JETMASE

Journal of Emerging Trends in Management Sciences and Entrepreneurship
Volume 7(1), Pages 270 -295 June, 2025
ISSN: 2384-762X
https://www.jetmase.com

Effect of Work-Place Diversity on Employee' Satisfaction in Hospitality Businesses in Anambra State, Nigeria

Maduagwuna, I. A.[1*], Anagor, C. J.[2] and Prof S.I. Mbah[3]
[1,2&3]Department of Business Administration, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State
Email: ifychyke90@gmail.com*, ifeanyiifeo@gmail.com

ABSTRACT: This study examines workplace diversity and employee satisfaction in the hospitality businesses in Anambra State, Nigeria. The specific objectives include examining the effect of cultural diversity on relationships among colleagues, investigating the role of functional diversity in shaping the nature of work, and determining the effect of organizational diversity on employee recognition. This study was anchored on job characteristics theory. The study population comprises 348 employees from selected hospitality businesses in Anambra State, Nigeria. A census survey method was adopted, making the entire population the sample size to ensure comprehensive data representation. Data were collected through a structured questionnaire and analyzed using linear regression analysis in SPSS. Findings indicate that Cultural diversity positively affects relationships among colleagues ($\beta = 0.612$, $p = 0.000$, $R^2 = 0.354$), fostering collaboration. Functional diversity effect the nature of work ($\beta = 0.532$, $p = 0.002$, $R^2 = 0.295$), and organizational diversity plays a crucial role in employee recognition ($\beta = 0.578$, $p = 0.001$, $R^2 = 0.312$). Based on the findings, this study concludes that workplace diversity significantly affect employee relationships, nature of work and employee recognition in hospitality businesses in Anambra State, Nigeria**.** This study recommends implementing well-structured diversity management strategies as a means to improve employee satisfaction and foster retention.

Keywords: Work-place diversity, employee satisfaction, hospitality businesses

1. INTRODUCTION

Workplace diversity has emerged as a critical determinant of organizational success, particularly in dynamic service sectors such as the hospitality industry. The concept encapsulates the inclusion of individuals from varying backgrounds, encompassing dimensions such as ethnicity, gender, religion, age, culture, and functional experiences. As businesses in Nigeria's hospitality sector strive to remain competitive, workplace diversity is

increasingly viewed as a strategic resource capable of enhancing employee satisfaction and organizational effectiveness (Edeh & Ekwoaba, 2021).

In Anambra State, where cultural heterogeneity is prominent, the integration of workplace diversity practices into hospitality businesses is particularly pertinent for fostering inclusive work environments that improve employee morale and commitment.

Cultural diversity, a major component of workplace diversity, refers to the presence of individuals from different cultural backgrounds, ethnic groups, and belief systems working together within an organization. In hospitality businesses, where service delivery relies heavily on interpersonal interactions, culturally diverse workforces can improve service quality by reflecting the needs and expectations of diverse customers (Ogunyomi & Bruning, 2020; Ubahi, Ene & Okoro, 2025).

However, the impact of cultural diversity on employee satisfaction largely depends on how effectively organizations manage potential cultural clashes, communication barriers, and biases.

When cultural diversity is embraced and managed inclusively, it can enhance employees' sense of belonging, respect, and engagement, thereby improving job satisfaction (Adebayo & Abubakar, 2022; Nduka, Achugbu & Ucheahara, 2016; Okoro & Ekwunife, 2022).

Functional diversity refers to the variety in employees' skills, job roles, educational backgrounds, and professional experiences. In the hospitality sector, functional diversity can enhance teamwork, innovation, and problem-solving by bringing different competencies and perspectives to bear on organizational tasks (Okpara et al., 2021; Ugochukwu, Ezeabasili & Ostar, 2019). In Anambra State's competitive hospitality market, organizations that harness functional diversity are better positioned to offer tailored services, adapt to market changes, and satisfy a wider clientele base.

According to Nduka, Atueyi, Osakwe & Mbanefo (2021), misalignment in roles or lack of coordination among functionally diverse teams can result in confusion, role conflict, and reduced job satisfaction if not managed appropriately (Nwosu & Igwe, 2023).

Thus, clear communication and inclusive leadership are essential to translating functional diversity into higher employee satisfaction.

Organizational diversity, which goes beyond surface-level traits, includes diverse approaches to work, decision-making styles, and value systems shaped by employees' experiences and organizational roles. In hospitality businesses, organizational diversity fosters innovative

thinking and strengthens an organization's adaptability to changing customer expectations and service trends. When employees perceive fairness in access to opportunities and believe that their contributions are valued regardless of their backgrounds, they are more likely to exhibit higher satisfaction and organizational commitment (Agu & Anyanwu, 2020; Ogunewe, Ananwude, & Nduka, 2020). Conversely, lack of recognition or inclusivity in organizational culture can lead to disengagement and higher turnover, especially in the labor-intensive hospitality sector.

Employee satisfaction in the hospitality industry is critical to organizational performance, as satisfied employees are more likely to deliver high-quality customer service, remain loyal to the organization, and promote a positive workplace environment.

In the context of Anambra State, where hospitality businesses often deal with a workforce drawn from various ethnic, cultural, and professional backgrounds, promoting workplace diversity is both a challenge and an opportunity (Eze & Nwachukwu, 2021; Nduka, Ananwude, Osakwe, 2019). When workplace diversity is embraced as a core organizational value and supported by inclusive practices such as diversity training, equitable promotion policies, and collaborative team-building, it contributes to higher levels of employee satisfaction and productivity.

Despite the growing recognition of the benefits of workplace diversity, many hospitality businesses in Anambra State still struggle with implementation challenges, including unconscious bias, resistance to change, and lack of clear diversity policies. This calls for empirical research into how different forms of workplace diversity cultural, functional, and organizational affect employee satisfaction in the local context. Understanding these relationships will guide managers and policymakers in designing inclusive strategies that foster employee engagement, reduce conflict, and support organizational success (Ikechukwu & Okwu, 2022; Ethel, 2022). Therefore, this study seeks to examine the effect of workplace diversity on employee satisfaction in hospitality businesses in Anambra State, focusing specifically on cultural, functional, and organizational diversity.

Statement of the Problem

The increasing complexity of workforce composition in the hospitality industry has placed significant emphasis on workplace diversity as a determinant of employee satisfaction. In Anambra State, Nigeria, where the hospitality sector employs a highly diverse labor force across cultural, functional, and organizational lines, many businesses continue to experience challenges in translating this diversity into improved employee well-being and organizational performance. Despite the

perceived advantages of diversity, such as enhanced creativity, innovation, and adaptability, employee satisfaction in many hospitality businesses remains low. This raises the critical question of whether workplace diversity is being effectively managed to promote satisfaction among employees in the hospitality sector.

