

## MANAGING CULTURAL DIVERSITY IN FEDERAL BROADCASTING ESTABLISHMENTS IN SOUTH EAST NIGERIA

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*diversity of its workforce composition, but also enables employees to build relationships and acknowledge each other regardless of their differences of origin and background.*

**Keywords:** Culture, Cultural diversity, Federal broadcasting institutions, management

### **Abstract**

*Modern organizations have variegated cultural backgrounds working together as employees. This variety in cultural background or cultural diversity creates the challenging quagmire for management as to which appropriate managerial technique to be used when managing cultural diverse workforce. This study investigated how cultural diversity is managed in federal broadcasting institutions in the South East Nigeria. The research answers the question: Does cultural diversity management of cultural diverse workforce impact the organization. The study data was generated from questionnaire administered to 293 participants randomly selected from the organizations. Out of 293 respondents, 275 turned in their completed copies of questionnaire (male = 161, female = 114). A 17-item likert-type questionnaire was developed. The study's hypotheses generated for the study were tested using Factor Analysis and Friedman Chi –Square. The result showed that cultural diversity management had innovative and creative benefits for the organization. Effective communication between manager and subordinates promoted cultural diversity management. Integration was seen as a major strategy for managing cultural diverse workforce. This study recommends that organizations should strive to create organizational culture that not only incorporates and enhances the cultural*

### **Introduction**

Several factors, such as globalization, technological advancement, brain drain, reduced immigration restrictions have all combined towards increasingly converting the workplace into a melting pot, consisting of workforce that is drawn from people of diverse cultures. These factors have re-enforced the paradigm of workplace cultural diversity, which is the co-existence of employees from diverse socio cultural backgrounds within the same company. Organizations are managed and staffed by people, and without people they cannot exist (Casio, 1993). As the world of organizations is changing rapidly due to globalization, deregulation, e-commerce, telecommuting, virtual teams and outsourcing, people are forced to adapt to new ways of working (Daft, 2002). People also need to adapt to a new way of living because ethnic conflicts and economic incentives around the world force people to move and work at other locations (Richardson, 2004). One of the fundamental features of the workforce in today's business community is multiculturalism. Hofstede (1991) noted that in the present day multicultural workplace, the survival of humankind will depend, to a large extent, on the ability of people who think differently to act together to achieve common goals.

The interest in cultural diversity began mainly in the United States. More specifically, it was managerial reports on the demographic developments in the United States that led to an

emphasis on diversity (Johnson & Parker, 1995). It was predicted that by the end of the 1980s, that minority groups such as women and people of color would form a bigger part of the labor force in the United States than the existing majority of white men. This new workforce had to be managed properly for organizations to gain the dividends of cultural diversity.

Business organizations in the developed and developing countries are all caught up in the globalization web, which has heralded increased cultural diversity in the workforce. This phenomenon is one of the most challenging human resource and organizational issues of our time. 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 (Bhatia & Chaudary, 2008).

Nigeria is a culturally diverse state, with over 250 ethnic groups. Like many nations of the world, Nigeria is ethnically heterogeneous, and is characterized by demographic diversities, which are reflective in workplaces and made possible in the public service by the federal character policy (Fajana & Ige, 2007). The federal character policy is somewhat a way of legitimizing, recognizing, and integrating the paradigm of cultural diversity into the Nigerian civil and public service. The federal character policy was introduced in response to the educational and cultural imbalance between the south and the north. It was felt that the merit system, by stressing the possession of formal qualifications, would be “identity blind”, and, in that state, would tend to exclude candidates from the “educationally disadvantaged” parts of the country. It was viewed politically unacceptable for a powerful institution such as the civil service to be “dominated” by a specific ethnic or geographical group (Fajana & Ige,

2007). Framers of the constitution began from 1979 to-date to entrench the following clause in the nation's fundamental law: “The composition of the Government of the Federation or any of its agencies and the conduct of its affairs shall be carried out in such manner as to reflect the federal character of Nigeria and the need to promote national unity, and also to command national loyalty thereby ensuring that there shall be no predominance of persons from a few states or from a few ethnic or other sectional groups”. (Chapter II, (3) of the Federal Constitution of Nigeria, 1999).

Beyond the civil and public services in Nigeria, the paradigm of cultural diverse workforce is increasingly becoming the case in private organizations, especially multinational firms operating in Nigeria. Whether big, medium, or small firm, the workforce structure of most private firms in Nigeria is an amalgam of the Igbo, Yoruba, and Hausa tribes. It is recognized that cultures differ widely within the same country. Hardly therefore, could firms (government or private) ignore this reality even if the firm has no need to operate abroad (Fajana, 2007). Culture serves to predict individual as well as group's behaviour and their choice of some values over and above others in life domain and work related issues. Schein (2010) perceived culture as a phenomenon that is un-detachable from the individual.

