THE INFLUENCE OF RELIGION AND ETHNICITY ON EMPLOYEE PRODUCTIVITY IN OIL SERVICING COMPANIES IN LAGOS, NIGERIA

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ABSTRACT

Employee productivity is crucial for organisational success and growth. In the modern world of work, employee diversity in culture is inevitable. While existing literature shows that a lot of studies have been done on the influence of cultural diversity on performance and other important outcomes within various industries, there are still subtle gaps identified which are vital to our holistic understanding of workforce diversity in a multi-ethnic and multi-religious country like Nigeria. It has become imperative for progressive research on cultural diversity to pay attention to specific dimensions within that construct, especially as it affects employee performance and productivity, since employees are central to the attainment of organisational goals. Consequently, the focus of this study is to assess how ethnicity and religion (as dimensions of cultural diversity) influence employee productivity in selected Oil Servicing Companies in Lagos State, Nigeria. The assumption is that when individuals from different ethnic and religious backgrounds are brought together to work in an organisation, their sensemaking of the dominant culture of that organisation would be guided by a variety of underlying factors, which could subsequently impact on the way they discharge their duties. In an attempt to examine some of these dimensions of culture within the oil and gas industry, we employed a multi-paradigm approach to assess how cultural diversity affects employee productivity. Using structured questionnaire and purposive sampling technique, data was collected from 100 respondents

in the oil and gas industry. Our findings suggest that ethnicity and religion influences employee productivity within the workplace with important implications for future research and practice

INTRODUCTION

The rise in globalisation has marked a significant era in this century with increasing interactions among people with diverse cultures, beliefs and background, thus shaping behaviours across different nations. Today, the world is viewed as a global village, which implies that all economic activities being carried out and business decisions taken in one country could affect many others within and outside the continent the country is domiciled in.

Furthermore, the increasingly interdependencies of nations has seen a number of people migrating from their place of origin in search of employment and a greener pasture in a different cultural setting; and this has brought a mix of different cultural background into the modern workplace. Consequently, there is a need to recognise diversity in the workplace, identify the inherent benefits embedded in it and maximise them.

Culture according to Taylor (1956) is the complex whole integrating knowledge, beliefs, art, morals, law, custom and other habits that man acquires from the society he is associated with. It is also described by Tayeb (2003) as the shared norms and belief of a social system that depicts a society. Hofstede (2005: 4) described culture as '*the collective programming of the mind that distinguishes the members of one group or category of people from others'*.

Diversity is referred to as the difference occurring in race, gender, culture, ethnicity, religion, class, education, sexual orientation of individuals (Grobber, 2002). According to Ukachukwu & Iheriohanma (2013), diversity does not only encapsulate race, gender, ethnicity, education but also include age, personality, background, cognitive style, tenure, organisational function, among others. It was not until recently that organisations started accepting the importance of diversity and its relationship to developing a workforce with robust ideas that could create the right platform to build a strong and competitive firm (Luthans, 2008). Diversity goes beyond self-perception; it also depicts how other people are perceived. Consequently, it allows for respect and tolerance to be accorded people from a different cultural background (Mutegi, 2016). The argument

around diversity in the literature suggests that its fundamental tenets require accepting individual differences and uniqueness in terms of age disparity, physical abilities, educational qualification, work experiences, political beliefs, religious beliefs, socio-economic status, race, ethnicity, geographical location, income, marital status, gender, parental status and other principles that outline differences in people (Mutegi, 2016). This is because when the differences are well managed in a safe, good working environment and that has a positive ideology, diversity could be effectively utilised for optimal performance (Owen, 2010).

Cultural diversity is gradually becoming a ubiquitous concept in the field of management. However, it is unavoidable in a work environment where there are mixes of people from different background and culture (Mutegi, 2016). Therefore, it has become imperative for organisations to explore the benefits inherent in the different perspectives, personalities, traits and socio-cultural background of their workforce in developing a globally competitive firm (Ang (2007).

This is important because organisations have experienced increased workplace diversity as a result of an increase in complexity and diversity in the business environment globally and locally in Nigeria. This has further heightened the challenges faced by managers in an attempt to manage diversity in a socio-cultural context effectively. Employees differ in terms of age, gender, religion, ethnicity and value which increases the difficulties faced by managers in successfully overseeing diversity, therefore each presents the organisation with dynamic ways to fully comprehend the associated differences, requiring that managers need to understand the complexity surrounding the issues before they can react to them suitably.

