

WORKPLACE DIVERSITY AND ORGANIZATIONAL CULTURE IN THE NIGERIA'S MARITIME INDUSTRY

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Abstract

This study examined the impact of workplace diversity and organizational culture in the Maritime industry in Nigeria. Emphasis was placed on workplace diversity dimension: education diversity, ethnic diversity, gender diversity, age diversity, and how they relate with organizational culture. The descriptive survey research design was adopted using a structured questionnaire to elicit information from the respondents. The population of the study comprised of all employees of NPA (Nigerian Ports Authority) and NIMASA (Nigerian Maritime Administration and Safety Agency). A total number of 240 employees selected using convenience sampling technique. The data collected were analyzed with simple percentage and the hypotheses were tested using Pearson correlation with Statistical Packages for Social Sciences. The finding of the study revealed that education diversity, ethnic diversity, gender diversity, age diversity all have a positive and significant impact on organizational culture. Thus, the study concluded that the promoted and accepted level of organizational culture is primarily determined by the encouragement and dimensions of workplace diversity in the organization. Therefore, it is recommended that the organization should promote effective workplace diversity.

Keywords: *Organizational Culture, Education Diversity, Ethnic Diversity, Gender Diversity, Age Diversity.*

1. Introduction

Through growing globalisation, the labour market has become highly heterogeneous in developed and emerging countries (Latif, Latif, Ximei, Pathan, Salam & Jianqiu, 2018). Technological developments and the advent of a competitive market have taken the world's citizens closer to each other at the same location (Miozzo & Soete, 2001). Businesses, institutions and other agencies are looking for means of finding the finest and most trained staff and improved access to their residents. New companies have been a struggle to

handle such disparate workers effectively (Gupta, 2013). More interaction between the people of different cultures, experiences and beliefs than ever before is important in the growing globalisation. Improvement and global management of people translate into implementing methods for maintaining and tackling cultural diversity in the organizations (Lauring & Selmer 2009). According to Wegge, Roth, Neubach, Schmidt and Kanfer (2008), organizations, rather than merely working for the assimilation and representatively, should embrace and work towards diversity in their working environment by creating an organizational culture where the difference may thrive. More specifically, companies fear missing competitive strengths if the organizational culture doesn't widely embrace diversity. The organization must remain capable of promoting cultural awareness by changing an ethnocentric approach to the cultural context to handle employee diversity successfully (Chan 2009).

Businesses across the world experienced dramatic transformations, cultural transitions and globalization trends, as an instant result, they recognize that today's population becomes increasingly complex and even more difficult to handle. Carrell, Mann and Sigler (2006) described diversity in the workplace as various forms in which individuals differ and that affect relationships or positions within organizations such as gender, age, education, ethnicity, and culture. Knowing the diversity in the workplace is a behavioural value that brings energy and unity to the organizational relationship between individuals. Consequently, the individual is often influenced in his relations and actions by the cultural substance of the organization of which he is employed. Specific cultures, behaviour and qualifications influence success at varying stages of organizational culture. A common set of values and beliefs is present in similar organization culture, with a different background (Robbins & Sanghi 2007).

While the topic of workplace diversity has become increasingly relevant in managers' eyes, there is little evidence to show that considers the relationships between workplace diversity and organizational culture are widely considered. This study, therefore, aims to resolve this disparity by discussing on age, gender, education and ethnicity as it relates to workplace diversity and organizational culture in the Maritime industry of Nigeria.

2. Statement of the Problem

Diversity in the workplace is a problem for and an advantage for businesses, especially the maritime industry of Nigeria. To ensure the strategic use of human resources for the achievement of strategy aims, a growing number of progressive organizations are realizing their need to value diversity in their workplace. Many managers may not understand the degree of diversity at work, and this determines how an organization handles diversity at work. Demographic trends, for example, ageing, women and minority participation

in the workplace and an increasing number of millennials in developing countries, are confronting the complexities of handling a diverse workplace efficiently, and Nigeria's maritime sector is not exempted.

The maritime industry in Nigeria has the task of sustaining a healthy organizational culture and of maintaining high organizational performance, of managing workers with diverse cultural backgrounds. Although the Maritime industry of Nigeria has embraced diversity as one of its shared values, there is still a lot to be done in terms of its workplace diversity management strategies.