Thus, managers have to optimize the advantages of cultural diversity and minimize its disadvantages. Cultural diversity holds such a prominent place in any organization and is strong enough to make or mar its effectiveness and productivity (Cox, 1993). Cultural differences affect managerial practices such as planning, organizing, staffing and controlling. Culture also affects interpersonal relationships. It is imperative that managers are aware of cultural differences as it is a prerequisite for personal and organizational success (Cox, 1993).

## **Brief Profile of Cultural Diverse Nigerian Organizations under study**

### ***Nigerian Television Authority (NTA) Enugu Zonal Centre***

Nigerian Television Authority (NTA) Zonal centre Enugu began as Eastern Nigerian Television (ENTV) on 1<sup>st</sup> October, 1960. As at that time, it was the second station in Nigeria after Western Nigeria Television (WNTV) which was established in 1959. ENTV then, was an arm of Eastern Nigeria Broadcasting Cooperation. The creation of more states under General Yakubu Gowon and Olusegun Obasanjo, gave rise to proliferation of television stations. Every state desired to have its own television station. The Obasanjo administration in 1977 enacted a decree that took away the ownership, funding, and operations of existing television stations in the country from the state governments and made them federal establishments. So, Eastern Nigeria Television became Nigeria Television Authority, Enugu. NTA Enugu is a zonal centre in charge of all NTA centres in the South East. NTA is supervised by Federal Ministry of Information. The major objective of NTA is the dissemination of quality news and programmes through television.

With respect to organizational structure, the at the helm of affairs at NTA, Enugu Zonal office is the Zonal Director popularly called ZD. The overall management of the zone is vested on the zonal director who works with assistant directors (also heads of divisions) of divisions to achieve the mission and vision of the NTA. There are six divisions at NTA Enugu zonal centre, each division has units (except News division) headed by managers and assistant managers. There are also principal officers, senior officers and levels 1, 2 and 3 officers, then junior staff. Programme division has six units which are – production, editing, camera,

presentation, directing and graphics. News division – There is no unit in this division. Engineering division – this division is in charge of these units – transmission, plant and ancillaries, studio and outside broadcasting, maintenance, engineering services, ICT. Administrative division – Under administrative division are – personnel and records unit, public relations and protocol unit, general services unit, transport unit, estate procurement unit, salary and wages administration. Marketing division- sales, analysis and traffic units. Finance division - finance division has audit, salary and wages, final account and cash office units. Recruitment process – Nigeria Television Authority operates a centralized recruitment policy based on merit and federal character. New members of staff under NTA Enugu Zonal Centre are trained through orientation, workshops, in house training. Communication channel – The communication media used are- memos, management resolutions, circulars, meetings. Informal communication exists between the management and staff but on a minimal level.

The cultural diverse nature of its workforce seems to draw from the three geopolitical zone that makes up the southern part of Nigeria. Work force- Nigeria Television Authority Enugu Zonal centre has a diverse workforce of Six Hundred and Twenty Four from the South South, South East and South West. This workforce is spread out in seven NTA stations under its control. The stations are- NTA Awka – (UHF Channel 5) in Anambra State began in 2001 and has a workforce of Sixty Nine - NTA Abakaliki (Frequency 43 MHZ) in Ebonyi State started operations in 2003 and presently has a workforce of One Hundred and Six. NTA Owerri (UHF Channel 12) in Imo State started in 2003. The station has a total workforce of Ninety Nine. NTA Umuahia (741 MHZ) in Abia State Started in 2001. The workforce has

increased to Seventy Nine NTA Onitsha (UHF Channel 11) in Anambra State began in 2007. The station has a workforce of Thirty NTA Aba (187.75 MHz) has a total workforce of Seventy Seven and began operations in 1964. NTA Okigwe (UHF Channel 6) in Imo state began activities in 2009 and has a staff of Fifty Seven.

### ***Federal Radio Co-operation of Nigeria (FRCN) - Enugu National Centre***

The history of Radio Nigeria, Enugu is intertwined with the history of broadcasting in the country generally and FRCN in particular. Distribution Service (RDS) through the post and telegraphs departments in some parts of the country, including Enugu. In April 1950, RDS became Nigerian Broadcasting Service and introduced radio stations in Lagos, Enugu, Kaduna, Ibadan and Kano. In 1978, NBC was reorganized to become FRCN. In 2006, government approved the restricting of FRCN. FRCN Enugu, was made a national centre supervising all the FM stations in the South East and South South. In 2013, South South stations were removed from Enugu Station

With respect to structure, the FRCN Enugu National centre is headed by a zonal director and is assisted by heads of sub directors, general managers of FM stations in the south east and the internal audit. These people make the Committee of Management (COM) with the zonal director as the head. The services rendered include: News and Programmes- News and current affairs; and Non News programmes – such as Culture, Public Enlightenment, Family Enlightenment, Family Support, Entertainment, Education, Religion, Science and Technology, fashion, Styles and Recreation and Special events.

The cultural diverse nature of organization is reflected in the Staff Recruitment – The

recruitment is done at the National Headquarters and federal character is taken into consideration.

