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IMPACT OF EMPLOYEES DIVERSITY ON ORGANIZATIONAL PERFORMANCE OF SELECTED MULTINATIONAL FOOD PRODUCING INDUSTRY IN SOUTH-WEST NIGERIA

Subject matter: Diversity has, nonetheless, been a powerful influence on terminology and practice worldwide. Employee diversity encompasses a wide variety of differences, including age, gender, culture, work experience, parental status, educational background, geographic location, and much more. **Goal**: Examine the effect of gender diversity on sales Patronage of multinationals Food Industry and also to determine the effect of age diversity on multinationals operational cost. **Tasks:** The optimum outcome of this study is to benefit the Multinational Food industry in Nigeria by getting along with the top management and workers from different backgrounds that would find the information in this research study useful in accessing the value of workforce diversity in their organization. **Methods:** Two research questions were posed for the study and two hypotheses formulated in line with the objectives. The paper adopted descriptive research design. Simple random sampling was employed. The total population of the study consists of 9,376 employees of Multinational Food Companies in South-West Nigeria. The study made used of macorr sample size determination. The research questionnaire was administered to three hundred and seventy-five (375) employees which was the sample size representing the chosen study population of the 5 selected multinational food industry in South-West Nigeria. The study made use of statistical tools such as Hierarchical regression analysis in testing hypotheses, Cross tabulations, Inter-item correlation test and ANOVA which helped in the interpretation of results. **Results:** The study found out that there is a positive relationship between gender diversity and sales patronage such that sales patronage is affected by gender diversity. The findings of the study further revealed a positive relationship between age diversity and operation cost such that operation cost is affected by age diversity in the organization. **Conclusions:** The research concludes that there exists a relationship between employee diversity and organizational performance and organizations should ensure that diversity existent in their employees is aimed at improving organizational performance. The research recommends that multinational food industry should not only ensure employee diversity in their businesses but they should also make sure that diversity is used to improve organizational performance. Further studies should focus on other sector and not limited to food and beverage and conglomerate sectors of the Nigeria economy.

Keywords: Employees Diversity; Organizational Performance; Gender Diversity; Age Diversity; MNCs.

Introduction

Today, workforce diversity is a global phenomenon. Any business that intends to be successful must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day to day business operation. Understanding the impacts of diversity on organizational outcomes, such as organizational performance, employee satisfaction, and turnover, is very essential (Sungjoo and Rainey, 2014; Afolabi & Omole, 2012). Employee diversity encompasses a wide variety of differences, including age, gender, culture, work experience, parental status, educational background, geographic location, and much more. Diversity management and workforce diversity is a forced integration that creates conflict and uncertainty in the workforce as leadership is not skilled in the discipline of diversity management and its principles. Managers do not know how to effectively practice diversity management, and what factors contribute to effective diversity management and task that can deal with diversity related issues in the work place. Companies train employees upon hire, conduct ethics test, online training and targeted anti-harassment training, employees still make decisions to break the rules with their behavior when it comes to diversity. Nigeria provides an interesting setting to investigate diversity, given the multiple diversities that characterize the country. Africa's most populous state with a population of over 180 million, the country has over 300 ethnic groups, with three major groups making up about 70 per cent of the population: Hausa-Fulani in the northern regions, Yoruba's in the southwest region and Igbos in the southeast. Several other minority ethnic groups are scattered along the 36 states of the federation, some with populations of up to 10 million. There is also religious diversity, with a largely Muslim in the north and a predominantly Christian in the south, although dense populations of religious minorities can be found in most states and regions. Diversity discussion in Nigeria has traditionally been dominated by cultural and religious issues. Nigeria places unusually high focus for the national diversity issues based on cultural and religious issues and has one of the five most diverse populations with poor workplace inclusion, a weak legal framework, government and social exclusivity in the world. Nevertheless the extent to which employee's diversity has enhanced organizational performance in Nigeria states has not been ascertained by many researchers.

Statement of the Problem

Gender differences of workforce in organization have been of contention in relation to nature of jobs. Today employees are more aware of gender differences and their importance to enhance their performance for organization growth. But various previous researches shown that though opportunity is given to female employees but still female employees are not considered as competent as male employees. Men's and Women's differences may provide insights into the different needs of male and female customers. Researchers have further argued that men and women may also have different cognitive abilities. Tajfel (1986) in their research on social

identity theory suggested a negative relationship between gender diversity and performance. Hassan (2013); Greenberg (2014) also found the negative relationship between performance and the gender differences. From the foregoing it is clear that the research on the relationship between gender and organizational performance is not conclusive. Several researchers have opined that how organizations approach age diversity can have significant implications for whether the organization is helped or harmed by its diversity. Organizational age diversity sometimes increase conflict, reduces social cohesion, and increase employee turnover. Some researchers, on the other hand, believe that workforce age diversity possesses potentials for enhancing performance. Successful age diversity management and a resulting improvement in organizational performance are positively correlated and that age diversity has enhanced performance by broadening the group's perspectives. Some studies have found that various forms of diversity are associated with greater innovation, improved strategic decision making, and organizational performance. However, the challenges that organizations face in promoting teamwork with employees from diverse cultural background, age, gender, race, education religion and harmoniously directing their efforts towards the achievement of organizational goals and objectives, still shows that there is much to be done in terms of the improvement of workforce diversity management strategies. A number of questions have therefore emanated from the research problem as the study intends to answer the following research questions to solve the research problem. (i)How does gender diversity affect the sales Patronage? (ii) What is the effect of age diversity on operational cost?

Objectives of the Study

1. Examine the effect of gender diversity on sales turnover of multinationals Food Industry.
2. Determine the effect of age diversity on multinationals operational cost.

Research Hypotheses
Hypotheses One

Ho1: Gender diversity does not significantly affect sales Patronage of multinationals Food Industry

Hypotheses Two

Ho2: Age diversity does not significantly affect operational cost of multinationals Food Industry

Literature Review

Conceptual Overview
Meaning and Concept of Diversity

Diversity has been an evolving concept. The term is both specific, focused on an individual, and Contextual, defined through societal constructs (Ndubisi, 2006). Many current writers define diversity as any significant difference that distinguishes one individual from another, a description that encompasses a broad range of overt and hidden qualities. Generally, researchers organize diversity characteristics into four areas: personality (e.g., traits, skills and abilities), internal (e.g., gender, race, ethnicity, I.Q., sexual orientation), external (e.g., culture, nationality, religion, marital or parental status), and organizational (e.g., position, department, union/non-union) (Friday & Friday 2013). The trend in defining diversity "seems to favour a broad definition, one that goes beyond the visible differences" that, for many people, are too closely linked to affirmative action (Erasmus, 2016). Diversity is generally defined as acknowledging, understanding, accepting, valuing & celebrating differences among people with respect to age, class, and ethnicity, and gender, physical &mental ability. Over the past decade the work force in industrialized countries has become increasingly heterogeneous. These countries are spending huge amount for diversifying the workforce. Thus, 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. (Weiliang et al, 2011). Even though many researchers agree that the results of diversity conscious organizations add value to their performance. Researches on the effects of within teams & small groups indicate that diversity can have both positive and negative effects.