Over the years, some leaders have understood that the issues encompassing cultural diversity are more innate, inbuilt and intricate than shallow. Organisations that have developed a strong culture tend to outperform others without a well in-built cultural policy (Ang, 2007). According to Ahiauzu (2000), the majority of the research writings on how cultural diversity influences organisational performance is more dominant in the literature on developed economies. Consequently, very little is known on the idiosyncrasies surrounding traditional African Culture and multiethnicity; and how this influences workers and subsequently organisational performance.

Therefore, the specific objectives of this study are as follows:

i. examine the influence of workers' ethnicity on employee productivity in oil servicing companies in Lagos

ii. investigate the impact of workers' religious affiliation on employee productivity in oil servicing companies in Lagos

The paper offers both theoretical and practical contributions to the study of cultural diversity and employee productivity. For practitioners, insights are provided on how some specific elements of culture could enhance or hinder the productivity of an organisation's workforce. Broadly, this study aims to contribute to the existing body of knowledge on cultural diversity by expanding its dimensions to cover the under-researched geographical context of Africa.

LITERATURE REVIEW

Theoretical Foundation

Organisational Theory

In an ever-changing business environment, business organisations are vital to the level of growth of an economy. Business organisations are key parts of any country and economy. Organisations changes just as the world evolve. Industrialisation and globalisation have made it possible for people to come together from diverse cultures, beliefs, and backgrounds to interact more than has ever occurred in history (Durkheim, 1893; 2001); Tonnies, 1887 (reproduce, 2005). Therefore, it has become significantly important for managers today to maximise workplace diversity. It is quite challenging to manage cultural diversity at workplace; therefore, managers are saddled with the responsibility of desiring better strategies to help manage diversities in the workplace in order to achieve optimal success (Mazur and Bia³ostocka, 2010). Several dimensions of cultural diversity exist. These dimensions could be categorised as primary, secondary and tertiary. The dimensions are intertwined and produce various results depending on the settings. The common features related to race, ethnicity, gender, age, mental abilities and physical disabilities are part of the primary aspect of cultural diversity. Other dimensions like religion, culture, educational background, geographic location, family status, work style, work experience, first language, income, communication style, organisational role and level as well as political orientation which are less obvious are categorized as the secondary dimensions. While the tertiary dimensions are often central to individual identity and include value systems, which forms the innermost being of an individual (Loden & Rosener, 1991; Maier, 2002; Mazur & Bia³ostocka, 2010).

There are numerous streams of organisational theory addressing the influence of diversity in the workplace. One stream is depicted as value-in-diversity viewpoint which has shown that effectiveness is achieved when diversity within groups is encouraged (Berscheid & Walster, 1978; Mazur & Bia³ostocka, 2010;

Mwatumwa, 2015) while the contradicting stream, rooted in social identity, social categorisation and related self-categorisation theories, have recommended that diversity is associated with negative performance outcomes. Literatures on diversity in working environment embrace and support social categorisation as a critical part of organisational identity and wellbeing (Turner, 1987, Cox, Lobel & McLeod, 1991; Mazur & Bia³ostocka, 2010; Mwatumwa, 2015).

The Primordialism Theory
As indicated by Adlparvar and Tadros, (2016), the primordialist theoretical perspective on ethnicity was the most prevalent in the 1960s to 1970s. The overarching perspective of the primordialists on ethnic identity suggests that ethnicity was inborn and broadly permanent. The primordialists suggests individuals are born naturally into a distinct cultural unit known as tribe (Adlparvar & Tadros, 2016). This approach led to the categorisation of tribes and ethnic groups based on biological and territorial roots (Williams, 2015). Primordialists recommend that ethnic identity is central to belonging to a group.
The primordialist theory also underpins the need for religion by man. This view by the primordialist which is grounded in evolutionary theory, espouses the perpetual need for religion by man (Kaufmann, 2012). The primordialism does promote bias over any religion.
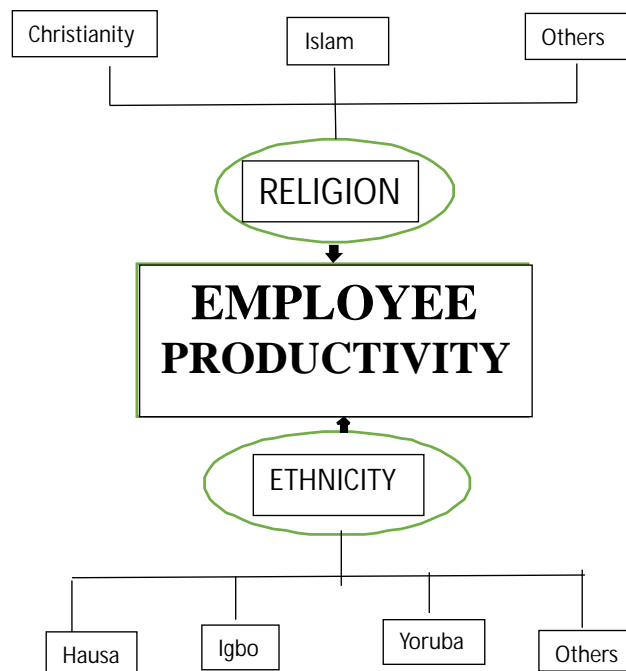
Research Conceptual Model

