultural diversity is experienced and managed at individual, social and at a professional level. The concept of diversity encompasses acceptance, respect and understanding that each individual is unique, and have individual differences (Umemezia & Agbonifoh, 2017).

Diversity is increasingly recognized & utilized as an important organizational resource in regards to whether the goal is to be an employer of choice, to provide an excellent customer service or to maintain a competitive edge and diversity within an organization (Gupta, 2013). Inegbedion, *et al* (2020) asserted that the ability to fit into any organization in any part of the world without any feeling of estrangement is a global corporate culture which thrives under effective diversity management. It is for this reason that diversity management appears to have assumed significant importance in management literature in recent times with various academics from across a wide spectrum of interrelated intellectual disciplines researching and examining the concept from different perspectives.

Diversity is a broad phrase that encompasses people from a variety of backgrounds and is referred to a group's variety and distinctions i.e. individual distinctions such as ethnicity, age, religion, handicap status, geographic location, personality, sexual preferences, and a slew of other personal, demographic, and organizational

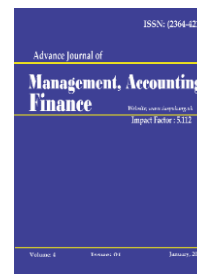
traits has made employee work restrictions such as race, religion, and culture be burdensome at times, especially if the organization's diversity is so great that the firm needs to hire a full-time staff to keep track of the employees' requirements (Diam, 2022). Diversity may be referred as admitting, appreciating, understanding, recognizing, valuing, and enjoying divergence among worker (Krietz, 2008 in Ahmad & Rahman, 2019).

Sexual Orientation

Sexual orientation refers to the sex of those to whom one is sexually and romantically attracted to the same gender or both genders (Moleiro & Pinto, 2015). Sexual orientation, which is so closely linked to sexuality, is about whom one is sexually attracted to and wants to have a romantic or sexual relationship with (British council, 2021). Sexual orientation is an enduring pattern of romantic or sexual attraction (or a combination of these) to person of the opposite sex or gender, the same sex or gender, or to both sexes or more than one gender and this has been generally subsumed under heterosexuality, homosexuality, and bisexuality (American Psychological Association, 2020).

Gender Discrimination

Gender refers to one self-identity i.e. how much a person associates himself or herself with (Ahmad & Rahman, 2019). Powell (2011) in Odhiambo, *et al* (2018) defined gender as the physiological inference of a someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviors,



values, knowledge, skills, and interests areas are more suitable for or typical of one sex than the other. Connell (2012) in Nang'oni & Kembu (2021) defines gender as either a description of femininity or masculinity. Khanna, Ashwini & Varghese (2017) defined gender diversity as equal representation of male and female.

Organizational Performance

Organizational performance is the actual productivity of an organization measured against its projected goals and objectives. The performance of an organization is based on the perception that the organization is comprised of valuable resources that include personnel, physical and capital assets that are used to achieve a shared goal (Charlotte, 2020). Olowookere, *et al* (2021) posits that performance can be referred to as the degree of achievement of the mission at workplace that builds up an employee's job. It is used to express the range of measurements of transactional efficiency, input and output efficiency. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (Ezeanyim & Ezeanolue, 2020). 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. Richard *et al*, (2006) in Akpoviroro and Owotutu (2018) 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.

Managing Cultural Diversity in an Organisation

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 Management should drive the process of the management of diversity as a holistic institutional management strategy. Akpoviroro and Owotutu (2018) have discussed the five dimensions of managing cultural diversity from the views of different clusters of authors

1. **Dimension 1:** Cultural diversity as a competitive advantage- The cluster that sees the diverse workforce that could contribute to potential competitive advantage to the organization.



2. **Dimension 2:** Cultural diversity as both positive and negative. 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.

3. **Dimension 3:** Cultural diversity dominated by organization culture: 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.

4. **Dimension 4:** Universal culture instead of cultural diversity: This view believe that some rules and laws can be applied to everyone everywhere.

5. **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.

Theoretical Framework

This study is anchored on Melting pot theory.

Melting Pot Theory

The second theory is the melting pot theory. "Melting Pot" is an expression which defines one of the most traditional conceptions of American

society. The Melting Pot notion defends the process of cultural homogenization, in which a heterogeneous society is consolidated as a single culture which fuses the different cultures forming it and Melting Pot appeared when American society starts to be conceived as a heterogeneous civilization which includes different races, cultures, languages, and beliefs. (Sanchez, 2017). The melting pot theory has been used to describe societies that are formed by an assortment of immigrant cultures that eventually produce new hybrid social and cultural forms (Ness, 2013).