Age diversity

Unlike other forms of equality such as race and gender, age discrimination as a policy issue has only began to emerge over the past twenty years (Erasmus, 2016). Duncan, (2013) has argued that the business case for age diversity may also be used to stake claim against recruiting older workers, on account of higher employment costs. Diversity scholars have argued that age-diverse workforces display a host of different knowledge, values, and preferences. Their perspectives, including their mental models are different (Childs, 2016). Thus as a team, they have a larger pool of knowledge and a larger problem solving toolbox leading to improved firm performance (Gelner & Veen , 2013). (Dimatosa, 2015) have observed that younger managers are more likely to have attended school in a more diverse environment, or worked with minority groups at some point during their careers. Medical, psychological and economic research has also shown that employees of different age groups differ in skills, attitudes and abilities and that these differing characteristics have different effects on productivity (Gelner & Veen, 2013). Young employees are considered to be more flexible and can portray an attitude of more change readiness as opposed to older employees. Old employees can also be considered as reservoirs of knowledge carrying the institutional memory of an organization thus enabling effective transfer of skill. Moreover, succession planning becomes more effective in age diverse organizations. Innovation has become one of the key strategies of the firm for gaining competitive advantage, expanding market share, and increasing overall firm performance (Franko, 1989; Richard, 2014).

Gender Diversity.

The increase in gender diversity at the workplace has attracted the attention of both researchers and practitioners and a particular question that arise is whether gender composition in an organizations' workforce will affect individual, group or organizational level performance (Gupta, 2013). Due to rapid environmental changes, many countries are changing to accommodate the increasing diverse workforce in their organizations, (Ojo, 2012). Several researchers investigating workforce diversity have found that gender diversity in the boardroom can positively affect firm performance (Opanachi, 2012). However, other studies have reported contrary findings of a negative relationship between women in boards and firm performance (Ojo, 2012; Afolabi & Omole, 2012). Zheng and Hyland (2013) reported no direct relationship between gender diversity and firm performance. Several researchers have argued that high levels of gender diversity are a source of competitive advantage. Based on literature, we argue that a well-balanced gender composition of employees may help create synergy leading to positive organization outcomes. Gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem solving capabilities (Richard, 2014). Men's and Women's differences may provide insights into the different needs of male and female customers. Researchers have further argued that men and women may also have different cognitive abilities. A combination of different cognitive abilities in a gender diverse team may enhance overall team cohesion, creativity, and innovation leading to improved organizational performance. The increase in workforce gender diversity on work place has attracted the attention of both researchers and practitioners. In the early 1990s, both scholars and practitioners were generally optimistic about the effects of workforce diversity on performance (Akinusi, Sonubi & Oyewunmi 2017) Welliang et.al. (2012) argued that gender diversity can result competitive advantage for organizations. However, theories and empirical research suggest that gender diversity can lead to either positive or negative outcomes. lliang et.al. (2012) argued that gender diversity can result competitive advantage for organizations.

Challenges of workforce diversity.

According to Greenberg (2014) the major challenges are communication, resistance to change, and implementation of diversity in the workplace. Ozbilgin and Tatli (2016) cite challenges from workforce diversity as meeting diversity challenges requires a strategic human resource plan that includes a number of different strategies to enhance diversity and promote the productivity and effectiveness. It also compels Human resource managers to solicit a trainable population, check required skills and competencies against the job, market jobs sufficiently ahead of needs, and extend the workforce boundaries to include the nationals of other countries. It brings with it the need for re-examining Human resource practices from top to bottom need to be re-examined to cope with the new strengths and challenges of diversity, so better approaches can be created by management to recruit new talent, retain them, and manage them more effectively (Denton, 1992). Robinson et al., (1994) also cite that Human resource managers are faced with the challenge of convincing their senior management that diversity programs are beneficial to the organization. Following social identity theory, it is possible to explain the lack of positive association between gender and ethnic diversity and performance reported in the major investigation by Kochan et al. (2003). For example, it has been argued that members of diverse groups (particularly minority groups or out groups) frequently provoke distrust and competition (from the dominant groups or in groups) and that such groups tend to show less affiliation and commitment to each other, all of which may have negative consequences for performance (Opanachi, 2012).

Workforce Diversity Management.

Contemporary trends in the legal framework have necessitated the putting in place specific statutes making it unlawful to discriminate on grounds such as sex, marital status, race, national origin, ethnicity, disability, sexual orientation, religion or belief, union membership or non-membership, part-time or full time workers, or ex-offenders whose convictions are spent (Torrington et al., 2015). Torrington (2005) continues to argue that equal pay law requires men and women to be paid the same wage for doing work which is the same or which can be shown to be of equal value unless the employer can justify a difference on grounds other than sex. There are different approaches to equality such as legislative action/the equal opportunities or liberal approach and the managing diversity (Childs, 2016). According Daladi (2013) positive work climate includes an identifiable, open and nurturing school ethos that foster a sense of responsibility, achievement, commitment and efficacy among staff and students. It is also characterized by a commitment to organizational achievement and development of students, mutual respect and collaboration among the head and staff. Sungjoo and Rainey (2014) posits that positive work climate has been identified as a driver of performance and contributes a third of an organizational results. The responsibility of creating work climate lies solely on the head of the institution whose behavior determines the work climate. The positive behavior drives the work climate which arouses motivation and the aroused motivation is a major driver of bottom-line performance. To create a positive work climate, the leaders of the organization must work with staff in order to manage diversity as to foster and sustain staff motivation. The desired outcomes include attracting and developing the best employees which should give the organization a competitive edge to generate greater profits that support job security. Due to the fact that employees can understand how these outcomes are desirable, they will support the organization's efforts at managing diversity and embrace a culture that supports diversity (Ogunyinka, 2013). The increased diversity in the workplace converges with the increased use of teams in the workplace through clusters of attributes like personal demographics;

knowledge, skills, and abilities; values, beliefs, and attitudes; personality and cognitive and behavioral style; and organizational demographics. Diversity recognizes the unique barriers of race and gender among others while at the same time creating a work environment that values the diversity that all employees bring to the organization. Employees may have low self-esteem or isolated due to their race and national origin. Hence, top management must pay high attention into employee perceptions regarding to the cultural diversity either through the organization structure or formal or informal communications. It is important for management to recognize employee perceptions that foreign workers are supported and integrated into informal networks. Once they recognize management support, they will feel integrated into their informal network and work in a positive working environment.

