# Cultural Diversity and Organizational Performance of 3 Star Hotels in South-South Nigeria

**Warmate Adeinbiari Ibinabo, I. Zeb-Obipi, Jaja Senibo Samuel**

*Abstract*— **This study examined the relationship between cultural diversity and organizational performance of 3-star hotels in South-South, Nigeria. Primary data was generated through self- administered questionnaire. The target population of the study is all the 3- star hotels in South-South, Nigeria registered with the Nigeria Tourism Development Commission. Five managers were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The sample size of 171 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings of the study revealed that there is a significant relationship between cultural diversity and organizational performance of 3-star hotels in South- South, Nigeria. The study concludes that cultural diversity significantly predicts organizational performance of 3-star hotels in South- South, Nigeria. The study recommends that it is important for 3-star hotels should put in place effective workplace strategies and policies be designed, implemented and monitored, in order not only to eliminate racial discrimination but also to support a more diverse workforce. Employing a diverse workforce – and managing it effectively – not only satisfies legal, ethical obligations, but is also good for business.**

*Index Terms*— **Cultural Diversity, Organizational Performance.**

## I. Introduction

Every organization aims to sustain its existence and meet the needs of highly competitive markets by continuously improving its performance (Arslan&Staub, 2013). According to Chen (2002), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. Ely & Thomas (2001) describe performance as the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. There are several ways to understand organization performance but for the purposes of this thesis, we will look at it as the ability of an organization to satisfy the desired expectations of two main stakeholders comprising of owners and customers. This is measured in terms of the following parameters; Owners' satisfaction with

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financial returns or profits from organizational operations and customers' expressed satisfaction with the quality of products and services of the organization.

Performance is a measure of results achieved by individual, group, and organization. Organization performance is defined as a continuous and action oriented with focus on improving performance by using objective, standards, appraisal, and feedback (Ahabnch, 2008). Organizations performance comprises the actual output or results of an organization achievement as measured against its intended goals and objectives. Organizations adopt performance measurement because it creates accountability, provides feedback to operations, and result in more effective planning, budgeting and evaluation (Ammons, 2001). Organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same firms. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. To achieve optimum performance, today's organizations must pay crucial attention to diversity issues.

Diversity challenges and opportunities impact all nations around the world to one extent or another (Bahaudin and Jatuporn, 2009). The role of a leader is vital for the survival and progress of an organization. As Collins (2006) and Fernandez (1991) note, workplace diversity is a Perpetual process, with an ambitious goal: the creation of an organizational culture where the best people want to work, where everyone is treated with dignity and respect, where people are promoted on their merits and where opportunities for success are available to all. Workplace diversity enables hospitality organizations to recruit talent from a broad range of people, foster a positive organization culture, and enhance customer service. Workplace diversity refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and the informal organizational structures through deliberate policies and programs (Cox, 1999).

Organizations and their employees do not exist in a vacuum, separated from their cultural surroundings, but in a specific culture or socio-cultural environment (Hofstede, 2001). For an organization to remain relevant in a competitive environment, it is necessary for the management

to hire employees who represent its demographics (Jehn&Bezrukova, 2004). This could include people who represent a particular ethnic community, who understand and know the needs of their culture. It could also mean having a representative from a particular religion, who may be able to give insight on the acceptable and non offensive traditions that could be used by the organization, for example during a marketing campaign (Worman, 2006). Worman (2006) further explains that understanding the effect of culture on human behavior is crucial to the business success of any organization.

Farrer (2006) believes that, organizations aiming to expand their market and increase their performance need to give greater attention to relating to a multi-cultural workforce. Jehn andBezrukova (2004) state that the trend of having different work functions and departments in an organization that have different cultures, adds a strong element of cultural diversity to today's workgroups in many organizations. For an organization to succeed and have a competitive edge over the rest in the industry, it has to greatly embrace diversity to be able to realize its benefits, Farrer (2006). Being able to successfully handle workplace diversity issues as well as develop and implement diversity plans gives an organization several benefits (Stahl, Maznevsk, Voigt &Jonsen, 2010)

Cultural diversity is the representation, in one social system, of people with distinctly different group affiliations of cultural significance (Ang,Van, Koh, Templer, Tay&Chandrasekar, 2007). Tayeb (2003) describes culture as the shared norms and values of a social system which characterize a society, and lie beneath its art and architecture, clothes, food, ways of greeting, working together and ultimately ways of communicating. On the other hand, Hofstede (2010) defines culture as the collective programming of the mind based on values that distinguishes one group or category from another.