Workforce – The FRCN National Centre has Four Hundred and Seventy Seven workers from the South East, South South, South West and working in Enugu Zonal centre and five out stations. These stations which are under managers have all the divisions in the zonal centre.

### **Statement of the Problem**

This phenomenon of workforce diversity (mainly cultural) has somewhat not been given due attention by corporate Nigeria (Ehimare & Ogaga-Oghene, 2011) in mainstream empirical literature on cultural diversity. According to Adler (1997) it is not unusual that cultural differences are being ignored rather than used and is often seen as something that will not be beneficial (Adler, 1997). From this, it can be assumed that some organizations are missing the opportunity to acknowledge cultural diversity and gain its advantages, especially among public service organizations in Nigeria. Nevertheless, indigenous corporate organizations with a global focus are beginning to give attention to this management challenge, yet scanty attention is somewhat accorded to it by public service organization. Cultural diversity management in Nigeria can be said to be 'still in Infancy' and a lot of research is required in this area (Azolukwam & Perkins, 2009). Lack of indigenous and comprehensive models is one of the challenges facing cultural diversity practices in Nigeria, which is why the majority of principles and practices evidenced in workplaces in Nigeria are all adopted from other countries (Fajana & Ige, 2007).

### **Objectives of the Study**

The main purpose of this study is to unravel how managers in federal government

establishments can tap into and harness the benefits of cultural diversity to achieve organizational goals. The specific objectives of the study are as follows:

- i) To identify the major technique that is used in managing cultural diversity in federal broadcasting organization
- ii) To ascertain the extent to which an effective communication system between the manager and workers promotes cultural diversity in federal broadcasting organization.
- iii) To determine the benefits that accrue to the federal broadcasting organizations in managing cultural diversity
- iv) To identify the challenges of cultural diversity in the federal broadcasting organizations.

### **Cultural Diversity**

Cultural diversity could be defined as recognizing, understanding, valuing, accepting and celebrating cultural differences amongst people within the same organization. It also refers to the co-existence of employees from diverse socio-cultural backgrounds within the same company. The interest in cultural diversity began mainly in the United States. More specifically, it was managerial reports on the demographic developments in the United States that led to an emphasis on diversity (Johnson & Parker, 1995). It was predicted that by the end of the 1980s, that minority groups such as women and people of color would form a bigger part of the labor force in the United States than the existing majority of white men. This new workforce had to be managed properly for organizations to gain the dividends of cultural diversity. Thus, managers have to optimize the

advantages of cultural diversity and minimize its disadvantages. Cultural diversity holds such a prominent place in any organization and is strong enough to make or mar its effectiveness and productivity (Cox, 1993). It is recognized that cultures differ widely within the same country. Hardly therefore, could firms ignore this reality even if the firm has no need to operate abroad (Fajana, 2007). Cultural differences affect managerial practices such as planning, organizing, staffing and controlling. Culture also affects interpersonal relationships. It is imperative that managers are aware of cultural differences as it is a prerequisite for personal and organizational success (Cox, 1993).

Organizations are managed and staffed by people, and without people they cannot exist (Casio, 1993). As the world of organizations is changing rapidly due to globalization, deregulation, e-commerce, telecommuting, virtual teams and outsourcing, people are forced to adapt to new ways of working (Daft, 2002). People also need to adapt to a new way of living because ethnic conflicts and economic incentives around the world force people to move and work at other locations (Richardson, 2004). One of the fundamental features of the workforce in today's business community is multiculturalism. Hofstede (1991) noted that in the present day multicultural workplace, the survival of humankind will depend, to a large extent, on the ability of people who think differently to act together to achieve common goals.

Culture is a very complex social construct. This complexity is evident from the approaches that various authors follow to describe the construct 'culture'. Hodgetts and Luthans (as cited in Luring, 2010) argued that there are many ways of examining cultural differences. Culture serves to predict

individual as well as group's behaviour and their choice of some values over and above others in life domain and work related issues. Schein (2010) perceived culture as a phenomenon that is un-detachable from the individual. Schein also posited that the process of forming, developing and changing a culture is much clearer when brought down to the level of the organization. The author was convinced that if we want to understand the complex aspect of organizational life, we should move away from the superficial definitions and focus on how cultural differences among employees translate to differences in work motivations, work values and organizational behaviour of the general workforce. Hodgetts and Luthans (as cited in Luring, 2009) define culture as acquired knowledge that people use to interpret experiences and generate social behavior. Culture affects technological transfer, managerial attitudes and ideologies, and how people think and behave.

Business organizations in the developed and developing countries are all caught up in the globalization web, which has heralded increased cultural diversity in the workforce. This phenomenon is one of the most challenging human resource and organizational issues of our time. 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 (Bhatia & Chaudary, 2008).

For this reason, organizations need cultural diversity to become more creative and open to change. Therefore, maximizing and capitalizing on workplace diversity has become an important issue for management

today. Since managing cultural diversity remains a significant organizational challenge, managers must learn the managerial skills needed in multicultural work environment. Supervisors and managers must be prepared to teach themselves and others within their organizations to value multicultural differences in both associates and customers so that everyone is treated with dignity.