The Nigerian maritime industry is challenged to sustain a stable organizational culture, maintain a high standard of operational efficiency, control workers from a wide variety of cultural backgrounds, genders, ethnicity, and religion, and harmoniously concentrate on organization objectives and priorities. Whilst diversity has become a popular characteristic for the Nigerian maritime industry, the workplace diversity management approaches still have a lot to do. Like other nations across the world, Nigeria is ethnically heterogeneous with many demographic disparities at work. A few studies have been carried out in Nigeria on workplace diversity, some of which are not thoroughly explored. This study offers a deep synthesis pertaining to workplace diversity and organizational culture.

Research Objectives

The primary objective of this study is to provide insights and in-depth understanding of workplace diversity and how it affects organizational culture in the Maritime industry of Nigeria. Hence, the specific objectives of this study are to determine the relationship between workplace diversity variables (education diversity, ethnic diversity, gender diversity, age diversity) and organizational culture in the Maritime industry of Nigeria.

Research Hypotheses

- i. H₀: There is no significant relationship between age diversity and organizational culture.
- ii. H₀: There is no significant relationship between gender diversity and organizational culture.
- iii. H₀: There is no significant relationship between education diversity and organizational culture.
- iv. H₀: There is no significant relationship between ethnicity diversity and organizational culture.

Significance of the Study

Most Nigerian companies do not often find the workplace to be adequately important to be remembered in their day-to-day management activities. The study results will therefore allow practical human resources management

personnel in the Nigerian maritime industries, by implementing diversity management programs that will improve the organizational culture, to remain important in contemporary challenges. Diversity in the workplace is an extremely significant topic and further study is required in the area in diversity in the workplace from the organizational culture perspective.

The research would support organizations by highlighting, among others, the value of organizational diversity and inclusion in the fields of gender, age, ethnicity, gender preference and religion. This research would help workers in the Nigerian maritime industry to improve their interpersonal ties, build a greater team spirit and work together more collaboratively regardless of individual differences.

For human resources executives, the results of the report would be useful by offering advice on existing issues to engage different employees and promote a balanced culture within the organizations. This provides managers with guidance for effective diversity management in small and large companies such that various diversity management strategies can demonstrate how effective organizational diversity can be created. The study would also enable human resources executives to improve their expertise of organizational diversity management and boost employee engagement of their respective organizations to the competitive advantage.

3. Literature Review

The Concept of Workplace Diversity

Diversity in the workplace is a divisive, dynamic, and political phenomenon (Janssens & Steyaert 2003). Researchers from different points of view have conceptualized it. Some looked at it in a narrow light and others in a broader context (Nkomo, 1995). In particular, the main problems of diversity are those emerging when cultural groups are discriminated against and removed from conventional organizations (Cross, Katz, Miller & Seashore, 1994). Scholars in support of a narrow definition contend that the idea of diversity should be confined to cultural categories, including ethnicity and sex (Cross, Katz, Miller & Seashore 1994). Some claim that race-, racial- and gender-related diversity cannot be interpreted in the same manner as diversity based on organizational abilities, functions, or cognitive orientations (Nkomo, 1995). Other researchers suggest that different forms of teams and organizational complexity often contribute to more disputes, fewer collective stability and more attrition among workers (Jackson, Joshi & Erhardt 2003; Webber & Donahue, 2001). Today's job populations are highly complex, as a result of the worldwide movement towards expanded diversity and the globalization of industries (Yaprak, 2002).

Demographic trend such as ageing, women's and minority participation at work and the increasing amount of young people residing in emerging countries had altered the recent homogeneous job situation (Mor-Barak, 2005). Thus, organizations face the complexities of handling a diverse work environment successfully, taking into account these dynamics and operational patterns. Furthermore, contemporary demographic shifts, the globalization of the economies, greater competitiveness and regulation to encourage inclusion in recruiting practice undeniably hasten diversity within today's work teams (Williams & O'Reilly, 1998). Furthermore, members of different workgroups demonstrate less loyalty to each other in comparison to their homogenous groups (Harrison, Price & Bell, 1998), fewer interactions between them (Watson, Kumar & Michaelsen, 1993), miss work regularly (Tsui, Egan & O'Reilly, 1992), more confrontation encounters (Pelled, Eisenhardt & Xin, 1999), more time decision-making (Hambrick, Cho & Chen, 1996).