This study therefore examines the relationship betweencultural diversity and organizational performance of 3 star hotels in South-South Nigeria.

Furthermore, this study will also be guided by the following research questions:

i. What is the relationship between cultural diversity and cost minimization of three star hotels in South-South, Nigeria?

ii. What is the relationship between cultural diversity and time minimization of three star hotels in South-South, Nigeria?

iii. What is the relationship between cultural diversity and waste minimization of three star hotels in South-South, Nigeria?
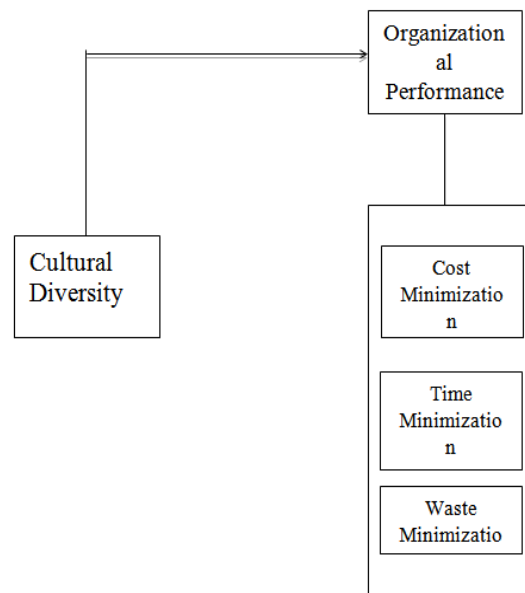


*Fig.1 Conceptual framework for the relationshipcultural diversity and organizational performance*
*Source: Author's Desk Research, 2020*

## II. LITERATURE REVIEW

### i. Theoretical Foundation
**Equity Theory**

The equity theory was introduced Adams (1963) with the view that fairness and equity are very crucial elements of a motivated individual. This theory states that "individuals are driven by frankness, and if they identify inequalities in the input or output rations of themselves and their referent group, they will seek to adjust their input to reach their perceived equity" (Adams, 1963). Yousef(1998)explains that the equity theory is a theory that centre's on perceived fairness of an individual. An employee reflects on how much effort has expended and compares this to what has been got from it. This theory shows that employees strive to achieve equity between themselves and their co-workers. This equity will be achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. The equity theory is concerned with the perceptions people have about how they are treated as compared to with others.

The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees.An example is when employees compare the work they do to someone else that receives a higher salary than them. They may conclude that the person may be doing lesser work compared to them, while receiving a bigger compensation (Kandpal, 2015). In such a scenario, the person evaluates their own effort-to-compensation ratio to that of another person, and the end result is a loss in motivation. When compared to others, individuals want to get paid fairly according to the contributions in the organization.

## Cultural Diversity

Cultural diversity is important because our country, workplaces, and schools increasingly consist of various cultural, racial, and ethnic groups. We can learn from one another, but first we must have a level of understanding about each other in order tofacilitate collaboration and cooperation, Osmond (2008). Cultural diversity is the quality of diverse or different cultures, as opposed to monoculture, the global monoculture, or a homogenization of cultures, akin to cultural decay. The phrase cultural diversity can also refer to having different cultures respect each other's differences (Osmond, 2008). The phrase "cultural diversity" is also sometimes used to mean the variety of human societies or cultures in a specific region, or in the world as a whole. Globalization is often said to have a negative effect on the world's cultural diversity. Cultural diversity within secondary schools or universities can enrich the learning process, enabling students to draw on their peers' much wider and more varied experiences. It also better prepares students for the diverse society they participate in beyond the campus.

Researchers have observed that diversity on a cultural context can influence organizational synergies, innovativeness, and effectiveness in implementation of technological programs (Gomez-Mejia &Palich, 2015). Cultural diversity can further influence interpersonal dynamics within an organization. Interpersonal barriers rooted in cultural differences may impede the flow of information on a corporate wide basis. Cultural norms and practices may further influence the manner in which human resource programs are implemented (Gomez-Mejia *et al.*, 2015).