### **Conceptual Hypotheses formulation**

Companies need to focus on cultural diversity and look for ways to become inclusive organizations because cultural diversity has the potential of yielding greater productivity and competitive advantages (*Ehimare & Ogaga-Oghene, 2011*). Managing and valuing cultural diversity is a key component of effective people management, which can improve workplace productivity. Unmanaged cultural diversity in the workplace might become an obstacle for achieving organizational goals. Therefore cultural diversity can be perceived as a “double-edged sword”. It is argued that organizations that value cultural diversity will definitely cultivate success and have a future in the dynamic global labour market (Jain, 2009).

Different cultures embrace perspective on important issues, like time management, respect for authority, team work and responsibility (Azolukwan & Perkins, 2009). Organizations around the world realized that cultural diversity within organization is not a negative aspect; rather it is a factor that can facilitate organizational growth (Luring, 2009). The world today is experiencing a lot of wars/ethnic conflicts and natural disasters that have disrupted the lives of many people who have become refugees. These developments have led to a substantial rise in the number of asylum seekers, and the effect of all these factors is that national populations

are becoming multi-cultural and labor forces of both local and international firms are becoming increasingly culturally diverse (Richardson, 2004).

Creating a cultural diverse workforce provides opportunities for companies and individuals to tap ideas, creativity, and potential contributions inherent in a culturally diverse work force (Report of the task force on Canadian cultural diversity in television, 2004). If cultural diversity is assumed to be a strong point within an organization, there must be an understanding and respect for different cultural values (Academy of Management Executives Journal, 2012).

However, there are challenges associated with cultural diversity. Among the most noticeable disadvantages of cultural diversity include language barriers, miscommunication, social tension, and civic disengagement. It should be noted that these are not reasons to avoid cultural diversity, but rather, factors to keep in mind as society becomes more diverse (American Management Association Journal, 2009).

Nigeria like many nations of the world is ethnically heterogeneous, and is characterized by demographic diversities, which are reflective in workplaces and made possible in the public service by the federal character policy (Fajana & Ige, 2007). The federal character policy was introduced in response to the educational imbalance between the south and the north. It was felt that the merit system, by stressing the possession of formal qualifications, would be "identity blind", and, in that state, would tend to exclude candidates from the "educationally disadvantaged" parts of the country. It was viewed politically unacceptable for a powerful institution such as the civil service to be "dominated" by a specific ethnic or geographical group (Fajana & Ige, 2007).

Framers of the constitution began from 1979 to-date to entrench the following clause in the nation's fundamental law: "The composition of the Government of the Federation or any of its agencies and the conduct of its affairs shall be carried out in such manner as to reflect the federal character of Nigeria and the need to promote national unity, and also to command national loyalty thereby ensuring that there shall be no predominance of persons from a few states or from a few ethnic or other sectional groups". (Chapter II, (3) of the Federal Constitution of Nigeria, 1999). Accordingly, there is a call for an inclusive and integrative approach in the management of the workforce in key Nigerian establishments, with a view of incorporating diverse culture for successful workforce management. The extent of influence of this approach in successful workforce management is yet receive empirical validation. Accordingly we hypothesize that:

*Ha:1 – Integration strategy would influence the management of cultural diverse federal broadcasting media*

Pereira and Malik (2015) engaged 350 employees from fifteen Information Technology organizations in India. He found that communicating effectively, listening attentively and asking questions encourage workers in discussing their personal opinions, feelings, reactions and result in shared understanding. In many ways, cultural diversity means that people may hear the same thing differently, so leaders need effective communication styles. Gratton, Kelan, Voigt, Walker, and Wolfram (2007) found that innovation was positively correlated with heterogeneous work group. One example of this is the Hewlett Packard (HP) latex printing technology – an innovation driven by diversity. The innovation was the result of consciously assembling a cultural diverse

team of 120 engineers across four countries. In addition, a diverse group brings with it a broader network of relationships and more contacts, so that new information can be gathered and brought to bear in the organization (Adler, 1997). Shachaf (2008) also engaged 41 participants from nine countries (France, Germany, Israel, Italy, Japan, Netherlands, Switzerland, UK and USA). The study established that negative effects of cultural diverse workforce were due to challenges associated with intercultural communication. Cultural and language differences resulted in miscommunication which jeopardized trust, cohesion etc. There is support for the assumption that all dimensions of diversity can lead to positive as well as negative effects (Bantel & Jackson, 2009). Communication between different individuals and groups can be a critical issue in a culturally diverse workforce; therefore successful managers will be those who can manage communication in culturally and linguistically diverse contexts. If organizational members do not communicate well, the innovative potential will be unlikely to blossom. Hence we derive the hypothesis:

*Ha2 – Effective communication between the manager and subordinates will promote cultural diversity management*

The sensitivity to individuals' socialization as well as economic, historical, political, and social contexts according to Azolukwam and Perkins (2009) may enable organizations to capitalize on the potential for the good of the organization. Nevertheless, most organizations are characterized by lack of funding for human resource management research and development, particularly on cultural diversity (Azolukwam & Perkins, 2009). In Nigeria, one other way to run a cost effective organization is through effective

management of cultural diverse workgroup. Good employer-employee relations are critical to the stable and sustainable development of the Nigerian economy, as well as the world economy as a whole (Azolukwam & Perkins, 2009).