Figure 1: The Survey's Conceptual Model

Empirical Review

Cultural Diversity and Employee Productivity

Organisations have developed the initiative of integrating diverse workforce that cuts across different cultural backgrounds to provide the skills and expertise required to achieve organisational goals, while also keeping up the with the integration of emerging technologies into their business operation (Ukachukwu & Iheriohanma, 2013). However, diversity in socio-cultural background could sometimes give rise to conflicts among employees thus disrupting processes and day-to-day business activities. Therefore, it becomes imperative for management to incorporate into their business-level strategies, the right approaches for managing cultural differences in order to ensure that it becomes a strength and not a weakness for the organisation.

Cultural diversity depicts a group of individuals with different belief system, cultural value and philosophy all embedded in a social system (Ang, Van, Koh, Templer, Tay & Chandrasekar, 2007). Grobber (2002) viewed cultural diversity

as the heterogeneity of individuals resulting from diverse culture whose differences may emanate from religion, race, language, gender, age, and ethnicity. Organisations mostly experience cultural heterogeneity in terms of employees' ethnicity, language, and religion. The fundamental quest is to understand how these elements of cultural diversity affects employee's' perception of themselves and others; and subsequently impacting on their relationship with their co-workers. These factors underpin the concept of a culturally diverse workforce.

Cultural diversity also alludes to differences that could arise from demographic segmentation which differentiates people within a group. Employees working together with experiences from different cultural background make the organisation a highly culturally diverse workplace. Diversity in culture is likely affected by the industry type or work sector. The connection between cultural diversity and workplace outcome is a two-way approach as it can either boost productivity and creativity when properly managed or hinder productive effort and organisational success when not effectively managed (Dietz, 2007; Velten & Lashley, 2018).

Productivity is used to estimate the value of inputs in relation to outputs. It measures the extent to which an organisation's resources are utilised to accomplish its goals. Employees are considered assets to an organisation; and are valuable for working towards attaining the goals of the organisation. Consequently, the success of an organisation is directly linked to the employee's productivity. Although, employee's productivity is often tied to the knowledge, skills and abilities that he/she acquires and exerts in the workplace (Public Health England, 2015); cultural diversity may also be a fundamental factor influencing organisational performance.

Cultural diversity is the difference associated with race, ethnic group, language, nationality, and religion among a group of people (Amadeo, 2013). A diverse workforce could either enhance or hinder productivity in the workplace. Employee productivity could be hindered in a diverse workforce from miscommunication; language barrier; and from conflicts arising from differences in religious, political views; and values. On the other hand, organisations may be predisposed to the positive influences of a diverse workforce emanating from a collection of ideas, perspectives, knowledge and skills, which can be integrated to build a unique competitive edge within an industry (Martin, 2014). There are evidences suggesting that employees who are exposed to diverse cultures are able to think more holistically, and thus engage more with a broad-based decision-making process as opposed to being narrow-

minded (Martin, 2014).

