

WORKFORCE DIVERSITY AND PERFORMANCE OF NIGERIAN BREWERIES PLC, ENUGU, NIGERIA

Dr.Michael A. Ikon and Okolie-Osemene, Martha.

Department of Business Administration, Nnamdi Azikiwe University, Awka, Nigeria.

ABSTRACT: *The capacity to deploy human capital in the manufacturing sector in Nigeria has been limited by ethnicity which seems to have affected their service delivery due to their inability to utilize and implement ethnic diversity. The general objective of the study was to examine workforce diversity and performance of Nigerian Breweries Plc, Enugu, while the study specifically ascertained the relationship existing between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu. The study adopted descriptive survey design. The study has a population of 474 employees. Taro Yamane's formula was used to determine the sample size of 217 employees. The data obtained from the questionnaire were analyzed using Pearson Product-Moment Correlation Coefficient on SPSS ver. 22. The study found out that there was a strong, positive relationship between ethnic diversity and the service delivery of Nigerian Breweries Plc, Enugu. It was recommended that the Nigerian Breweries Plc, Enugu should integrate diversity management into its management structure to ensure that organisational service delivery is enhanced through ethnic diversity.*

KEYWORDS: Human Capital, Workforce Diversity, Service Delivery, and Ethnic Diversity.

INTRODUCTION

Background of the Study

The rapid increase in globalization has increased competition of survival and profit making among organizations in developing countries like Nigeria. Through globalization, the advances in technology and the advent of a global economy have brought the people of the world at the same place closer to each other. Businesses, educational systems and other entities are investigating ways to better serve their business environment so as to attract and retain the best and most qualified workers. It has become a challenge for modern organizations to efficiently manage such a diverse work force. The world's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, some organisations have fully started assessing the need for diversity so as to become more creative and open to change in order to increase their service delivery, competitive advantage, profitability and performance. This is because they may have probably seen diversity as a way of accepting qualified people from different cultures, values, age, and background to improve their organisational performance. However, this may come from the definition of workforce diversity of Babalola (2014) which states that workforce diversity is acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical, and mental ability. Over the past decade, Afolabi and Omole (2015) opine that workforce in developed industrialized countries has become increasingly heterogeneous. These countries are spending huge amount

for diversifying the workforce. Thus, workforce diversity is increasingly recognized and utilized as an important organisational resource to improve on performance and maximize profitability.

However, Osaghae and Suberu (2013) posit that the primary goal of workforce diversity in an organization is to bring in availability and equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that the organisations make the most out of the differences from a diverse workforce rather than losing talent which might assist the organisation to be more efficient and effective; as taking advantage of a diversified workforce will result to better organisational performance. The organisational performance of a firm can be measured by using financial and non-financial indicators which include service delivery, productivity, profitability, sales growth, turnover, stability, and cohesion. In developing countries like Nigeria, it is still controversial to find an answer to whether ethnic diversity has a negative or positive impact on service delivery. It is also important to understand that workforce diversity has important implications toward management practices and policies which may either increase the performance of the organisation or destroy it.

Organisational performance is the ability of an organisation to achieve organisational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. For performance to be effective, employers have to recognize the regiment desires and needs of the employees and how to make them work as a team in a diversified environment. However, Otite (2012) opines that ways in which service delivery can be increased when considering ethnic diversity might include ethnicity, gender, age, mental ability, cultural background, and educational background of the employees. This should be observed after identifying the needs and desires of employees that can be satisfied hence increased performance. Nevertheless, Tajfel (2014) states that workforce diversity aims at exchange of information, profitability, flexibility, and adaptability among colleagues within a working environment. This implies that if organisations exist to unite diverse perspectives, capabilities, and talents in pursuit of common purposes and mutually beneficial results, there must be exchanges of information, profitability, flexibility, and adaptability so as to seek sameness, discourage individuality, promote conformance, reward uniformity, and punish nonconformity. This is because diversity unifies ages, cultural background, and educational status among others for the improvement of an organization. Though, managing diversity is harder than managing the challenges, expenses, time consuming, demanding, stressful, and prone to fail. The inability of carefully understanding workforce diversity, might affect the organisational performance of a firm. However, Nigerian Breweries Plc, Enugu, seems to have employed the use of diversity in running and managing the affairs of the organisation. But the question is how has workforce diversity improved the performance of the company despite the competitive market of brewery industries and the economic challenges of Nigeria?

