Organizational Culture Perspectives And Strategic Management In The Nigeria Manufacturing Industry

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ABSTRACT

This study investigates the cultural perspectives and strategic management among manufacturing firms in Nigeria, with the specific objective of evaluating the relationship between culture and strategic management. The study was conducted among cement manufacturing firms in Ogun State. This study adopted a survey research design. A total of 194 employees were sampled out of 375 employees using a simple random sampling technique. Structured questionnaire was employed to collect data from respondents. The primary data generated from the questionnaire administered to respondents were used to test the hypothesis formulated for this study. Linear and multiple regression methods of data analyses were employed to verify the hypothesis formulated for the study. The analysis was carried out at 5% level of significance representing maximum probability attached to the test of risking type I error. The results revealed that there was significant relationship between culture and strategic management ($R = 0.563$; $p < 0.05$). Based on the findings above, it was concluded that culture had significant effect on strategic management in manufacturing sector of Nigeria. The study, therefore recommends that there was the need to consider the effect of the ethnic composition of the workplace due to the increasing number of ethnic minority employees in the labour force. The study also concludes that for many organisations today, culturally diverse workplaces are an increasing reality. However, individuals often struggle in these workplaces, despite the need to meet personal and organisational objectives.

Keywords: Culture; Values; Beliefs; Organisation; Strategic Management

1.0   Introduction

Today's organization has become very complex as its activities and operations have created opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. Businesses have their own specific ways of doing things. They have developed norms and procedures over time, different atmosphere and feeling. There refers to culture perspectives of organisation. Culture adopts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfaction which in turn influence the strategic management of most firms (Lydiah, 2014).

Culture is a term that is used regularly in workplace discussions. It is taken for granted that most understand what it means. Lesley and Bruce (2010) drew a lot of attention to the importance of culture to achieving high levels of organisational effectiveness through strategic management. This spawned much subsequent literature on how to manage culture within workplace environment and its relative effect on strategic management. Organizational culture adapts overtime to cope with the dynamic changes and meet the varying demands of the organization in its quest for gaining competitive advantage in all its activities. Therefore, a supportive culture is considered as a motivational instrument which promotes the organization to perform smoothly and ensure success in all its endeavours.

Organisational culture as a social phenomenon has therefore been affirmed as enhancing and sustaining strategic management. It is the pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration (Olanipekun, Aje & Falemu, 2013). These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behaviour) as the right way in which things are done.

Culture is described as a mode, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. Internal integration is the socialisation of new members in the organisations, creating the new boundaries of the organisation and the feeling of identity among personnel and commitment to the organisation. External adaptation was also said to be creation of competitive edge, making sense of environment in terms of acceptable behaviour and social system

stability (Fakhar, Rana, Ayesha & Lalarukh, 2012).

Culture is arrangement of different attributes that express an organization and differentiate the firm from other one. It relates to the collective thinking of minds which create a difference between the members of one group from another. It is set of different values and behaviours that may consider guiding to success. According to the Fakhar et al., (2012), culture means fairly established set of beliefs, behaviours and values of society contain generally. In simple words, culture is gained knowledge, explanations, values, beliefs, communication and behaviours of large group of people, at the same time and same place.

Culture idea must be learned and shared in the organizations (Nora, 2013). It is argued that cultures of organization based on cognitive systems which help to explain how employees think and make decision. Nora (2013) noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. According to him, organizational culture is known as "normative glue" means to hold the overall organization together. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture.

Strategic management deals with the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans (Starlene & Kimberly, 2011).

Culture, a popular but also a very complex concept, has been identified as an influential factor affecting the successes and failures of organizations in diverse ways. However, culture is a very versatile concept, and there are many controversies in both defining and applying it. The existing Literature on culture, organisation culture and performance is mainly focused and carried out in developed countries and considering the determinants, influences and composition of the culture it cannot apply universally in different environments like the developing countries.

Despite the plethora of studies on organisational culture in the last few decades, the empirical evidences emerging from various studies about the effect of organisational culture on strategic management have so far yielded mixed results that are inconclusive and contradictory (Lydiah, 2014).