The Concept of Organizational Performance.

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

Sales Patronage.

Sales Patronage is a challenge every organization faces especially as the business landscape continues to grow more competitive at unprecedented speeds (Atta, 2012; Ajala & Alonge, 2013). With goals becoming more aggressive, and the average quota attainment being at a disappointing 54%, reducing sales patronage is at the top of every sales leader's priority list (Hassan, 2013; Afolabi

& Aina, 2014). Ogunyinka (2013) posit that sales patronage impacts more than just sales leaders, when a sales rep leaves, it affects the entire company. Human resources and recruiting teams must quickly try to attract top talent in highly-saturated markets and develop career paths and opportunities to ensure high performers stay (Noon, 2007; Daladi, 2013). Sales operations teams must adjust sales capacity planning for potential sales patronage. Otherwise, there will be shortage amount of resources on the sales floor to cover territories and reach goals. Finance leaders need to adjust forecasting based on expected revenue changes resulting from sales patronage (Dandi & Nguyen, 2010). Scholars discovered that there is need for high volume of sales to increase the market share (Price, 1977; Ojo, 2012 ; Damatosa, 2015). In every industrialized society, the degree of competition among producer is rampant. It is certain that only most economically viable method of production will increase output and profitability. This constant demand for sales can only be actualized if the marketing department of an organization is able to put in place proper the setting strategies such as sales promotion which can be used to promote awareness on the existence of the products.

Operational Costs.

Operating costs are expenses associated with the maintenance and administration of a business on a day-to-day basis (CIPD, 2014). The total operating cost for a company includes the cost of goods sold, operating expenses as well as overhead expenses. The operating cost is deducted from revenue to arrive at operating income and is reflected on a company's income statement (Meyer & Sternthal, 1991; Taylor, 2002; Griffeth & Hom, 2001). Long, Perumal & Ajagbe, (2012) pointed that operation cost, often referred to as operating cost, is the money that it takes to run a business. Operating costs are often reflected on the income statement, which is recorded for a company each year; the income statement reviews broad financial indicators such as overall revenues, the costs of goods sold, the operating costs and net profits (Amstrong, 2012). Operating costs also include the costs of buying or making your products and services. These are often called the cost of goods sold (COGS). These are the costs that are subtracted from total revenues to generate the gross revenue numbers. Operating expenses are then subtracted from this, with taxes and interest on loans to determine the net profit of the company (Tracey & Hinkin, 2008). Allen, Bryant and Vardaman (2010) emphasized that operating costs and operating expenses are different variable. The operating expenses refer to the specific costs after gross revenue is defined in the income statement. These include the rent, sales and marketing costs, administrative costs, payroll and office expenses, expenses are part of overall costs. Costs include expenses, plus COGS. Failing to understand this distinction could lead to misreading reports and not having a true picture of your company's financial health. The operating costs consist of a mixture of fixed and variable costs. Fixed costs are costs that don't change regularly, whereas variable costs do. Fixed costs include lease payments, while variable costs include payroll, utilities and even raw

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materials (Tracey & Hinkin, 2008; Long, Perumal & Ajagbe, 2012).

Theoretical Framework

Blau's Theory of Heterogeneity.

Blau, (1977) argued in his theory of heterogeneity that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members will tend to communicate with one another more often and in a greater variety of ways resulting in in-group attachments and shared perceptions. This enhances group cohesion and subsequent organizational outcomes. An important but ignored topic of study in the research on group diversity is the basis for work group formation. According to (Blau, 1977), many organizational groups, such as functional departments, may be experiencing greater gender and culture diversity as the increasing diversity of the workforce brings a more diverse set of workers to organizations. However, the inflow of diverse workers does not necessarily mean that all organizational groups will assemble in a diverse way Blau's, (1977) discussion of group heterogeneity and social structure may be instructive. On the one hand, Blau asserts that similarities on one nominal parameter (e.g., race) will promote social associations. On the other hand, he maintains that people will associate not only with members of their own groups but also with members of other groups. This theory is applicable to the research because organizations consist of different group and classes of people coming together to achieve an objective and also the importance of communication amongst team members who are employees cannot be overemphasized as individual interest differs.

Empirical Review of Studies on Age and Gender Workforce Diversity.

According to the findings of the research study by Adler (2015) on the effects of diverse recruitment policies on employee performance, discovered that diversity can improve performance and recruiting from a wider range of age and ethnicity gives the firm a larger talent pool. Adler (2015) also found out that increasing diversity expands the breadth of perspectives and ideas available to organizations in making decisions and that cultural diversity, educational, individual personalities and professional background can influence the range and depth of information use. In another empirical study by the Runnymede Trust (2000) titled 'Survey on racial equality', it was discovered that managers explained their equal opportunities policy differently from employee views about what happened in practice. Creegan et al. (2003) investigated the implementation of a race equality action plan and found a stark difference between paper and practice. Gupta (2013) in his study found out that high levels of gender diversity are a source of competitive advantage. He further pointed that a well-balanced gender composition of employees may help create synergy leading to positive organization outcomes. Gupta (2013) in his findings reported that gender diversity is associated

with resources that can provide a firm with a sustained competitive advantage. These resources include market insight, creativity, innovation and improved problem solving capabilities. Maxwell et al, (2015) Men's and Women's differences may provide insights into the different needs of male and female customers. Researchers have further argued that men and women may also have different cognitive abilities. A combination of different cognitive abilities in a gender diverse team may enhance overall team cohesion, creativity, and innovation leading to improved organizational performance. Gellner and Veen, (2014) found that age heterogeneity on its own has a negative effect on individual productivity. Moreover, in the case of routine tasks, there are no substantial gains from age heterogeneity that could offset the increasing costs resulting from greater age heterogeneity. Thus, in companies with routine types of work, increasing age heterogeneity overall leads to a decline in productivity. The researchers also stated the western findings suggested that the older and younger employees must come together to form coherent and viable corporate culture. Winnie (2008) in her study result showed that different age groups provide different values for companies and these values can complement each other which improve companies" performance negative predictions. (Konrad, 2003; Maurer & Rafuse, 2001).