A culturally diverse workforce also prepares the employees of an organisation adequately for the global marketplace (Adler, 2002). It may reduce the impact of culture shock in employees of firms expanding in a foreign market. Overall, a culturally diverse workforce prepares a firm for the global marketplace either via an online platform or through establishing physical subsidiaries in foreign locations. Specifically, organisations are equipped to design, formulate and implement a strategic approach that takes into cognizance the importance of tastes, lifestyles, preferences, values of potential customers in a global market (Adler, 2002). Alder (2002) identified five strategies to guide managers in managing workplace cultural diversity, they are: cultural dominance, cultural avoidance, cultural compromise, cultural synergy and cultural accommodation. It is however, opined that cultural synergy may be indispensable for most organisations as it fosters the underlying tenets of embracing cultural diversity through recognising the importance of other people's culture while not losing sight of one's culture (Kamal & Ferdousi, 2009).

Findings from the study carried out by Ukachukwu and Iheriohanma (2013) on the effect of cultural diversity on employee productivity in work organisations suggests that the productivity of employees, their perception of themselves and others and their relationship among their co-workers is significantly influenced by the level of cultural diversity. Discrimination can occur among employees with different cultural background as one party tends to push the superiority of his/her culture over another, and this oftentimes lead to mistrust, low employee morale and low productivity.

Individuals with different cultural background who promote and manage the organisation develop distinct cultures (Aswathappa, 2008). An already institutionalised distinct culture coupled with exposure to a different cultural environment, work together to put an organisation ahead of others when moving its product to a new market (Hannagan, 2008).

Past studies have revealed that education (Kyalo & Gachunga (2015), ethnicity (Darwin & Palanisamy, 2015; Kyalo & Gachunga, 2015), gender (Kyalo & Gachunga, 2015; Darwin & Palanisamy, 2015) and age (Gregory 2001; Friedman, 2010; Kyalo & Gachunga, 2015; Darwin & Palanisamy, 2015) all have considerable impact on the employee's performance. Mayfair (2009); Jones and George (2015), considered age as a criterion for determining those to be employed. This is because the literature on human resource management (HRM) suggests that in practice, organisations when recruiting would put a benchmark on specific age range in determining the eligibility of individuals

who can meet all requirements to work with the firm (Jones & George, 2015). Overall, the argument of this paper is premised on the suggestion that a culturally diverse workplace would foster learning, tolerance, teamwork and the acceptance of other people's points of views despite inherent differences present in them.

Organisational Culture

Conflicts that emanate from cultural differences negatively affects employee morale and productivity leaving the organisation with no other option than to invest in building a strong organisational culture which accommodates individual differences and background in order to foster a team spirit and also enhances cultural diversity among employees.

Sudarsanam (2010) defined organisational culture as the collection of beliefs, norms, myths, ideologies and rituals in an organization that determines the way things are governed, distinguishing the organization from others.

One focal point of organisational culture is that it has often being linked with organisational performance (Denison and Fey, 2003). There is an already established relationship between organisational culture and performance such that an increasing body of evidence upholds the link between the culture of an organisation and its performance outcome. Empirically, it has been demonstrated that corporate culture has a significant positive impact on the long-term economic performance of an organization (Kotter & Heskett, 1992). They revealed that firms with cultures that placed more importance on all the stakeholders of the organisation and leaders serving in various managerial capacities, outperformed firms without such practices by a huge margin (Kotter & Heskett, 1992. They also opined that in the next decade, corporate culture would be considered as an important facet in determining organisation's success or failure.

Organisational culture is a significant factor that influences organisational performance (Choueke & Armstrong, 2000; Willcoxson & Millett, 2000). The culture of an organisation depicted by its values, beliefs and norms affects the attitude and behavior of managers in terms of how their abilities, skills and knowledge are applied to improve their effectiveness and efficiency at work (Longest & Friede 2002). The culture of the organisation determines how managers make decisions, handle information and manage the internal issues in the firm's environment. An instance is when an organisational culture is designed to follow a participatory culture such as will allow employees the freedom to be more involved in the partaking in the affairs of the organisation.

Organisational culture may not only influence managers` behaviour but also the

behaviour of employees working in an organisation. This determines the performance of the organisation as either underperforming or performing optimally in comparison to its competitors within the industry (Smith, 2003; Sorensen, 2002). Some functions of organisational culture based on the varieties of processes in an organisation outlined by Martins and Terblanche (2003) suggests that it creates a feeling of identity among members of an organisation.