It is against this background that this study seeks to examine workforce diversity and performance of Nigerian Breweries Plc, Enugu.

Statement of the Problem

In spite of the great contributions of the beverage manufacturing sector to the economic growth and development of the Nigerian economy, the capacity of the human capital has been limited by ethnicity in the industry. Manufacturing firms greatly rely on the performance of their employees and the performance of employees also relies so much on the ethnic diversity of the firms which obviously influences the performance of employees. When an organisation does not have a conducive and enabling environment for practising

workforce diversity, employees will be deprived of all the positive benefits that would have resulted from a better management of workforce diversity such as motivation, knowledge and skill transfer, creativity and better decision-making thereby demotivating those in the organization who would have become the catalysts for better service delivery and organisational growth. Also, if workforce diversity is not handled correctly, the formation of various groups will occur; this could lead to miscommunication, emotional conflicts, power struggle and ultimately to high turnover of employees. The diverse workforce will then become an inhibitor for organisational growth. When workforce diversity, that is, ethnic diversity, age, educational background, cultural background, and sexes of the employees are relegated to the background, the service delivery, competitive edge, profitability among others of the organisation seem to collapse due to lack of team work among the employees; within a heterogeneous workforce, a variety of values and work habits would be found in which supervisors would need to become skilled at managing diversity (Mustapha, 2016). How Nigerian Breweries Plc, Enugu manages its workforce diversity and remains profitable is the main focus of this work.

Objective of the Study.

The main aim of the study is to examine workforce diversity and performance of Nigerian Breweries Plc, Enugu. Specifically, this study intends to:

1. Examine the relationship between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu.

Decomposed Variables.

Independent Variable -Workforce diversity.

Decomposed Variable – Ethnic diversity

Dependent Variable - Organisational performance

Decomposed Variable – Service delivery

Research Question.

This study is guided by the following research question:

1. What is the relationship between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu?

1.4 Hypothesis

This study will test the following hypothesis at 0.05 level of significance:

H₁: There is significant positive relationship between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu.

Significance of the Study

The result of this study will be of immense benefit to Nigerian Breweries Plc., Enugu, in particular, and manufacturing firms in Nigeria in general, as it would help to establish the relationship between ethnic diversity and service delivery with particular reference to Nigerian Breweries Plc, Enugu. The findings of this study will serve as a source of materials to future researchers and as well guide them in researching on other dimensions of workforce diversity.

Scope of the Study

The study is focused on the type of relationship that exists between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu, located in Enugu State, South East of Nigeria.

Limitations of the Study

This study encountered drawbacks and limitations due to the unyielding attitude of the respondents. Some of the respondents were unwilling and refused to fill the copies of the questionnaire due to fear of loss of their jobs. This problem was however, mitigated by revisiting the respondents and convincing them on the need to assist in completing the copies of the questionnaire as the information would be used solely for academic purposes

REVIEW OF RELATED LITERATURE

Workforce Diversity

Phelps (2013) defines diversity as the mutual and co-existence of employees from different social-cultural backgrounds within an established organisation. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnicity, culture, education, language, lifestyle, beliefs, physical appearance and economic status among others. Ogunsiji & Ladanu (2014) state that diversity requires a type of organisational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance. Diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no group has advantage or disadvantage. Makokolo (2015) defines workforce diversity as a group of people who bring a variety of backgrounds, styles, perspectives, values and benefits as assets to the organisation with which they interact. The term used to describe this challenge is “workforce diversity” which means that organisations are becoming more heterogeneous in terms of race, ethnicity, ability, age and other aspects of differences. Managing workforce diversity is one of the most difficult and pressing challenges of modern organisations. Managers in public and private organisations will have to understand, predict and manage this intriguing nature of the diverse workforce. While many organizations have embraced diversity, others still consider it merely an issue of compliance with legal requirements. Many business leaders are now beginning to believe that diversity has important bottom-line benefits; diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation which in turn, lead to better organisational performance. For organisations, this means that their market

share, efficiency, human capital, international competitiveness and the level of innovations will be dependent in part upon their ability to effectively manage a diverse workforce both within and across organisational boundaries. Ethnic diversity in the workplace is the situation where people with different ancestry, language, socio-cultural, or national experiences come to work together in a particular workplace; they come with different experiences and ideas. Kothari (2014) explains that multiculturalism and ethnic diversity have a greater positive impact on a group and their service delivery as ethnically diverse teams lead to more creativity and innovation due to complementarities and learning opportunities. This calls for ethnic diversity in the workplace.