Most organizations in Nigeria now offer continued education and training to help its staff cultivate the right cultural skills. This is expected to generate enthusiasm for creating new ideas, and become mutually beneficial to the employer and employees. They do this while overlooking cultural impact on the organization. (Fajana & Ige, 2007). The typical Nigerian federal office has never been so diverse (Ehimare & Ogaga-Oghene, 2011). This is because federal establishments use federal character to regulate equal opportunities in these establishments. This makes these establishments multicultural in nature.

Managers of these establishments have to blend the diverse work force into a close knit of productive community. When people of different cultures come together to solve problems or come up with an idea, the outcome might be better than that of a homogeneous workforce (Richardson, 2004). Sadly, the increasing diversity in the cultural composition of the Nigerian workplaces resulting from multi-ethnic makeup of the Nigerian population, have on many instances robbed the Nigerian organizations of the colossal benefits in cultural diversity. So many challenges like absenteeism and mistrust arise due to the inherent differences among workers. Managers have to direct organizations through difficult times of change and have to deal with the complex issue of culture as a determinant of employees' behaviour both within organization and in social life. Although employers of labour in

Nigeria have grossly overlooked the role of culture in shaping work-related values of employees, it could be argued that understanding the richness of this diversity and being able to apply the knowledge and appropriate managerial skills have become one of the most difficult challenges of managers in Nigeria. Therefore, today's managers should be prepared to teach themselves and others within the organisation to value multicultural differences in both associates and customers, as well as looking for ways to make their organisations inclusive so as to gain the potential contributions inherent in a multicultural workforce.

Every manager leading a cultural diverse workforce should be able to apply skills that will motivate and inspire the workforce, through promoting advantages and minimizing challenges of culturally diverse workforce. Hultin and Marcus (2005) in a research study on cultural diversity, established that it is important for managers to develop a sense of social ethics, consider each individual's uniqueness and culture as they motivate and inspire employees (Cox, 1993). Another **study on managing diversity in the workplace with special reference to Indian I.T organization** by Vaidya (2012) discovered that training employees to be sensitive to cross cultural differences increases inclusiveness. *Aouad, Hall, Pine, Graves and Kobbacy* (2009) recruited 365 students of University of Salford, England, for research on cultural diversity and equality. They found that cultural awareness training is very important in a heterogeneous environment. ***Based on a survey of 785 human resource professionals, Rynes and Rosen (1995) concluded that the factor that was most strongly related to organizational performance was the perception that employees feel they are stakeholders in the***

***organization. Accordingly, key benefit of cultural diverse management approach is its opportunity of innovativeness and creativity. Therefore, we hypothesize that:***

*Ha3 - Cultural diversity management will have innovative and creativity benefits for the organization*

This phenomenon of workforce diversity (mainly cultural) has also not been given due attention by corporate Nigeria (Ehimare & Ogaga-Oghene, 2011). According to Adler (1997) it is not unusual that cultural differences are being ignored rather than used and is often seen as something that will not be beneficial (Adler, 1997). From this, it can be assumed that some organizations are missing the opportunity to acknowledge cultural diversity and gain its advantages. Nevertheless, indigenous corporate organizations with a global focus are beginning to give attention to this management challenge. Cultural diversity management in Nigeria can be said to be 'still in Infancy' and a lot of research is required in this area (Azolukwam & Perkins, 2009). Lack of indigenous and comprehensive models is one of the challenges facing cultural diversity practices in Nigeria, which is why the majority of principles and practices evidenced in workplaces in Nigeria are all adopted from other countries (Fajana & Ige, 2007). Hence, given its infancy and untested nature in Nigeria, it is likely that cultural diversity many lead to mistrust in Nigeria. Accordingly, the following hypothesis is derived:

*Ha4 – Multi - cultural work force will pose mistrust and turn over challenges in the work environment*

#### *Gap in Literature Review*

In examining the studies on cultural diversity, it was observed that majority of the studies are based on research conducted in Europe and

America. There is a dearth of cultural diversity studies examining Federal Broadcasting Organizations in South East, Nigeria. The western cross cultural management theories might be applicable to Nigerian setting, but they did not take into consideration the peculiarities found in Nigeria intra cultural setting. Another gap in the literature is the lack of local texts that discuss issues of managing cultural diversity in the media.