Previous researchers concur on the fact that there is no agreement on the precise nature of the relationship between culture and strategic management. From the literature review, the issue of the interrelation between the culture and management at the top level is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and strategic management from other wider dimensions in other countries such as Nigeria, India and USA.

There is however a lot that has not been done to establish the specific culture related factors that affect strategic management. Organisational Culture research has not been effectively done in developing countries and in particular Nigeria, hence a major gap in relevant literature on Nigeria or the developing countries at large. Previous studies on culture and performance management did not consider the moderating role of gender and age in the relationship between culture and strategic management. The present study therefore considers the contributory role of age and gender in the relationship between culture and strategic management.

The general aim of the research work is to evaluate the relationship between culture and strategic management. Specifically, it is to determine the impact of cultural perspectives on strategic management. In view of the research objectives stated above, the research question to be addressed in this study is: do cultural perspectives have significant impact on strategic management? As a result, the research hypothesis to be tested and validated in this study is as follow:

H_{01}: There is no significant relationship between cultural perspectives and strategic management

The study is conducted on cultural perspectives and strategic management of cement firms in Ogun State, Nigeria. The significance of the study lies in the fact that it attempts to consider the effect of age and gender in the contributory role of culture in the prediction of strategic management which previous study failed to address.

The study is important to manufacturing industry and future researchers. To manufacturing industry, the study's findings would serve as plan for improving the manufacturing industry performance through culture and strategic management. This in no doubt would enable the manufacturing industry to develop acceptable products/services to the ever-educated population.

2.0 Literature Review
2.1.1 Overview of Culture
Culture may be referred to as the product of communicative processes. Culture serves as supplement to communication at a content level. It is complex whole that involves knowledge acquisition, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society (Nora, 2013). This definition indicates that culture is shared within a community. However, the definition is silent as to the degree of homogeneity of culture which is germane to the development of cohesion-oriented culture model.

Lesley and Bruce (2010) posit that culture entails division of different group of people to manageable components in term of perception and shared value and to which each group is perceived and perceives itself to share similar ways of seeing and interacting with the animate, inanimate and spiritual world. In this vain, Nigerian culture can be said to be more similar to that of the Ghana than to that of any European country.

Cultures are history based which develop over time as people in their group establish behaviour pattern and belief which seem effective in assisting them to decipher and associate with the world they find themselves. These new behaviours, values and beliefs, together with the associated rituals, myths and symbols that arise to support them, combine over time to establish and then to reinforce the core assumptions of the culture. In addition to providing implicit guidelines for behaviour and the channelling of emotion, cultures serve to give people a sense of belonging through collective identity and thus break down the intrinsic isolation of the individual. It is also important to realise that culture can also define differences between groups. Culture identifies particular groups by their similarities as well as their differences.

In the words of Lesley and Bruce (2010), in spite of the fact that cultures are ever changing, which warrant changed circumstances leading to the incorporation of new patterns of behaviour or ideologies, it is overlaid on existing core assumptions. As a result, culture exhibits complex ambiguities until such time new behavioural adaptations to the environment give rise to a new belief system and set of core assumptions. This can be clearly seen in the case of egalitarianism, a value that is probably associated with a core assumption that life should be lived cooperatively, rather than competitively.

2.1.2 Level of Culture

Boniface (2015) gave the divisions of culture in workplaces. This was done to enhance understanding the concept of culture. He characterized organizational culture as consisting of three levels which are as follows:

The Behaviour and Artefacts Level

The behaviour and artefacts level is the first level in Boniface (2015) classification of culture in work environment. This level is the most visible level consist behaviour and artifacts in workplaces. This level of culture involves behaviour patterns and outward manifestations of culture which are observed in the physical layout of work environments in form of dress codes, technology level, attitudes and behaviours in workplaces.

The Espoused Values Level

The espoused value of any organization to a large extent determines behaviour. Espoused values are not observable as physical behaviours and artifacts in workplaces. This level of culture shows the difference between stated values and operating values. An organization may value quality, its customers and so on. But the operating value of such entity is the actual manifestation of value that is truly in force. Most people in the organization will attribute their behaviour to the stated value.