One specific problem contributing to this situation is the poor management of cultural diversity. Employees from different ethnic and cultural backgrounds often face communication barriers, misunderstanding, and exclusion from key workplace activities. In many hospitality organizations, there is limited effort to foster intercultural competence or inclusive practices that embrace diverse identities, leading to feelings of isolation and dissatisfaction among culturally diverse workers. This has implications for team cohesion, customer service delivery, and overall workplace harmony.

A second problem is the ineffective utilization of functional diversity within hospitality establishments. Employees often come from various professional and educational backgrounds, but there is frequently a lack of structured role integration or recognition of differing skill sets. When organizations fail to align individual capabilities with organizational roles, it leads to underutilization of talents, role ambiguity, and decreased motivation. This mismanagement not only affects service quality but also reduces employees' sense of purpose and satisfaction in their jobs.

A third challenge is the absence of inclusive organizational practices that acknowledge and support the diverse values, beliefs, and working styles of employees. According to Obidike, Onyeka & Nduka (2022), many hospitality businesses in Anambra State do not have formal diversity policies or inclusive leadership practices, resulting in unequal access to career development opportunities, limited feedback mechanisms, and perceived favoritism. This organizational gap fosters disengagement and dissatisfaction, especially among employees from underrepresented groups.

Given these issues, this study seeks to fill the knowledge gap on how different forms of workplace diversity cultural, functional, and organizational effect on employee satisfaction in hospitality businesses in Anambra State. Previous studies have often focused on diversity in multinational corporations or public institutions, leaving a contextual gap in understanding how diversity dynamics play out in hospitality SMEs in southeastern Nigeria. This study aims to provide practical insights and recommendations for managers and policymakers on managing workplace diversity to enhance employee satisfaction and overall organizational success.

The objective of this study is to examine Workplace diversity and employee' satisfaction in hospitality business in Anambra state Nigeria. Specifically, the study examined the effect of cultural diversity, functional diversity and organizational diversity on relationship with colleagues in hospitality business in Anambra State, Nigeria. Hypothetically, Cultural diversity has no significant influence on relationship with colleagues in hospitality business Anambra state, Nigeria; Functional diversity has no significant influence on nature of work in hospitality business in Anambra State, Nigeria; Organizational diversity has no significant influence on recognition in hospitality business in Anambra State, Nigeria.

2. LITERATURE REVIEW

Workplace diversity

Workplace diversity refers to the presence of differences among employees in an organization across various dimensions such as age, gender, ethnicity, cultural background, education, functional expertise, and belief systems. It extends beyond demographic characteristics to include cognitive diversity, professional experiences, and value systems that shape how individuals perceive and interact within the work environment (Shore et al., 2020). Modern organizations view diversity not just as a moral obligation or legal requirement but as a strategic advantage that can enhance creativity, decision-making, and overall performance. Embracing workplace diversity is particularly critical in service-oriented sectors like hospitality, where employees' interactions and experiences directly influence customer satisfaction and business outcomes (Bourke & Dillon, 2021).

Cultural diversity, one of the core dimensions of workplace diversity, involves the coexistence of employees from different ethnic, racial, and national backgrounds. Nwanolue, Ezeabasili & Obiora (2018) argues that cultural diversity plays a significant role in shaping communication patterns, conflict resolution, and teamwork. When managed effectively, cultural diversity can foster innovation by incorporating multiple perspectives in problem-solving and decision-making.

However, poorly managed cultural differences can lead to misunderstandings, tension, and reduced job satisfaction (Ogunyomi & Bruning, 2020). Hospitality businesses operating in multicultural environments like Anambra State must cultivate inclusive practices to harness the benefits of cultural diversity while mitigating its challenges (Adebayo & Abubakar, 2022).

Monogbe, Omotayo, Achugbu & Nduka (2016), asserts in their opinion that functional diversity pertains to variations in employees' educational backgrounds, job roles, and areas of

specialization. In the hospitality sector, this type of diversity can lead to more dynamic and responsive service delivery due to the different skills and approaches that employees bring to the table. Functional diversity can improve problem-solving capacity and foster a learning culture if well integrated into team structures (Okpara et al., 2021). However, a lack of coordination and role clarity among functionally diverse teams may result in conflict, inefficiencies, and decreased employee satisfaction, highlighting the need for effective leadership and communication strategies (Nwosu & Igwe, 2023).

Organizational diversity encompasses differences in employees' roles, experiences, values, and ways of thinking shaped by their interactions within the organizational system. It reflects how inclusive the internal culture is and whether all employees feel valued and heard. Organizations with inclusive structures are better positioned to attract, retain, and engage talent, thereby improving satisfaction and reducing turnover (Roberson, 2023). Conversely, exclusionary practices and lack of diversity-related policies can alienate employees and reduce their commitment. Therefore, understanding the interplay between workplace diversity and employee satisfaction is essential for developing sustainable diversity management practices, especially in hospitality businesses where employee morale is directly linked to customer experiences (Eze & Nwachukwu, 2021).

Cultural Diversity

Cultural diversity refers to the existence of a variety of cultural or ethnic groups within a society or organization. It encompasses differences in race, ethnicity, language, nationality, beliefs, and other cultural dimensions. Cultural diversity acknowledges the presence of diverse cultural expressions and values the unique perspectives and contributions each cultural group brings to the collective environment. The aim is to foster mutual respect and understanding, enhancing both social harmony and organizational effectiveness (Cox, 2024). Cultural diversity is crucial for several reasons. Firstly, it enhances creativity and innovation. Organizations that embrace cultural diversity benefit from a broader range of perspectives and experiences, leading to more innovative solutions and ideas. Diverse teams are often more creative because they can approach problems from multiple angles and challenge conventional thinking (Anusi & Nduka, 2022).

Cultural diversity improves organizational performance. Research has shown that companies with diverse workforces are more likely to outperform their competitors. Diverse teams can better understand and meet the needs of a diverse customer base, leading to increased

customer satisfaction and loyalty (Herring, 2019). Additionally, cultural diversity can enhance employee performance and job satisfaction.

When employees feel that their cultural identities are respected and valued, they are more likely to be engaged and committed to their work (Thomas & Ely, 2016). Cultural diversity also has significant social benefits. It promotes social cohesion and reduces prejudice and discrimination by fostering understanding and respect among different cultural groups. In a diverse society, cultural diversity helps to bridge divides and build stronger, more inclusive communities (Putnam, 2017).

Despite its benefits, implementing cultural diversity can be challenging. One major challenge is overcoming stereotypes and prejudices. Stereotypes can lead to misunderstandings and conflicts, and they can negatively impact the opportunities and experiences of individuals from certain cultural backgrounds. Addressing these biases requires continuous education and awareness efforts (Sue, 2020).

Another challenge is managing cultural differences in communication styles and work practices. Different cultures have different ways of communicating, making decisions, and approaching work. These differences can sometimes lead to misunderstandings and conflicts if not managed effectively. Organizations need to provide cultural competence training to help employees navigate these differences (Bennett, 2023). Resistance to change is also a common challenge. Some employees and managers may resist diversity initiatives due to a fear of the unknown or a belief that such initiatives are unnecessary or unfair. Overcoming this resistance requires strong leadership and a clear communication strategy that emphasizes the benefits of cultural diversity for everyone (Ely & Thomas, 2021).