Organisational Performance

Performance can be referred to as the degree of achievement of the mission at workplace that builds up an employee's job; it is used to express the range of measurements of transactional efficiency, input and output efficiency. Organisational performance is the concept of how effective an organisation is in achieving the outcomes the organisation intends to achieve (Mitchell, 2013). In addition, Watson, Kumar and Michaelson (2014) state that organisational performance captures organisational effectiveness plus the internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers). Workforce diversity will help the management of organisations to employ employees of different diversity so as to improve the organisational performance (Swanepoel, 2013). The aim of organisations is to see that they make profit in every venture of the business and for this reason, organisations are employing quality decision-making so as to boost the organisations in terms of motivating the morale of the employees and make them put more effort in discharging their duties and at the end of everything, make more profit. Creativity in teams is expected to be greater when there is diversity in ethnicity, expertise, nationality, culture, gender, sex, character, and experience among others. Organisational performance can be measured using financial and non-financial indicators such as service delivery, market analysis, competitive advantage, sales growth, profitability, among others, but the researcher will use the non-financial variable (service delivery) for the study.

Ethnic Diversity and Service Delivery

For organizations to attract a broader talented pool of employees, it needs to embrace an organisational culture of workforce diversity. This will lead to an enhanced corporate reputation and strengthened cultural values. According to Cox and Blakes (2011), workforce diversity is a global workplace and marketplace phenomenon. Therefore any business that intends to be successful in the service delivery must have a borderless view and an underlying commitment to ensuring that workforce diversity is part of its day-to-day business conduct. Workforce diversity includes, but is not limited to: ethnicity, age, ancestry, gender, physical abilities/qualities, race, educational background, geographic location, income, marital status, religious beliefs, parental status, and work experience (Srivastava, 2012). Organisations hire employees from diverse countries, cultures, values and lifestyles. While employees expect returns from the organisation, their effective performance is significant for its success. It is therefore important to consider the effect of diversity on employee output. Ethnic diversity could present a lot of challenges to an organisation which include resistance to change, resentment, group cohesiveness and interpersonal conflict, segmented communication networks, backlash and competition for opportunities; it is therefore

important to understand the impact of ethnic diversity on organisational performance, such as service delivery (Sungjoo, 2016). Ethnic diversity is highly relevant in an increasingly globalized world as it would benefit team performance due to a more diverse pool of skills and knowledge that lead to complementary and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation which consequently lead to better service delivery (Alesina & La Ferrara, 2015; Lee & Bose, 2015; Ozgen, 2013).

Theoretical Framework

This study is anchored on Primordialism Theory developed by Geertz in 1973. Primordialism describes the relationship that exists among individuals in an ethnically diverse environment. It argues that ethnic identity is an assertive theory, in that membership is assigned at birth and thus difficult to change (Isajiw, 2003). It posits that ethnic ties are inherent in people as human beings and they have deep natural connections that connect them to some people and produce natural coercion to achieve a common goal (Geertz, 1973 in Watson, Kumar, & Michaelson, 2014). Membership of ethnic groups is therefore fixed and passed down intact across generations. Primordialism perceives an ethnic group as an objective entity; and ethnic identity for them is singular, timeless and fixed with distinct social boundaries (Thomas & Ely, 2013). These individuals and groups work together from time to time, depending on the level and scope and nature of their work. However, for a firm to achieve its goals effectively and efficiently the employees need to work in unionism the diverse ethnic groups notwithstanding as the world's increasing globalization requires more interaction among people from diverse ethnicity, cultures, and religious beliefs more than ever before.