The Melting Pot theory first rose to prominence when in 1782, J. Hector St. John de Crevecoeur, an immigrant from France, described the demographic homogeneity of the United States as comprising "individuals of all nations....melted into a new race of men, whose labors and posterity will one day cause great changes in the world" and Though heavily criticized, especially by alternate integration and assimilation theories like the Salad Bowl, the Melting Pot theory has its advantages.

First, it consolidates the concept of citizenship by creating an environment that integrates different ethnicities to celebrate national pride under a single banner. As said by Miller (2005), "citizenship provides a reference point. Our personal lives and commitments may be very different, but we are all equally citizens, and it is as citizens that we advance claims in the public realm and assess the claims made by others". By expanding citizenship, the Melting Pot theory, by

Advance Journal of Management, Accounting and Finance

Adv. J. Man. Acc. Fin

Volume: 9 Issue: 10,

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ISSN: 2364 – 4219

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extension, also expands national identity to be inclusive of different ethnicities and the values they bring with them. Secondly, it removes the singular homogenous identity attached to nation states, i.e., one federal government, a single national flag, defined territory, singular passport, all of which can be extended to mean a single national identity. The Melting Pot theory redefines this concept and solidifies the idea that national identity can be made up of multiple identities fused together under a single national emblem. In other words, it promotes a sense of community and social solidarity (Berray, 2019). Ethnic, linguistic, and religious heterogeneity are associated with a variety of politico-economic problems, including low growth, low provision of public goods, and conflict (Arun, Reich & Bryony, 2015).

The relationship or importance between these theories to this research is that it helps in faster process of integration of units employees, fosters equality and increases employees' standard of living in pharmaceutical firms by creating an environment that integrates different ethnicities to celebrate national pride under a single banner.

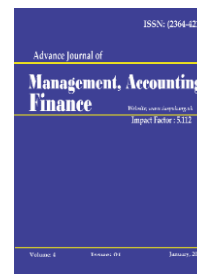
2.3 Theoretical Exposition

2.3.1 Sexual Orientation and Organizational Performance

Bower and Blackmon (2003) in Ozeren (2014) indicated, "Managing invisible diversity (as in the case of sexual orientation diversity) may be just as crucial as managing visible diversity". Today, the changing nature of workforce is apparent with respect to sexual orientation

diversity in comparison with what is widely assumed a heterosexist business environment. Employers, trade unions, human resource managers, and public authorities can interpret this as a serious challenge that requires resolution and compromise. Lesbian, gay, bisexual and transgender (LGBT) persons continually face prejudice and discrimination in the workplace. Consider that LGBT individuals do not receive federal protection from employment discrimination within the United States and faces forms of discrimination when seeking jobs and oftentimes face pressures to not disclose their sexual orientation at work. This causes a number of negative consequences of such hostile environments such as seeking employment elsewhere and has led to low organizational commitment, career commitment, organizational self-esteem, job satisfaction, relatively few opportunities for promotion, mental health challenges and more likely to experience psychological distress (Cunningham, 2010).

The practice of monitoring sexual orientation in employment and services has been developing for a number of years. A range of employers and services now routinely monitor data on the sexual orientation of prospective employees and service users. However, it is clear that the practice of sexual orientation monitoring is not widely embedded in the cultures of all workplaces or services (Creegan, 2019). In many workplaces, there may be policies and procedures in place that discriminate against



lesbian, gay, bisexual and transgender (LGBT) people. For people who have revealed their sexuality to their colleagues and employers, this cycle of abuse can have devastating consequences such as exclusion and discrimination, both within the workplace and in the community, contribute to negative health outcomes for the lesbian, gay, bisexual and transgender LGBT community, more likely to lead to self-harm or suicide, depression, increased levels of dependence on alcohol and other drugs, and forced invisibility of secrecy and denial. This is a self-preservation mechanism that lesbian, gay, bisexual and transgender LGBT people employ to cope with environments that are not inclusive and that allow homophobia to flourish. They are forced to be evasive and avoid personal or social interactions with colleagues which can directly significantly reduce a person's performance at work (Kirby, 2010). This can be showed in a survey in 2001, Barclays conducted its first staff attitude survey featuring sexual orientation. They found that whilst 10 per cent of staff had experienced bullying in the previous year, the figure for lesbian and gay staff was 23 per cent.

Gender Discrimination and Organizational Performance

In the last decades, organizational barriers (Glass ceiling') that hinders women from advancing to the top in their career have been a vital area in organizational research. This has been described as a subtle obstacle that is so clear but yet very powerful that it can hinder women

from climbing up the managerial ladder. It creates difficulties and limitations in which women encounter when trying to attain the highest position of their particular field (Odhiambo, *et al*, 2018). Gender stereotypes exist within the workplace and affect the perception of male and female behavior within an organization. In addition to the way in which males and females behave can be influenced by these stereotypes manner in which their behavior is evaluated. Companies which have adopted workforce diversity have significantly changed its performance towards rapid growth by creating new ideas, providing suggestion in solving problems (Khanna, *et al*, 2017).