Functional Diversity

Functional diversity refers to the range of different abilities, skills, experiences, knowledge, and expertise that individuals bring to an organization. It encompasses the variety of roles, professional backgrounds, and educational qualifications present within a workforce, which can significantly influence how tasks are performed and decisions are made. The concept of functional diversity extends beyond demographic differences, focusing instead on how diverse functional backgrounds contribute to problem-solving and innovation in organizational settings (Harrison & Klein, 2021). This type of diversity is especially critical in team settings, where the combination of different functional expertise can lead to improved performance and better outcomes.

The importance of functional diversity lies in its impact on creativity and innovation. Teams that include members with various skills and knowledge bases are more likely to approach problems from multiple perspectives, which can lead to more creative and effective solutions. For instance, the combination of technical and marketing skills can provide a more comprehensive approach to product development, thereby enhancing a company's competitive advantage (Cannon-Bowers & Bowers, 2023). This blend of perspectives fosters an environment where unconventional ideas can emerge, enabling organizations to navigate complex and rapidly changing markets more effectively.

Functional diversity, according to Adedeji & Ezeabasili (2018) plays a critical role in improving organizational decision-making processes. Research has shown that teams with diverse functional backgrounds tend to make better decisions because they consider a broader range of factors and potential outcomes. This comprehensive approach helps in identifying potential risks and opportunities, leading to more informed and balanced decision-making (Williams & O'Reilly, 2020). Such diversity of thought is crucial in today’s dynamic business environment, where strategic decisions often need to be made quickly and based on incomplete information.

Despite its benefits, managing functional diversity presents challenges, particularly in terms of communication and collaboration. Differences in professional language, work styles, and problem-solving approaches can create misunderstandings and conflicts within teams (Kozlowski et al., 2021). These issues can hinder team cohesion and negatively affect productivity if not managed appropriately. Therefore, organizations must implement strategies to enhance communication and understanding among team members from diverse functional backgrounds to fully leverage the benefits of functional diversity.

To effectively manage functional diversity, organizations can adopt various strategies, such as cross-functional training and development programs (Aniefor, Nduka, Ananwude & Ezeaku, 2021; Ifeoma, 2011). These initiatives aim to equip employees with a broader understanding of different functional areas, fostering a culture of collaboration and mutual respect. Cross-functional training can help reduce the barriers associated with different professional languages and work practices, enabling team members to collaborate more effectively (Anderson & King, 2022; Anetoh, Chinweze, Obiezekwem, Oranye, Okoro & Oranu, 2025). This approach can be particularly useful in project-based work environments where diverse skills and expertise are needed to achieve common goals.

Organizational Diversity

Organizational diversity refers to the strategic integration and active presence of individuals with varying identities, experiences, values, and perspectives within a workplace. It emphasizes not just representation but the systematic inclusion of diverse viewpoints in decision-making, innovation, leadership, and organizational learning. This broadened conception recognizes that diversity is not merely about who is present in the organization but how differences are leveraged as assets to drive performance, resilience, and sustainable growth (Shore et al., 2020). It extends beyond visible characteristics to include diverse perspectives, values, and experiences, which shape how individuals interact and perform within an organization. Organizational diversity emphasizes the significance of recognizing and valuing these differences to create an inclusive environment that supports equal opportunities and maximizes the potential of all employees (Kossek & Block, 2020; Ekwunife, Nduka & Ogini, 2022; Ighomereho & Ezeabasili, 2013). It is a strategic approach for leveraging diversity as a driver of competitive advantage, leading to innovation, better decision-making, and a more positive workplace culture.

Diversity in organizations has been increasingly linked to enhanced creativity and innovation. Diverse teams are more likely to approach problems from various angles, leading to unique insights and novel solutions. The presence of different cultural and professional backgrounds among employees brings in diverse ways of thinking, which can foster an environment of continuous improvement and creativity (Page, 2021). Research indicates that companies with higher levels of workforce diversity tend to outperform their peers in innovation because they are better equipped to understand and cater to a broader range of customer needs and preferences (Hossain et al., 2023). Therefore, promoting diversity not only enriches the problem-solving process but also enhances a company's capacity to adapt to changing market conditions.

Organizational diversity also has a significant impact on decision-making processes. Teams that incorporate a variety of perspectives are better positioned to anticipate and address potential challenges, as they can draw on a wider array of experiences (Rock & Grant, 2022).

Diverse groups are less prone to "groupthink," which can occur when homogenous teams fail to challenge prevailing assumptions, leading to poor decision-making. By fostering a culture where diverse viewpoints are encouraged and valued, organizations can improve the quality of their decisions and reduce the likelihood of costly errors (Herring & Henderson, 2020). This capability becomes particularly important in today's rapidly evolving business

environment, where flexibility and strategic agility are crucial for long-term success.

Employee Satisfaction

Employee satisfaction refers to the extent to which employees feel content, valued, and fulfilled in their roles within an organization. It encompasses several factors, including working conditions, compensation, job security, recognition, relationship with colleagues and supervisors, and opportunities for growth and advancement.

In the hospitality industry, employee satisfaction is particularly crucial due to the service-oriented nature of the sector, where employees' attitudes directly affect customer experience and organizational reputation. According to Akinyemi and Abiodun (2021), when employees are satisfied with their jobs, they demonstrate higher levels of motivation, commitment, and service delivery, which ultimately contributes to business success and customer retention.

A growing body of literature emphasizes the multidimensionality of employee satisfaction, asserting that it is influenced not just by monetary rewards but also by psychological and social factors such as inclusion, recognition, and interpersonal relationships (Okoye & Eze, 2022; Ifeoma, 2011; Ezenwaka, & Okoro, 2020). In diverse workplace settings like those in the hospitality sector in Nigeria, employee satisfaction can be affected by how well differences in culture, values, and communication styles are managed. Organizations that create inclusive work environments where employees feel respected and heard tend to record higher satisfaction levels. For instance, Udeh and Onuoha (2023) note that a supportive and inclusive organizational climate leads to better employee morale and reduces turnover intentions.

Furthermore, effective diversity management has been increasingly linked to employee satisfaction, especially in service sectors characterized by teamwork and customer interaction. Employees who perceive fairness and equal opportunity within the workplace are more likely to express job satisfaction and show commitment to organizational goals (Chukwu & Ibrahim, 2020). This underscores the importance of aligning diversity policies with employee welfare programs. Hospitality businesses that implement policies promoting cultural sensitivity, equitable role distribution, and participatory decision-making often experience better employee satisfaction outcomes. As such, understanding and addressing the factors that contribute to employee satisfaction in diverse workplaces is critical for enhancing performance and ensuring long-term organizational stability.