The foregoing has implication for this study in that in a work place where ethnic diversity is upheld by the management of the organisation, workers give in their best in their workplace; this is because service delivery of an organisation increases when all hands are on deck irrespective of ethnicity, age, gender, and educational background. This would make the organisation improve its service delivery because the workforce comes from diverse ethnicity which has helped in carrying service delivery effectively and efficiently; diversity unifies the employees for the improvement of an organisation.

Empirical Review

The relationship between ethnic diversity and service delivery has been studied from different angles. This study reviewed some related studies carried out by different researchers.

Ancona (2014) conducted a study to examine the effects of ethnic diversity on business service delivery: A Study of Dubic Breweries Limited, Aba. Descriptive survey design was used for the study with a population of 125 employees. Z-test was used to test the hypotheses formulated for the study. Based on a five-year study of the relationship between ethnic diversity and business service delivery, the researcher concluded that the impact of ethnic diversity depends on the context in which it is being leveraged, including organisational culture, human resource practices, and strategy. On a neutral note where every other variable remains equal, ethnic diversity has a positive impact on the service delivery of the firm.

Omankhanlen, Ehimare, & Ogaga-Oghene (2015) examined the impact of ethnic diversity on organisational service delivery in the banking sector. The study used the Blau's 1977 index of heterogeneity to measure the diversity index; while asset growth for the year 2011 and 2012,

using 2013 and 2014 as base year was used to measure the growth strategy. To determine group diversity and performance outcomes moderated by workgroup context, a series of regression analyses were conducted with the aid of SPSS version 21. The study found a significant correlation between ethnic diversity with the measures of organisational service delivery. Also it revealed that ethnic diversity is positively related to both employee productivity and service delivery bonus.

Oloyede (2014) investigated the influence of ethnic diversity on organisational service delivery using 5 organisations in Benin City, Edo State. Descriptive survey design and stratified sampling technique were adopted for the study. T-test was used to test the hypotheses for the study at 0.05 significance level. The study found out that ethnic diversity holds all groups of employees at all levels in the organisations; and called for such type of organisational culture, where all members can pursue their desires without being inhibited by gender, race, nationality or other conditions and factors that are irrelevant to service delivery. The researcher recommended that ethnic diversity should be seen as the varied perspective and approach to work which help the individuals of different identity groups to improve in service delivery.

Lee and Bose (2015) conducted an exploratory examination on the effect of ethnic diversity on employee service delivery in two (2) public sector organisations in Ogun State. Accounting-based performance and market-based performance indicators were used in measuring the organisations' economic performance. Measurements employed to measure account-based performance are (1) return on assets (ROA), (2) return on average equity (ROAE), and (3) return on average sales (ROAS). The result of the study revealed that ethnic diversity within one organisation was a positive factor when the firm was pursuing a growth strategy. This is because the account-based performance improved tremendously due to increase in the service delivery of the employees.

Bounds, Dobbins, & Fowler (2015) examined ethnic diversity and organisational service delivery in Ghana. The study had a population of 376 participants. Two-Way ANOVA was adopted in testing the hypotheses at 0.05 level of significance. The study found that ethnic diversity was associated with strong organisational service delivery not only among managers of colour but also among different ethnicities in Ghana.

Phillips and Lount (2015) investigated the relationship between ethnic diversity and service delivery of business organisations in the United States of America (USA). Correlation survey design was used for the study and Pearson's Product-Moment Correlation Coefficient was used to examine the relationship between ethnic diversity and service delivery of the business organisations. The study had 240 participants. The study found out that ethnic diversity is positively related to organisational service delivery. It is recommended that company executives should use good strategies to effectively manage workforce diversity and collaborative research efforts which should be done to ascertain the contextual variables that moderate workforce diversity to produce positive performance outcomes.

Harrison, Price, & Bell (2014) examined the effect of ethnic diversity on service delivery of business organisations in the United States of America (USA). Regression analysis was employed in the research study that had a population of 520. The research findings showed that, relative to homogeneous groups, members of diverse work-groups display less attachment to each other, and show less commitment to their respective organisations. But

heterogeneous workforce which is based on ethnicity has greater impact on service delivery of the organisation.