The women workforce makes up 54 percent worldwide and in the recent interrogations that gender discrimination either through hiring, promotion or provision of services has a negative significance to the performance of the employees. Women felt that they were being discriminated against when it comes to promotions, to top positions despite the fact that they have qualifications like their counterparts (Nang'oni & Kembu, 2021). Gender inequality with regards to the recruitment process in some corporations stems from the perception that the tasks are best suited to a specific gender, which can be labeled as job segregation and can be regarded as a toxic and inhospitable environment for women owing to the various kinds of gender inequalities present (Babarinde, *et al*, 2022).

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Managing diversity is a big challenge for organizations, especially in top management team of organization because the business world is changing to accommodate improvement in work and family roles of women who have made their contribution in the business improvement of the 21st century. Women are now getting employment in male dominated professions such as legal advocacy firms, sports, army and top level corporate management which have dramatically increased productivity and output in organizations (Bibi, 2015). There is a consistent drive towards educating women and empowering them socially, economically and politically, especially in Nigeria that the society is patriarchal in nature and women are encouraged to hold political positions (Nweke, 2020).

To increase the company's performance, heterogeneity must be fostered, nurtured, and acknowledged because differentiating between individuals may influence work or relationships inside an organization and a company's ability to grow more efficiently and succeed depends on its workforce's diversity, motivating enterprises to make the most of it (Nithyanantham, *et al.* 2022).

Cultural Diversity and Organizational Performance

The concept of performance cuts across all spheres of operation within and outside the organization. The analysis of performance whether financial, production, marketing, managerial, or in general activities, is very necessary because the outcome of the present

decisions lie in the projection of the future (Oparanma, 2010 in Olowookere, *et al.*, 2021). Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions (Ezeanyim & Ezeanolue, 2020).

Today's workplaces are highly heterogeneous and this has brought about many changes in the traditional ways of doing business. Companies now do their best to manage diversity in the workplace and get their methods of operation scrutinized for achieving organizational goals by restructuring on a daily basis so that their workforce can be more inclusive and composite in nature because when different people bring different views to the table, they transform an organization into a competitive market (Agbaeze, *et al.*, 2019). This in the views of Makhdoomi & Nika (2018), if an organisation is able to show same performance, profits and quality, with a diverse workforce as with a homogenous workforce without any changes in standards, or compromising competence then that organisation will be able to increase competition in the marketplace.

Diversity in organizational members may lead to positive or negative outcomes, therefore it is important to manage it effectively (Ali, 2021). Several authors have discussed the relationship between cultural diversity and its effect on organizational performance. Ibinabo, *et al.* (2021) in their research revealed that there is a significant relationship between cultural diversity and organizational performance of 3-

Advance Journal of Management, Accounting and Finance

Adv. J. Man. Acc. Fin

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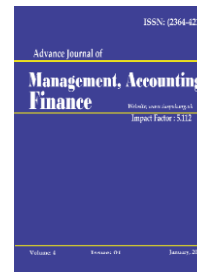
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star hotels in South- South, Nigeria. Fudamu (2023) also found positive and statistically significant effect of employee cultural diversity (language diversity, value diversity and religious diversity) on organizational performance. Tantua & Opara (2019) also revealed that cultural diversity significantly influences organizational performance in food and beverages firms in Port Harcourt.

Hsiao, Auld & Ma (2015) in Tamunomiebi & Onyeche (2021) opines that to enjoy profitability, productivity, and competitive advantage, organisations must not only embrace diversity, but use all types of available strategies that will attract the best and the brightest talents. Inegbedion, *et al*, (2020) posits that despite the challenges of diversity, there are conspicuous benefits that can make a diverse workforce yield a positive trade-off and this is what makes a diverse workforce attractive in the contemporary global environment. The benefits of workplace diversity includes rapid adaptability, availability of a greater variety of alternative techniques for solving problems, in-service sourcing, and allocation of resources.

Empirical Review

Babarinde, Ojo, Omoyele & Aigbedion (2022) investigated Impact of gender balance practices on employee performance in selected governmental organisations: Nigerian experience. The study finds that organizational politics and as well as employees' perception of organizational fairness affects the performance of employees. These results imply that when

gender balance practices are present, employees are more motivated regardless of gender. The descriptive survey design was used in the study. The population under consideration is 14, 534 (NNPC=6,621, and NPA=7,913). The sample size is five hundred and six (506). It is obtained from the population unit (14,534) using Yamane's Statistical Distribution Formula. Creswell (2014). The study used a judgmental sampling technique for the participant. This study concludes that organizational politics should not be used as a tool for executing gender bias but, if used properly, can result in increased employee performance. The study recommends that organizations should focus more on promoting gender balance practices in terms of providing employees with economic independence and also making rooms for both junior and senior-level staff to benefit from organizational politics.