Gaps in Literature.

The resource-based view of the firm (Barney & Clark 2007; Yang & Konrad 2013) suggests that there is a positive relation between diversity & performance, whereas social identity theory (Tajfel and Turner, (1986) suggests a negative diversity-performance relationship. Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard and Levine, 2003; Kossek, Lobel, and Brown (2015) states only 54% of Working age women are in the workforce worldwide compared to 80% of men. Furthermore, women continue to have the upper hand on the "invisible care" economy, which relates to care giving and domestic work. From the web search on workforce diversity, it was discovered that only very few researches on workforce diversity and its relative effect have been conducted in Africa precisely Nigeria. Some that exist, focused more on diversity effect on employee performance or productivity, not so much have been done to inspect the relationship and effect of workforce diversity and organizational performance. Few of such studies that exist, have failed to deliver detailed examination of on workforce diversity. Therefore, this study seeks to add to already existing literature on workforce diversity by examining empirically and theoretically concept of workforce diversity in terms of age and gender as its relationship with organizational performance (effectiveness and efficiency).

Research method.

This research study adopted the Survey Research Method to explore Employee diversity and its influence on employment coefficient of Nigeria's multinational

Food companies. The survey method involved the use of structured questionnaire (Appendix A), which was designed to obtain data from respondents on their perception of Employee diversity and its influence on employment coefficient of Nigeria's multinational corporations. This research study adopted the descriptive research design. The instrument used for gathering data was designed and is subjected to a validity and reliability test (Cresswell, 2009). The target population for this study is the employees of multinational corporations in Nigeria, which helped to determine the sample frame and sample size. The procedure for data collection was done with the aid of a research instrument, which was designed from existing instruments. When the data is collected and collated, it was analyzed using frequencies, inter-item correlation, correlation and regression tools with the aid of Statistical Package for Social Sciences (SPSS). The study population cuts across all levels of employees in the multinational Food companies. The study selected five multinational corporations in the South west that are homogenous in nature and are listed on the Nigerian Stock Exchange. The hierarchical structure of the study population is made up of three tiers, which include Top, Middle and Low level employees. The characteristic of the study population was mixed at every level of the multinationals irrespective of gender, age, marital status, number of dependents, highest educational qualification, job status and years worked in the corporation.

Table 1. *List of the selected multinational firms in the South West, Nigeria*

S/N	COMPANY	LOCATION	CEO	EXECUTIVE DIRECTORS	OFFICERS	NO. OF SAMPLES FOR EACH COMPANY
1	PZ Cussons Plc	South West	1	12	4,961	75
2	Unilever Plc.	South West	1	8	944	75
3	Cadbury Plc	South West	1	6	727	75
4	Nestle Plc	South West	1	9	2,325	75
5	GlaxoSmithKline Plc	South West	1	7	419	75
	TOTAL		5	45	9,376	375

Source: Researchers Compilation, (2019).

Table 1 shows the five (5) selected multinational Food firms in south west Nigeria, with their number of employees, As shown in their annual reports as at 2016, the total number of the employees were 9,367, which was used as the total population for the study. The companies include. PZ Cussons, Unilever Plc, Cadbury, Nestle and GlaxoSmithKline Plc. The basis for considering the multinational Food firms in the South West is based on the fact that most multinational Food firms have their headquarters and Plants located in Lagos and Ogun State.

1. They are quoted on the floor of the Nigerian stock exchange.

2. Have existed for a minimum of 10 years.

3. Posted annual balance sheet of two billion and above.

4. Involved in nationwide physical distribution of products.

5. They have presence in all the six geographical zones of Nigeria.

6. The organizations are similar in technology they employ

7. The organizations are autonomous; self – contained entity.

The sample size for this study was determined using a software called MaCorr Sample Size Calculator. The calculator consisted of fields that allowed input of population size and level of significance. The sample size was determined with 9,367 employees using 95% as the confidence level, which meant we were 95% certain that the sample is real and repeatable. Below is a pictorial representation of MaCorr Sample Size Calculator in operation.

Fig. 1. Maccor Sample Size Calculator (Step 1)

Fig. 2. Maccor Sample Size Calculator (Step 2)

Source: www.macorr.com

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From fig. 1 and fig. 2, 5% or 0.05 confidence level was selected with 5 entered at the confidence interval space, while the population size (9,367) was entered in the population cell. When the "calculate" button was clicked, the sample size figure was generated at as shown in fig. 2. The sample size for this is 369 and represents the number of respondents across the multinational corporations to which copies of questionnaire will be administered. The use of the software was justified by professionals in various industries as stated in the website (http://www.macorr.com) from where the software was downloaded. The 60 professionals had made use of the software and it yielded their results. A comparison of results from the MaCorr Sample Size Calculator with those from conventional formulas, such as Yard and Yamane's formulas, showed no marked difference. The sample size of 369 employees will be spread among the 5 selected multinationals companies in Nigeria and respondents were selected randomly to give all the companies equal opportunities of being studied. The sample size for this study was determined using the Yamane's sample size formula. Giving the population of 9,367, a 95% confidence level and P = 5% the equation is thus presented as:

$n=$
N
$1 + N(e)2$

Where n is the sample size, N is the population size, and "e" is the level of precision. The computed sample size therefore, using Yamane's formula was:

If n = Sample Size
N = 9, 367 Employees
e = 5% or 0.05
CL = 95%
Therefore, n = 9, 367
1 + 9, 367(0.05)
2
n = 374.70
n = ~ **380 Employees**

Approximately 380 employees were calculated as the sample size using the Yamane's sample size formula. This meant that averagely 70 copies of the questionnaire were administered in each of the multinational corporations. Simple random sampling method was used in the selection of 369 multinational corporations' employees in Nigeria. Simple random sampling was adopted because of the homogeneous characteristics of the study population, that is, non-managerial employees (Top, middle and lower level employees) of 5 multinational firms in Nigeria. Also, each element of the population had an equal chance of being selected and represented. The selection of employees from the multinational firm was based on the adoption of stratified random sampling technique, which is attributed to (Maguire, 2005). For the purpose of this research project, the face validity approach was adopted where by three Faculty Professors examined the questionnaire, make relevant corrections which was implemented based on the belief that the instrument is appropriate. Towards this end, the test re-test reliability approach was adopted for the research. Reliability was ensured by test re-test. Content analysis was used to identify similar patterns in respondents' responses to the open-ended questions. Statistical analysis, on the other hand enabled the researcher to calculate correlation, partial correlation, multiple regression, hierarchical multiple regression and one-way analysis of Variance (ANOVA), which was used in testing the two stated hypotheses.