Relationship with Colleagues

The relationship with colleagues is a key factor in determining an employee's overall job satisfaction and productivity in the workplace. Positive interpersonal relationships among colleagues foster a collaborative environment where individuals feel supported and valued.

Research has shown that strong coworker relationships contribute significantly to employees' emotional well-being, leading to higher levels of job satisfaction and reduced stress. Employees who engage in constructive interactions with their peers are more likely to feel a sense of belonging and commitment to the organization (Smith & Johnson, 2021). This sense of camaraderie enhances team dynamics and can improve overall organizational performance.

Conversely, negative relationships among coworkers can lead to conflict, dissatisfaction, and increased turnover. A study by Chen et al. (2022) found that workplace conflict, arising from poor relationships, can diminish employee morale and hinder productivity. Disputes and a lack of cooperation between colleagues create a toxic work environment, which not only affects the individuals involved but also disrupts team cohesion. Furthermore, unresolved interpersonal conflicts can lead to feelings of isolation, which can negatively impact mental health and reduce employee engagement (Williams & Carter, 2023).

Nature of Work

The nature of work has evolved significantly in recent years, shaped by various economic, technological, and social factors. One of the critical drivers of this evolution has been technological advancements, particularly the rise of automation, artificial intelligence (AI), and digital platforms. These technologies have transformed how tasks are completed, emphasizing the need for new skills and competencies.

Studies have shown that automation has reduced the need for repetitive tasks, while increasing demand for more creative and problem-solving roles (Muro, Maxim & Whiton, 2020). Consequently, workers in both skilled and unskilled sectors are expected to adapt to this shift, creating a need for reskilling and upskilling to maintain relevance in the workforce.

In addition to technological advancements, the COVID-19 pandemic further reshaped the nature of work by accelerating the adoption of remote and hybrid working models. Organizations worldwide were forced to rethink traditional office settings and embrace flexibility. According to a study by Barrero, Bloom, and Davis (2021), remote work has become a permanent feature in many industries, with employees expressing greater satisfaction due to the flexibility it offers. However, the

shift has also raised concerns about employee isolation, work-life balance, and the challenge of maintaining organizational culture in a dispersed workforce.

The emergence of gig work and freelance employment is another trend influencing the modern nature of work. Platforms like Uber, Upwork, and Fiverr have facilitated the growth of the gig economy, where workers are hired on a short-term, project-based basis.

This shift has provided flexibility for workers but also introduced issues of job security, benefits, and fair compensation (Schwellnus et al., 2020). While some workers prefer the autonomy that gig work provides, others face challenges such as income instability and lack of social protections, leading to debates about the future of labor rights in such arrangements.

Recognition

Recognition in the workplace has been a topic of increasing interest due to its profound impact on employee motivation, engagement, and overall job satisfaction (Okoro, & Offor, 2019). It encompasses both formal and informal acknowledgments of employees' efforts and accomplishments, which can take the form of praise, awards, or tangible rewards. According to Men and Yue (2021), effective recognition programs can foster a positive organizational culture, promote employee loyalty, and enhance productivity. This is particularly important in the context of today's rapidly changing work environments, where employee retention and morale have become significant challenges.

One of the most significant drivers of recognition's impact is its role in satisfying employees' intrinsic needs for appreciation and validation. According to Deci and Ryan’s Self-Determination Theory, recognition contributes to fulfilling the psychological needs of competence and relatedness, which are essential for internal motivation (Deci & Ryan, 2020; Okeke, Bebedeth & Okoro, 2025). Studies have shown that when employees feel valued, they are more likely to engage meaningfully with their work, exhibit higher levels of creativity, and maintain a positive attitude toward their organization (Ali et al., 2022). Recognition, therefore, is not merely about rewards; it is about acknowledging the human need for connection and contribution in the workplace.

The link between recognition and performance has been widely explored. Research by Knezović and Drkić (2021) found that employees who received consistent recognition for their efforts reported higher levels of job satisfaction and were more committed to their organization's goals. This finding is echoed in studies on organizational behavior, where recognition is seen as a form of social exchange, enhancing employees' commitment by creating a sense of reciprocity. When employees feel

acknowledged, they are more likely to put in discretionary effort, resulting in increased performance and positive organizational outcomes (Waheed & Jadoon, 2022; Ugwu, Eboatu, Okoro & Okeke, 2022).

Theoretical Framework

This study is anchored on job characteristics theory

Job Characteristics Theory (JCT)

Job Characteristics Theory was developed by J. Richard Hackman and Greg R. Oldham in the mid-1970s. Their theory focuses on how job design influences employee motivation, satisfaction, and performance. The core idea is that specific job characteristics can enhance psychological states that lead to improved job outcomes. J. Richard Hackman: Hackman's research in organizational behavior emphasized the importance of job design in enhancing employee motivation and performance. He contributed to identifying key job characteristics that influence critical psychological states. Greg R. Oldham: Oldham collaborated with Hackman to develop the Job Characteristics Model (JCM). He contributed to operationalizing the model and conducting empirical studies to validate the theory.

In diverse workplaces, ensuring that jobs are designed to be meaningful and engaging for employees from various backgrounds is crucial. A diverse workforce brings different skills and perspectives that can enhance job characteristics such as skill variety and task significance, leading to higher job satisfaction. Ensuring that all employees have autonomy and receive constructive feedback helps meet the diverse needs of the workforce, thereby enhancing overall satisfaction.

Theoretical Exposition

Cultural diversity and relationship with colleagues

Cultural diversity in the workplace significantly influences relationships among colleagues, shaping interactions, collaboration, and overall team dynamics. Colleagues from varied cultural backgrounds bring unique perspectives, communication styles, and problem-solving approaches, which can enrich team discussions and foster creativity.

However, this diversity also presents challenges, as differences in cultural norms can lead to misunderstandings or conflicts if not effectively managed. Research highlights that a positive workplace culture that embraces diversity can enhance collegial relationships by promoting mutual respect and understanding (Tariq & Syed, 2020).

Effective communication is a critical factor in how cultural diversity impacts colleague relationships. Colleagues with different cultural

backgrounds may have varying interpretations of verbal and non-verbal cues, which can influence their interactions. Studies show that teams that prioritize cultural competence in communication experience fewer misunderstandings and greater collaboration. When colleagues are encouraged to engage in open dialogue about their cultural differences, it fosters an environment of inclusivity and shared learning (Chen & Van der Meer, 2021; Chukwujekwu & Ezeabasili, 2019).

Functional diversity and nature of work

Functional diversity, which refers to the range of skills, knowledge, abilities, and expertise that individuals bring to an organization, has a significant influence on the nature of work. It shapes how tasks are performed, how teams collaborate, and how organizations achieve their strategic objectives.

Functional diversity fosters a variety of problem-solving approaches and enhances the ability of organizations to adapt to changes in the business environment. It involves leveraging differences in occupational backgrounds, professional experiences, and educational disciplines to improve the quality of decision-making and overall organizational performance (Harrison & Klein, 2020). The diverse perspectives provided by functionally diverse teams can lead to more innovative solutions and higher levels of creativity in the workplace.