Deepest Assumptions and Belief Level

The deepest assumption and beliefs level enable an organization to truly understand culture. The essence of culture is the learned values, beliefs, and assumptions that become shared and taken for granted as the organization continues to be successful. These components are neglected as long as the members of the organization agree that these values, beliefs and assumptions of their founders and leaders led the organization to continued success, and are therefore correct.

2.1.3 Relevance of Culture in the Organisation

Growing concerns have been noticed over the years on the ways most organizations have chosen to conduct their business. The organization culture, a leadership concept, is one of the components organisational leaders employ to grow their dynamic organizations. Leadership in organizations begins when culture formation process is initiated through imposition of organizational assumptions and expectations on their workers. According to Boniface (2015), as organizations stabilize as a result of successful accomplishment of its primary goals, the leaders' assumptions become shared and embedding those assumptions can then be thought of more as a process of socializing new members.

Success is achieved by organizational leaders through consistency which sends clear signals about organisational priorities, values and beliefs. Establishment and acceptance of culture in any organization indicates a strong leadership tool to pass information about the leader's beliefs and values to organizational members, most especially to the new comers. Leaders are successful in sustaining organizational growth, the good services demanded by the society, the ability to address problems before they become disasters and consequently are competitive against rivals when leaders promote ethical culture. Nora (2013) informs that corporate culture matters, because the decisions made without the awareness of the operative culture forces may have unanticipated and undesirable consequences.

Organizational leaders are faced with many complex issues in the process of making decisions about the best ways to generate organizational achievements in their ever changing environments. The success of any leader depends on his knowledge and understanding of the different cultures in the workplace. The leader who understands his organizational culture and takes it seriously is capable of predicting the outcome of his decisions in preventing any anticipated consequences. Osibanjo and Adeniji (2013) see organizational culture as values, beliefs, and behaviours that differentiate one organization from another. They outline the manifestations of culture as the way people do things around here, the rite and rituals of the company, the company climate, the reward system, basic values and so on. These are manifestations of culture because they do not represent culture at the deeper levels where they are understood and managed at the deeper levels.

2.1.5 Concept of Organisational Culture

Organisational culture is a different kind of culture. It is obtained by the communicative processes arising between organisation members and work environment which is influenced by certain habits. It is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration which has worked well enough to be considered valid. Organisational cultures are taught to new members as correct way to perceive, think, and feel in terms to those problems. This conception fits in well with the normalized usage of organization culture, however, it is hard to construct quantitative dimensions and items to give the organization culture a reliable and valid measurement. Cui and Hu (2012) opine that the basic assumption of culture is taken for granted, invisible and preconscious. To be sure, in the qualitative analysis, especially in the distinction of strong cultures and weak cultures, these claims would come in handy.

Osibanjo and Adeniji (2013) conceptualize culture as shared beliefs and values within workplaces that assist to mould employees' behaviour patterns. It presents drive which recognizes the efforts and contributions of members of the organizations and provides detailed understanding of what and how to achieve the goals, how goals are interrelated, and how each employee could attain goals. Osibanjo and Adeniji (2013) summarize organization culture as collective process of the mind that differentiates the members of one group from the other one. Thus, it can be deduced from above definitions that organizational culture could be the means of keeping employees in line and acclimatizing them towards organizational objectives. They recognize the link between culture and organizational excellent performances via its human resource development programmes.

Organisational cultural values and human resource development programmes are in line with strategies chosen by organizations which lead to the success of such organizations. The organizational culture is overall phenomenon of the organization such as natural settings, the rite and rituals, climate, values and programmes of the company e.g. performance management, training and development, recruitment and selection, etc. Culture is deeply associated with values and beliefs shared by personnel in an organization (Alidou, 2007). Organizational culture relates the employees to Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Organizational culture is the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its product and services.

2.1.6 Organisational Culture Components
Organisational culture involves shared values and fundamental ideas built by business. It must be simple. It must be stated at abstract level. It must have great meaning inside the organization. However, outsiders may not see or understand them organizational culture (Olaonipekun, Aje, & Abiola-Falemu, 2013). The meaning of organizational culture informs what the organization stands for and what it believes in. It also shows how the organization culture would be useful in obtaining excellence due to its imitable advantages. Organisation shared values can be measured from the relative value theory in the field of sociology. Based on their constructive contribution, many scholars inherit and development the shared phenomenon. Culture is a system of shared values which produce normative pressures on members of

organization.