Gap in Knowledge

Based on the findings of the literature reviewed, it was observed that most of the studies on workforce diversity and organisational performance both within and outside the country had recognized ethnic diversity as an important instrument for improving service delivery of those firms studied; however none examined how ethnic diversity related with service delivery of Nigerian Breweries Plc, Enugu. Therefore, this study seeks to examine the type of relationship that exists between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu.

Overview of Nigerian Breweries Plc, Enugu.

Nigerian Breweries Plc, Enugu, Enugu State, South East of Nigeria (Ama Brewery) is located at Amaeke Ngwo near 9th Mile Corner in Enugu State. It is the sixth branch of Nigerian Brewery Plc in Nigeria and it was commissioned in the year 2003. The site covers a total area of approximately 100 hectares. Ama Brewery is designed with the best cutting edge technology and world-class standard processes. The company has a production capacity of 3 million hectoliters per annum. It is a beverage company designed for the production of three brands of beer lagers namely; Star, Gulder and Heineken, and two brands of soft drinks namely; Amstel Malta and Maltina, which are successfully in production. The company is made up of several departments which are controlled by heads of departments (HODs) who in turn are summarily headed by brewery manager who oversees the general activities of the company. The various departments in Nigerian Breweries Plc, Enugu include the following: Support and Development Department, Finance Department, Logistics Department, Quality Assurance Unit, Production Department/Brew House, Packaging and Engineering Department (www.nbplc.com - Nigerian Breweries Plc's official website).

RESEARCH METHOD

Research Design

The study adopted descriptive survey design which intends to ascertain the nature of relationship that exists between the dependent variable (organizational performance) and independent variable (workforce diversity).

Population of the Study

In this study, the target population comprised employees of Nigerian Breweries Plc, Enugu. Nigerian Breweries Plc, Enugu has a total population of 474 employees. Hence, the total population of the study was 474.

Table 3.1: Summary of the Departments in Nigerian Breweries Plc, Enugu

S/N	Departments	Number of Employees	Percentage (%)
1	Support and Development Department	89	19
2	Finance Department	32	7
3	Logistic Department	53	11
4	Quality Assurance Unit	41	9
5	Production Department/Brew House	115	24
6	Packaging and Engineering Department	144	30
	Total	474	100

Source: www.nbplc.com - Nigerian Breweries Plc's official website, February 2017.

]

Sample Size and Sampling Technique.

The sample size was obtained through Taro Yamane's formula which is given as;

$$n = \frac{N}{1 + N(e)^2}$$

where:

n = Sample size

N = Total Population

e = sampling error (0.05) or 5%

where N = 474

Substituting in the formula, we have:

$$n = \frac{474}{1 + 474(0.05)^2}$$

$$n = \frac{474}{1 + 474(0.0025)}$$

$$n = \frac{474}{1 + 1.185}$$

$$n = \frac{474}{2.185} = 216.93$$

Hence, the sample size of the study is 217.

Instrument for Data Collection.

Both primary and secondary sources of data were explored in extracting useful information for the study. The primary source of data consisted of questionnaire while the secondary sources of data consisted of data generated from the websites of the firms, textbooks, theses

and journals. The instrument of data collection was structured questionnaire. Content validity was used to test the validity of the research instrument.

Validity of Instrument.

The instrument was validated through content validity. Draft copies of the questionnaire together with the objectives of the study, research questions and hypothesis were submitted to the researcher's supervisor and a measurement and evaluation expert for face and content validity; the experts examined the items to determine if they were related to the objectives of the study. They offered useful suggestions and corrections after examining the instruments which were effected immediately by the researchers.

Reliability of Instrument.

The reliability test of the questionnaire was done using Cronbach's Alpha at 0.05 level of significance. The results of the reliability test are shown in table 3.2 below:

Table 3.2: Reliability Statistics.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.847	10

Computation: SPSS ver.22

A correlation coefficient of 0.845 was obtained with the aid of Statistical Package for Social Science (SPSS) ver. 22. The result revealed that the instrument was reliable.

Method of Data Analysis.

Pearson's Product-Moment Correlation Coefficient was adopted to examine the type of relationship that exists between the dependent and independent variables with the help of SPSS ver.22. The hypothesis was tested at 5% level of significance and the confidence interval of 95%.

