Cultural Diversity and Work Engagement in Nigerian Civil Service

O. J. George, G. O. Akaighe

Olusoji James George
University of Lagos, Nigeria
Godbless Onorio de Akaighe
Lagos Business School, Pan-Atlantic University, Lagos, Nigeria

Abstract
How much of cultural diversity will be adequate to spice up the civil service and address some challenges such as redundancy, poor engagement, nepotism and perceived ineffectiveness of the civil service in Nigeria is worthy of investigation. Civil services play an important role in a globalized business environment, where the war for talents is intense and competition for human resource is aided by regionalization, open market principles and an information technology driven environment. A study on cultural diversity is useful for managers, human resource practitioners and organizational behaviorists, to understand culture, people, and work engagement in the organizations. This study examined cultural diversity as predictors of work engagement in the Nigerian civil service sector.
Keywords: Culture; Cultural Diversity; Work Engagement; Civil Service; Nigeria.

Introduction

Nigeria - as country - is endowed with various cultures and ethnic groups. The heterogeneous and diverse cultures have serious human resource implications and possible applications in terms of how organizations can function better and engage the workforce better in achieving stated aims and objectives and avoiding conflicts and crisis of interest. It is the opinion of the authors that two or more people cannot work together except they agree, as it relates to cultural diversity and work engagement in contextual organizational life.

With globalization of businesses all around the world, cultural diversity is more prominent and prevalent because of the global acquisition of human resources and this has become challenging for human resources to manage cultural diversity in the workplace. Also, practitioners and researchers on cultural diversity and organizational outcomes are seeking more understanding on the subject matter and how organizations can become more effective and efficient, having to deal with diverse cultures (Ehimare, Ogaga-Oghene, 2011).

Cultural diversity can be defined as "the co-existence of staff from diverse racial and cultural backgrounds in a particular organization" (Chan, 2011, p. 2). There are various reasons to appreciate workforce diversity in an organization, because it is a critical factor in sustaining equality of access to opportunity amongst a culturally and politically diverse country and from the organizational perspective; it can help the institution to harness the gains and positives from the rich cultural heritage of the people into the work engagement and productivity drive (Henderson, 2011). Therefore, proponents of workforce diversity support the development in a diverse workforce along cultural lines to bring about sustained inclusion of all qualified persons without discrimination and that talents are not excluded because of culture, tribe or race (Al-Jenaibi, 2012).

Oghojafor, George and Owoyemi (2012) define culture "as the way of life of a set of people". Culture is embedded in the beliefs, values and shred assumptions of a particular group of people and acquired over time from socialization, traditions, education and experienced "which are passed from one generation to another; therefore it can be said to be enduring and a main driver of management theories in Nigeria" (Akporherhe, 2002; Oghojafor, Idowu and George, 2012, p. 3). In discussing culture diversity in organizations, it is not limited to beliefs and values associated with a particular tribe; it

includes a broader picture of religion, race, national identity, sexual orientation, disability, education, skills, geographical location amongst others (Elmaddsia, 2011). According to Ehimare and Ogaga-Oghene (2011) workforce diversity refers to similarities and differences amongst employees' as it relates to education, age group, tribes, geographical origin and other variables.

Cultural diversity is a subjective phenomenon that is increasing in research attention. Cultural diversity is usually created and sustained by group members in an organization, because they can be easily identified with the members along the cultural lines and affiliation of the same language, belief, educational level and on that basis, they form a social identity (O'Reilly, Williams and Barsade, 1998). It is the opinion of the authors that group associations in organizations seem to be supported with the permission of unions, clubs, associations, religious gatherings, fellowships and so on.

Loden and Rosener (1991) explain primary, secondary and tertiary dimensions of cultural diversity that differentiates one group from another. Primary dimensions of diversity are the exerting direct influences on the identities of individuals such as gender, sexual orientation, physical and mental ability or disability, age, ethnicity, race and personal characteristics that practically distinguishes one person from another. The primary dimensions are such that shapes the self-image of the individual. Primary dimension of cultural diversity are likely to have the most influence on groups in an organization because it relates to personal identification. Secondary dimension of cultural diversity on the other hand are not as direct and impactful on the self-image of the individual, but they add more richness to the personality and identity of the individual. They include geographical location, educational background, family status, first language, work experience, work style, religion, income and communication style, military experience, organizational role and level. The secondary dimension impacts "self-esteem and self-definition" (Mazur, 2010). Lastly, the tertiary dimensions of cultural diversity involve the details of individual identity and are more internalized to the heart and conscience of the individual and in what he/she truly believes. Tertiary dimension of cultural diversity is "the vast array of qualities that lie beneath the surface and provides the real essence of diversity to be tapped into, which includes beliefs, assumptions, perceptions, attitudes, feelings, values and group norms" (Manzor, 2010, p. 5).