One of the major influences of functional diversity on the nature of work is its impact on team dynamics and collaboration. Teams composed of members with diverse functional expertise are more likely to approach problems from multiple angles, allowing for comprehensive analysis and more robust solutions (van Knippenberg & Mell, 2022). This multidimensional approach to problem-solving is especially beneficial for tasks that require creativity and innovation, as different functional backgrounds contribute distinct ways of thinking and unique insights. However, such diversity may also present challenges in terms of communication and conflict management, as individuals with different expertise may have varying terminologies, priorities, and approaches to work (Zhou & Wang, 2023). Organizations must actively manage these dynamics to ensure that functional diversity leads to constructive, rather than destructive, conflict.

Organizational diversity and recognition

Organizational diversity significantly influences recognition practices within workplaces, impacting how achievements and contributions are acknowledged across diverse employee groups. Recognition in this context involves acknowledging employees' efforts,

achievements, and contributions in ways that resonate with their diverse backgrounds and experiences.

A diverse organization must navigate different cultural perspectives, values, and expectations when it comes to recognition, which can lead to more inclusive practices that consider the varied preferences of employees (Bourke & Dillon, 2021). When diversity is effectively managed, it encourages recognition practices that are equitable and reflective of the workforce's multicultural nature, ensuring that all employees feel valued.

One of the key ways in which organizational diversity affects recognition is through the development of more personalized and culturally sensitive recognition programs. Employees from different backgrounds may have varying preferences for how they wish to be recognized—some may appreciate public acknowledgment, while others may prefer private commendation (Roberson, 2023). Acknowledging these preferences can enhance the impact of recognition programs, making them more meaningful and effective in motivating diverse employees.

By tailoring recognition to align with cultural values, organizations can foster a sense of belonging and inclusiveness that supports overall employee engagement and retention.

Additionally, diverse workforces can help expand the criteria used for recognition, moving beyond traditional performance metrics to include diverse contributions such as teamwork, cultural intelligence, and efforts toward inclusion (Thomas & Ely, 2022; Ezeabasili & Amaefuna, 2024; Okoro, 2016). This broader approach recognizes that contributions to an organization's success are not limited to quantitative results; they also encompass efforts to create a positive and inclusive work environment. For instance, recognizing employees who promote diversity and contribute to an inclusive culture can help reinforce organizational values and signal a commitment to equity (Rock & Grant, 2022, Okoro & Anichebe, 2019). Such practices encourage employees to value and support diversity initiatives, further strengthening the organization's culture.

Empirical Review

Hobman, Bordia, and Gallois (2023) investigated the relationship between perceived dissimilarity, work group identification, and employee satisfaction in Australia. The population was employees in diverse work groups, with a sample size of 354 employees. The study used hierarchical multiple regression analysis to analyze the data. The findings suggest that perceived dissimilarity within work groups can negatively impact employee satisfaction, but this effect can be mitigated by

fostering a strong sense of work group identification. The study concluded that promoting a sense of belonging and inclusion within diverse work groups is essential for enhancing employee satisfaction. The study recommended that organizations should implement diversity management strategies that foster a strong work group identity to leverage the benefits of workplace diversity.

Ashikali and Groeneveld (2015) examined the relationship between inclusive leadership, diversity management, and employee job satisfaction in the Netherlands. The population was employees in diverse public sector organizations, with a sample size of 738 employees. The study used multilevel regression analysis to analyze the data. The study findings indicate that inclusive leadership and comprehensive diversity management practices positively impact employee job satisfaction. The study concluded that a holistic approach to diversity management, supported by inclusive leadership, is essential for enhancing employee satisfaction in diverse organizations.

Hofhuis, van der Zee, and Otten (2022) investigated the role of social categorization and perceived similarity in the relationship between workplace diversity and employee well-being in the Netherlands. The population was employees in diverse organizations, with a sample size of 286 employees. The study used structural equation modeling to analyze the data. The study findings suggest that perceived similarity with coworkers mediates the positive relationship between workplace diversity and employee well-being, including job satisfaction. The study concluded that fostering a sense of inclusion and belonging among diverse employees is crucial for leveraging the benefits of workplace diversity.

Olsen and Martins (2022) explored the impact of diversity management and organizational culture on employee attitudes and behaviors in the United States. The population was employees in diverse organizations, with a sample size of 500 employees. The study used structural equation modeling to analyze the data. The study findings indicate that an organizational culture that supports and values diversity, combined with comprehensive diversity management practices, can enhance employee satisfaction, commitment, and citizenship behaviors. The study concluded that a strategic and holistic approach to diversity management is essential for improving employee outcomes in diverse organizations.

Guillaume, Dawson, Otaye-Ebede, Woods, and West (2017) examined the relationship between diversity management, employee well-being, and organizational performance in the United Kingdom. The population was employees in diverse organizations, with a sample size of 244 employees. The study used multilevel structural

equation modeling to analyze the data. The study findings suggest that diversity management practices, such as inclusive decision-making and career development opportunities, can positively impact employee well-being, including job satisfaction, which in turn enhances organizational performance. The study concluded that a strategic approach to diversity management is crucial for leveraging the benefits of workplace diversity.

Choi and Rainey (2020) investigated the effects of diversity and leadership on employee satisfaction and organizational performance in the United States federal government. The population was employees in diverse federal agencies, with a sample size of 247 employees. The study used structural equation modeling to analyze the data. The study findings indicate that diversity management, when coupled with transformational leadership, can enhance employee satisfaction and organizational performance. The study concluded that effective leadership and a comprehensive approach to diversity management are essential for improving employee outcomes and organizational effectiveness in diverse public sector organizations.

Dwertmann, Nishii, and van Knippenberg (2016) explored the relationship between diversity climate, employee attitudes, and organizational performance in the United States and the Netherlands. The population was employees in diverse organizations, with sample sizes of 456 employees. The study used meta-analytic techniques to analyze the data. The study findings suggest that a positive diversity climate, characterized by the perceived inclusiveness and fairness of an organization's diversity-related policies and practices, can enhance employee satisfaction, commitment, and performance, which in turn improves organizational performance. The study concluded that fostering a diversity-friendly work environment is crucial for leveraging the benefits of workplace diversity.

Mckay, Avery, Tonidandel, Morris, Hernandez, and Hebl (2017) examined the impact of diversity climate and leadership on employee satisfaction and organizational commitment in the United States. The population was employees in diverse retail organizations, with a sample size of 879 employees. The study used hierarchical linear modeling to analyze the data. The findings indicate that a positive diversity climate, combined with the implementation of diversity-focused leadership practices, can enhance employee satisfaction and organizational commitment. The study concluded that a strategic and multi-faceted approach to diversity management is essential for improving employee outcomes in diverse organizations.