Dimensions of Workplace Diversity

i. Gender Diversity

In organizations, Leonard and Levine (2003) asserted that gender diversity is reinforced and validated by assumptions and biases, which are favourable and thereby improve male status. Some organizations tend to recruit and promote men as opposed to women, as they believe men are more equipped to handle their work and perform well. Moreover, according to Emiki and Eunmi (2009), substantial integration of workers tends to be unsuccessful when gender issues are first understood and controlled. Most companies, thus, tend to recruit males as opposed to women, as males are viewed as having greater results, and their professional abilities, whereas women in these qualities are stereotyped (Leonard & Levine, 2003). Brown (2008) and Carr-Ruffino (2003) asserted that a significant degree of workplace diversity is often unsuccessful because gender problems are not understood first, then addressed in turn. First of all, the goal is to conquer the illusion that women should not suit men. However, Kochan, Bezrukova, Ely, Jackson, Joshi & Jehn, (2002) asserted that it is vital to provide women equal opportunities to improve the performance of employees within an organization (Kochan, Bezrukova, Ely, Jackson, Joshi & Jehn, 2002).

ii. Age Diversity

A few studies have found that age-like similarity raises the contact intensity among working team leaders, whereas age difference is sometimes believed to have a detrimental effect on team success (Zenger & Lawrence, 1989; Tsui, Egan & O'Reilly, 1992). Most companies are facing a growing array of ages (Kunze, Boehm & Bruch, 2011). Nearly all groups, such as families, colleges, athletic teams, and project activities experience age diversity (Kunze, Boehm, & Bruch, 2013). Where age discrimination is exercised, advantages can accrue to both the company and staff. Getting a different age group promotes

and builds stronger working partnerships which improve mutual stability for everyone.

For high-level teams, several studies have shown that young managers are more inclined to follow offensive tactics, whereas older managers have needed more knowledge to determine the situation and have taken longer to respond (Hambrick, 1994; Hambrick & Mason, 1984). Younger managers are more diversified and firmer internationally than their senior managers (Tihanyi, Ellstrand, Daily & Dalton, 2000). While evidence suggests that the variation between age diversity and team cohesion is adversely related, some scholars suggest that the range of viewpoints and perceptions that are provided by aged members enhance the consistency of team decision making (Cox & Blake, 1991; Pelled, 1996).

iii. Education Diversity

Depending on the level of education, an individual is more productive (Daniel, 2009). Tracy and David (2011) asserted that companies are increasingly refusing to use workers whose education, experience or training is not considered sufficient. Daniel (2009) noted that different stages and forms of education had varying mobility rates. He argued that those with work experience but without a valid tertiary credential can differ in professions from those educated in that class. Jehn and Bezrukov (2004) indicated that the heterogeneity of expertise, such as education and responsibilities, has a beneficial relation to the performance of the individual working in a group, even if the correlation is affected by the conflict of obligations. Eduard (2010) has found out that less qualified workers are likely to perceive inferiority, which can have a huge effect on their performance.

iv. Ethnicity Diversity

The development of a multi-cultural workforce in the 1990s has gained traction in the new century (Zgourides, Johnson & Watson, 2002). It has a strong sense of historical roots and also creates a similar sense of destiny. Pitts, Hicklin, Hawes and Melton (2011) agreed that the way diverse groups communicate in their work will benefit from a greater emphasis, as organizations increasingly break along ethnic lines. Opstal (2009) reported that there are potential benefits and drawbacks to the ethnic diversity of the organization. Continual avoidance of ethnic conflict would lead to psychological and mental challenges for managers, leading to undermining business morale, employee productivity, and a drastic decline in corporate results. Kiglai (2006) believed that ethnic conflict affects an organization's consistency, competitiveness and productivity. Dahlin, Weingart and Hinds (2005) claimed that high-level ethnicity can be detrimental because of their social categorization because they can trigger tensions and clashes.

Organizational Culture

Organizational culture is the basic pattern of attitudes, principles and mutual beliefs that form the manner in which the company thinks, tackles and manages conflicts and decides significant and non-significant behaviours (Lok & Crawford, 2004). "Culture is the collective programming of the mind which distinguishes the members of one group from another" (Hofstede, 2001). It is a system of basic ideas which are formed, exposed or generated by other groups, who consider solutions to solve their problems as they have to respond to external situations and incorporate them in an interior that is well adapted to teach new participants how to act, perceive and appreciate these problems (Shein, 1990). Organization must clearly articulate its fundamental assumptions and take the external and inner stakeholders into account in shaping those assumptions. Culture is deemed a significant factor in all organizations for social stability where the prevailing culture inside the company draws the general context for the actions of the individual workers and establishes specifically appropriate and unlawful limits and therefore has a behavioural value that brings power and harm to the relationship of individuals within the organization.