Sultana, Islam & Hasan (2022) investigated the impact of workforce diversity on employee performance in the private banking sector in developing countries. This effort went into identifying workforce diversity challenges, finding out the significant relationship between diversity variables and employee performance, measuring the degree of effect of diversity on job performance, and studying the perception of employees towards the change. Diversity of the workforce is demarcated by age, gender, educational background, work experience, and religious diversity. A well-structured questionnaire with 35 questions was fostered to the 175 respondents randomly. A pilot study was

Advance Journal of Management, Accounting and Finance

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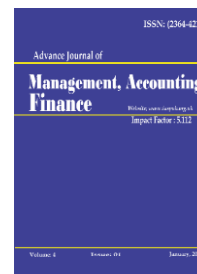
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conducted to validate the questionnaire and a few questions were redesigned. This study concluded that age, gender, work experience, education, religion, and employee performance are interrelated and interdependent and diversity has a significant impact on employee performance.

Diam (2022) measured cultural diversity as language, religious and value system diversity. Organizational performance was measured as team building, communication, and employee productivity. The study collected primary data from 353 employees from ten different manufacturing companies in the Ashanti and Greater Accra Regions of Ghana. The study employed mean and standard deviation for descriptive analysis. The study employed a structural equation model for the estimation. Cultural diversity was found to be prevalence in the sampled companies. However, team building, and communication were effective, and employee productivity was high. The educational attainment of employees significantly reduced the negative impact of language, religious, and value system diversity on each organizational performance indicator. Stakeholders in Ghana's manufacturing industry should encourage continued human resource development through the pursuance of higher education, internal and external training, and seminars.

Nang'oni & Kembu (2021) examined the influence on the influence of gender diversity on organization performance at the Kenya Urban Roads Authority. The study was conducted at

Kenya Urban Roads Authority Headquarters, in Nairobi and the target population was all categories of employees of KURA. The study adopted a descriptive research design. Stratified random sampling was used. The population of the study was 150 and the sample size was 30% of the population which translated to 45 respondents. In order to collect data, structured questionnaires were issued to respondents. A pilot test was conducted to ascertain the validity and reliability of the questionnaire, a pretest and pilot survey was conducted. Statistical analysis was conducted using Statistical Package for Social Sciences (SPSS 24) to calculate descriptive analysis, reliability analysis, and correlation and regression analysis. The findings were presented using tables and figures. The correlation findings demonstrated weak but positive and significant effects of age and education diversity on organization performance. The effect of gender diversity on organizational performance was weak, positive but not significant. The multiple regression results showed that gender diversity accounts for up to 41.3% of the variation in organizational performance of KURA. As a result, the study recommends the HR department of KURA to enhance gender diversity in the organization through practices such as providing opportunities for growth and advancement for women, having a career development that includes women, structuring the training and development program to meet the criteria/ requirement of the male and female gender, involving women in the decision-making

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process as much as men and ensuring that employees are positive about gender diversity.

Ali (2021) explores the relationship between competitiveness, organizational culture, and workforce diversity among the faculty members working in universities and higher educational institutions in Saudi Arabia. The sample consists of 117 faculty members working in different private and government universities and higher educational institutions in Saudi Arabia. Data collected through a Google survey with the help of the Organizational Culture Questionnaire, Workforce diversity Inventory, and Multidimensional Competitive Orientation Inventory. Stepwise Multiple Regression Analysis has been applied using SPSS for data analysis. The results concluded that overall organizational culture and its dimension found a significant positive correlation with competitiveness whereas age and work experience showed an inverse relationship. Transparency and trust emerged as the predictors of competitiveness among faculties of universities and colleges. The results also revealed significant positive relationships between competitiveness and factors of workforce diversity. Organizational justice one of the factors of workforce diversity appeared as the predictor of competitiveness.