Shakil (2012) posits that corporate culture is the pattern of shared and stable beliefs and values that are developed within a company across time. Organizational culture shows the vision of a firm. Additionally, hold the idea that frequency or similarity or intensity composes the "sharing", which is stimulating for the further study in the measurement of organization culture. Shared value is some aware manifestation of the basic assumption. From the above analysis, though there still lack of consistency of variables and definitions, the point of shared value would be a generally accepted belief with the phase.

According to *Wu, Friedrich and Rijksuiversiteit (2013),* organisational culture is defined and circumscribed by language, concepts, boundaries, ideology and by normative criteria which provides the basis for distributing status, power, authority, rewards, punishment, friendship and respect. Culture determines what a group pays attention to and monitors in the external environment and how it responds to this environment. For those who take an anthropological stance, organisational culture and organisational strategy are inextricably linked and interdependent. Culture, in this paradigm, is not a separable facet of an organisation, it is not readily manipulated or changed, and it is not created or maintained primarily by leaders.

Over time, early leaders' beliefs and behaviours are likely to be translated into assumptions that subsequently guide the organisation. Because these assumptions operate often at a sub-conscious level and come to be shared by all organisation members, they are not easily displaced by new organisational values and beliefs articulated by later leaders.

2.1.7 Concept of Strategic Management
Strategic management is defined in different ways by different authors. There have been increasing works done on strategic management for small enterprises (SEs). Quite a number of meanings of strategic management have been given by previous studies. Each of these definitions provides a special meaning in terms of composition, logic, and emphasis. There is no consensus on how strategic management should be conducted or on whether a given plan is suitable for every small business (**Pinho, Rodriques, & Dibb, 2014**). Two contentious classification of strategic management exist which are the formal strategic management and the informal strategic management.

The formal strategic management agrees with the conventional wisdom that the strategic management which managers use, the patterns in actions they develop, the positions and postures they establish, and

therefore the performance levels they achieve must all flow from prescribed models (**Pinho, Rodriques, & Dibb, 2014**).

Some authors saw strategic management as an informal, unstructured, and instinctive decision-making course that does not bear the rational analytical systems of the classical approaches espoused to the small enterprises by classical theorists (*Wu, Friedrich, Rijksuiversiteit, 2014*). Strategic management, therefore, is the process of analyzing the present and the future environments of a firm by formulating objectives, implementing and controlling decisions and ensuring the attainment of the set goals. Strategic management entails deployment of a firm's internal strengths and weakness to take advantage of its external opportunities and minimize its external threats/problems (*Wu, Friedrich, Rijksuiversiteit, 2014*).

Strategic management deals with the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans (Alessandra & Loius, 2009). The main task of strategic management is thinking through the overall mission of a business, such as asking the question, what is our business? This leads to setting of objectives development of strategy and making of today's decision for tomorrow's result. This should be done by balancing the present objectives and needs against those of the future in the light of available resource (both present and future) of men and materials.

2.1.8 Advantages of Strategic Management

Strategic management is of great benefit to organisation when organization's approach to strategic management matches the current situation they find themselves. Alidou (2007) highlighted the benefits of strategic management as follows:
- ➢ It brings about clearer definition of objectives
- ➢ It makes managers and organizational members more alert to new opportunities and threatening development.
- ➢ It helps in overcoming risks and uncertainties and therefore contributes to organization success.
- ➢ It increases the quality of business decisions.
- ➢ It creates a more proactive management posture
- ➢ It Helps to unify the organization

- ➢ It promotes the development of a constantly evolving business model that will produce sustained profitability for the business.

2.1.9 Disadvantages of Strategic Management

According to Alidou (2007), the following are the problems of strategic management:

Time and Effort Consuming
It involves a great deal of time and effort, as well as thinking about figuring out and forecasting the most important variable in a business for, say, 20years and above. The effort involved could be too much for available staff.

Rigidity in term of Plan
Strategic plan can become written-in-stone that is, rigid like the ten commandments, whereas it is supposed to be a guide.

Prone to High Margin of Error
The margin of error for a long-range environmental forecast can sometimes be quite large, as if one is forecasting profit for the next five or more years, because of the volatile nature of the economy.