Theoretical Framework

In order to explain the subject of this study- workplace diversity and organizational culture in the Maritime industry of Nigeria, this study followed similarity/attraction theory.

Similarity-Attraction Theory

Byrne (1971) proposed Similarity-attraction theory and aimed to describe the formation of a group. This theory is based on the ability of individuals to engage with others who exchange thoughts, desires and experiences. Another explanation for this preference is that having common experience allows one to foresee other people's potential behaviour. This theory suggests that individuals prefer to identify with others whom, based on social factors such as age, gender, ethnicity etc, they perceive to be equal. This attraction is intended to encourage cohesion, teamwork and cooperation of team members (Kunze, Boehm & Bruch, 2011). For example, during lunch break, peers of the same age group will be seen conducting joint social activities. Such form of attractions and personal relations helps to encourage cooperation and interaction between them as they have similar life and working experiences and as such establish common beliefs and attitudes.

Nonetheless, workers, who are elderly, middle-aged, or younger than a cohesive group may feel that their age is the cause for their lack of inclusion or involvement in such a group and that they then continue to create behaviours that have a prejudicial nature (Kunze, Boehm, & Bruch, 2011). Similarity-attraction theory also indicates that individuals tend to create

varying beliefs and attitudes about their peers (Kunze, Boehm, & Bruch, 2011). Stereotypes and partialities based on gender, race, and age are also the categorization tool for a distinction between the similarities and difference.

Nonetheless, those who are either larger, medium-sized, or younger than such a cohesive group may feel that their age is the cause for their lack of inclusion or involvement in such a group and that they then continue to create behaviours that have a prejudicial nature (Healey, Stepnick, & O'Brien, 2018). Therefore, Similarity-attraction theory shows that people tend to view their peers poorly and behaviorally differently. Stereotypes and biases, focusing on the class, ethnicity/race, and age, are often the categorization mechanism for the distinction between similarity and disparity (Harrison, Price, Gavin & Florey, 2002).

Similarity-attraction theory explains how the benefits a set of variables offers for a particular individual can be considerations such as the cultural and educational background. The professional interactions and positive social with other employees can fulfil these requirements (Aswathappa, 2007). Employees can be motivated to perform effectively and efficiently through good interactions with their peers (Koontz & Weihrich, 2010). Similar requirements are conditions under which individuals can interact physically, support and rank social-emotionally. Employees will feel comfortable and therefore improve their enthusiasm for work by becoming a part of this community (Singh, 2015).

This theory explores the need for workers to be embraced by others, to find common consensus on issues that are important to them and to have a certain effect over others they interact within the company on a regular basis (Acquinas, 2006). The similarity-attraction theory can lead to improved interaction between staff, improve social participation and improve a willingness to sustain a group relationship (O'Flynn, Ricciotti, Nicholas, Lau, San Marino & Fisher, 2001).

Empirical Review of the Literature

Subhash and Kundu (2017) examined the relationship between employee perceptions of diversity and perceived organizational performance. It also sought to explore how the understanding of diversity in the Indian IT industry differs among workers from diverse backgrounds, across gender and categories. The key results of the analysis found that females had a large positive significant attitude towards gender diversity activities relative to males. As a consequence, male and female workers vary in their views of supporting gender diversity, so there has been little proof of cooperation for staff within various groups in their views of supporting gender diversity.

Rizwan, Khan, Nadeem and Abbas (2016) study focused on the effect of workforce diversifies towards employee performance in the banking industry of Pakistan. There are various factors that influences employee's performance, however, this research included only the most important variables above all others such as gender, ethnicity, age, and educational background of the employees as a predictor of employee performance. The independent variables were shown to be strongly significant at a 5 % level of significance and the regression coefficients were compatible with previous research. The results have indicated that there is a large impact on the performance of workers in the workplace was due to the diversity of employment in the banking sector.

Alghazo and Al Shaiban (2016) study investigated the relationship between workplace diversity (educational, gender, and age background) and employee performance. The study found that age and gender have a direct relationship with employee performance. They indicated that the organization's human resources staff should focus on empowering diversity and include it in development strategies to be competitive globally and locally because the modern environment demands that each business should develop its workers to be more problem solvers, innovative, and creative.

Selvaraj (2015) study focused on the effect of the workplace diversity in terms of gender, ethnicity and age in Singapore organizations. The empirical relationship of gender, ethnicity and age of the employees with the performance was computed using Software Package for Social Science (SPSS). The study revealed that the three factors did not have a statistically important effect on the performance of workers. It is therefore inferred that Singapore workers neither appreciate the diversity of the workforce as a compliment for them, nor condemn it as a white elephant, and have provided a balanced view of the diversity of the workforce.