Tamunomiebi & Onyeché (2021) examined the relationship between diversity management and organizational performance of 3- star hotels in South-South, Nigeria. The study categorized diversity management into surface level diversity

and deep-level diversity and investigated these two dimensions. The target population of the study consisted of all the 3-star hotels in South-South Nigeria registered with the Nigeria Tourism Development Corporation given as 60 hotels. The sample frame consisted of the managerial/ administrative staff of the hotels and five of them were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The data for the study were generated using structured questionnaire. Also, the hypotheses were tested using use of inferential statistical tools of Pearson Product Moment Correlation Coefficient (r) and t-test through the help of SPSS 22.0. The study found that understanding and managing diversity plays a significant role in enhancing organisational performance. The study concluded that surface-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; deep-level diversity has a positive and significant relationship with the productivity of 3-star hotels in South-South, Nigeria; surface level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria; and deep-level diversity has a positive and significant relationship with the growth of 3-star hotels in South-South, Nigeria. Therefore, the study recommended that it is important that effective workplace strategies and policies be designed, implemented and monitored, in order not only to eliminate discrimination but also to support a more diverse workforce.

Advance Journal of Management, Accounting and Finance

Adv. J. Man. Acc. Fin

Volume: 9 Issue: 10,

October, 2024

ISSN: 2364 – 4219

Impact Factor: 6.93

Advance Scholars Publication

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Wijayanti & Nurhayati (2021) analyzed the influence of aspects of employee religiosity and organizational culture on employee performance mediated by employee intrinsic motivation. The object of this research is the employees of the office of Bank Syariah Indonesia (BSI) ex BNIS Head Office. A total of 111 respondents filled out the questionnaire, the sample was taken using the Slovin formula from a total population of 153 employees from each division. This research was conducted from July 2020 to June 2021 at the office of Bank Syariah Indonesia (BSI) ex BNIS Head Office. The sampling technique used is purposive sampling. The data were analyzed using the SmartPLS (Partial Least Square) path analysis application. The results of this study indicate that the aspect of employee religiosity has a positive and significant effect on employee performance and organizational culture has a positive and significant effect on employee performance. Meanwhile, intrinsic motivation mediates between aspects of employee religiosity and organizational culture on employee performance. Intrinsic motivation mediates employee religiosity and organizational culture perfectly.

Odogwu & Nnonyele (2021) attempted to fill this gap by examining the effects of religious belief and practices on employees' performance in universities in South – South, Nigeria. The cross – sectional survey design was adopted in the study. There were 879 study participants comprising academic and non-academic staff selected through the multi stage sampling

technique across four universities in the south-south region. The structured questionnaire was used for data collection. The data was analysed using descriptive and inferential statistics with the aid of Software for Statistics and Data Science (STATA 13.0). The findings revealed that religious belief and practices significantly affect employees' performance in universities in south – south, Nigeria (($F=1, 877 = 55.63$; Prob. $> F = 0.0000 < 0.05$). Also, the t-value of RBP ($t= 7.46$; $P>/t/ = 0.0000 < 0.005$) showed that there is significant positive relationship between RBP and employees' performance. The study concludes that RBP has the potential to enhance employees' performance by providing a religious endorsement for the value of work. Therefore, there is need for Management to recognise RBP as vital human resources to be carefully managed to the advantage of work settings.

Olowookere, Abdulraheem & Abu (2021) examined the effect of workforce diversity on performance of university of Ilorin teaching hospital. This study adopted a descriptive research design via the structured survey instrument-questionnaire. Population of this study includes 3,557 staff of university of Ilorin teaching hospital. The study was analysed using standard multiple regression analysis the study found that most of the explanatory variables have positive effect on the performance of university of Ilorin teaching hospital. The adjusted R^2 regression coefficient of organizational performance is 0.349 and p-value of 0.000. Based on the findings, the study

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concluded that workforce diversity has significant effect on organizational performance. Based on the findings of the study, the study recommended that management should continue to promote equal employment and opportunity for career growth based on gender, ethnic, educational and functional inclusivity and organizations must view attainment of organized diverse workforce as key to attaining harmony within the organizations.

Gap in Literature

Variables such as age, gender, education, race, ethnicity, religion were used in the studies in the empirical research works in Nigeria but none emphasized the use of sexual orientation. Also, the methodology used is different from the empirical works studied as it employed the use of proportional stratified sampling to ascertain the number of questionnaire to be delivered to each of the firm under study. Also, the methodology and population adopted is quite different from previous research work. Based on this the present study is poised to study cultural diversity and organizational performance in pharmaceutical industries in south-east, Nigeria.