### **Method**

The population of this study comprised all the 1101 staff of Nigeria Television Authority and Federal Radio Cooperation of Nigeria, in the South Eastern part of Nigeria. Primary data were obtained from responses from research questions and interview. During the interview, observations were also used. The secondary data for this study were obtained through review of related literature on Cultural Diversity Management. Much of these classes of data were obtained from documentation in the form of academic journals, books and Internet search.

Since the population is known, in calculating the sample size, the statistical formula used was as formulated by Taro Yamane (1964). The sample sized is 293. The stratified distribution method which involved proportional allocation of the sample along three stratum (top level managers, middle level managers, and other ranks) based on the two population set (NTA and FRCN). For NTA - 3 Top Level Managers, 13 Middle Level Managers, and 151 other ranks were selected leading to a total of 166 staffs were drawn from NTA. With respect to FRCN, 2 Top Level Managers, 9 Middle Level Managers, and 116 other ranks were selected leading to a total of 127 staffs were drawn from FRCN.

A pilot study was carried out on 30 staff of Hardis and Dromedas at Emene Industrial Layout, Enugu State. The data obtained were used to calculate the internal consistency of the instrument, using Cronbach's alpha. An alpha of 0.893 and a standardised item (inter item) coefficient of 0.899 were obtained for the research instrument while alphas of 0.912, 0.899, 0.932 and 0.869 were obtained for sections on techniques employed in managing cultural diversity, communication in a cultural diverse workforce, advantages of cultural diversity and disadvantages of cultural diversity respectively. These coefficients are greater than 0.7. Hence the reliability of the instrument was adjudged strong.

A combination of questionnaire, in – depth interview and direct observation were utilized to gather data. The questionnaire designed, consists of section A and B. Section A is to elicit the biodata while section B is the managing cultural diversity survey. The instrument comprised of 17 Likert – type items organized within four factors. This instrument measured the following four factors: (1) Techniques employed in managing cultural diversity (items 1-5) measure understanding of skills employed in managing cultural diversity and their effect on multicultural workforce; (2) Communication in a cultural diverse workforce (items 6- 9) measures the importance of good communication in a cultural diverse workforce; (3) Advantages of cultural diversity (items 10-13) measure the perceived benefits of cultural diverse workforce; (4) Disadvantages of cultural diversity (items 14 - 17) measure the probable negative outcomes in a multi-cultural workforce. The respondents were asked to rate these items, judging how strongly each statement agrees with their experience in the workplace. The statements were evaluated on a 5 point Likert scale. Numerical values were given for each

of the responses. The values were: Strongly Agree (SA)=5, Agree (A)=4, Neutral (N)=3, Disagree (D)=2, Strongly Disagree (SD) -1. The instrument helped to provide the managers with information on how to be more effective in people management.

Interview was carried out in order to get more information to complement the data from the questionnaire. The interview that was performed in this study was unstructured, with open ended questions. This made it possible to ask for the respondent's opinion as well as actual facts regarding the topic. The interview was face-to-face interview. Probing technique was also used during the interview, which gave the opportunity to check the correctness and accuracy of the answers, by asking follow up questions to the respondents.

Based on the objective and research questions, the survey design approach was used. Research assistants assisted in administering questionnaire. Various analytical tools were used to analyse the data. The tools applied facilitated ease in testing the hypotheses and providing answers to the research questions. The Factor Analysis was used to test hypotheses I(i.e Ha1)and IV(i.e Ha4).The Friedman Chi – Square was used to test hypotheses II (i.e Ha2)and III(i.e Ha3).

## Result

### *Demographic profile of respondents*

Out of the 293 administered copies of the questionnaire, 275 (161 males and 114 females) were correctly filled and returned, giving a 93.9% success rate while 18 copies were incorrectly filled or not returned. (54.9%) were married. However, respondents of other marital status participated in the study as those that are single have a 28.4% participation rate, the divorced/separated have 8% participation rate and the widowed have 8.7% participation rate. Higher percentage (37.8%) of the

respondents are aged 30 to 39 years, followed by respondents that are aged 40 to 49 years (25.5%). This shows that majority of the respondents that participated in the study are aged 30 to 39 years. A higher percentage (30.9%) of the respondents that participated in the study has B.Sc, followed by those that have OND (20%) and then those that have HND (16.4%).

Integration strategy was seen as a major technique in managing cultural diverse Federal broadcasting organisation (Eigen value =3.967, Principal component value = 0.98 > .05,  $p < 0.05$ ); effective communication between manager and subordinates promoted cultural diversity management ( $X^2_{cal} = 20.48 > X^2_{critical} = 7.82$ ); cultural diversity management had innovative and creative benefits for the organisation ( $x^2_{cal} = 30.54 > X^2_{critical} = 7.82$ ); multicultural workforce posed mistrust and turn over challenges in work environment (Eigen =3.759, Principal component value = 0.977 > 0.5,  $p < 0.05$ ).