Furthermore, Sun (2008) illustrated that organisational culture serves as a tool for management control, whereby managers apply selected rites, stories, symbols and common values to control and direct employee behaviour, thereby building commitment to the organisation and its goals. In addition, Campbell, Stonehouse and Houston (1999) placed importance on the high influence that organisational culture may have on an employee's motivation, morale, productivity and efficiency within the workplace. They further suggested that the quality of employees' work, innovativeness, creativity and attitude to work may depend on the dominant culture of that organisation.

Ethnicity

According to Hong and Page (2001, 2004), embracing ethnic diversity could steer an organisation towards formulating and adopting a better decision-making policy which is more holistic thus impacting positively on their performance. However, there are opposing arguments suggesting people from a homogeneous cultural community would interact freely with one another both within and outside the workplace but may likely distrusts people from a different ethnic group (Alesina & La Ferrara, 2002).

Ethnicity is embedded in similar traditions, customs, beliefs, and values (Sayer, 2012). However, on a broader scale, Makokolo (2005), described ethnicity to encompass a group of people from different tribes but sharing a common historical origin and tends to develop a sense of similar predisposition. Broadly, ethnicity depicts a collective form of identity (Adlparvar & Tadros, 2016). Most organisations operating a multiethnic country such as Nigeria would comprise of employees from different socio-cultural backgrounds and ethnicity. From a sociological perspective, it would be challenging to fuse a country with 250 ethnic groups and a population of close to 200 million people into one National Culture as obtained in the West (described by Hofstede, 2015). However, the most populous and politically influential ethnic groups in Nigeria are Hausa and Fulani 29%, Yoruba 21%, Igbo 18%, Ijaw 10%, Kanuri 4%, Ibibio 3.5% and Tiv 2.5% (Aluko, 2003; Nigeria Facts Sheet, 2012). This presupposes that both local and multinationals firms operating in Nigeria would draw some or most of their employees from the diverse ethnic groups in the country.

Naetor, Iheriohanma and Ukachukwu (2016) in their study explored the differences in the cultural background of civil servants in Rivers State, Nigeria and how it affects the productivity of the employee. Their findings suggest that low productivity abounds due to the managers' ineffectiveness in managing diversity within the workplace. It was concluded that when employees are under-valued, under-trained, poorly motivated and faces discriminated based on disparity in language and cultural background, then this could lead to suboptimal performance and consequently, the organisation will be unable to realise its established goals. However, there are opposing arguments that the impact of ethnicity on organisational performance could be multifaceted (Opstal, 2009). Clearly, ethnicity is a key component of cultural diversity and may likely elicit certain behavioural tendencies in employees which could either hinder or enhance their productivity within the workplace. Therefore, we hypothesize thus:

Hypothesis 1: There is a significant relationship between ethnicity and employee productivity in oil servicing companies in Lagos

Religion

Religion is a major factor impacting the value system of an individual thereby shaping the cultural environment of an organisation (Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn & Thomas, 2003). An individual's behaviour is sometimes influenced by his religion (Abdel-Khalek, 2010). Individuals have the earnest desire to express their religious belief at work thus giving rise to the presence of religious diversity within the workplace (Barro & McCleary, 2003). Religion has been found to influence some fundamental elements of man's physical and mental health. For instance, some studies have shown a positive relationship between religion and people's general well-being (Abdel-Khalek, 2010). Furthermore, religious beliefs have been found to be an important factor influencing people's physical and mental health; and their ability to make ethical decisions (Kochan et al, 2003). Succinctly, when employees are given freedom of religious expression within the workplace, they are found to perform better at their jobs (Miller, 2007). Consequently, religion is deemed to be pivotal in organisational performance outcomes.

Religion involves the use of traditional religious belief, continuous participation in religious institutions and practices or rituals (McCullough and Willoughby, 2009). It influences an individual's value system, thus directly and indirectly, shaping the culture of an organisation (Kutcher, 2010). However, some arguments in the literature tend to downplay the importance of the connection

between religion and the workplace (Noland, 2003). However, there are contrary arguments that suggests that religious expression within the workplace and holding steadfastly to one's religion could give rise to tangible physical and health benefits for workers while also influencing their ability to make ethical decisions (Kutcher, 2010).

Empirically, there is evidence that employees who suffer no discrimination at work due to his religious belief tend to be more productive, emotionally sound and perform better at work (Barro & McCleary, 2003). Such employees according to Elm (2003), are eager to learn, associate well with others, abide by the organisation's rules, which subsequently impact positively on the organisation's performance. Furthermore, Weaver and Agle (2002) suggested that employees are less stressed, more productive and have a high self-esteem which significantly improves their performance outcome, when given freedom of religious expression.