In relating cultural diversity and employee work, the use and harmonization of employees in an organization to the work ethics, work beliefs, roles and expectations, is a critical element (Kahn, 1990). Robinson, Perryman and Hayday (2004) define work engagement as a "positive attitude held by the employees' towards the organisations and its values". An engaged employee understands what the job is about, is aware of his/her responsibilities and the business details, collaborate with co-workers to improve performance and deliverables within the job for the benefit of the group and organisations. Employee engagement is a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli and Bakker, 2004).

Civil service is a vital part of the government in running and administrating the public sector and is often characterized by "administrative bureaucracy". The role of civil service in the growth and development of a country is constantly examined considering the fact that civil service employs a large number of people into the workforce of the public sector that compliments the private sector in a free market economy (Anazodo, Okoye and Chukwuemeka, 2012).

Anazodo (2009) explains the structure of the Nigerian civil service comprising of departments, ministries and agencies (MDAs). The Nigerian civil service follows the system of employment, appointment and promotion along cultural and geographical spread on the basis of a merit and seniority system, which may include examination or screening (Bezzina, 1994 cited in Anazodo, Okoye and Chukwemenka, 2012). This study focused on the civil service in Lagos State which comprises people from various backgrounds and cultures.

Studies on cultural diversity are increasing today in the literature given the increase in global human resource practice and open talent market across boundaries. Some studies have found that various forms of diversity are associated with organizational outcomes such as strategic decision making, organizational performance, innovation and group performance. Other research shows that various types of team and organizational diversity sometimes increase conflict, reduce social cohesion, and increase employee turnover (Jackson, Joshi and Erhardt, 2003; Webber and Donahue, 2001). However, research on cultural diversity using the primary, secondary and tertiary dimension in Nigeria seem to be lacking. Also, there is dearth in literature on cultural diversity in Nigeria given that the country is endowed with a population of over 170 million (2012) and approximately one sixth of African

population (or one fifth of Sub-Saharan African population); with between 340-370 ethnic nationalities (depending on the criteria employed), these Nigerians speak variety of languages with numerous dialects, innumerable customs and countless traditions, no doubt Nigeria is one of the most diverse countries in the world (Mustapha, 2006), there is need to extend this research to the civil service sector in Lagos State in terms of how cultural diversity predicts work engagement and close the gap in empirical investigation on cultural diversity.

The complexity of culture and cultural orientation in Nigeria is difficult for organizations and managers to understand and harness in the workplace. Employees are really not engaged in the workplace as they ought to be. A recent research reveals that an upward of eighty percent of workers are not bringing their best effort to the job, which is one in every five worker that is highly engaged (White, 2008). Could lack of work engagement be as a result of inappropriate cultural diversity? It is likely that inappropriate ethnic balancing, poor gender distribution, poor educational status spreading and other dimension of cultural diversity are responsible for poor work engagement in the civil service.

Variety is a popular phrase but how much of the variety in terms of cultural diversity is acceptable and manageable to achieve organizational harmonization is a question begging for an answer. How much of cultural diversity will be adequate to spice up the civil service and address the redundancy and poor engagement of workforce in the public sector is worthy to be evaluated. The civil service in Nigeria also is characterized by dwindling productivity, poor work ethics, nepotism, corruption, ineffectiveness, embezzlement and misappropriation of funds, unethical behavior and other symptoms, and signs of lack of work engagement.

Other areas of problem in dealing with work engagement include the inconsistency of management styles based on the attitudes of individual managers, which can lead to perception of unfairness as a result of cultural diversity, reactive decision making by superiors that does not address workplace problems until it is far too late. Also, lack of visibility and interaction with employees is a problem confronting the civil service as highlighted by Gatenby, Rees, Sosane and Truss (2008), which is rampant in the civil service due to the command system and bureaucratic nature of the public sector in general. It is the opinion of the authors that for employees to be highly engaged in the civil service

and for the restoration of the pride of the public sector in Nigeria, there is need for appropriate cultural balancing and right application of cultural diversity devoid of nepotism.