### *Techniques employed in Managing Cultural Diversity(i.e Ha1)*

Respondents strongly agreed that preparing employees to work in cultural diverse workplace enhances integration, 127 (46.2%) respondents agreed to this, 30 (10.9%) respondents were undecided, 9 (3.3%) respondents disagreed and 12 (4.4%) respondents strongly disagreed with this. Having a mean response score of  $4.05 \pm 0.99$ , the respondents were of the opinion that preparing employees to work in cultural diverse workplace enhanced integration.

From the responses of 57 (20.7%) respondents who strongly agreed, 169 (61.5%) respondents who agreed, 12 (4.4%) respondents who were undecided, 31 (11.3%) respondents who disagreed and 6 (2.2%) respondents who

strongly disagreed as well as the mean response of  $3.87 \pm 0.94$ , the respondents were of the view that stereotyping and prejudice are harmful in cultural diverse setting. With a mean response score of  $3.75 \pm 1.23$  and 78 (28.4%) respondents strongly agreeing, 130 (47.3%) respondents who agreed, 9 (3.3%) respondents who were undecided, 35 (12.7%) respondents who disagreed and 23 (8.4%) respondents who strongly disagreed, the respondents indicated that leaders who address cultural contingencies will be more effective than those who do not.

As noted in the responses of 48 (17.5%) respondents who strongly agreed, 114 (41.5%) respondents who agreed, 51 (18.5%) respondents who were undecided, 33 (12%) respondents who disagreed and 29 (10.5%) respondents who strongly disagreed as well as the mean responses score of  $3.43 \pm 1.21$ , the general opinion of the respondents was that the belief that people are alike could create management problems in an organisation.

Having a mean response score of  $3.87 \pm 1.12$ , and 87 (31.6%) respondents strongly agreeing, 120 (43.6%) respondents agreeing, 29 (10.5%) respondents being undecided, 24 (8.7%) respondents disagreeing and 15 (5.5%) respondents strongly disagreeing, it was the determination of the respondents that unmanaged cultural diversity might become an obstacle in achieving organisational goals.

#### *Communication in a Cultural Diverse Workforce(i.e Ha2):*

The opinions of the respondents on the extent to which an effective communication system exists between the manager and workers in Nigerian broadcasting organization revealed that 113 (41.1%) respondents strongly agreed, 143 (52%) respondents agreed and 19 (6.9%) respondents were undecided that non-verbal communication is an important element when

communicating with people from other cultures. Having a mean response score of  $4.34 \pm 0.60$ , this was the general opinion of the respondents.

The respondents noted that communicating in clear and simple verbal sentences reduces misunderstanding. This was captured in the responses of 85 (30.9%) respondents who strongly agreed, 124 (45.1%) respondents who agreed, 38 (13.8%) respondents who were undecided, 22 (8%) respondents who disagreed and 6 (2.2%) respondents who strongly disagreed as well as the mean response score of  $3.95 \pm 0.98$ .

From the responses of 66 (24.0%) respondents who strongly agreed, 142 (51.6%) respondents who agreed, 15 (5.5%) respondents who were undecided, 29 (10.5%) respondents who disagreed and 23 (8.4%) respondents who were strongly disagreed as well as the mean response of  $3.72 \pm 1.18$ , the respondents agree that superior-subordinate communication is established through openness, trust and supportive organisational climates. A total of 45 (16.4%) respondents strongly agreed that communication does not mean understanding. 141 (51.3%) respondents agreed with this, 23 (8.4%) respondents were undecided about this, 34 (12.4%) respondents disagreed and 32 (11.6%) respondents strongly disagreed to this statement. This was confirmed in the overall mean response of  $3.48 \pm 1.24$ . Based on this, the respondents agree that communication does not mean understanding.

#### *Advantages of Cultural Diversity(i.e Ha3):*

The benefits that accrue to the Nigerian Broadcasting Organisations in managing cultural diversity revealed that 69 (25.1%) respondents strongly agreed, 148 (53.8%) respondents agreed, 17 (6.2%) respondents

being undecided, 26 (9.5%) respondents disagreed, and 15 (5.5%) respondents strongly disagreed as well as the mean response score of  $3.84 \pm 1.08$ , the respondents say that there are personal benefits with working in a cultural diverse organisation.

Having a mean response score of  $3.28 \pm 1.06$ , and 40 (14.5%) respondents strongly agreed, 67 (24.4%) respondents agreed, 116 (42.2%) respondents being undecided, 35 (12.7%) respondents disagreed and 17 (6.2%) respondents strongly disagreed, the respondents were undecided about cultural diversity preventing group think.

Further, 66 (24.0%) respondents strongly agreed that cultural diversity enhances access to a broader talent pool and improved innovation, 108 (39.3%) respondents agreed with this assertion, 47 (17.1%) respondents were undecided, 35 (12.7%) respondents disagreed and 19 (6.9%) respondents strongly disagreed with this. With a mean response of  $3.61 \pm 1.18$ , the respondents are of the view that cultural diversity enhances access to a broader talent pool and improved innovation.