Data presentation, analysis, interpretation and discussion of findings

Data presentation.

The research questionnaire was administered to three hundred and seventy-five (375) employees which is the sample size representing the chosen study population of the 5 selected multinational food industry in Southwest Nigeria. Of this lot, three hundred (300) questionnaires representing 80% were returned, and seventy-five (75) questionnaires representing 20% were not returned. The table below shows the details at a glance.

Table 2. *Analysis of Response Rate*

Questionnaire	Respondents	Percentage (%)
Returned	300	80
Not Returned	75	20
Total Distributed	**375**	**100**

Source: Author's Fieldwork Computation, 2019

Table 3. *Frequency Distribution of the Respondents' Demographic Characteristics*

Characteristics	Category	Frequency	Percentage	Cumulative percent
Sex	Male	189	63	63
	Female	111	37	100
Marital Status	Single	84	28	28
	Married	146	48.7	76.7
	Others	70	23.3	100
Work Experience	1-5 yrs	136	45.3	45.3
	6-10 yrs	99	33	78.3
	11-15 yrs	45	15	93.3
	Over 15 yrs	20	6.7	100

The end **Table 3**

Management category	Lower level	71	23.7	23.7
	Middle level	180	60	83.7
	Top level	49	16.3	100
Educational Qualification	SSCE	57	19	19
	HND/BSc	196	65.3	84.3
	MSc/MBA	36	12	96.3
	Others	11	3.6	100
Age	21-30	146	48.7	48.7
	31-40	95	31.7	80.3
	41-50	26	8.6	89
	Above 50	33	11	100
Multinational Organization	Nestle PLC	50	16.7	16.7
	Stallion group	42	14	30.7
	Cadbury PLC	37	12.3	43
	Unilever PLC	75	25	68
	PZ Cussons PLC	57	19	87
	Others	39	13	100

Source: Author's Fieldwork Computation, 2019

Table 4. *Descriptive Statistics*

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Age diversity	300	2.80	5.00	4.3147	.46860
Gender diversity	300	2.00	5.00	4.3680	.39972
Cost of operation	300	3.00	5.00	4.3420	.45651
Sales patronage	300	2.40	5.00	4.1600	.43861

Source: Author's Fieldwork Computation, 2019

Data Analysis Based on Hypotheses.

The hypotheses of the study are: (1) Gender diversity and Age diversity does not significantly affect Sales patronage; (2) there is no significant effect of Gender diversity and Age diversity, on cost of operation. To test these hypotheses and achieve the objectives of the study, multiple regression analysis was used.
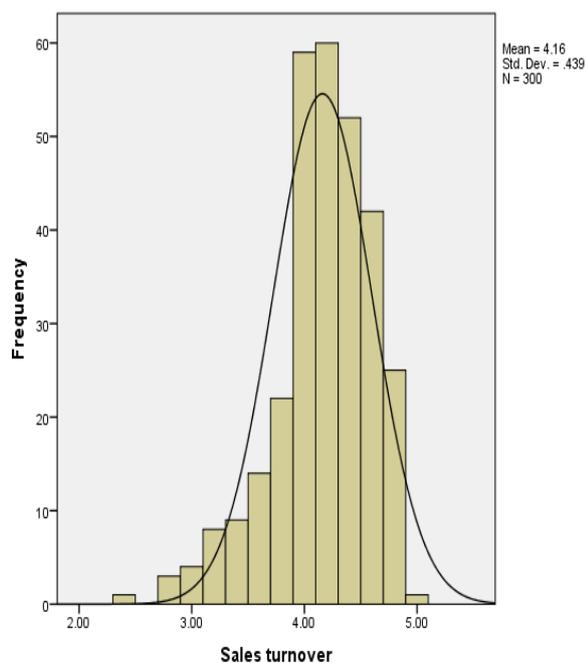

Fig. 3. Histogram of Perceived Sales patronage Scores
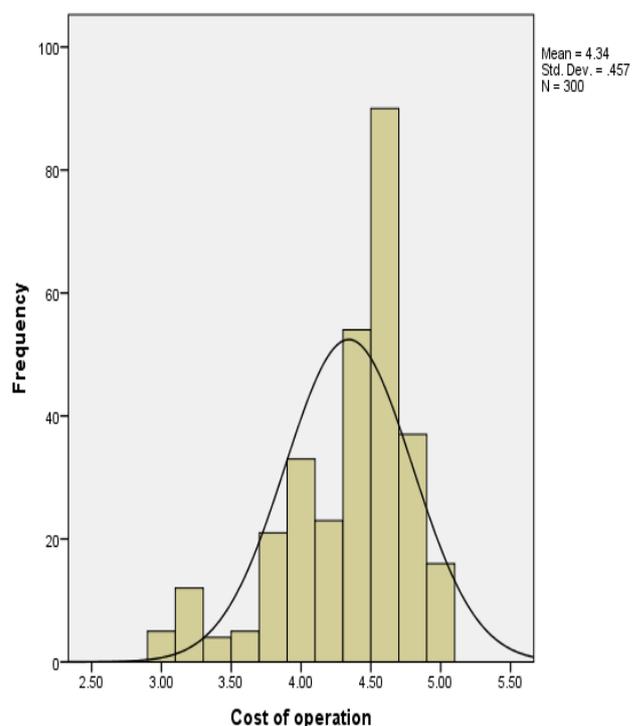*Source:* Author's Fieldwork Computation, 2019

Fig. 4. Histogram of Perceived Cost of Operation scores
Source: Author's Fieldwork Computation, 2019

Test of Multicollinearity.

In the table 5, the highest correlation was 0.484. It shows low multicollinearity problem among Employee Diversity variables (Gender diversity and Age diversity). Therefore, all the variables are retained.

