

# WORKPLACE DIVERSITY AND ORGANISATIONAL PERFORMANCE IN ALLIED ATLANTIC DISTILLERIES LIMITED, IGBESA, OGUN STATE, NIGERIA

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## Abstract

*Increased globalisation have established the need for more interaction between people from diverse cultures, thinking, and backgrounds; also, globally, economies are now more culturally diverse, these multicultural workforces have made the environment of work far different from traditional ones. Based on this note, this study investigated the effect of workplace diversity on organisational performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria; with a view to examining the effect of cultural diversity on adaptive performance and investigating the relationship between age diversity and task performance. The study was anchored on the social identity theory and Similarity/Attraction theory respectively. The population for the study was one hundred and seventeen and a sample size of 90 was drawn via a multistage sampling technique. Findings revealed that cultural diversity has an effect on adaptive performance with ( $r^2=0.931<0.5$ ) and age diversity also have significant relationship with task performance with ( $r^2 = 0.812$ ,  $p$ -value  $< 0.05$ ). The study concluded that the practice of diversity enhances relationship between and among employees and also affords them a sound and supportive grounds upon which they can become more proactive and improve on their creativity on all sides. Based on this, the study recommended that management should develop supporting structures for facilitating diversity management and using the concept of the melting pot to strengthen relationships between and among employees within the workplace in a manner that will assist in driving learning and aligning values of different groups within the organisation.*

**Keywords:** Adaptive performance, Age Diversity, Cultural Diversity, Task Performance Workplace Diversity

## INTRODUCTION

Employees are the lifeblood of every organisation; and as such their performance contributes significantly and immensely to the growth and otherwise of the organisation. Because the advent of globalisation characterised by the presence of information, communication and technology have made it possible for global economies to bring people closer from all over the globe. As a result of this, educational institutions or systems, organisations, and other entities are now embarking on seeking new avenues in better serving their constituents. This means, ability of organisations to be able to attract and retain workers based on merit across borders. In recent times, focus and attention have drifted from discussions hinged on managing diversity to the process of leveraging on diversity via the usage of practices aimed at making management takes steps towards adopting policies bordering on capitalising on diversity as a tool for attaining optimal performance (Miller & Katz, 2022). According to Daniel (2021) initiative in diversity are being adopted on a daily basis and over 85% of management no longer viewed diversity as a choice but a crucial mechanism necessary for strengthening business operations; all of which are imperative and crucial to employees performance.

According to Ortlieb and Sieben, (2019) they opined that in view of increasing diversity in the workforce, inclusion became a new paradigm and scope. Singal (2019) alluded that diversity is an important social activities which is desired by management in the process of involvement; the scholar stressed further that the science of managing diversity and its effect on employee and workplace behaviour have received little cognizance as results and findings of previous studies which have overtime examined these variables still remain inconsistent. The significance of diversity in the workplace became evident in few organisations in Nigeria but overtime, discourse and discussions on diversity management transcend beyond the ordinary as it continues to gain more traction in the world of work (Oswick & Noon, 2015; Biggs (2017). This transition

became necessary due to the fact that in previous time, the focus of diversity is premised on employees features and characteristics; hence, a need for a stronger construct which birthed the concept of inclusion and equity which on the contrary examines the behaviour of the organisations in the area of its culture, climate and queries if employees coming from different walks of life and background are fully accepted and integrated and rewarded equally by management.

Employees' performance symbolises the degree of tasks accomplishment embedded in the description of their jobs (Patiraja & Bhau, 2017). Employee performance can as well be termed as the relevant activities of a job which is anticipated from an employee in order to sufficiently examine how well such activities are executed (Calvin, 2018). In the opinion of Pravin, (2019), he bared that employees performance implies the decomposed usage of employees which is measured in the area of their achievement, commitment, meeting deadlines, quality of delivery, responsibility and operational efficiency, attitude to work (positive or negative) and excellent pattern of work. Shahzadi and Javed (2014) also posited that employees' performance involves the quantity, quality of output, work pattern and presence, facilitative mode, nature, usefulness and timely delivery.

Conclusively, Nigeria, the most populous country in Africa with over two hundred million in population in which more than half of this population within the working age bracket; thus, managers and employers of modern organisations are usually confronted with a critical problem of managing diversity in the work place. Such a nation with various ethnic backgrounds and languages, as well as diverse cultural and religious backgrounds, work diversity becomes an utmost important dilemma to managers and employers as it will be important to understand the reasons why employees behave towards each other as individuals and as groups in the way they in their duty posts and how these behaviours will affect the overall organisational performance. Thus, opportunities and challenges of work diversity for organisations as well as the strategies to be employed by managers towards ensuring that corporate and organisational performance reaches optimal level and such pace is sustained continually. Diversity management issues are gaining traction among twenty-first century organisations and it is paramount that proactive measures are employed in its investigation in order to be addressed adequately and appropriately. Based on the above statements, this study investigated the effect of workplace diversity on organisational performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria using age and cultural diversity as indicators of workplace diversity and task performance and adaptive performance were employed as indicators for organisational performance.