Pelled, Eisenhardt, and Xin (2019) investigated the effects of demographic diversity and task

conflict on employee satisfaction in the United States. The population was employees in diverse work teams, with a sample size of 45 teams. The study used hierarchical regression analysis to analyze the data. The study findings suggest that demographic diversity, such as differences in race and gender, can enhance task-related conflict within teams, which in turn negatively impacts employee satisfaction. The study concluded that effectively managing task-related conflict within diverse teams is crucial for leveraging the benefits of workplace diversity and improving employee satisfaction.

Pitts (2019) explored the relationship between workforce diversity, diversity management, and employee satisfaction in the United States federal government. Their population was employees in diverse federal agencies, with a sample size of 291 employees. The study used ordinary least squares regression analysis to analyze the data. The findings indicate that comprehensive diversity management practices, such as the implementation of diversity training and career development programs, can enhance employee satisfaction in diverse organizations. The authors concluded that a strategic and proactive approach to diversity management is essential for improving employee outcomes in the public sector.

3. METHODOLOGY

This study utilized a descriptive survey research design, which is well-suited for examining the characteristics, behaviors, and relationships within a defined population. The design enabled the researcher to describe and interpret the current conditions and perceptions of respondents while minimizing bias and enhancing the reliability of findings. Given the study's objective to explore the relationship between workplace diversity and employee satisfaction in the hospitality sector of Anambra State a descriptive survey was deemed appropriate. It also facilitated the identification of trends and patterns across a broad group, making it especially relevant for social science research of this nature. The research was carried out in Anambra State, located in southeastern Nigeria, with a population exceeding four million and comprising 21 Local Government Areas. The target population included 348 employees, both managerial and non-managerial, from twelve hospitality firms situated across the three senatorial zones of the state: Anambra North, Anambra Central, and Anambra South. These businesses were selected based on specific criteria, such as having operated for at least 15 years, employing a workforce of more than 15 staff members, and being located in urban or commercially active areas.

Data were sourced from both primary and secondary sources. Structured questionnaires

were used for primary data collection, while textbooks, scholarly journals, and online databases provided secondary data.

A census survey approach was adopted, involving the entire population of 348 employees to ensure full representation. To confirm the validity of the research instrument, both face and content validity methods were employed. Academic experts from the Department of Business Administration at Chukwuemeka Odumegwu Ojukwu University evaluated the questionnaire for clarity, relevance, and structure.

Revisions were implemented based on their input and that of the research supervisor. Reliability was established using the test-retest method, whereby twenty copies of the questionnaire were distributed and then re-administered to the same participants after a two-week interval. The responses demonstrated a high degree of consistency, yielding a Spearman rank-order correlation coefficient of 0.83, signifying strong reliability.

For data analysis, quantitative methods were applied. Descriptive statistics, including means and standard deviations, were used to summarize the responses in tabular form. Inferential statistics, specifically linear regression analysis, were employed to test the formulated hypotheses. All data were coded and analyzed using the Statistical Package for Social Sciences (SPSS Version 23) at a 5% (0.05) level of significance. The decision rule was to reject the null hypothesis if the computed test statistic was greater than the critical value; otherwise, the null hypothesis would be retained.

4. RESULTS AND DISCUSSION

Table 4.3.1: Regression Analysis for Hypothesis 1

H_2: Cultural diversity significantly influences relationships with colleagues.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	Sig. (p-value)	R^2	F-statistic
Constant	0.987	-	3.678	0.000	0.354	52.216
Cultural Diversity	0.612	0.594	8.126	**0.000**		

The results indicate that cultural diversity has a significant influence on relationships with colleagues ($\beta = 0.594$, $p = 0.000 < 0.05$). The R^2 value of 0.354 suggests that 35.4% of the variation in relationships with colleagues is

explained by cultural diversity. The alternate hypothesis is accepted.

Table 4.3.2: Regression Analysis for Hypothesis 2

H_4: Functional diversity significantly influences the nature of work.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	Sig. (p-value)	R^2	F-statistic
Constant	1.087	-	3.912	0.000	0.295	42.891
Functional Diversity	0.532	0.543	7.523	**0.002**		

The results indicate that functional diversity significantly influences the nature of work ($\beta = 0.543$, $p = 0.002 < 0.05$). The R^2 value of 0.295 means that 29.5% of the variation in the nature of work is explained by functional diversity. Therefore, the alternate hypothesis is accepted.

Table 4.3.3: Regression Analysis for Hypothesis 3

H_{15}: Organizational diversity significantly influences recognition in hospitality businesses.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	Sig. (p-value)	R^2	F-statistic
Constant	1.198	-	4.211	0.000	0.312	46.712
Organizational Diversity	0.578	0.562	7.812	**0.001**		

The findings reveal that organizational diversity has a significant effect on employee recognition ($\beta = 0.562$, $p = 0.001 < 0.05$). The R^2 value of 0.312 shows that 31.2% of the variation in employee recognition is explained by organizational diversity. Therefore, the alternate hypothesis is accepted.

Discussion of Findings

Cultural Diversity and Relationship with Colleagues

The study found that cultural diversity significantly affects the relationships among colleagues in hospitality businesses ($\beta = 0.594$, $p = 0.000$, $R^2 = 0.354$). Employees who work in culturally diverse environments reported better

team collaboration and communication. The empirical review highlights that cultural diversity brings different perspectives, improves creativity, and strengthens interpersonal relationships (Adebayo, 2019; Gursoy, 2018). Bezrukova (2016) and Harter (2022) found that when employees' cultural backgrounds are acknowledged and respected, they experience a higher sense of belonging, leading to improved workplace relationships. Furthermore, Kusluvan & Linnehan (2020) note that cultural integration within organizations enhances customer service quality, as employees bring unique perspectives that help them understand and meet client needs effectively. However, Mor Barak (2013) warns that cultural misunderstandings can lead to conflicts if not properly managed. This aligns with the study's implication that hospitality businesses in Anambra must implement structured cultural inclusion programs to maintain a harmonious workplace.

Functional Diversity and Nature of Work

Functional diversity was found to have a significant effect on the nature of work in hospitality businesses ($\beta = 0.543$, $p = 0.002$, $R^2 = 0.295$). Employees reported that working with team members from different job roles and expertise levels enhances problem-solving and innovation. In line with the empirical findings highlights that functional diversity leads to a more innovative and adaptable work environment (Cox, 2014; Herring, 2019). Milliken & Martins (2016) argue that teams with diverse skills and professional backgrounds collaborate more effectively, leading to better decision-making and efficiency. Gursoy (2018) further explains that cross-functional teams in hospitality businesses can offer more comprehensive service delivery, as employees bring unique skills to enhance operations. However, Kusluvan & Linnehan (2020) caution that managing functionally diverse teams can be challenging if there is no clear communication or structured teamwork. This aligns with the study's finding that organizations should develop policies that support collaboration among diverse job functions.