Table 5. *Correlation among Employee Diversity Variables*

Variable		Gender diversity	Age diversity	Cultural Diversity	Work experience
Gender diversity	Pearson Correlation	1	.429**	.337**	.366**
	Sig. (2-tailed)		.000	.000	.000
	N	300	300	300	300
Age diversity	Pearson Correlation	.429**	1	.408**	.478**
	Sig. (2-tailed)	.000		.000	.000
	N	300	300	300	300
	Sig. (2-tailed)	.000	.000	.000	
	N	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Author's Fieldwork Computation, 2019

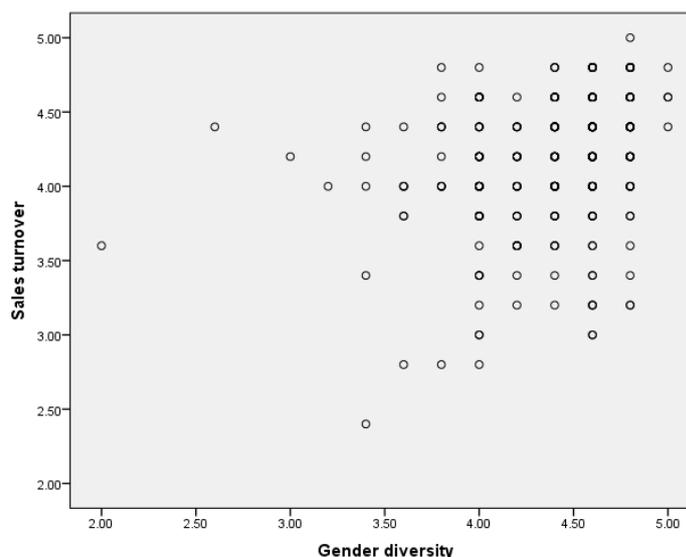### Test of Homoscedasticity and Linearity for Hypothesis One

Fig. 5. Scatter Plot of Perceived Gender diversity and Sales Patronage Scores
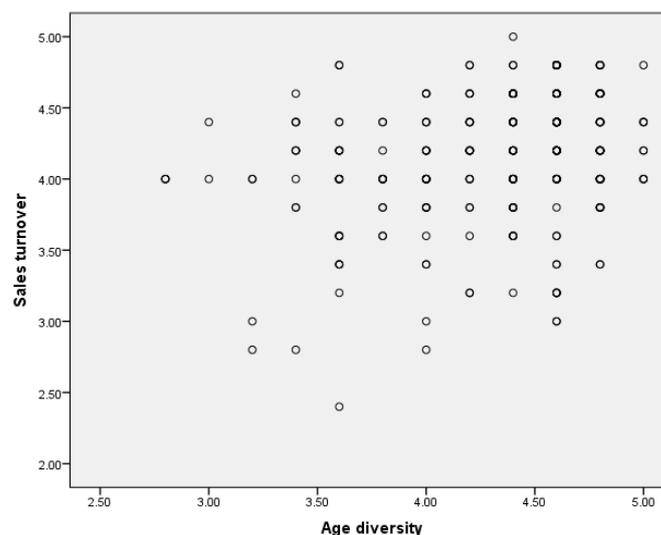*Source:* Author's Fieldwork Computation, 2019

Fig. 6. Scatter Plot of Perceived Age diversity and Sales Patronage Scores
Source: Author's Fieldwork Computation, 2019

Test of Hypothesis One.

Ho1: Gender diversity, Age diversity, Cultural diversity and Work experience do not significantly affect Sales turnover. Standard multiple regression was used to explore the effects of Gender diversity, Age diversity, Cultural diversity and Work experience on Sales Patronage. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in table 6 ANOVA,

shows that the F-test was 11.065, significant at 5 percent [p<.000]. This showed that the model was well specified.

Table 6. *ANOVA*[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.504	4	1.876	11.065	.000b
	Residual	50.016	295	.170		
	Total	57.520	299			
a. Dependent Variable: Sales Patronage						
b. Predictors: (Constant), Gender diversity, Age diversity						

Source: Author's Fieldwork Computation, 2019

Also, the result of regression as contained in table 7: Model Summary, shows that the R Square gave a large value of 13 per cent. This means that the model (which includes Gender diversity, Age diversity, Cultural diversity and Work experience) explained about 13 per cent of the variance in perceived Sales Patronage.

Table 7. *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361a	.130	.119	.41176
a. Predictors: (Constant), Gender diversity, Age diversity				

Source: Author's Fieldwork Computation, 2019

Specifically, the result of regression as contained in table 8 Regression Coefficients, tests the first hypothesis of this study. From the output below, there was positive relationship between perceived Gender diversity and perceived Sales patronage such that a unit increase in Gender diversity scores caused about .198 unit increases in perceived Sales patronage scores which was statistically significant at 5 per cent with the aid of the p value (0.004). Based on the result, the null hypothesis is rejected; thus, there was positive relationship between Sales patronage and Gender diversity. Also, there was positive relationship between perceived Age diversity and perceived Sales patronage such that a unit rise in perceived Age diversity scores induced about .120-unit increase in perceived sales patronage scores which was statistically not significant at 5 per cent going by the p value (0.54). Based on the result, the null hypothesis is accepted; thus, Sales patronage is not affected by Age diversity.

Table 8. *Coefficients*[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.058	.319		6.445	.000
	Gender diversity	.198	.068	.180	2.907	.004
	Age diversity	.120	.062	.128	1.932	.054
a. Dependent Variable: Sales patronage						

Source: Author's Fieldwork Computation, 2019

Test of Homoscedasticity and Linearity for Hypothesis Two.
From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by Gender diversity and Age diversity, On the other hand, firms that are less affected by Gender diversity and Age diversity have high levels of operation cost. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).