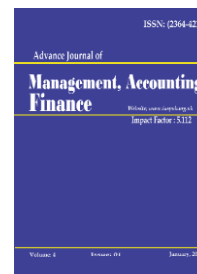
Methodology

This study adopted a specific and scientific procedure in carrying out this research which is the survey method. With respect to this research, the researcher made use of primary and secondary sources of data. The primary sources of data include the questionnaire, while the secondary sources of data include the journals, magazines, textbooks, and internet. The

questionnaire was structured into first and second parts. The first part answered demographic questions, while the second part answered the thematic questions geared towards appropriate response for the purpose of the research topic. Stratified sampling method was adopted in this study due to the large number of Pharmaceutical companies in Anambra State, Nigeria. In connection with this study, the population drawn from fifteen selected Pharmaceutical firms in Anambra State, Nigeria is 1442. The sample size for the study was determined using Borg and Gall (1973) formula and was calculated to be 277. Stratified sampling technique was used to narrow the pharmaceutical companies from the three senatorial districts in Anambra State, Nigeria. The firms were selected using simple random sampling technique. The purposive sampling technique was used to narrow the focus area to only those who are connected with senior and junior administrative staff. However, this was done in order that the researcher could be equipped with the ability to judge, select or reject a respondent on the basis that he or she meets or fails to meet the purpose of the research. The need to enhance easy comprehension and analysis prompted the use of descriptive statistical method of analysis like the frequency distribution table, simple percentages.

Furthermore, the Pearson product moment correlation coefficient formula was used:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$



Nevertheless, T-test for test of significance was adopted to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null or alternative hypothesis would still remain valid after the test.

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

Data Presentation, Analysis and Interpretation

Two hundred and seventy-seven (277) copies were distributed to the selected companies under

Table 1: Responses on how sexual orientation affect organisational performance in pharmaceutical firms in Anambra State, Nigeria?

study while two hundred and twenty-five (225) copies representing 81% of the population selected for the study were duly completed and used for the analysis.

Questionnaire Analysis

The survey questions relating to the subject matter of the study are analyzed below.

Question 1: To what extent does sexual orientation affect organisational performance in pharmaceutical companies in Anambra State, Nigeria?

	SCALE					TOTAL
	SA,	A,	U,	D,	SD	
Lesbian, gay, bisexual and transgender (LGBT) persons continually face prejudice and discrimination in the workplace	117 (52)	81 (36)	7 (3)	9 (4)	11 (5)	225 (100)
LGBT individuals do not receive federal protection from employment discrimination within the organisation	104 (46)	87 (39)	4 (2)	16 (7)	14 (6)	225 (100)
Lesbian, gay, bisexual and transgender (LGBT) persons continually face low organizational commitment, career commitment	103 (46)	79 (35)	7 (3)	20 (9)	16 (7)	225 (100)
Lesbian, gay, bisexual and transgender (LGBT) persons continually face relatively few opportunities for promotion and had low promotion rate	109 (48.4)	82 (36.4)	5 (2.2)	14 (6)	15 (7)	225 (100)
Lesbian, gay, bisexual and transgender (LGBT) persons continually face mental health challenges and more likely to experience psychological distress	106 (47)	99 (44)	9 (4)	4 (2)	7 (3)	225 (100)
Total	108 (35.2)	86 (33)	6 (3.2)	13 (13.4)	12 (15.2)	225 (100)

Note: The figures in Parenthesis are Percentages

Source: Field Survey, 2024

Advance Journal of Management, Accounting and Finance

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Impact Factor: 6.93

Advance Scholars Publication

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In table1, five test questions were posed to determine on how sexual orientation affect organisational performance in pharmaceutical firms in Anambra State, Nigeria.

The first test question was to determine if Lesbian, gay, bisexual and transgender (LGBT) persons continually face prejudice and discrimination in the workplace. From the responses 52% strongly agreed, 36% agreed, 3% remained undecided, 4% disagreed and 5% strongly disagreed.

The second test was posed to ascertain if LGBT individuals do not receive federal protection from employment discrimination within the organisation. From the responses 46% strongly agreed, 39% agreed, 2% remained undecided, 7% disagreed and 6% disagreed.

The third test question sought out to determine if Lesbian, gay, bisexual and transgender (LGBT) persons continually face low organizational commitment, career commitment. From the responses 46% strongly agreed, 35% agreed, 3% remained undecided, 9% disagreed and 7% strongly disagreed.

The fourth test question was to ascertain if Lesbian, gay, bisexual and transgender (LGBT)

persons continually face relatively few opportunities for promotion and had low promotion rate. From the responses 48.4% strongly agreed, 36.4% agreed, 2.2% remained undecided, 6% disagreed and 7% strongly disagreed.

The fifth test question sought out to determine if Lesbian, gay, bisexual and transgender (LGBT) persons continually face mental health challenges and more likely to experience psychological distress. From the responses 47% strongly agreed, 44% agreed, 4% remained undecided, 2% disagreed and 3% strongly disagreed.

The table shows that 35.2% of the respondents on the average strongly agreed with the Statement of the items, 33% agreed, 3.2% were undecided, 13.4% disagreed and 15.2% strongly disagreed. Highlight of the Statement of the items shows that sexual orientation affects organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Question 2: To what extent does gender discrimination affect organisational performance in pharmaceutical firms in Anambra State, Nigeria?