While past researches have reflected on the relationship existing between cultural diversity and employee productivity within the banking industry, civil service, and health sector, there are few empirical studies investigating the influence of religion (as a dimension of culture) most of these industries and specifically, in the oil and gas servicing industry. Consequently, we hypothesize thus:

Hypothesis 2: There is a significant relationship between religious affiliation and employee productivity in oil servicing companies in Lagos

Managerial Competences and Diversity Management

A few organisations are taking appropriate measures to effectively manage diversity in the work environment through a diversely agreeable organisational culture. Some of the organisations include Coca-Cola, Johnson and Johnson, Merrill Lynch and General Mills. At General Mills, pay is associated with the effective administration of diversity by leaders, and the accomplishment of diversity objectives is utilised in deciding rewards and bonuses of leaders and managers. Having a well detailed diversity goal in place (such as General Mill) gives an organisation a good platform to derive significant rewards from the scheme. A report from General Mills in 2015 shows their accomplishment in this regard; within a ten-year frame, it was recorded that the percentage of its top-level managers who are women and minorities has multiplied (Jones and George, 2015).

Merrill Lynch is another credible example of an organisation that brought about

effective management of cultural diversity into the work environment. At Merrill Lynch, 20 percent of its managers' bonus payoff is based on effectively hiring, training/developing and also the successful retention of diverse employees. The organisation considers its top-level management responsible for successfully overseeing workplace diversity and providing employees the right platform to engage with one another irrespective of their socio-cultural background and religious affiliation. This strategy by Merrill Lynch has placed the organisation in a position to enjoy the benefits embedded in a highly diverse workforce (Jones and George, 2015).

According to Hofstede (1991) organisations do not exist in a vacuum instead it thrives in a socio-culturally diverse environment. Culture is a concept with strong foundational basis in Anthropology and Sociology, where it is considered to be a vital tool for clarifying the existence and nature of social order (Aluko, 2003). Thus, the emerging argument in the literature supports the hiring of workforce from different demographics to enhance the competitiveness of an organisation (Jehn and Bezrukova, 2004).

RESEARCH METHODOLOGY

The study aims at contributing to the discussion on cultural diversity and its impact on employee productivity. The general characteristics of respondents involved in the study are professionals working in oil servicing companies in Lagos, Nigeria. This study employed the descriptive research design. A combination purposive and snowballing sampling techniques were used to select 100 respondents from three (3) Oil Servicing Companies. A structured questionnaire containing close-ended questions was used to collect primary data from the respondents. The data collected was analysed using Statistical Package for Social Sciences (SPSS) version 20. Descriptive statistics were used to analyse the demographic data, while regression analysis was carried out to test the extent to which the dependent variable is predicted by the independent variable.

DATA PRESENTATION AND DISCUSSION OF FINDINGS

The finding from the data analysis carried out in this study is presented in tables 1 to 3.

Table 1: Demographic Characteristics of Respondents

RESPONDENTS	FREQUENCY
GENDER	
Male	68
Female	32
Total	100
AGE	
<21years	4
21 – 30 years	29
31 – 40 years	46
41 – 50 years	19
>50 years	2
Total	100
ETHNICITY	
Yoruba	44
Igbo	32
Hausa/Fulani	5
Others	19
Total	100
RELIGION	
Christianity	70
Islam	25
Others	5
Total	100
POSITION WITHIN THE COMPANY	
Entry Level	40
Mid-Level Management	30
Senior Management	20
Executive Management	10
Total	100

Source: Field Survey

Table 1 shows the demographic characteristics of the respondents. The findings show that 68% of the respondents were males, while the remaining 32% were females. The majority of the respondents were between the ages of 21 and 40 years. These were people within their most active ages. These findings align with the positions of the respondents within the business. The majority of the respondents were entry-level staff (40%), followed by 30% who were middle-level managers.

On the ethnic group of respondents, the majority were of the Yoruba ethnic group (44%), followed by the Igbo ethnic group 32%. Others in this study represent the minority ethnic groups in Nigeria, this represents 19% of the respondents.
This distribution of the ethnic groups, as shown in table 1 above, is consistent with the geographic location, which Lagos State. Although Lagos is home to a diverse ethnic group compared to any other state in Nigeria, it is located in the Southwestern part of the country, thus where Yoruba is the dominant ethnic group. The majority of the respondents were Christians (70%). Others in this study represent people who do not hold any religious belief.