Culture is critical to business success, according to the results of the 2013 Culture and Change Management Survey. When more than 2,200 global businesspeople were surveyed to get their take on culture's role in business, it was observed that culture is widely seen as more important than companies' strategies or operating models. This view of culture's importance holds true around the world (Cox, 1994; Gilbert &Ivancevich, 2000).

According to Ahiauzu (1999), cultural diversity implies diversity in religion, norms, values and attitude. The growth of cultural diversity was the focus since before Christ was born. To achieve organizational goals, the management needs to manage employees with different cultural diversity. When people of diverse cultures are grouped together to perform a specific task, it will lead to high effectiveness and efficiency of the organization. Multicultural workforce is an influential source of heterogeneity which can be positive on efficiency and effectiveness. This is as a result of different people pooling their belief, knowledge and skills together to achieve effective productivity in the organization. Cultural diversity is, therefore, the representation, in one social system, of people with distinctly different group affiliations of cultural significance (Powell &Persico, 1995; Cox, 1994).Multiculturalism emphasizes that acknowledging the existence of ethnic diversity and ensuring the rights of individuals to retain their culture should go hand in hand with enjoying full access to constitutional principles and commonly shared values prevailing in the society or organization. It has been used interchangeably with cultural diversity. In the light of this, organizations and societies are becoming increasingly diverse in terms of gender, race, ethnicity, and are being charged to create the multicultural organization.

## Organizational Performance

Organizational performance is defined as an analysis of a company's performance as compared to goals and objectives (Jamrog, 2002). Within corporate organizations, there are three primary outcomes analysed, financial performance, market performance and shareholder value performance (Adler, 2005). The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Carton, 2004). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard, Devinney, Yip & Johnson (2009) organizational performance encompasses three specific areas of firm outcomes, financial performance such as profits, return on assets and return on investment), product market performance such as sales, market share and shareholder return measure through total shareholder return and economic value added.

Organizational performance is therefore the ability of an organization to fulfil its mission through sound management, strong governance and a persistent rededication to achieving results. Parasuraman (2002) proposed that firms delivering services must broaden their examination of productivity from the conventional company-oriented perspective to a dual company-customer perspective. This broadened approach can help reconcile conflicts or leverage synergies between improving service quality and boosting service productivity (Parasuraman, 2002). This research considers organization performance relative to the competition from multiple organizational perspectives including quality, productivity, market share, profitability, return on equity, and overall firm performance. Other non-financial measure of performance such as increase in customer base, market share increase, quality service delivery and increase in firm branch networks (Bernthal and Wellins, 2006).

Performance is a measure of results achieved by individual, group, and organization. Organization performance is defined as a continuous and action oriented with focus on improving performance by using objective, standards, appraisal, and feedback (Ababnch, 2008). Organizations performance comprises the actual output or results of an organization achievement as measured against its intended goals and objectives. Organizations adopt performance measurement because it creates accountability, provides feedback to operations, and result in more effective planning, budgeting and evaluation (Ammons, 2001).

The performance as stated by Hunger and Wheelen (2007) is an end results of an activity, and an organizational performance is accumulated end results of all the organizations work processes and activities. Managers measure and control organization performance because it leads to better assessment for management, to increase the ability to provide customer value, to improve measures of

organizational knowledge, and measure of organizational performance do have an impact onan organization's reputation. When the performance of the organization is assessed, the past management decisions that shaped investments, operations and financing are measured to know whether all resources were used effectively, whether the profitability of the business met oreven exceeded expectations, and whether financing choice were made prudently (Shaukat*et al.,* 2008). Organizational performance is conducted to support decisions concerning whether program or project should be continued, improved, expanded, or curtailed (Rossi et al., 1999).

The traditional approach to performance measurement is based on productivity measures, including such measures as service inputs and outputs (Holmes *et al.,* 2006). 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 (e.g. corporate citizenship, community outreach) - employee stewardship. As this study focuses on measurement of efficiency and effectiveness part of organizations performance, therefore, these concepts are elaborated in detail.