Test of Hypothesis Two.
Ho2: Gender diversity, Age diversity, Cultural diversity and Work experience do not significantly affect Operation cost. Standard multiple regression was used to explore the effects of Gender diversity, Age diversity, Cultural diversity and Work experience on Operation cost. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in table 9: ANOVA, shows that the F-test was 31.541, significant at 5 percent [p<.000]. This showed that the model was well specified.
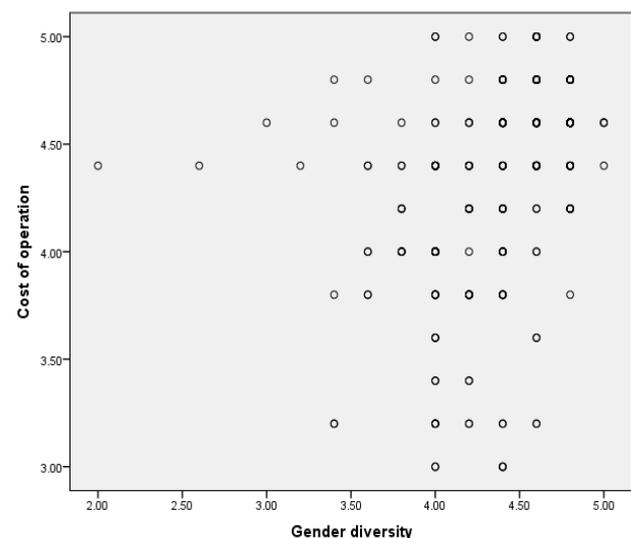

Fig. 7. Scatter Plot of Perceived Gender diversity and Cost of operation Scores
Source: Author's Fieldwork Computation, 2019

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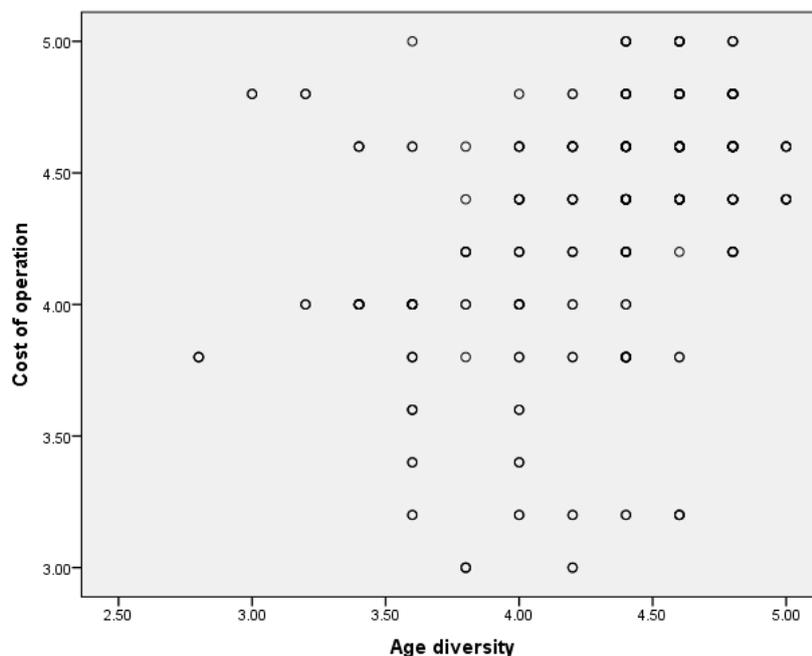
Fig. 8. Scatter Plot of Perceived Age diversity and Cost of operation Scores
Source: Author's Fieldwork Computation, 2019

Table 9. *ANOVA*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.666	4	4.666	31.541	.000b
	Residual	43.645	295	.148		
	Total	62.311	299			
a. Dependent Variable: Cost of operation						
b. Predictors: (Constant), Gender diversity, Cultural Diversity, Age diversity, Work experience						

Source: Author's Fieldwork Computation, 2019

Also, the result of regression as contained in table 10: Model Summary, shows that the R Square gave a value of 30 per cent. This means that the model (which includes Gender diversity, Age diversity, Cultural diversity and Work experience) explained about 30 per cent of the variance in perceived Cost of Operation.

Table 10. *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547a	.300	.290	.38464
a. Predictors: (Constant), Gender diversity, Age diversity,				

Source: Author's Fieldwork Computation, 2019

Specifically, the result of regression as contained in table 11 Regression Coefficients, tests the second hypothesis of this study. From the output below, there was positive relationship between perceived Age diversity and perceived operation cost such that a unit increase in Age diversity scores caused about .190 unit increases in perceived operation cost scores which was statistically significant at 5 per cent with the aid of the p value (0.001). Based on the result, the null hypothesis is rejected; thus, operation cost is affected by Age diversity. More importantly, there was positive relationship between perceived cultural diversity and perceived operation cost such that a unit rise in perceived cultural diversity scores induced about .215-unit increase in perceived operation cost scores which was statistically significant at 5 per cent going by the p value (0.000). Based on the result, the null hypothesis is rejected; thus, operation cost is affected by cultural diversity. In addition, there was positive relationship between perceived work experience and perceived operation cost such that a unit rise in perceived work experience scores induced about .161-unit increase in perceived operation cost scores which is statistically not significant at 5 per cent going by the p value (0.006). Based on the result, the null hypothesis is accepted; thus, operation cost is affected by work experience. Lastly, there was positive relationship between perceived gender diversity and perceived operation cost such that a unit rise in perceived gender diversity scores induced about .184-unit increase in perceived operation cost scores which was statistically significant at 5 per cent going by the p value (0.004). Based on the result, the null hypothesis is rejected; thus, operation cost is affected by gender diversity.

Table 11. *Coefficients^a*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.091	.298		3.657	.000
	Age diversity	.190	.058	.195	3.290	.001
	Gender diversity	.184	.063	.161	2.894	.004
a. Dependent Variable: Cost of operation						

Source: Author's Fieldwork Computation, 2019

Discussion of Findings

The findings of this study have shown a positive relationship between gender diversity and sales patronage such that sales patronage is affected by gender diversity. Gender diversity can be defined as the equitable or fair representation between genders. In conclusion, the findings have shown that gender diversity affected the degree at which sales patronage is achieved and the effectiveness of sales performance in the organization. In other words, this research finding is tangential to past findings of scholars that have discovered that gender diversity has the tendencies to affect sales patronage. The findings of the study further revealed a positive relationship between age diversity and operation cost such that operation cost is affected by age diversity in the organization. From the findings, age diversity affects operation cost of MNCs in Nigeria. In conclusion, the findings are in consonance with previous findings that age diversity has the likelihood to affect operation cost.

Conclusion

Empirically, the impact of employees' diversity on organizational performance has been authenticated. The implication is that organizations should ensure employees diversity such as gender diversity and age diversity improves the performance of the organization in terms of sales patronage and reduces cost of operation in the organization. Also, the question of how employee diversity affects organizational performance is still being debated till date. Organizations therefore have the final decision on which action to take as regards diversity. For example, some multinational organizations in Nigeria believe in all form of diversity and all the forms can be instrumental to achieving organizational performance. The research concludes that there exists a relationship between employee diversity and organizational performance. The findings conclude that there is a positive relationship between the variables of employee diversity which include gender diversity and age diversity. All the findings of this research are tangential to previous findings of scholars. In conclusion, organizations should ensure that diversity existent in their employees is aimed at improving organizational performance.