Methodology and Purpose of the study

The survey research design was adopted in this study, which involves the distribution of questionnaires, following the principles of quantitative research and empiricism. The population studied comes from Lagos State Civil Service, Ikeja. The population consists of staff of Lagos State civil service, where workforce diversity is promoted by the Lagos State Government through the inclusion of all people who share the values, aspirations and work ethic of the government, following the Gender and Social Inclusion Policy of the Government. The study is based on a sample size of 120 respondents, and adopt the systematic random sampling technique. The justification for this technique is based on the fact that it enables every subject in the sampling frame to have equal opportunity to be selected without bias in a systematic manner (Ogbeide, 1997). The sampling frame was drawn from a staff list of 153 in the Office of the State Civil Service Commission and Office of the Head of Service of the State Civil Service at Ikeja, Lagos, Nigeria.

This study employed primary data through questionnaires survey from the study population. The questionnaire for the study was scaled items (Likert scale) structured between strongly disagree (=1) to strongly agree (=5). The questionnaire contained three (3) sections. Section A was 6 items bio-data questions, section B was in the form of Diversity Perspective Questionnaire (DPQ) while section C was work engagement questionnaire (WEQ). Cultural diversity was measured by 24-item questionnaire by Podsiadlowski, Groschke, Kogler, Springer and Zee (2013). 9-item work engagement questionnaire drawn from Rothbard (2001) was used as the section C questions. This study will reposition the civil service to fulfill its mandate in the dispensation of public services in Nigeria. This study therefore investigates cultural diversity and work engagement in the Nigerian civil service.

Literature review

Cultural diversity has become more relevant in organizational life and complexity of jobs due to increased globalization and networking (O'Reilly, Williams and Barsade, 1998). Definitions of

diversity continue to increase. Cox (2001) defined diversity as "the variation of social and cultural identities among people existing together in a defined employment or marketing setting". Workforce diversity is defined by Kreitner and Kinichi (2004) as the "multitude of the individual differences and similarities that exist among the people working in an organization". This definition highlights that workforce diversity pertains to everybody in the organization because there are differences in personalities. However, workforce diversity is not synonymous with the differences of the workers, as it covers both differences and similarities of individuals and how to deal with both facets concurrently in the organization (Thomas, 1998). Therefore, workforce diversity involves the "collective mixture of differences and similarities of the workers and dealing with workforce diversity requires managers to integrate the collective differences and similarities, properly examining, determining and establishing the collective differences and similarities (Thomas, 1998, p. 6).

It has been observed that business organizations are appreciating cultural diversity more even though the issue of discrimination along cultural lines is prevalent in the workplace. Therefore, the use of workgroup structures in the pursuit of organizational objectives are more pronounced and this incorporates members from diverse socio-cultural backgrounds consciously or unconsciously by the managers or supervisors in charge of the work groups. This system of workgroup structure in organizations is effective in managing a large organizations and organizing work on innovation, faster decision making, innovation, and competitiveness which are critical for organizational success (Mumford and Licuanan, 2004; West and Anderson, 1996). In addition, Milliken and Martins (1996) observes that cultural diversity can be a "double-edged" sword in terms of improving the chances of group members' satisfaction in the diversity and creating the opportunity for creativity.

The composition of organizations in terms of demographics, the internalization of trade and business which has increased movement of human resources from one part of the world to another has supported cultural diversity (Yaprak, 2002). With the demographic characteristics and the need for many organizations to balance their work force in terms of age distribution, gender balancing, religious orientations, tribe and race amongst others, organizations in developing and developed countries are deliberate in their policy actions towards cultural diversity

(Mor-Barak, 2005; Gorski, 2002).Thus, given these demographic and organizational factors, organizations are enjoying the benefits and confronting the challenges associated with effectively managing a culturally diverse workforce.

Cultural diversity is gaining more research interest in recent times. There are empirical evidences on previous studies with some of them contradictory. Empirically, workforce diversity is found to have a contrasting dual implication on organizational effectiveness (Ehimare and Ogaga-Oghene, 2011).