DATA PRESENTATION AND ANALYSIS

Administration of Research Instrument

A total number of 217 copies of the questionnaire were administered to the respondents using three research assistants. 200 copies of the questionnaire that were fully and properly filled were retrieved giving a recovery rate of 92.17%. The study adopted 5-points Likert scale which ranges from Strongly Agree (SA) = 5, Agree (A) =4, Disagree (D) = 3, strongly Disagree=2, Undecided= 1.

Analysis of Questionnaire**Table 4.1: Analysis of the Responses in the Questionnaire.**

S/N	Question Items	Responses							Decision
		SA	A	D	SD	UD	T	\bar{X}	
		5	4	3	2	1			
	Ethnic diversity and service delivery.								
1	I consider myself to be a part of the organisation regardless of my ethnicity.	58	57	35	30	20	200	3.52	Accepted
2	Nobody discriminates against me as a result of my ethnicity which helps to improve and increase my service delivery.	74	59	24	23	20	200	3.72	Accepted
3	I am free to associate with people from other ethnicities.	46	69	39	25	21	200	3.47	Accepted
4	My innovative ideas are always welcomed and acted upon in the organisation without any discrimination.	55	68	33	24	20	200	3.57	Accepted
5	The peaceful coexistence of the various ethnic groups helps me feel at home in the organisation.	40	64	34	33	29	200	3.27	Accepted
6	I am willing to learn new things and accept new ideas within the diversified groups in my organisation.	40	50	56	33	21	200	3.28	Accepted
7	My service delivery in the organisation is determined by the organisation's recognition of my commitment and not my ethnicity.	40	50	50	40	20	200	3.25	Accepted
8	My educational background increases share of knowledge, skills and capability which invariably lead to better service delivery.	46	69	39	25	21	200	3.47	Accepted
9	Dissimilarities in educational backgrounds of the employees have a positive impact on organisational service delivery.	51	63	36	24	26	200	3.45	Accepted
10	Increase in multicultural workforce in the organisation brings greater participation and increases service delivery of the organisation.	58	57	35	30	20	200	3.52	Accepted

Source: Field Survey, February 2017.

Test of Hypothesis

The study would test the following hypotheses:

H₀: There is no significant positive relationship between ethnic diversity and the service delivery of Nigerian Breweries Plc, Enugu.

H₁: There is a significant positive relationship between ethnic diversity and the service delivery of Nigerian Breweries Plc, Enugu.

Table 4.2: Summary of the Correlation Result of the Hypothesis.

Correlations

		Ethnic Diversity	Service Delivery.
Ethnicity Diversity	Pearson Correlation	1	.734*
	Sig. (2-tailed)		.001
	N	200	200
Service Delivery	Pearson Correlation	.734*	1
	Sig. (2-tailed)	.001	
	N	200	200

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

Computation: SPSS ver.22

The result reveals that the Pearson's Product-Moment Correlation Coefficient, r , is 0.734, and that it is statistically significant ($p=0.005$). This implies that there is a strong, positive relationship between ethnic diversity and the service delivery of Nigerian Breweries Plc, Enugu ($r= .734, n=200, p (.001) < 0.005$).

Discussion of Findings.

The result of the empirical analysis carried out to ascertain the extent to which ethnic diversity correlated with the service delivery of Nigerian Breweries Plc, Enugu revealed that there was a strong, positive relationship between the constructs tested. What this means is that diversified workforce increases service delivery of the organisation; ethnically diverse teams are associated with more innovation and creativity. This result is consistent with the previous findings of Lee and Bose (2015) who examined the influence of ethnic diversity in two public sector organizations in Ogun State; the results showed that ethnic diversity within one organisation was a positive factor when the firm was pursuing a growth strategy. Similarly, Harrison, Price, & Bell (2014) from their study found that a heterogeneous workforce which is based on ethnic diversity had greater impact on service delivery of the organisation.