Elsaid (2012) evaluated the impact of age, gender, and education background on employee performance in the Egyptian Pharmaceutical industry which is renowned to employ highly diversified workplace. The objective was to analyze the effect of workplace diversity on the performance of employees in pharmaceutical organizations. The research instrument used was a self-administered questionnaire that allowed respondents to take responsibility for reading and answering questions. The result indicated that the gender, education background, and age group have a significant relationship with employee performance.

Omankhanlen and Ogaga-Oghene (2011) study sought to examine the impact of workplace diversity on organizational effectiveness using a Nigerian bank for the study. Data were obtained both from primary and secondary sources. The main findings from the study showed that gender is negatively related to

both performance bonus and employee productivity, but significantly related to employee productivity. Age is positively related to employee productivity, and it is significantly positive in its correlation to performance bonus. Ethnicity is non-significantly and negatively related to both performance bonus and employee productivity.

4. Research Methodology

The research utilized a quantitative research approach. According to Neuman (2000), the quantitative method focuses on the analysis of surveys and populations and depends heavily on empirical and statistical evidence. The population of the study comprised all workers, irrespective of their divisions of the NPA (Nigerian Ports Authority) and NIMASA (Nigerian Maritime Administration and Safety Agency) with population sizes of 470 and 440 respectively. For the intent of this analysis, the targeted sample size of two hundred and forty workers (one hundred and twenty each) was surveyed for this study using convenience sampling technique. A structured questionnaire was adopted as a research instrument. The questions were drawn up in the context of the research objectives. These items were rated using a five-point format of Likert scale which ranged from strongly disagree, disagree, neutral, agree to strongly agree. Data were analyzed through descriptive (tables, simple percentages and frequencies) and inferential statistics (Pearson Correlation). The analysis was carried out with the aid of the statistical software known as the Statistical Packages for the Social Sciences (SPSS) (version 20).

5. Data Analysis and Presentation of Results

The table 1 below presents the analysis of the demography of the respondents. It shows that 48.2% of respondents were males and the remaining (51.8% or 100 of them) were females. Over 80% of them ranged between the ages of 21 and 40 years. 47.7% of the participants were married. A large portion (92.7%) had their first degrees and a considerable number (56 persons) possessed additional qualifications. Almost half of the respondents are of the Yoruba ethnic group, 32.6% are of the Igbo ethnic group and 15.5% are of the Hausa ethnic group.

5.1. Demographic Characteristics of Respondents

Table 1: Demographic Characteristics of the Respondents

Gender	Frequency (193)	Percent (100.0)
Male	93	48.2
Female	100	51.8
Age (Years)		
21 to 30	77	39.9
31 to 40	83	43.0
41 to 50	24	12.4
51 and Above	9	4.7
Religion Affiliation		
Christianity	92	47.7
Muslim	94	48.7
Traditional	5	2.6
Others	2	1.0
Marital Status		
Single	90	46.6
Married	92	47.7
Divorced	3	1.6
Separated	3	1.6
Widowed	5	2.6
Ethnicity		
Yoruba	95	49.2
Igbo	63	32.6
Hausa	30	15.5
Others	5	2.6
Highest Educational Qualification		
OND/NCE	14	7.3
HND/Bachelor's Degree	123	63.7
Master's Degree	56	29.0

Source: Field Survey, 2020

Hypothesis one states that there will be a significant relationship between age diversity and organizational culture was tested using Pearson correlation analysis. The result indicated a positive and significant relationship between both variables ($r = 0.472$; $P < 0.01$). This implies an increase in age diversity will equally result to increase in organizational culture and vice versa.