Ogbo, Kifordu and Wilfred (2014) carried out a research into the effect of workforce diversity on organizational performance of selected firms in Nigeria, with the identification of the poor policy framework, training failures and poor handling of specific goals as reflected in ineffective management of diversity in an organization. The study linked workforce diversity to customer related issues and profitability. Secondary data, interview and content analysis were used in the study with participants from selected brewing companies and a sample of 300 employees. The study concluded that workforce diversity is a modern critical success issue due to the broad based specialization.

Deshwal and Choudhary (2012) examined workforce diversity management as the biggest challenge for 21st century managers. The study employed a survey of 120 employees from various organizations in information technology, production and the fast moving consumer goods sector in India. The findings reveal that diversity can be effectively managed with the commitment of top management to create value in the organizations through the processes of selection, placement, performance management, rewards and succession planning.

Social Categorization Theory

Social categorization theory (Tajfel and Turner, 1985; Turner, 1987) explains the differences and similarities in human beings that lead to classifications or categorization. This also forms the basis for favourism of extending favours to one class or group of persons against other classes or groups based on the shared identities of the individuals in the groups. Social categorization theory emphasizes that the categorization of human being is predicated on the attributes of the people such as ethnicity, gender, age group, religion and other measures of culture. This social categorizations leads to organizations decisions and outcomes and can be a challenge for the organization in establishing

sub-groups if not well managed and handled from the human resources perspective (Ehimare and Ogaga-Oghene, 2011).

One of the core fundamentals of the theory is categorization, because it is assumed that human beings use their cognition to classify and categorize other people in a social function, thereby organizing and structuring people according to the information they can get about the people and their daily encounters with them, like trying to understand why people behave in a certain way by relating it with their tribe, age group, religious orientation (Smith and Medin, 1981). Social categorization therefore can be on the premise of shared task, social roles or other social cues which identifies people as belonging to a particular social category and inferences are drawn from the categorization as it relates to group behavior, group formation and how people interact with one another. Social categorization theory relates in explaining how social categorization in an organization can be monitored and managed, such that the diversity of the members of the organization can be managed by the human resource team.

Social Identity Theory

Social identity theory posits that "people tend to classify themselves and others into various social categories, such as organizational membership, religious affiliation, gender and age cohort" (Tajfel and Turner, 1985, p. 2). This theory emphasizes the social context in the relationship between people irrespective of their hierarchy, status and power in an organization, which also drives intergroup behavior, satisfaction, emotional conflict and co-operation, depending on the social mix of people in the organizations or team (O'Reilly, Williams and Barsade, 1998).

Identification is a critical component of the social identity theory and a strong construct of organizational behavior, predicated on the basis of self-definition, attraction to an individual and the desire to emulate the other person. The qualities and attributes of an individual are desired by another in a social identity application which can lead to satisfaction on the individual basis and effectiveness on the organizational basis if the person has the right attributes and qualities required in the organisations (Bandura and Walters, 1963; Kets de Vries and Miller, 1984). Social identity theory is important and relevant for this study, in providing proper identification to a well-managed and cultural diversified workforce, where the qualities and attributes of a

well identified workforce along positive perspectives will instill the same culture to all the members of the identified group and new organizational members.

Based on the literature review, the following objectives and hypotheses were developed for the study. The objectives of the study are:

1. To determine the extent to which primary dimensions of cultural diversity (ethnicity, gender and age) predicts work engagement.

2. To ascertain the extent to which secondary dimension of cultural diversity (religion, education and language) predicts work engagement.

3. To determine the extent to which tertiary dimensions of cultural diversity (beliefs, attitudes and group norms) predicts work engagement.

The hypotheses of the study are:

H_1: Primary dimensions of cultural diversity (ethnicity, gender and age) predict work engagement.

H_2: Secondary dimension of cultural diversity (religion, education and language) predict work engagement.

H_3: Tertiary dimensions of cultural diversity (beliefs, attitude and group norms) predict work engagement.