Table 2: Responses on how gender discrimination affect organisational performance in pharmaceutical firms in Anambra State, Nigeria.

	SCALE					TOTAL
	SA,	A,	U,	D,	SD	
Gender discrimination has given access to multiple views which is highly useful for outlining and accomplishing a business strategy	113 (50)	73 (32)	11 (5)	20 (9)	8 (4)	225 (100)
Societal mandates eliminated formal policies that discriminated against certain classes of workers	113 (50)	80 (35)	5 (2)	11 (5)	17 (8)	225 (100)
Hiring of workers in my company is based on gender	114 (51)	78 (35)	8 (3)	9 (4)	16 (7)	225 (100)
I am being sexually harassed because of my gender	111 (49)	70 (31)	7 (3)	26 (12)	11 (5)	225 (100)
gender diversity influences promotion and pay in my organization	123 (55)	70 (31)	15 (7)	7 (3)	10 (4)	225 (100)
TOTAL	115 (49)	74.2 (35)	9.2 (4)	15 (6)	12 (6)	225 (100)

Note: The figures in Parenthesis are Percentages

SOURCE: FIELD SURVEY, 2024

In table 2, five test questions were poised to determine if gender discrimination affect organisational performance in pharmaceutical firms in Anambra State, Nigeria.

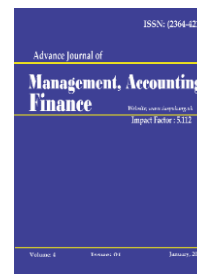
The first test question was to determine if gender discrimination has given access to multiple views which is highly useful for outlining and accomplishing a business strategy. From the responses 50% strongly agreed, 32% agreed, 5% remained undecided, 9% disagreed and 4% strongly disagreed.

The second test was posed to ascertain if societal mandates eliminated formal policies that discriminated against certain classes of workers. From the responses 50% strongly agreed, 35% agreed, 2% remained undecided, 5% disagreed and 8% disagreed.

The third test question sought out to determine if Hiring of workers in my company is based on gender. From the responses 51% strongly agreed, 35% agreed, 3% remained undecided, 4% disagreed and 7% strongly disagreed.

The fourth test question was to ascertain if I am being sexually harassed because of my gender. From the responses 49% strongly agreed, 31% agreed, 3% remained undecided, 12% disagreed and 5% strongly disagreed.

The fifth test question sought out to determine if gender diversity influences promotion and pay in my organization. From the responses 55% strongly agreed, 31% agreed, 7% remained undecided, 3% disagreed and 4% strongly disagreed. Highlight of the Statement of the items shows gender discrimination affect



organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Testing of Hypotheses

Under this section, the research hypotheses was tested.

Hypothesis One

Ho: Sexual Orientation has no significant effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Hi: Sexual Orientation has a significant effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Table 3: Calculation of correlation coefficient for hypothesis one

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly Agree	5	108	540	25	11025
2	Agree	4	86	344	16	7396
3	Undecided	3	6	18	9	36
4	Disagree	2	13	26	4	169
5	Strongly Disagree	1	12	12	1	144
	Total	15	225	940	55	18770

SOURCE: FIELD SURVEY, 2024

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(940) - (15) \cdot (225)}{\sqrt{[5(55) - (225)^2][5(18770) - (50625)]}}$$

$$\frac{1325}{1470}$$

$$r = 0.90$$

The correlation coefficient r= 0.90 as shown above is an indication that sexual orientation has a significant positive effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria. Nevertheless, there was a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid

after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

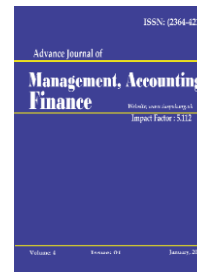
Substituting the value of the correlation coefficient r= 0.90 in the above formula. We obtained the result:

$$T_{cal} = 0.90 \sqrt{\frac{5-2}{1-(0.90)^2}}$$

$$T_{cal} = 3.57$$

$$\text{But } t_{0.05, 3} = 2.35$$

Therefore the null hypothesis was rejected since $T_{cal} = 3.57 > T_{tab} = 2.35$, and the alternative which suggest that sexual orientation has a significant positive effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria.



Hypothesis Two

Ho: Gender discrimination no significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Hi: Gender discrimination a significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria.