Huge Cost
It requires a considerable investment in money and people. Without money and human resources, it will be difficult to conduct strategic management activities.

Implementation Problem
Some firms seem to remain at the planning stage almost perpetually, i.e. implementation and control are sometimes ignored.

Avoidance of Uncertainties
It also sometime, tend to restrict the organization to the most rational and risk-free opportunities, since managers might want to develop only those goals that could survive the detached analysis of strategic management, while attractive opportunities that involves high degree of uncertainty or that are difficult to analyze might be avoided or over-looked.

2.2 Theoretical Review
2.2.1 The Theory of Open-Book Management (OBM)

The open-book management theory was propounded by Jack Stack in 2003. The theory states that the best, most efficient, most profitable way to operate a business is to give everybody in the company a voice in saying how the company is run and a stake in the financial outcome, good or bad. The Open-book management is revolutionary because conventional business operates under two assumptions. These are; "a job must be defined as narrowly as possible and that Workers need close, direct supervision". Changes in the organizational and social environment have prompted changes in the approach to management.

Open-book management is a way of running a company that gets everyone to focus on helping the business makes money. It was further argued that open-book management takes those trendy new management ideas - empowerment, TQM, teams and so on - and gives them business logic.

In an open-book company, employees understand why they're being called upon to solve problems, cut costs, reduce defects, and give the customer better service. Case (2003) further clarifies that, in open-book management there are three essential differences to a conventional business. Every employee sees - and learns to understand - the company's financials, along with all the other numbers that are critical to tracking the organizational performance. Secondly, employees learn that, whatever else they do, part of their job is to move those numbers in the right direction and finally, employees have a direct stake in the company's success.

2.2.2 Competitive Advantage Theory

Competitive advantage theory was propounded by Michael Porter in 1980. The theory posits that the essence of competitive strategy formulation relates a company to its environment. The major aspect of the environment of a firm is the industry in which it operates. The theory assumes that the competitive rules and strategies available to any firm are influenced by the industry structure.

According to Porter (1890), competitive strategies are often targeted at changing the firm's position in the industry in line with competitors and suppliers. Industry structure plays the main role in ascertaining and reducing the strategic action. Some industries or subsectors of industries become more 'attractive' because they have structural impediments to competitive forces (e.g., entry barriers) that allow firms better opportunities for creating sustainable competitive advantages. Rents are created largely at the industry or subsector level rather than at the firm level. While there is some recognition given to firm specific assets, differences among firms relate primarily to scale. This approach to strategy reflects its incubation inside the field of industrial organization and in particular the industrial structure school of Mason and Bain (Teece, 1984: 107).

The theory identifies five industry level forces. These forces include: entry barriers, threat of substitution, bargaining power of buyers, bargaining power of suppliers, and rivalry among industry incumbents. These determine the inherent profit potential of an industry or sub segment of an industry. The competitive advantage theory is useful to firms as it helps them to identify a point in an industry from which they can outperform their competitors.

The highlighted five forces above, provides a procedural thinking approach on how competitive forces work at the industry level and how these forces shape the profitability of different industries and industry units. The theory has a number of underlying assumptions about the sources of competition and the nature of the strategy process.

3.0 Methodology

This study is carried out to appraise cultural perspectives and strategic management in manufacturing industry in Nigeria. The study is conducted in manufacturing industry of Nigeria with particular attention to cement manufacturing firms. Particularly; the study is conducted among the workers in five departments of the firm. These departments include: administrative department, personnel department, production department, finance and sales department and technical department.

The population of the study comprises all the workers of the five departments in the study area. According to the company structure, five departments in the study area have a total of three hundred and seventy-five (375) employees. Therefore, the population of the study comprises three hundred and seventy-five (375) employees. The study population of three hundred and seventy-five (375) employees is distributed among five departments in the study area as follows:

Table 3.1: Population Distribution of the Study

S/N	Departments	Population
1	Administrative	29
2	Personnel	36
3	Production	146
4	Finance and Sales	108
5	Technical	56
	Total	**375**

Source: Researcher's field survey (2019)

From the 375 workers in the five departments of the study area, a total of 194 employees are selected using Yaro Yamani's (1998) formula for sample size determination. According to Yaro Yamani (1998), sample size can be determined using the formula below:

$$n = \frac{S}{1 + S(\alpha)^2}$$

Where: n = sample size; S = population size; α = margin of error; S = 375; α = 5% (0.05).