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Summary of Findings

The result for the tests of hypothesis using Pearson's Product-Moment Correlation Coefficient showed that there was a strong, positive relationship between ethnic diversity and service delivery of Nigerian Breweries Plc, with the correlation coefficient of .734, which is considered to be high and a probability value of .001 ($p\text{-value}=0.01 < .005$, 2-tailed test, $n=200$). Based on this result, the research hypothesis which stated that there was a significant positive relationship between ethnic diversity and service delivery of Nigerian Breweries Plc, Enugu was accepted.

Conclusion

Based on the summary of findings, it would be deduced that increase in workforce diversity in Nigerian Breweries Plc, Enugu increases service delivery of the organisation; ethnically diverse teams are associated with more innovation and creativity. The researchers conclude that ethnic diversity plays an important role in enhancing service delivery in organisations.

Recommendations

Based on the findings of the study, the following recommendations are made:

- 1) Nigerian Breweries Plc, Enugu, should integrate diversity management in their management structure to ensure that organisational service delivery is enhanced through ethnic diversity.
- 2) Nigerian Breweries Plc, Enugu should formulate policies that guide against ethnic discrimination in the organisation in order to encourage innovation, creativity and effective service delivery.

Contribution to Knowledge

This work contributes to knowledge in that the positive relationship between workforce diversity and performance has been confirmed in a Nigerian firm within the Nigerian business environment.

REFERENCES

- Afolabi, O. A. & Omole, E. O. (2015). Personality Type and Workforce Diversity as Predictors of Ethical Behaviour and Job Satisfaction Among Nigerian Policemen. *Research Journal of Social Sciences*, 3 381-388.
- Alesina, A., & La Ferrara, E. (2015). Ethnic Diversity and Economic Performance. *Journal of Economic Literature*, 43, 762-800.
- Ancona, D. (2014). Demography and Design: Predictors of New Product Team Performance. *Organization Science*, 3, 321-341
- Babalola, S. S. (2014). Women Entrepreneurial Innovative Behaviour: The Role of Psychological Behaviour, *International Journal of Business Management*, 4, 5- 11.
- Bounds, G. M., Dobbins, G. H., & Fowler, O. S. (2015). *Management: A Total Quality Perspective*, Ohio: Thompson Publishing.

- Cox, T. & Blake, S. (2011) Managing Cultural Diversity: Implications for Organizational Competitiveness, *Academy of Management Executive*, 5, 3
- Harrison, D. A., Price, K. H., & Bell, M. P. (2014). Beyond Relational Demography: Time and the Effects of Surface and Deep-Level Diversity on Work Group Cohesion. *Academy of Management Journal*, 41, 96- 107.
- Isajiw, E. (2003). Why Differences Make a Difference: A Field Study of Diversity, Conflict, and Performance in Work Groups. *Administrative Science Quarterly*, 44, 741-763
- Kothari, C. R. (2014). *Research Methodology, Methods and Techniques, 2nd Revised ed.*, New Delhi: New Age International Publishers.
- Lee, J. & Bose, U. (2015). Operational Linkage between Diverse Dimensions of Information Technology Investments and Multifaceted Aspects of a Firm's Economic Performance, *Journal of Information Technology*, 17, 119-131.
- Makokolo, M. (2015). *A Report on Minority Indigenous Peoples and Ethnic Diversity in Kenya*. London: Minority Rights Group International.
- Michaelson, E. C. (2014). Effects of Managing Gender of Employees in Enhancing Organisational Performance: A Case Study of Kenya Ports Authority (2013), *European Journal of Business and Management*, 5(21), 50-62.
- Mitchel H. (2013). A Multi Method Examination of the Benefits and the Detriments of Intragroup Conflict, *Administrative Science Quarterly*, 40, 256-282.
- Mustapha, A. R. (2016). *Ethnic Structure, Inequality and Governance of the Public Sector in Nigeria*, CRISE Working Paper No. 18, Centre for Research on Inequality, Human Security and Ethnicity, University of Oxford, Oxford.
- Nigerian Breweries Plc's Official Website: www.nbplc.com. Accessed on 9th February, 2017.
- Ogunsiji, A. S. & Ladanu, W. K. (2014) Entrepreneurial Orientation as a Panacea for the Ebbing Productivity in Nigerian Small and Medium Enterprises: A Theoretical Perspective. *International Business Research*, 3, 192 -199.
- Oloyede, M. S. (2014). Influence of Ethnic Diversity on Organizational Service Delivery. *Diversity and Performance*, 18(2), 63-68.
- Omankhanlen, A., Ehimare, J. O., & Ogaga-Oghene, M. (2015). The Impact of Workforce Diversity on Organizational Effectiveness: A Study of a Nigerian Bank, Annals of the University of Petroşani, *Journal of Economics Literature*, 11(3), 93-110.
- Osaghae, E. E. & Suberu, R. T. (2013). *A History of Identities, Violence, and Stability in Nigeria*, CRISE Working Paper No. 6, Centre for Research on Inequality, Human Security and Ethnicity, University of Oxford, Oxford.
- Otite, O. (2012). *Ethnic Pluralism, Ethnicity and Ethnic Conflicts in Nigeria*, 2nd ed., Ibadan, Shaneson C. I. Limited.
- Ozgen, C. (2013). *The Impact of Cultural Diversity on Innovation: Evidence from Dutch RM-level data*. IZA, Discussion Papers.
- Phelps, M. E. (2013). *Understanding and Managing Diversity: The Personnel Challenge for Leaders*, A Research Paper Presented to the Research Department, Air Command and Staff College, Maxwell-Air Force Base, Alabama.
- Phillips, K. W., & Lount, R. B., Jr. (2015). *The Affective Consequences of Diversity and Homogeneity in Groups*. In E. Mannix, M. A. Neale, & C. Anderson (Eds.), *Research on Managing in Groups and Teams*, 10, 1-20, Greenwich: JAI Press.
- Srivastava, Y. (2012). Linking Top Management Team Heterogeneity to Firm Performance: Juxtaposing Two Mid-Range Theories, *International Journal of Human Resource Management*, 13(6), 958-974.
- Sungjoo, C. G. (2016). A Diverse Workforce: A Plus or Minus in 21th Century, *International Journal of Management Science*, 2(2), 130 – 137.