Table 4: Calculation of correlation coefficient for hypothesis four

S/N	OPTIONS	X POINTS	Y RESPONSES	XY	X ²	Y ²
1	Strongly agree	5	115	575	25	13225
2	Agree	4	74.2	297	16	5506
3	Undecided	3	9.2	28	9	85
4	Disagree	2	15	30	4	225
5	Strongly disagree	1	12	12	1	219
	Total	15	225	942	55	19185

Using the Pearson product moment correlation coefficient formula given as:

$$r = \frac{n\sum xy - \sum x \cdot \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

$$r = \frac{5(942) - (15) \cdot (225)}{\sqrt{[5(55) - (225)][5(19185) - (50625)]}}$$

$$\frac{1335}{1505}$$

R= 0.89

The correlation coefficient r= 0.89 as shown above is an indication that gender discrimination has a significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria. Nevertheless, there was

a need to equally estimate for the significance of the coefficient and to ascertain whether the claim of the null hypothesis would still remain valid after the test. T-test for test of significance was adopted as follows:

$$T_{cal} = \sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting the value of the correlation coefficient r= 0.89 in the above formula. We obtained the result:

$$T_{cal} = 0.89 \sqrt{\frac{5-2}{1-(0.89)^2}}$$

$$T_{cal} = 3.38$$

But $t_{0.05, 3} = 2.35$

Therefore, the null hypothesis was rejected since $T_{cal} = 3.38 > T_{tab} = 2.35$, and the alternative which suggest that gender discrimination has a significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria.



Discussion of Results

The results of the hypotheses tests formulated from the four objectives of this study were discussed below;

The first hypothesis is that sexual orientation has a significant positive effect on organisational performance in pharmaceutical firms in Anambra State, Nigeria with $T_{cal} = 3.57 > T_{tab} = 2.35$. This is in consistent with the views of Kirby, (2010), that LGBT are forced to be evasive and avoid personal or social interactions with colleagues which can directly significantly reduce a person's performance at work. This is in line with the view of Cunningham (2011), Organizations with high sexual orientation diversity and that followed a strong proactive diversity strategy outperformed their peers in objective measures of performance. The second result of the hypothesis shows that Gender discrimination a significant influence on organisational performance in pharmaceutical firms in Anambra State, Nigeria with $T_{cal} = 3.38 > T_{tab} = 2.35$. This is in consistent with the view of Nweke (2020) that gender diversity influence employee performance positively. Ibinabo, *et al* (2020), revealed that there is a significant relationship between gender diversity and organizational performance of 3-star hotels in South- South, Nigeria.

Conclusion and Recommendations

Hence, cultural diversity is something that firms/organizations must take seriously if they are to achieve a competitive advantage in the business sector/market. Nowadays,

organizations are having a more heterogeneous workforce consist of different age groups, gender equality, ethnicity, multi nationalities, and many more. Our findings make several significant contributions to the literature. It has contributed to extant literature on diversity management, inclusion, job satisfaction and job performance. Diversity is a crucial part that every employee must cope with at one point during their careers and in their workplace such as exchange of ideas due to the various cultures of employees. So therefore, it is important for organizations to understand, embrace and manage diversity for the benefit of the organization because managing diversity in the workplace is part of employee retention and attraction, with the intention to energize workplace productivity, thus increasing the organization's competitive edge. Management should establish clear anti-discrimination policies that prohibit harassment and discriminatory behavior based on employee sexual orientation and also provide employees especially supervisors and managers with discrimination prevention training. Pharmaceutical firms should create a fair compensation packages and promotion procedures, inclusion training program, have a clear policy on discrimination and implement gender neutral recruitment process.

Areas for Further Studies

Research is needed on the relative importance of the various components of the cultural diversity on organizational performance. For example, there are limited empirical literature and studies

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on age, sexual orientation and educational attainment and it is vital to performance of pharmaceutical firms in Nigeria. The scope of a study should be extended to the public sector and government parastatals to make for a comparative analysis and such studies could contribute a better performance of firms that is highly desirable and beneficial to the Nigerian economy.

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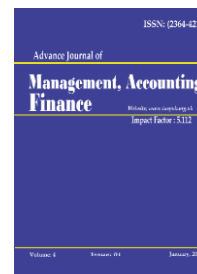
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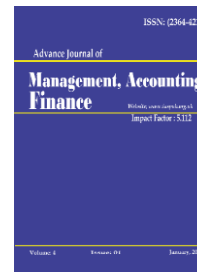
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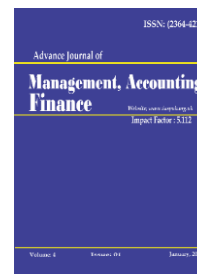
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Advance Journal of Management, Accounting and Finance

Adv. J. Man. Acc. Fin

Volume: 9 Issue: 10,

October, 2024

ISSN: 2364 – 4219

Impact Factor: 6.93

Advance Scholars Publication

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