Organizational Diversity and Employee Recognition

The study found that organizational diversity has a significant impact on employee recognition in hospitality businesses ($\beta = 0.562$, $p = 0.001$, $R^2 = 0.312$). Employees who work in diverse organizations are more likely to feel valued and appreciated. According to empirical reviewed, organizational diversity fosters a culture of inclusion, ensuring that employees from various backgrounds are recognized for their contributions (Brown & Shen, 2019; Adebayo, 2019). Harter (2022) found that when organizations implement diversity policies, employees feel more engaged and motivated,

leading to higher job satisfaction. Bezrukova (2016) argues that workplace diversity initiatives, such as inclusive leadership and fair promotion systems, enhance employee recognition, which aligns with the study's findings. Additionally, Mor Barak (2013) highlights that recognition programs tailored to diverse employees increase workplace loyalty and performance. However, Gursoy (2018) warns that diversity efforts must be genuine and well-structured, as ineffective policies can lead to perceptions of favoritism or exclusion.

5. CONCLUSION

Based on the findings, this study conclude that workplace diversity significantly affect employee relationships with colloquies, work nature and recognition in hospitality businesses in Anambra State, Nigeria. The study therefore makes the following recommendations:

i. Hospitality business should actively promote cultural inclusivity through intercultural workshops, language support services, and multicultural events. These initiatives will help improve collaboration, reduce conflict, and build cohesive teams in culturally diverse workplaces.

ii. Management of hospitality business should encourage cross-functional team collaboration and recognize varied professional expertise. By strategically assigning tasks based on skill sets, organizations can enhance innovation, adaptability, and overall job efficiency.

Hospitality businesses should design recognition systems that celebrate diversity in roles, backgrounds, and contributions. Inclusive reward systems that reflect diverse achievements and perspectives will increase employee motivation, engagement, and satisfaction.

REFERENCES

Adebayo, F. O., & Abubakar, M. S. (2022). Cultural diversity and employee satisfaction in the Nigerian service industry. *Journal of Management and Business Studies*, *12*(2), 101–115.

Adedeji, A.O. & Ezeabasili, I.E . (2018). Restructuring and Clamour For 'True'Federalism in Nigeria: A Comparative Analysis. *Advances in Social Sciences Research Journal, 5(2)160-168*

Agu, C. O., & Anyanwu, J. C. (2020). Organizational culture and workforce diversity: Impact on employee performance in Nigerian hotels. *African Journal of Hospitality Management*, *8*(1), 23–35.

Akinyemi, B. O., & Abiodun, A. J. (2021). Examining the link between job satisfaction and performance among employees in Nigeria's service industry. *African Journal of Business Management*, *15*(3), 71–81.

Anetoh, J.C.; Chinweze, A.L.; Obiezekwem, J.C., Oranye, H.I., Okoro, E.C. & Oranu, U.C. (2025).The Psychology of Persuasion: Effect of Influencer

Marketing on Consumer Purchase Behaviour for Beverage Products in Anambra State of Nigeria. *International Journal of Social Sciences and Management Research*, 11(5), 376-390

Aniefor, C. G., Nduka, A. J., Ananwude, A. C., & Ezeaku, C. N. (2021). Effect of capital structure on corporate performance: Evidence from agricultural firms quoted on the Nigeria stock exchange (2007 – 2018). *Journal of Emerging Trends in Management Sciences and Entrepreneurship, 3*(1), 68-78.

Anusi, A. O. & Nduka, A. J. (2022). Effect of working capital management on performance of basic materials firms in Nigeria. *Journal of Emerging Trends in Management Sciences and Entrepreneurship, 4*(1), 186-203.

Banaji, M. R., & Greenwald, A. G. (2020). *Blindspot: Hidden biases of good people*. Bantam.

Bennett, M. (2023). Managing cultural diversity in organizations: New approaches for a globalized world. *Journal of Management Studies, 60*(1), 45–67. https://doi.org/10.1111/joms.12844

Bourke, J., & Dillon, B. (2021). The diversity and inclusion revolution: Eight powerful truths. *Harvard Business Review, 98*(6), 82–92.

Bourke, J., & Dillon, B. (2021). The diversity and inclusion revolution: Eight powerful truths. *Deloitte Insights*.

Bourke, J., & Espedido, A. (2020). The key to inclusive leadership. *Harvard Business Review, 98*(2), 38–48.

Chukwu, L. N., & Ibrahim, H. M. (2020). Workplace diversity and employee commitment in Nigerian service firms. *Nigerian Journal of Management Sciences*, *8*(1), 45–58.

Chukwujekwu O.N. & Ezeabasili,I.E.(2019). Party Politics and Internal Democracy in Nigeria: People's Democratic Party (PDP) in Anambra State, 2006-2016.*World Journal of Innovation Research* (WIJR), 6(6):48-55

Edeh, J. N., & Ekwoaba, J. O. (2021). Managing workplace diversity for competitive advantage in Nigeria's hospitality industry. *International Journal of Human Resource Studies*, *11*(1), 30–45.

Ekwunife, I. J., Nduka, A. J. & Ogini, P. (2022). Selected macroeconomic variables and capacity utilization in Nigeria. *Journal of Emerging Trends in Management Sciences and Entrepreneurship, 4*(1), 340-359.

Ely, R. J., & Thomas, D. A. (2022). Diversity at work: The practice of inclusion. *Annual Review of Organizational Psychology and Organizational Behavior, 9*(1), 35–58. https://doi.org/10.1146/annurev-orgpsych-012420-091205

Ethel, I.E. (2022). Political Thuggery and Insecurity in Nigeria, 2015-2021. *International Journal of Social Science and Human Research*, 5(7): 3185-3188

Ezeabasili, I.E. & Amaefuna, J.U. (2024) Analyzing the Impact of Social Media on Public Perception of the Israeli-Hamas Conflict .*Journal of Emerging Technologies and Innovative Research* (JETIR) vol 11(9): 31-37 2359-5102 **UGC approved journal No.63975** www.Jetir.org

Eze, B. A., & Nwachukwu, O. S. (2021). Employee satisfaction and workforce diversity in hospitality businesses in

Southeast Nigeria. *Journal of Business and Tourism Studies*, *6*(2), 55–67.

Ezenwaka, M. N & Okoro, E. C. (2020).The Effect of Performance Management On Organizational Effectiveness In Chukwuemeka Odumegwu Ojukwu University. *International Journal of Business & Law Research* 8(4):82-98

Herring, C., & Henderson, L. (2020). Diversity in organizations: A critical examination. *Sociology Compass, 14*(9), e12814. https://doi.org/10.1111/soc4.12814

Hossain, M., Ferdausy, S., & Selim, A. S. (2023). Organizational diversity and innovation: Evidence from a cross-national study. *International Journal of Innovation Management, 27*(1), 65–79. https://doi.org/10.1142/S1363919623500043

Ifeoma, E.E. (2011). The Nature of Conflict in Africa and its Impact on Africa International Relations: The Case of Darfur. *World Affairs: The Journal of International Issues.* 15(3), 88-112.