Results of the study

One hundred and ten copies of the questionnaire, representing 79.1 percent of distributed copies of questionnaire were duly completed and returned, while forty three, representing 28.1 percent of the copies of questionnaires were not returned. From the response survey, 69.1% are male, while 30.9% are female. The demographic responses also reveal that 40.9% of the respondents have 1-5 years working experience in the civil service, 41.8% have 6-10 years working experience, while 17.3% have 10 years and more in the civil service in Nigeria. Regarding the ethnic composition of the respondents, the responses revealed that 31.8% of the respondents are from south/south ethnic composition, 15.5% are from south/east, 22.7% are from south/west, 8.2% are from north/east, 5.5% are north/west, while 16.4% are from north/central.

Testing of Hypotheses

H_1: Primary dimensions of cultural diversity (ethnicity, gender and age) predict work engagement.

This hypothesis is to test the relationship between the primary dimensions of cultural diversity and work engagement. The regression

analysis reveals the results of details of the relationship and adjusted coefficients.

Table no. 1.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955[a]	.912	.910	.37686

a. Predictors: (Constant), AGE, GENDER, ETHNICITY

Table no. 1.2. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	156.845	3	52.282	368.113	.000[b]
	Residual	15.055	106	.142		
	Total	171.900	109			

a. Dependent Variable: WORK ENGAGEMENT
b. Predictors: (Constant), AGE, GENDER, ETHNICITY

Table no. 1.3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.216	.133		9.129	.000
	ETHNICITY	.546	.099	.590	5.527	.000
	GENDER	.387	.097	.412	3.970	.000
	AGE	.149	.028	.166	5.223	.000

a. Dependent Variable: WORK ENGAGEMENT

The regression result shows that age, gender and ethnicity have positive relationship with work engagement in the civil service, since R = 0.955. Also, the coefficient of determination (R^2) = 0.912 shows that 91.2% of the variation of change in work engagement is caused by variation in age, gender and ethnicity, while the remaining 8.8% unexplained variation is due to other variables outside the regression model. This implies that the extent to which work engagement can be explained by age, gender and ethnicity is 91.2%. The analysis of variance table shows the Fcal 368.113 and significant at .000 which is less than 0.05 level of test. The regression model therefore can be expressed as Y = 1.216 + 0.456+0.387+0.149X, which means that for every 100% change in work engagement in the civil service, ethnicity contributes with 45.6%, gender contributes with 38.7% while age contributes with 14.9%. It can therefore be concluded that the primary dimensions of cultural diversity (ethnicity, gender and age) predicts work engagement in the civil service.

H_2: Secondary dimension of cultural diversity (religion, education and language) predict work engagement.

This hypothesis is to test the relationship between the primary dimensions of cultural diversity and work engagement. The regression analysis reveals the results of details of the relationship and adjusted coefficients.

Table no. 2.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934[a]	.871	.868	.45656

a. Predictors: (Constant), LANGUAGE, RELIGION, EDUCATION

Table no. 2.2. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	149.805	3	49.935	239.560	.000[b]
	Residual	22.095	106	.208		
	Total	171.900	109			

a. Dependent Variable: WORK ENGAGEMENT

b. Predictors: (Constant), LANGUAGE, RELIGION, EDUCATION

Table no. 2.3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.476	.339		7.310	.000
	RELIGION	.561	.118	.319	4.751	.000
	EDUCATION	.125	.153	.110	.817	.416
	LANGUAGE	.995	.157	.762	6.321	.000

a. Dependent Variable: WORK ENGAGEMENT

The regression result shows that religion, education and language have positive relationship with work engagement in the civil service, since R = 0.934. Also, the coefficient of determination (R^2) = 0.871 shows that 87.1% of the variation of change in work engagement is caused by variation in religion, education and language, while the remaining 12.9% unexplained variation is due to other variables outside the regression model. This implies that the extent to which work engagement can be explained by religion, education and language is 87.1%. The analysis of variance table shows the Fcal 239.560 and significant at .000 which is less than 0.05 level of test. The regression model therefore can be expressed as Y = 2.476 + 0.561+0.125+0.995X, which means that for every 100% change in work engagement in the civil service, religion contributes with 56.1%, education contributes with 12.5%, while language contributes with 99.5%. It can therefore be concluded that the secondary dimensions of cultural diversity (religion, education and language) predicts work engagement in the civil service.
H_3: Tertiary dimensions of cultural diversity (beliefs, attitude and group norms) predict work engagement.

This hypothesis is to test the relationship between the primary dimensions of cultural diversity and work engagement. The regression analysis reveals the results of details of the relationship and adjusted coefficients.