Survey design is employed for the study. The design helps the researcher to describe the event in question using the resulting data to explain and predict the given relationship between the variables of the study. It gathers consistently the data of occurrence to test hypothesis, make predictions or get meaning and implementation of the situation.

Primary data is gathered and analysed for the study. These data are obtained from the administration of structure questionnaire on research respondents. These data are used to verify the formulated hypotheses specified for the study. Primary data are accurate because the researcher is involved in the collection process (Omoniyi, 2005). The primary data used for the study are accurate to some extent.

For this study, the analytical techniques employed in analysing the data collected, using the Statistical Package for Social Sciences (SPPS 21.0), were the Simple Percentage Analysis, the Product Moment Correlation Coefficient and the Regression Analysis (ANOVA).The descriptive statistics of the data is shown

Table 3.3: Regression result on the relationship between cultural perspectives and strategic management

Dependent Variable: SM			
Variables	**Coefficient**	**t-test**	**P-Value**
Constant	11.284	6.973	0.007
CP	15.105	3.042	0.001
R-Square = 0.563			
Adj R^2 = 0.311			
F-Stat. = 4.021 (P-value = 0.031)			
Durbin Watson = 1.667			

Source: Author's Computations (2019)

The estimated result for the specified linear regression model in the above table captures the relationship

Table 3.2

Gender	*Male*	*Female*			
	63.0%	37.0%			
Age of Respondents	*18-25 years*	*26-35 years*	*36-45 years*	*Above 46 years*	
	30.9%	32.7%	24.2%	12.2%	
Marital Status	**Single**	**Married**			
	37.0%	63.0%			
Education	O'Level	*OND/ NCE*	*HND/BSC*		
	42.4%	41.8%	15.8%		
Length of Services	*1-5 years*	*6-10 years*	*11-15 years*	*Above 16 years*	*Above 20 years*
	42.4%	26.7%	18.8%	12.1%	2.7%

Sources: Research Field (2019)

3.1 Hypothesis Testing

H$_{01}$: There is no significant relationship between cultural perspectives and strategic management?
This hypothesis was analysed using linear regression conducted through Econometric method of data analysis (E-View) version 7 and the result obtained was summarized in table 3.3 below:

tested using linear regression analysis.

From the result obtained on the analysis of the hypothesis, it was revealed that there was significant relationship between cultural perspectives and strategic management. This result supported the findings of Lydiah (2014) and Boniface (2015) when they found that significant relationship between cultural perspectives and strategic management.

The study therefore, concludes for many organisations today, culturally diverse workplaces are an increasing reality. However, individuals often struggle in these workplaces, despite the need to perform to meet personal and organisational objectives. Based on the refinement of current theories, in particular social identity and acculturation theories and informed by the holistic analysis from the study, the study provides a new perspective, where the culture diversity perspectives are described. Recent extensions of social identity theory, specifically social identity uncertainty and group theory, the social identity theory of leadership and social identity complexity and acculturation theory have helped to reflect on the findings as it explored the phenomenon of culture diversities in an organisational context.

There is wide agreement in the literature on the need to better understand cross-cultural management issues with the goal of identifying leaders who are able to effectively lead across a variety of cultures; given today's increasingly diverse set of locations where expatriate managers may find themselves. To address the concern, this study explored how managers interpret their experience of working in an ethnically diverse workplace, and Nigerian banks were chosen as examples of an advantageous ethnically diverse environment.

Based on the results of the study, it was recommended among other things as follows: first and foremost, that, there is need to consider the effects of the ethnic composition of the workplace due to the increasing numbers of ethnic minority employees in the labour force. Furthermore, managers must effectively manage diverse personal attributes of its workforce to enhance their firm performance. In addition, managers must have better understand employee perceptions about diversity and how diversity impacts on employee behaviours as well as how banks can more effectively manage diversity issues in the workplace. Lastly, gender inequalities in the manufacturing companies should be discouraged to foster good working relationships between workers of opposite sex.

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