- Swanepoel, S. H. (2013). Emotional Intelligence and Organizational Performance: Implications for Performance Consultants and Educators. *Performance Improvement*, 44(10): 15-23.
- Tajfel, H. (2014). *Differentiation between Social Groups: Studies in the Social Psychology of Intergroup Relations*, New York: Academic Press.
- Thomas, D. A., & Ely, R. J. (2013). *Making Differences Matter: A New Paradigm for Managing Diversity*, In Francesco, A. M. & B. A. Gold (ed.), *International Organisational Behaviour*, New Jersey: Prentice Hall, pp. 401-416.
- Watson, W. E., Kumar, K., & Michaelson, L. K. (2014) Cultural Diversity's Impact on Interaction Process and Performance: Comparing Homogeneous and Diverse Task Groups. *Academy of Management Journal*, 36.

APPENDIX I: THE RESULTS OF THE TEST OF RELIABILITY OF INSTRUMENT.

RELIABILITY

/VARIABLES=Ethnicity Performance

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE SCALE CORR

/SUMMARY=TOTAL.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Listwise deletion based on all variables in the pro

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.847	10

Item Statistics

	Mean	Std. Deviation	N
Ethnic Diversity	34.80	1.874	10
Service Delivery	34.60	1.713	10

Inter-Item Correlation Matrix

	Ethnic Diversity	Service Delivery
Ethnic Diversity	1.000	.734
Service Delivery	.734	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Ethnic Diversity	34.60	2.933	.734	.539	.
Service Delivery	34.80	3.511	.734	.539	.

APPENDIX II: THE RESULTS OF THE RELATIONSHIP BETWEEN ETHNIC DIVERSITY AND PERFORMANCE

CORRELATIONS

/VARIABLES=Ethnic Diversity Service Delivery.

/PRINT=TWOTAIL NOSIG

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Ethnic Diversity	34.80	1.874	200
Service Delivery	34.60	1.713	200

Correlations

		Ethnicity	Performance
Ethnic Diversity	Pearson Correlation	1	.734*
	Sig. (2-tailed)		.001
	N	200	200
Service Delivery	Pearson Correlation	.734*	1
	Sig. (2-tailed)	.001	
	N	200	200

*. Correlation is significant at 0.05 level (2-tailed).