Table no. 3.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964[a]	.930	.928	.33676

a. Predictors: (Constant),   GROUP   NORMS,   BELIEFS, ATTITUDE

Table no. 3.2. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	159.879	3	53.293	469.926	.000[b]
	Residual	12.021	106	.113		
	Total	171.900	109			

a. Dependent Variable: WORK ENGAGEMENT
b. Predictors: (Constant), GROUP NORMS, BELIEFS, ATTITUDE

Table no. 3.3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.312	.153		2.042	.044
	BELIEFS	.669	.086	.565	7.755	.000
	ATTITUDE	.417	.121	.440	3.442	.001
	GROUP NORMS	.017	.143	.018	.121	.004

a. Dependent Variable: WORK ENGAGEMENT

The regression result shows that beliefs, attitude and group norms have positive relationship with work engagement in the civil service, since R = 0.964. Also, the coefficient of determination (R^2) = 0.930 shows that 93% of the variation of change in work engagement is caused by variation in beliefs, attitude and group norms, while the remaining 7% unexplained variation is due to other variables outside the regression model. This implies that the extent to which work engagement can be explained by beliefs, attitude and group norms is 93%. The analysis of variance table shows the Fcal 469.926 and

significant at .000 which is less than 0.05 level of test. The regression model therefore can be expressed as Y = 0.312 + 0.669+0.417+0.017X, which means that for every 100% change in work engagement in the civil service, beliefs contributes with 66.9%, attitude contributes with 41.7%, while group norms contributes with 17%. It can therefore be concluded that the tertiary dimensions of cultural diversity (beliefs, attitude and group norms) predicts work engagement in the civil service.

Discussion

From the findings of the study, age, gender and ethnicity are predictors of work engagement. An organization with diverse age distribution in the workforce from the young, growing and ageing age distribution well spread out gives the workforce a good balance between youthfulness and experience to be engaged on the job, while the culture, values, work ethics are transferred from the older employees to the younger ones. Also, a good mix of gender distribution in the work force predicts work engagement, while male and female genders are well spread out in the organization. Where an organization tilt more towards higher male or female workers, it has certain implications for work engagement, but a good spread of gender allows for integration, communication and natural co-habitation and has a good sense of togetherness for the benefit of the organization, in terms of work ethics and engagement. Lastly, ethnicity is a predictor of work engagement such that a good blend of various ethnic composition in the workforce allows for various shades of personalities, backgrounds, cultural inclination, which makes the workforce population interesting with a sense of variety that encourages team work and work engagement.

The study concluded that language, religion and education predict work engagement. Diverse languages of the organizations members albeit with a common language allowed to be spoken officially. This shows a rich diverseness in culture and background, while each tribe can find a member or two who spokes his native dialect. Also, when an organization have members from various religious orientations gives the members the opportunity to identify and socialize with members on the basis of "faith" or religions sentiments and this has resultant effect on the work culture. Lastly, diversity in educational qualification and attainment is a predictor of work engagement such that a good spread of employees from different educational levels is vital for work engagement, to be able to cut the

organization into various layer of top, middle and lower management level or skilled, semi-skilled and unskilled labor, to carry out various types of job. If the organization is filled with only employees with a certain grade of qualification, it will negatively impact on work engagement because there are certain jobs that the employees will not be able to carry out by the limitations or exigency of their training and education.

Finally, from the findings, the study concluded that beliefs, attitude and group norms predicts work engagement. The findings of this study align with previous recent research such as Ogbo and Wilfred (2014), Karmal and Ferdousi (2009), Ehimare and Ogaga-Oghene (2011) that the importance of cultural/workforce diversity on organizational performance, work ethics, customer satisfaction is very critical for the success of an organization. Also, through equal opportunities and actions against discrimination in a culturally diverse organization leads to team cohesion, organizational co-operation and integration.

Conclusions

The study concludes that cultural diversity is an important aspect of organizational culture in a globalized business environment where the war for talents is intense and competition for human resources is aided by regionalization, open market principles and an information technology driven environment. With cross-country mobility and improved efforts by countries and organizations in formulating equal opportunities for employment, selection and placement of qualified human resources, federal character principle and equal representation of tribes, culture, age, gender and religious orientation, the bar is lifted on diversity management and application in organizations.