Hypothesis 1: Ethnic Affiliation and Employee Productivity

Table 2: Model Summary for Ethnicity and Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.823[a]	.792	.693	.81473	.792	56.846	1	91	.002

a. Predictors: (Constant), My_Ethnicity
Source: SPSS Output

Table 2 shows the results of linear regression analysis to understand if employee productivity can be predicted by ethnicity. The R value of 0.823 shows a high degree of correlation between ethnicity and employee productivity. Similarly, the total variation of employee productivity explained by ethnicity is 79.2%, as depicted by the R^2 value, which is very large.

Furthermore, the significance level of 0.002 (p>0.05) is significant, thus suggesting that religion influences employee productivity in this study. The findings of this study suggest that ethnicity could influence the way employees carry out their work, thus impacting their productivity. This finding supports the findings of (Darwin and Palanisamy 2015; Kyalo and Gachunga, 2015).

Hypothesis 2: Religious Affiliations and Employee Productivity
The findings of this study suggests that majority of the respondents agree that religion, which is one of the components of cultural diversity, plays a huge role in the way employees carry out their job and invariably affects productivity at work. The responses are further illustrated in table 3.

Table 3: Model Summary for Religion and Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.754a	.673	.652	.84021	.673	46.636	1	92	.003

a. Predictors: (Constant), Religion_Value
Source: SPSS Output

Table 3 shows the results of the linear regression analysis conducted to understand if employee productivity can be predicted by religion. The R-value of 0.754 shows a high degree of correlation between religion and employee productivity. Similarly, the total variation of employee productivity explained by religion is 67.3%, as depicted by the R^2 value, which is large. Furthermore, the significance level of 0.003 (p>0.05) is significant, thus suggesting that religion influences employee productivity in this study. This finding aligns with those of Cash & Gray (2000) and Noland (2003), whose studies found that religion and spirituality strongly influences workplace behaviour, thus affecting employee productivity.

CONCLUSION

The survey supports the inclinations of the literature, which suggest that cultural diversity influences employee productivity. The various aspects of culture given in the study supports the relationship that exists between diversity and productivity. Generally, the concept of cultural diversity can be traced to numerous variables such as age, gender, value system, ethnicity and also religion. Essentially the concept of cultural diversity is more covert than overt, although some elements are easily noticeable.

The survey connotes that ethnic affiliation and religious affiliations impact employee productivity, which, therefore, suggests that the managers or companies should properly manage diversity to succeed maximally. While differences should be acknowledged, it should not limit opportunities available to minority groups nor give an unfair advantage to the majority ethnic or religious groups during hiring and promotion exercises.

People from different backgrounds possess distinct perspectives; however, when properly managed management, they can potentially provide the organisation with innovative solutions to various challenges. Therefore, a positive influence of cultural diversity on employee productivity would subsequently impact positively on organisational performance.

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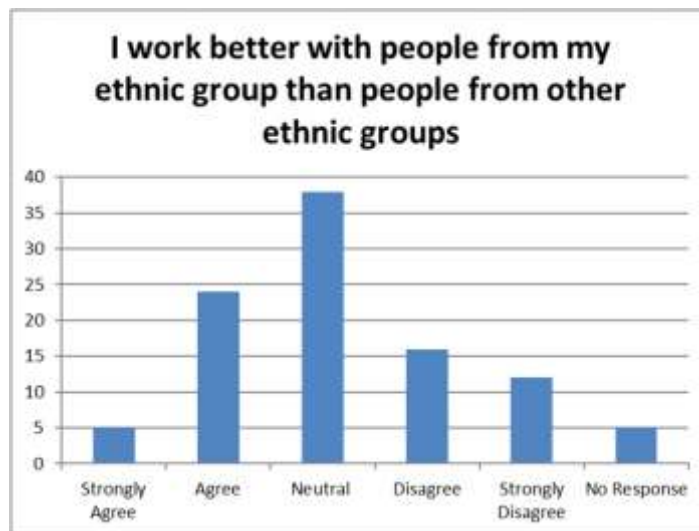
APPENDIX 1

Figure 2: Ethnic Group Affiliation, Work Relationship and Productivity