### Measures of Organizational Performance
### Cost Minimization

According to Drury (2004), cost minimization focuses on cost reduction and continuous improvement and change rather than cost containment. The term cost reduction could be used instead of cost optimization. Whereas traditional cost control systems are routinely applied on a continuous basis, cost optimization tends to be applied on an ad hoc basis when an opportunity for cost reduction is identified. Cost minimization consists of those actions that are taken by managers to reduce costs, some of which are prioritized on the basis of information extracted from the accounting system. Although cost optimization seeks to reduce costs, it should not be at the expense of customer satisfaction. Ideally, the aim is to take actions that will both reduce costs and enhance customer satisfaction.

Cost minimization has become an essential emphasis in today's highly competitive business environment. This study was aimed at defining cost optimization and discussing the philosophies that underpins optimization. Over the past 25 years, we have seen a significant shift in the cost accounting and management accounting (Maher and Deakin, 1994, Günther 1997 and Götze, 2004). This shift is the result of an increasing competitive environment due to the introduction of new manufacturing and information technologies, the focus on the customer, the growth of worldwide markets, and the introduction of new forms of management organization (Blocher et al, 1999).

The idea of cost minimization of a production unit was first introduced by Farell (1957), under the concept of "input oriented measure". According to Farell, a technical optimization measure is defined by one minus the maximum equi-proportionate reduction in all inputs that still allows

continuous production of given outputs. Technical optimization is linked to the possibility of avoiding wasting by producing as much outputs as the use of input allows it (output oriented measure), or by using as less as input that the production objective plans it (input oriented measure). This optimization is measured by comparing observed and optimal values of production, costs, revenue, profit or all that the production system can follow as objective and which is under appropriate quantities and prices constraints. Optimization measurement is one aspect of investigating a firm's performance. Cost minimization can be measured in three ways; maximization of output, minimization of cost, and maximization of profits. In general, optimization is divided into two components (Kumbhakar and Lovell, 2003).

A firm is regarded as technically efficient if it is able to obtain maximum outputs from given inputs or minimize inputs used in producing given outputs. The objective of producers here is to avoid waste. According to Koopmans (1951) a producer is considered technically efficient if, and only if, it is impossible to produce more of any output without producing less of some other output or using more of some inputs. On the other hand, a locative optimization relates to the optimal combination of inputs and outputs at a given price. The objective of producers might entail the following: to produce given outputs at minimum costs; to utilize given inputs so as to maximize revenue; and to allocate inputs and outputs so as to maximize profit. This technique of production is widely known as economic optimization where the objective of producers becomes one of attaining a high degree of economic optimization (cost, revenue or profit optimization). Theoretically, competition is good because it ensures that the costs of production are minimised and at the same time it promotes optimization (Nickell, 1996). Increased competition could force firms to operate more efficiently in order to survive. It forces the banks to produce products and provide services that are most demanded by the customers. If they can provide services demanded efficiently and with the least cost, there is no reason why they cannot make more profits. Otherwise, they will make losses and possibly go out of business.

### Time Minimization

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Olajide, 2000). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Banjoko, 1996).Armstrong (2006) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Bloisi (2003)

the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics.

Time minimization is recognized as an important component of work performance (Downs, 2008) Time minimization is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010). According to Thompson et al (2010), accurate and timely information about daily operations is essential if managers are to gauge how well the strategy execution process is proceeding. Time is an essential resource since it is irrecoverable, limited and dynamic (Downs, 2008) Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static (Claessens, Roe &Rutte, 2009). According to North (2004) time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the performance of employees, but also helps to cope with stress, conflicts and pressure more efficiently North (2004).

### Waste Minimization

Waste is defined by Gobbi (2008) as unnecessary work or holding stocks as a result of errors, poor organization or communication. Contributing to the same, Li &Olorunniwo (2008) focused on the disastrous implication of having wastes in the form of repairs, recalls and image control. On their part, Elmas and Erdogmus (2011) summarize the importance of waste reduction as positive environmental impact, legal compliance, competitiveness advancement and improved customer service. Liu (2008) defines waste minimization as the process and the policy of reducing the amount of waste produced by an entity. This is shared by Wang (2005) who adds that waste reduction involves efforts to minimize resource and energy use during manufacture. For the same commercial output, usually the fewer materials are used, the less waste is produced. Waste reduction usually requires knowledge of the production process and detailed knowledge of the composition of the waste. In any manufacturing process, there will always be wastes and scraps. In Srivastava (2008), waste is further defined as unnecessary work or holding stocks as a result of errors, poor organization or communication, while scrap refers to defective product or material that cannot be repaired, used or sold. Gobbi (2011) found that reasons for the creation of waste sometimes include requirements in the supply chain. For example, a company handling a product may insist that it should be packaged using particular packing because it fits its packaging equipment.