The Nigerian civil service that runs the operational arm of the government has been brought into the sample in terms of how specific measures of cultural diversity from the primary, secondary and tertiary dimensions of cultural diversity predicts work engagement. The study reveals that the civil service is highly culturally diverse and the tenants of socialization and identification based on culture and cultural affinity with members of the civil service is very high and people will most likely continue to be drawn and stick to their cultural underlining in the workforce. The positive however is that the inclination towards the shades of cultural orientation in religion, ethnicity, education, norms

and beliefs are all positively linked to work engagement and can contribute in no small measure towards the effectiveness and development of the civil service. The fundamental principle of culture in Africa is such that promotes hard work and idleness. The rich culture of Nigeria from all tongues and tribes are harmonized in the civil service through the civil service code of conduct on acceptable and non-acceptable behaviors.

The effective management of the workforce along the understanding of the diverse culture therefore comes handy in sustaining the performance and ethos of the civil service. It is recommended diversity management to be fully enshrined in the civil service to handle challenges of a diverse workforce on such as conflicts and discrimination along cultural lines. Regular orientation of workers in civil service should be carried out, to share ideas, opinion, bridge fundamental gaps that prevail typically in a highly diverse workforce. Management should put in place conditions which would enhance the workforce diversity in their organization, more especially in their strategies formulation on the diversity of the workforce, to make the organization internally and externally competitive. Finally, organizations should ensure that diversity is the norm and not the exception in relation to its human resource policies of recruitment, training, promotions, appointments, employee welfare and other aspects of administration.

For further research, it is suggested to undertake studies on cultural diversity and behavior of organizational members, with focus on counter-productive behavior and organizational citizenship behavior in private sector organizations. Future researches can expand the existing knowledge in this field by examining the role of cultural diversity on job satisfaction and motivation in organizations.

Bibliography

Akporherhe, F. (2002). "The challenge of English and other foreign languages on Nigerian Culture". *Journal of Nigerian Languages and Culture, 3,* pp. 29-33.

Al-Jenaibi, B. (2011). "The scope and impact of workplace diversity in the United Arab Emirates - an initial study". *Journal for Communication and Culture 1(2),* pp. 49-81.

Anazodo, R. O. (2009). *Civil service in Nigeria, An analysis of its bureaucratic effectiveness*, Onitsha: Abbot Books, Ltd.

Anazodo, R. O., Okoye, J. C., Chukwuemeka, E. E. O. (2012). "Civil Service reforms in Nigeria: The journey so far in service delivery". *American Journal of Social and Management Sciences, 3(1),* pp. 17-29.

Bandura, A., Walters, R. H. (1963). "*Social learning and personality development",* New York: Holt, Rinehart & Winston.

Chan, A. (2011). "The challenges of human resource management". Retrieved February 23, 2011 from http://www.zeromillion.com/business/hrm.html.

Cox, T. (1993). "*Cultural diversity in organizations: Theory, research and practice"*, San Francisco, Berett-Koehler

Deshwal, P., Choudhary, S. (2012). "Workforce diversity management: Biggest challenge for 21st century managers". *International Journal of Interdisciplinary research, 2*(4), pp. 74-87

Ehimare, O. A., Ogaga-Oghene, J. O. (2011). "The impact of workforce diversity on organisational effectiveness: A study of a Nigerian Bank". *Annals of the University of Petroşani, Economics, 11(3),* pp. 93-110

Elmadssia, T. H. (2011). "Specificities of the cultural adaptation of French and German firms to the Tunisian context". *International Business Research, 4*(3), pp. 201-210.

Gatenby, M., Rees, C., Soane, E., Truss, C. (2008). "*Employee engagement incontext: Research insight"*. London: Chartered Institute of Personnel and Development.

Gorski, L. (2002). "Demand performance", *Best's Review, 102,* p. 85-88

Henderson, T. (2011). Multicultural workforce [cited December 10, 2010]. Available from: http://www.referenceforbusiness.com/encyclopedia/Mor-Off/ Multicultural-Workforce.html.

Jackson, S. E., Joshi, A., Erhardt, N. L. (2003). "Recent research on team and Organizational diversity: SWOT Analysis and Implications", *Journal of Management, 29,* pp. 801-830

Kahn, W. A. (1990). "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal, 33,* pp. 692-724.