Ifeoma, E.E. (2011). Nigeria Foreign Policy and the Politics of Debt Relief. *Canadian Social Science.* 7(2), 153-165.

Ighomereho, O.S. & Ezeabasili, I.E. (2013). The Role of Marketing in Public Policy DecisionMaking: The Case of Fuel Subsidy Removal in Nigeria. *IOSR Journal of Humanities and Social Science (IOSR-JHSS). Vol. 6 (5):* 7-15

Ikechukwu, D. I., & Okwu, A. I. (2022). Exploring the challenges of diversity management in hospitality SMEs in Anambra State. *Nigerian Journal of Business and Management Research*, *15*(3), 78–92.

Kossek, E. E., & Block, C. J. (2020). Managing diversity: Toward a globally inclusive workplace. *Human Resource Management Review, 30*(3), 100742. https://doi.org/10.1016/j.hrmr.2019.100742

Kossek, E. E., Thompson, R. J., & Distelberg, B. (2021). Workplace flexibility: Integrating employers' and employees' perspectives. *Journal of Vocational Behavior, 126*, 103478. https://doi.org/10.1016/j.jvb.2020.103478

Monogbe, G. T., Omotayo, A. F., Achugbu, A, & Nduka, J. A. (2016). Cashless policy and financial development in Nigeria. *European Journal of Economic and Business, 1*(2), 10-21.

Nduka, A. J., Atueyi, C., Osakwe, C. I. & Mbanefo, A. P. (2021). Effect of exchange rate policies on non-oil export in Nigeria. *Journal of Emerging Trends in Management Sciences and Entrepreneurship, 3*(1), 105-117.

Nduka, J. A., Ananwude, A. C., Osakwe, C. I. (2019). Expenditure of the Federal Government of Nigeria: Effect on the standard of living of her citizens. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 9*(4), 57-64.

Nduka, A. J., Achugbu, A. A. & Ucheahara, O. F. (2016). The influence of financing mix on corporate performance in Nigeria: A disaggregated approach. *African Journal of Education, Science and Technology, 3*(1), 49-58

Nishii, L. H., & Mayer, D. M. (2020). The intersection of diversity and inclusion: Making a difference in organizations. *Journal of Business and Psychology, 35*(2), 239–253.

https://doi.org/10.1007/s10869-019-09639-3

Nwanolue, B.O.G., Ezeabasili, I.E. & Obiora, C.A. (2018). Performance Management And Employee Productivity in Chukwuemeka Odumegwu Ojukwu University. *International Journal of Humanities and Social Science*, 3 (11):23-43

Nwosu, O. K., & Igwe, C. O. (2023). Functional diversity and team dynamics in Nigerian hotels: Implications for employee performance. *Journal of African Management Review*, *9*(1), 45–60.

Obidike, J., Onyeka, M. & Nduka, A. (2022). Effect of selected macroeconomic variables on the Nigerian economy 1987 – 2020. *International Journal of Business and Law Research, 10*(3), 84-96.

Ogunewe, N. C., Ananwude, A. C., & Nduka, J. A. (2020). Non-oil exports and manufacturing sector growth in an oil-rich country in Africa: Case of Nigeria. *Finance & Economics Review, 2*(4), 1-11.

Ogunyomi, P. O., & Bruning, N. S. (2020). Human resource practices and the performance of hospitality businesses in Nigeria: The mediating role of cultural diversity. *International Journal of Contemporary Hospitality Management*, *32*(10), 3245–3262.

Okeke, E.C., Bebedeth, O.L. & Okoro, E.C. (2025). Effect of Green Accounting on the Value of Food and Beverages Firms in Nigeria. *International Journal of Innovative Social Sciences & Humanities Research* 12(4):163-177

Okoye, P. V., & Eze, N. I. (2022). The role of workplace environment in employee satisfaction: Evidence from hospitality businesses in Nigeria. *International Journal of Human Resource and Organizational Development*, *10*(2), 88–102.

Okoro, E.C & Ekwunife (2022). Effect of cash flow on corporate sustainability in Nigeria, *International Journal of Finance and economics Research*, 10(10: 17-31

Okoro, E.C. & Offor, T.N. (2019). Determinants of accounting earnings surprises in an emerging economy, *International Journal of Innovative Finance and Economics Research* 7(4):29-44

Okoro, E. C. & Anichebe, A .S. (2019). Determinants of Accounting Earnings Surprises in South Africa. *International Journal of Innovative Finance and Economics Research* 7(4):74-93

Okoro, E.C. (2016). Liquidity Management and the Profitability of Manufacturing Firms in Nigeria, *Journal of Accounting, Business and Social Sciences*, 1 (1) 269-284.

Okpara, J. O., Agu, C. I., & Njoku, A. E. (2021). Functional diversity and innovation in hospitality firms: The moderating role of leadership style. *Management Dynamics in the Knowledge Economy*, *9*(3), 365–380.

Page, S. E. (2021). *The diversity bonus: How great teams pay off in the knowledge economy*. Princeton University Press.

Roberson, Q. M. (2023). Diversity in the workplace: A review, synthesis, and future research agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*, 175–200.

Roberson, Q. M. (2023). Diversity, equity, and inclusion in the 21st-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior, 10*(1), 405–429. https://doi.org/10.1146/annurev-orgpsych-120920-065616

Rock, D., & Grant, H. (2022). Why diverse teams are smarter. *Harvard Business Review, 100*(1), 46–54.

Shore, L. M., Cleveland, J. N., & Sanchez, D. (2020). Inclusive workplaces: A review and model. *Human Resource Management Review*, *30*(3), 100713. https://doi.org/10.1016/j.hrmr.2019.100713

Thomas, D. A. (2023). *Leading for equity: The essential guide for diversity executives*. Harvard Business School Press.

Thomas, D. A., & Ely, R. J. (2022). Making differences matter: A new paradigm for managing diversity. *Harvard Business Review, 100*(6), 112–125.

Ubahi, E.C., Patience, E. & Okoro, E.C. (2025). Tax Incentives and Foreign Direct Investment (FDI) in Nigeria, International Journal of Innovative Finance and Economics Research 13(2):245- 256,

Udeh, C. J., & Onuoha, M. C. (2023). Diversity and inclusion practices and their impact on job satisfaction in hospitality SMEs. *Journal of Hospitality and Tourism Studies*, *9*(1), 50–65.

Ugochukwu, O.M., Ezeabasili, I.E. & Ostar ;(2020) Revisiting Identity-Based Politics And Boko Haram Insurgency In Nigeria under Goodluck Jonathan, 2010-2015. *American Journal of Humanities and Social Science Research* (AJHSSR), Vol 4 (9): pp-297-306

Ugwu, I.V., Eboatu, I., Okoro, E.C. & Okeke, P.C. (2022). Efficiency of Credit Regulation on Profitability of Banks in Nigeria. *Asian Journal of Social Science and Management Technology*, 4(5), 48-62