Total quality management (TQM) philosophy advocates for getting it right the first time and all the times (Lysons, 2006). This would ensure minimum waste is generated in the supply chain. Material waste in publishing includes tree parts not turned into pulp, packaging materials, rejected print runs and wastes, returns and used publications (Agrawal, 2010). In addition, Prahinski and Kacobasoglu (2006) argues that idle labour time as a waste leads to increased overhead costs. In efficient production processes and defective equipment may also lead to increased wastes, which Cheng & Wu, (2006) notes would have disastrous implications in form of repairs, recalls and image control.Companies have been pushed by competitive pressures towards cost reduction and performance improvement of operations to provide better quality products to very demanding markets. The approach of waste reduction and performance has been gaining importance in organizations operations (Gurumurthy&Kadal, 2011; Taj&Morosa, 2011). Waste reduction can be achieved through implementation of lean production systems that includes assessing current situation and designing a production system based on lean system concepts &techniques (Womack &Jones, 2003).

### Cultural Diversity and Organizational Performance

Larkey(1996) argues that culture joins a specific correspondence style, particular statutes, dress standards, a mutual criticalness and a specific tongue. These views recognize that individuals with similar ethnic foundation share, at any rate to a few expand a run of the mill culture. A culturally diverse workforce includes countless, understandings, values, strategies for study the world, and extraordinary data. People from comparable social character accumulate consistently, however not by and large, have likenesses of establishment and experience which shape their technique for seeing the world (Foldy, 2003).

Diverse people have distinctive societies. A socially diverse workforce has diverse flow. Social personality bunches have a tendency to be connected with power differentials, in that a few gatherings have higher status and access to a bigger number of assets than different gatherings. These gatherings are extensively observed as having both expanded difficulties and openings: differing workforce regularly encounter miscommunication and impairing struggle. As demonstrated by Morrison (1992) managing diversity incorporates using the social differences as a piece of relationship building capacities, considerations and creative ability to add to a typical target and doing it in a way that gives the alliance a connected with edge. The accentuation is on the aggregate culture of the organization instead of basically the frameworks utilized (Munjuri, 2012).

Furthermore, employee diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. It is also argued that with decreasing homogeneity in the workforce, it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the market place (Kochan et al., 2002).

From the foregoing arguments, the study hypothesized thus:

**Ho₁:** There is no significant relationship between cultural diversity and cost minimization of hotels in South- South,

Nigeria.

**Ho₂:** There is no significant relationship between cultural diversity and time minimization of hotels in South- South, Nigeria.

**Ho₃:** There is no significant relationship between cultural diversity and waste minimization of hotels in South- South, Nigeria.

### III. METHODOLOGY

Primary data was generated through self- administered questionnaire. The target population of the study is all the 3-star hotels in South-South, Nigeria registered with the Nigeria Tourism Development Commission. Five managers were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The sample size of 171 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics.

### IV. DATA ANALYSIS AND RESULTS

**Bivariate Analysis**

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation.

**Table 1: Correlations for Cultural Diversity and Organizational Performance**

| | | | Cultural Diversity | Cost Minimization | Waste Minimization | Time minimization |
|---|---|---|---|---|---|---|
| Spearman's rho | Cultural Diversity | Correlation Coefficient | 1.000 | .807** | .734** | .568** |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | | N | 148 | 148 | 148 | 148 |
| | Cost Minimization | Correlation Coefficient | .807** | 1.000 | .905** | .919** |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | | N | 148 | 148 | 148 | 148 |
| | Waste Minimization | Correlation Coefficient | .734** | .905** | 1.000 | .922** |
| | | Sig. (2-tailed) | .000 | .000 | . | .000 |
| | | N | 148 | 148 | 148 | 148 |
| | Time Minimization | Correlation Coefficient | .568** | .919** | .922** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . |
| | | N | 148 | 148 | 148 | 148 |

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

**Source:** SPSS Version 23.0 Output

*Ho₁: There is no significant relationship between cultural diversity and cost minimization of hotels in South-South, Nigeria*

Table 1 shows the result of correlation matrix obtained for between cultural diversityand cost minimization. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained in table 1 above, the correlation coefficient (rho) showed that there is a significant relationship between cultural diversity and cost minimization. The correlation coefficient of 0.807 confirms that there is a very strong correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cultural diversity and cost minimization of hotels in South- South, Nigeria.