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ВПЛИВ ДИВЕРСИФІКАЦІЇ СПІВРОБІТНИКІВ НА ОРГАНІЗАЦІЙНІ ПОКАЗНИКИ ОКРЕМИХ БАГАТОНАЦІОНАЛЬНИХ ПІДПРИЄМСТВ ХАРЧОВОЇ ПРОМИСЛОВОСТІ В ПІВДЕННО-ЗАХІДНІЙ НІГЕРІЇ

Предмет дослідження: Диверсифікація потужно впливає на термінологію і практику в усьому світі. Диверсифікація співробітників включає в себе широкий спектр відмінностей, включаючи вік, стать, культуру, досвід роботи, батьківський статус, освіту, географічне положення і багато іншого. **Мета:** вивчити вплив гендерної диверсифікації на заступництво продажу багатонаціональних підприємств харчової промисловості, а також визначити вплив вікової диверсифікації на операційні витрати багатонаціональних підприємств. **Завдання:** Оптимальний результат цього дослідження – принести користь багатонаціональній харчовій промисловості в Нігерії, підтримуючи вище керівництво і працівників з різних верств суспільства, які можуть знайти інформацію в цьому дослідженні корисною для доступу до значення різноманітності робочої сили в їх організації. **Методи:** для дослідження були поставлені два дослідних питання і сформульовані дві гіпотези відповідно до поставлених завдань. У статті прийнятий описовий дизайн дослідження. Використовувалася проста випадкова вибірка. Всього в дослідженні взяли участь 9376 співробітників багатонаціональних продовольчих компаній Південно-Західної Нігерії. У дослідженні використовувалося визначення розміру вибірки Макорра. Анкета для дослідження була розіслана трьомстам сімдесяти п'яти (375) співробітникам, що було розміром вибірки, що представляє обрану досліджувану популяцію із 5 відібраних з багатонаціональної харчової промисловості в Південно-Західній Нігерії. У дослідженні використовувалися такі статистичні інструменти, як ієрархічний регресійний аналіз при перевірці гіпотез, перехресні таблиці, межелементний кореляційний тест і ANOVA, які допомагали в інтерпретації результатів. **Результати:** дослідження показало, що існує позитивний зв'язок між гендерною різноманітністю і патронажем продажів, так що на патронаж продажів впливає гендерна різноманітність. Результати дослідження також виявили позитивний зв'язок між віковою різноманітністю і операційними витратами, так що операційні витрати залежать від вікової різноманітності в організації. **Висновки:** в дослідженні робиться висновок про існування взаємозв'язку між різноманітністю співробітників і ефективністю роботи організації, і організації повинні забезпечити, щоб диверсифікація була спрямована на підвищення ефективності роботи організації. У дослідженні рекомендується, щоб багатонаціональна харчова промисловість не тільки забезпечувала різноманітність співробітників в своєму бізнесі, а й забезпечувала використання диверсифікації для підвищення ефективності роботи організації. Подальші дослідження повинні бути зосереджені на інших секторах і не обмежуватися секторами продуктів харчування, напоїв і конгломератів економіки Нігерії.

Ключові слова: диверсифікація співробітників; організаційні показники; гендерна різноманітність; вікова різноманітність; МНК.

ВЛИЯНИЕ ДИВЕРСИФИКАЦИИ СОТРУДНИКОВ НА ОРГАНИЗАЦИОННЫЕ ПОКАЗАТЕЛИ ОТДЕЛЬНЫХ МНОГОНАЦИОНАЛЬНЫХ ПРЕДПРИЯТИЙ ПИЩЕВОЙ ПРОМЫШЛЕННОСТИ В ЮГО-ЗАПАДНОЙ НИГЕРИИ

Предмет исследования: Диверсификация оказывает мощное влияние на терминологию и практику во всем мире. Диверсификация сотрудников включает в себя широкий спектр различий, включая возраст, пол, культуру, опыт работы, родительский статус, образование, географическое положение и многое другое. **Цель**: изучить влияние гендерной диверсификации на покровительство продажам многонациональных предприятий пищевой промышленности, а также определить влияние возрастной диверсификации на операционные издержки многонациональных предприятий. **Задачи:** Оптимальный результат этого исследования - принести пользу многонациональной пищевой промышленности в Нигерии, поддерживая высшее руководство и работников из разных слоев общества, которые могут найти информацию в этом исследовании полезной для доступа к значению разнообразия рабочей силы в их организации. **Методы:** для исследования были поставлены два исследовательских вопроса и сформулированы две гипотезы в соответствии с поставленными задачами. В статье принят описательный дизайн исследования. Использовалась простая случайная выборка. Всего в

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исследовании приняли участие 9376 сотрудников многонациональных продовольственных компаний Юго-Западной Нигерии. В исследовании использовалось определение размера выборки Макорра. Анкета для исследования была разослана тремстам семидесяти пяти (375) сотрудникам, что было размером выборки, представляющей выбранную исследуемую популяцию из 5 отобранных многонациональной пищевой промышленности в Юго-Западной Нигерии. В исследовании использовались такие статистические инструменты, как иерархический регрессионный анализ при проверке гипотез, перекрестные таблицы, межэлементный корреляционный тест и ANOVA, которые помогали в интерпретации результатов. **Результаты:** исследование показало, что существует положительная связь между гендерным разнообразием и патронажем продаж, так что на патронаж продаж влияет гендерное разнообразие. Результаты исследования также выявили положительную связь между возрастным разнообразием и операционными издержками, так что операционные издержки зависят от возрастного разнообразия в организации. **Выводы:** в исследовании делается вывод о существовании взаимосвязи между разнообразием сотрудников и эффективностью работы организации, и организации должны обеспечить, чтобы диверсификация была направлена на повышение эффективности работы организации. В исследовании рекомендуется, чтобы многонациональная пищевая промышленность не только обеспечивала разнообразие сотрудников в своем бизнесе, но и обеспечивала использование диверсификации для повышения эффективности работы организации. Дальнейшие исследования должны быть сосредоточены на других секторах и не ограничиваться секторами продуктов питания, напитков и конгломератов экономики Нигерии.

Ключевые слова: диверсификация сотрудников; организационные показатели; гендерное разнообразие; возрастное разнообразие; МНК.

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