As noted from the responses of 61 (22.2%) respondents who strongly agreed, 134 (48.7%) respondents who agreed, 47 (17.1%) respondents who were undecided, 20 (7.3%) respondents who disagreed and 13 (4.7%) respondents who strongly disagreed as well as  $3.76 \pm 1.03$ , the respondents agree that culturally diverse organisations were more effective and productive.

#### *Disadvantages of Cultural Diversity (i.e Ha4):*

The benefits that accrue to the Nigerian Broadcasting Organisations in managing cultural diversity also revealed that 86 (31.3%) respondents and 129 (46.9%) respondents strongly agreed and agreed respectively that lack of understanding of

different communication styles of various cultures could lead to unwanted situations, 27 (9.8%) respondents were undecided while 21 (7.6%) respondents and 12 (4.4%) respondents disagreed and strongly disagreed to this. Having a mean response score of  $3.93 \pm 1.05$ , the respondents agreed that lack of understanding of different communication styles of various cultures is a disadvantage that could lead to unwanted situations.

A total of 93 (33.8%) respondents, 135 (49.1%) respondents, 21 (7.6%) respondents, 20 (7.3%) respondents and 6 (2.2%) respondents strongly agreed, agreed, were undecided, disagreed, and strongly disagreed respectively that attitudinal challenges could arise in forms of dislike and dislike in multi-cultural workforce. With a mean response score of  $4.05 \pm 0.95$ , the respondents noted that attitudinal challenges are disadvantages of cultural diversity that could arise in forms of dislike in multi-cultural workforce.

52 (18.9%) respondents strongly agreed that multicultural workforce has higher turnover rate and absenteeism. 45 (16.4%) respondents agreed with this while 108 (39.3%) respondents were undecided. However, 40 (14.5%) respondents and 30 (10.9%) respondents disagreed and strongly disagreed respectively that multicultural workforce has higher turnover rate and absenteeism. From the mean response score of  $3.18 \pm 1.21$ , the respondents were undecided if one of the disadvantages of cultural diversity was that multicultural workforce had higher turnover rate and absenteeism.

Seventy-two (26.2%) respondents strongly agreed and 102 (37.1%) respondents agree that managers may be more accommodating to individuals who are perceived as similar to them to the undoing of others. Fifty-two

(18.9%) respondents were undecided while 25 (9.1%) respondents and 24 (8.7%) respondents disagree and strongly disagree respectively that managers may be more accommodating to individuals who were perceived as similar to them to the undoing of others. With a mean response score of  $3/63 \pm 1.21$ , the respondents agreed that managers being more accommodating to individuals who were perceived as similar to them to the undoing of others was a disadvantage of cultural diversity.

### **Discussion**

In the Federal Broadcasting Organization in the South East of Nigeria, there was fairly equal participation of male and female respondents, with 58.5% male participation and 41.5% female participation. The study suggests that there were more married individuals and the workforce was dominated by individuals within the active age bracket. A higher percentage of the members of staff have acquired first degree.

The hypothesis that integration strategy could influence the management of cultural diverse federal broadcasting media was supported. This means that integration strategy is the major technique used in managing cultural diversity in federal broadcasting organization. This is in line with the assertion of Rice (2011) and Cox (1993) that synergy strategy is the best in managing cultural diverse workforce. The result of the interview discussion shows that neither NTA nor FRCN uses integration as a management tool. What is applicable in these organizations is the use of policy guidelines which overlook the cultural dimension of the workforce.

The hypothesis that effective communication between the manager and subordinates promotes cultural diversity management was also supported. This result corroborates the

opinion of Riche (2005) and supported by the empirical findings of Pereira and Malik (2015). The respondents who reacted to the questions on advantages of cultural diversity affirmed that there are benefits that accrue to organizations that manage cultural diversity well. The responses of the interviews show that NTA and FRCN agree that the organizations enjoy some benefits from being multicultural.

The result from the testing of hypothesis supports the view that there are innovation and creativity benefits in a cultural diverse workforce. This finding is consistent with the findings of Gratton et al. (2007) and the suggestions of Adler (2007) and Aghazadeh (2004).

The findings on the disadvantages of cultural diverse workforce also supported the hypothesis that multicultural workforce could pose mistrust and turnover challenges in the work environment. Adler (2008) in discussing attitudinal and perception issues in a cultural diverse workforce opines that mistrust normally arises in a cross cultural environment mainly because of misinterpretations which may lead to turnover. The results of this study were inconsistent with this opinion.

### **Conclusion**

This study has shown that the advantages of multicultural workforce surpass the disadvantages. However, to be able to take advantage of the opportunities; it is very important to use appropriate management skills combined with effective communication. This study recommends that organizations should strive to create organizational culture that not only incorporates and enhances the cultural diversity of its workforce composition, but also enables employees to build relationships and acknowledge each other regardless of their differences of origin and background. The

management should also make more effort into finding what motivates the employees, as people from different backgrounds are not motivated in the same way. Management should make more effort to create an enabling environment for effective communication to take place. In the final step, management should also consider diversity training.

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