*Ho₂: There is no significant relationship between cultural diversity and time minimization of hotels in South- South, Nigeria.*

Table 1 shows the result of correlation matrix obtained for between cultural diversity and time minimization. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained in table 1 above, the correlation coefficient (rho) showed that there is a significant relationship between cultural diversity and time minimization. The correlation coefficient of 0.734 confirms that there is a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cultural diversity and time minimization of hotels in South-South, Nigeria.

*Ho₃: There is no significant relationship between cultural diversity and waste minimization of hotels in South- South, Nigeria.*

Table 1 shows the result of correlation matrix obtained for between cultural diversity and waste minimization. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained in table 1 above, the correlation coefficient (rho) showed that there is a significant relationship between cultural diversity and waste minimization. The correlation coefficient of 0.568 confirms that there is a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cultural diversity and waste minimization of hotels in South-South, Nigeria.

### V. DISCUSSION OF FINDINGS

The results from the analysis reveal that significant relationship between cultural diversity influences organizational performance of hotels in South- South, Nigeria. Culture is critical to business success, according to the results of the 2013 Culture and Change Management Survey. When more than 2,200 global businesspeople were surveyed to get their take on culture's role in business, it was observed that culture is widely seen as more important than companies' strategies or operating models. This view of culture's importance holds true around the world (Cox& Blake 1991; Cox, 1994; Gilbert &Ivancevich, 2000).

According to Ahiauzu (1999), cultural diversity implies diversity in religion, norms, values and attitude. The growth of cultural diversity was the focus since before Christ was born. To achieve organizational goals, the management needs

to manage employees with different cultural diversity. When people of diverse cultures are grouped together to perform a specific task, it will lead to high effectiveness and efficiency of the organization. Multicultural workforce is an influential source of heterogeneity which can be positive on efficiency and effectiveness. This is as a result of different people pooling their belief, knowledge and skills together to achieve effective productivity in the organization. Cultural diversity is, therefore, the representation, in one social system, of people with distinctly different group affiliations of cultural significance (Powell &Persico, 1995; Cox, 1994).Multiculturalism emphasizes that acknowledging the existence of ethnic diversity and ensuring the rights of individuals to retain their culture should go hand in hand with enjoying full access to constitutional principles and commonly shared values prevailing in the society or organization. It has been used interchangeably with cultural diversity. In the light of this, organizations and societies are becoming increasingly diverse in terms of gender, race, ethnicity, and are being charged to create the multicultural organization.

Primary characteristics of this kind of organization include integration of minorities in all structural levels of the company, including management/executive positions; integration of in formal/social networks of the business; absence of prejudice and discrimination; and a mindset that not only accommodates diversity but also values that diversity. An organization which simply contains many different cultural groups is just a plural organization, but it is considered multicultural only if the organization values this diversity (Sales &Mirvis, 1984).

## VI. CONCLUSION AND RECOMMENDATIONS

The present day working environment is turning out to be more diverse (Hodgetts &Hegar, 2008). Many organizations today endeavor to advance comprehensiveness of under-represented groups through proactive endeavors in order to create an environment where each employee is esteemed and their talents fully utilized to meet both individual and organizational goals. The capabilities of both genders and various diverse groups, offer a wider labour pool (Mazur, 2010). An organization with a capacity to draw in and hold qualified people through reasonable and balanced professional success is certainly going to gain competitive advantage. Therefore, this study concludes that cultural diversity significantly influences organizational performance of hotels in South- South, Nigeria.

Based on the findings and conclusion above, the following recommendations are hereby made:

    i. It is important that effective workplace strategies and policies be designed, implemented and monitored, in order not only to eliminate racial discrimination but also to support a more diverse workforce. Employing a diverse workforce – and managing it effectively – not only satisfies legal, ethical obligations, but is also good for business.

    ii. Organizations should put in place policies to accommodate workers from diverse

backgrounds so as to minimize the negative potential legal and financial consequences and also key to the enterprise's adaptability, growth, sustainability and competitive edge.

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