Table 2

Correlation Matrix showing the relationship among the study variables

Variables	Mean	Standard Deviation	1	2	3	4	5
Organizational Culture	3.94	0.922	1	0.472**	0.315**	0.426**	0.468**
Age Diversity	3.77	1.021		1	0.345**	0.471**	0.403**
Gender Diversity	4.07	0.787			1	0.351**	0.276**
Education Diversity	3.88	0.845				1	0.355**
Ethnic Diversity	3.56	1.060					1

** Correlation is significant at 0.01 (2-tailed)

Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Hypothesis two states that there will be a significant relationship between gender diversity and organizational culture was tested using Pearson correlation analysis. The result indicated a positive and significant relationship between both variables ($r = 0.315$; $P < 0.01$). This implies an increase in gender diversity will equally result to increase in organizational culture and vice versa. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Hypothesis three states that there will be a significant relationship between education diversity and organizational culture was tested using Pearson correlation analysis. The result indicated a positive and significant relationship between both variables ($r = 0.426$; $P < 0.01$). This implies an increase in education diversity will equally result to increase in organizational culture and vice versa. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Hypothesis four states that there will be a significant relationship between ethnic diversity and organizational culture was tested using Pearson correlation analysis. The result indicated a positive and significant relationship between both variables ($r = 0.468$; $P > 0.01$). This implies an increase in ethnic diversity will equally result to increase in organizational culture and vice versa. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

6. Discussion of Findings

The results of this study revealed that age diversity is positively related to organizational culture, and it influences organizational culture. This result is consistent with Joseph (2014) and Ayega and Muathe (2018). It is in line with Kunze, Boehm and Bruch (2009), who claimed there should be a disparity between age groups in the company, encouraging social tension and age-based prejudice. Lazear (1999) observed that only after businesses address the increased contact costs and difficulties involved with interpersonal disparities will the benefits of age diversity be achieved. Ageing also has a negative impact on cognitive capacity, but it has beneficial effects on knowledge and intellect (Sternberg & Grigorenko 2005).

The findings of this research have also demonstrated that gender equity has a significant effect on organizational culture. Naqvi, Ishtiaq, Kanwal, Butt and Nawaz (2013), and Güver and Motschnig (2017) are in line with this performance. The research is also focused on the results of Ngao and Mwangi (2013) that gender diversity is needed for operational efficiency and employee

involvement. It is also in line with Kochan, Bezrukova, Ely, Jackson, Joshi and Jehn, who (2002) suggested that it is important to give women fair work opportunities in order to increase the efficiency of their workers.

More so, the results of this study revealed that ethnic diversity is positively related to organizational culture, and it influences organizational culture. This is compatible with Sezerel and Tonus (2016) and Watson, Johnson and Zgourides (2002). It also agreed with Dahlin, Weingart and Hinds, (2005) study that asserted that certain level of ethnic diversity could equate optimistically with creativity and would be counterproductive to a large degree of ethnic diversity as it could allow social categorisation to trigger conflict and cliques.

Furthermore, the findings of this research have demonstrated that diversity in education is strongly connected to and influences organizational culture. This outcome is consistent with Curtis and Dreachslin (2008) and Olsen and Martins (2012). This research was in line with Barrington and Troske (2001) which suggested that, based on the degree of his/her education, the worker would become more productive. Diversity is based on knowledge gaps that represent the perspective of a person, variations in generation and education in terms of differences at work (Kerby & Burns, 2012).

7. Conclusion

This study attempted to examine workplace diversity and organizational culture in the Maritime industry of Nigeria. Hence, the findings demonstrated that recognizing the nature of the workplace diversity is necessary in order to improve organizational culture which will increase efficiency and raise corporate success. The study highlighted that perceptions of workplace diversity have a huge effect on organizations. It illustrated how employee expectations of promotion of diversity in the workplace are strongly linked to the established organizational culture. This study focused on the relationship between education workplace diversity (education diversity, ethnic diversity, gender diversity, age diversity) and organizational culture. This study found that education diversity, ethnic diversity, gender diversity has a positive and significant effect on organizational culture. Based on these results, it is necessary for organizations not only to concentrate on increasing the adoption of diversity policies but also to raise awareness of these activities among their employees.

Therefore, it will successfully create tremendous gains for an organization by having a diverse workplace. The findings demonstrate that diversity in the workplace contributes to synergistic success as members of the team can recognize, respect and draw on each other's backgrounds, skills and opinions. So, through efficient communication, participants may be able to identify

challenges and circumstances from diverse backgrounds, develop fundamental cultural principles and construct a shared social truth, discover and better describe possible culturally synergistic approaches and set accepted engagement expectations.

8. Recommendations

The study advises that top managers understand that diversity is important and should do so at regular intervals through directives, seminars and workshops. The personnel department, together with top management, must ensure that members of different ethnic groups, age and gender are adequately represented in order to build room for successful succession planning. in the workplace. The Nigerian maritime industry should ensure that men and women have a fair opportunity when recruiting and mobility systems. Organizations should have workplace diversity management strategies, put together old and young people's work experience with a view to improving results.

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