Kets de Vries, M. F. R., Miller, D. (1984). "*The neurotic organisations: Diagnosing and changing counterproductive styles of management"*. San Francisco: Jossey-Bass.

Kreitner, R., Kinichi, A. (2004). "*Organisational behaviour",* Boston: McGraw-Hill.

Loden, M., Rosener, J. B. (1991). "*Workforce America! Managing employee diversity as a vital Resource"*. Illinois: Business One Irwin.

Mazur, B. (2010). "Cultural diversity in organizational theory and practice", *Journal of Intercultural Management, 2(2),* pp. 5–15

Milliken, F. J., Martins, L. L. (1996). "Searching for common threads: Understanding the multiple effects of diversity in organizational groups", *The Academy of Management Review, 21(2),* pp. 102-133

Mor-Barak, M. (2005). "*Managing diversity: Towards a globally inclusive workplace"*, Thousand Oaks, California CA: Sage

Mumford, M. D., Licuan, B. (2004). "Leading for innovation: Conclusions, issues and Directions", *Leadership Quarterly, 15,* pp. 163-171

Mustapha, A. R. (2006). "Ethnic structure, inequality and governance of the public sector in Nigeria' democracy, governance and human rights programme", Paper Number 24, November.

Ogbeide, U. (1997). "*Statistical techniques for social and management sciences"*. Lagos: Amfitop Books.

Ogbo, A. I., Kifoedu, A, A, Wilfred, I. U. (2014). "The effect of workforce diversity on organisational performance of selected firms in Nigeria", *Mediterranean Journal of Social Sciences, 5*(10), pp. 231-236

Oghojafor, B., George, O., Owoyemi, O. (2012). "Corporate governance and national culture are siamese twins: The Case of Cadbury (Nigeria) Plc". *International Journal of Business and Social Science, 3*(15)*,* pp. 269-278.

Oghojafor, B., Idowu, A., George, O. J. (2012). "Application of management theories and philosophies in Nigeria and their associated problems", *International Journal of Business and Social Science, 3*(21)*,* pp. 72-81.

O'Reilly, C. A., Williams, K. Y., Basade, W. (1988). "Group demography and innovation: Does diversity help? In Gruenfeld

D. (Ed.), Research on managing groups and teams", 1, pp. 183-207, St. Louis, MO: Elsevier

Padsiadlowski, A., Groschke, D., Kogler, M., Springer, C., Zee, K. V. (2013). "Managing a culturally diverse workforce: Diversity Perspectives in Organisations". *International Journal of Intercultural Relations 37,* pp. 159-175

Robinson, D., Perryman, S., Hayday, S. (2004). "The drivers of employee engagement", Brighton, Institute for Employment Studies.

Rothbard, N. P. (2001). "Enriching or depleting? The dynamics of engagement in work and family roles-Statistical Data included". *Administrative Science Quarterly, 2,* pp. 21-30

Schaufeli, W. B., Bakker, A. B. (2004). "Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study", *Journal of Organisational Behaviour, 25,* pp. 293-315.

Smith, E. E., Medin, D. L. (1981). "*Concepts and categories*". Cambridge, MA: Harvard University Press.

Tajfel, H., Turner, J. (1985). "The social identity of intergroup behaviour", in: Worchel, S., Austin, W. (Eds.), *Psychology and intergroup relations*, Chicago: Nelson- Hall.

Thomas, R. R. (1998). "*Beyond race and gender: Unleashing the power of your total work force by Managing Diversity*", New York, AMACOM

Turner, J. C. (1985). "Social categorization and the self-concept: A social cognitive theory of group behaviour". In E. J. Lawler (Ed.), Advances in group processes (Vol. 2, pp. 77-122). Greenwich, CT: JAI Press.

Webber, S. S., Donahue, L. M. (2001). "Impact of highly and less job - related diversity on work group cohesion and performance: A Meta-analysis", *Journal of Management, 27,* pp. 141-162

West, M. A., Anderson, N. R. (1996). "Innovation in top management teams", *Journal of Applied Psychology, 81,* pp. 680-693

White, B. (2008). "*The state of employment engagement – 2008: North American overview*". Princeton, NJ: Author.

Yaprak, A. (2002). "Globalization: Strategies to build a great global firm in the new economy", *Thunderbird International Business Review, 4,* pp. 297