### **Statement of the Problem**

The world's increasing globalisation needs more interaction between people from diverse cultures, thinking, and backgrounds than in the past (Green, López, Wysocki & Kepner, 2020). Considering that the world economy is now globalised and more culturally diverse, these multicultural work forces are making work environment different from traditional ones (Mazur, 2017). Thomas and Gabarro, (2018) pointed out that corporate competence counts more than ever, and today's non-hierarchical, flexible and collaborative management requires an increase in tolerance for individuality, irrespective of their clan or group. The question is not, therefore, one of accepting that individuals are different but creating an atmosphere of inclusion and making a commitment to valuing diversity. Management should actively manage and value workforce diversity because if designed and implemented properly, effective diversity management practices can support key organisational development initiatives (Scott & Byrd, 2019).

The potential lies in the people's creativity, work ethics, education, and entrepreneurial and adaptive skills based on human resource practices of well qualified and flexible personnel for effective competition in the global economy. This can only be achieved through effective management of organisations as the main source of future labour force because they account for 80 percent of the total environment where production activities take place (Torrington, Hall & Taylor, 2015). Despite government legislations that have been put in place to ensure workforce diversity in private establishments, questions have been raised regarding workforce diversity in so many Nigerian organisations. In a report presented by Williams and O'Reilly, (2018), indicated that most of Nigerian organisations still have major issues relating to age, ethnic,

regional, educational and racial inclusion which always have an effect of both adaptive and task performance of individuals. Therefore, there is need for these organisations to rapidly adopt workforce diversity management practices in the context of their organisational culture to achieve this objective.

Based on this submission, this study examined effect of workplace diversity on organisational performance in Allied Atlantic Distilleries, Igbesa, Ogun State, Nigeria.

### **Objectives of the Study**

The general objective of this study was to examine the effect of workplace diversity on organisational performance in Allied Atlantic Distilleries, Igbesa, Ogun state, Nigeria. The specific objectives are to:

- i. Examine the effect of cultural diversity on adaptive performance in Allied Atlantic Distillers, Igbesa, Ogun State, Nigeria.
- ii. Investigate the relationship between age and task performance in Allied Atlantic Distillers, Igbesa, Ogun State, Nigeria.

### **LITERATURE REVIEW**

This section examined previous postulations of scholars from different paradigm on workplace diversity and the connection with the performance of the organisation. This section is necessary as it exposes what has been previously done and what is currently at play with the subject of discourse. Thus, this section was structured as follows conceptual review, theoretical review and empirical review respectively.

#### **Concept of Diversity**

Diversity management has become a crucial and a significant point of illustration; it is also a very vital topic in discussing what the 21st century is composed of. Management of diverse workforce and group has continuously gained prominent and created interest among both academics and practitioners in the human resource management parlance for more than four decades. But in recent times, interest and focus has drifted from diversity management which over the years implies solving challenges associated and linked with the problems and challenges or difference of individual to inclusion which is the process of promoting and integrating value inherent in diversity (Nishii, 2019). Inclusion creates an appeal for a positive stance whose focus is about the appreciating and valuing individual differences (Ferdman & Deane, 2017), and the group being targeted in this regard is the individuals irrespective of their clan or status.

Diversity as a concept has been categorised onto three folds which are primary, secondary and tertiary diversity. Primary diversity includes constructs such as age, race with variable amount of impact such as language. The profound characteristics inherent in the race, age, ethnicity, gender and disability are among the dimensions of primary compositions. Constructs such as sexual preference, ethnicity, community, status of an economic, family status, experience(s) on the job, political orientation, style of thought/thinking, preference on sexuality and so on all of which represents the secondary dimensions of diversity management. The final dimension known as the tertiary dimension comprised of elements such as Beliefs, assumptions, and perceptions are among the tertiary dimensions (Coats, Goodwin & Bangs, 2018).

#### **Age Diversity**

Age group of employees reflects the reason for their behaving differently in a working relationship (Bal & Smit, 2012). The demographic changes have increased the age diversity in the working class, and it is difficult to answer whether age diversity is a positive or negative sign (Ries et al., 2013). Wegge et al. (2012) in their investigation concluded that mixed-age teams have advantages and disadvantages as well. Diversity means the peaceful co-existence between and among people from numerous social, cultural, and racial inclinations working in an organisation (Agbim, 2019). Diversity also means the differences between individuals on their attributes (Carstens & De Kock, 2017).

The workforce diversity creates many benefits as well as challenges because diversity increases the work performance contradictions because of human inconsistency issues (Case, Henkens, Schippers, & Wang, 2015). There are different dimensions of diversity though; age, competition, gender, and national source are often considered to be evaluated. However, this study operationalized the age diversification (old and young

employees) in the meanings of diversity. Age diversity reflects the variations among an organization's groups concerning age and can be hypothesized as inconsistencies or disparities based on different characteristics (Hausknecht, Hiller & Vance, 2018). Many recent studies explicitly light on age as a source of diverse processes and their effects on the organisation (Richard, Devinney, Yip & Johnson, (2019).

### **Cultural Diversity**

Cultural diversity refers to the reality of co-existing of systems such as arts, beliefs, customs, morals, diverse knowledge, abilities, religions, languages, genders, ethnicities, races, disabilities, sexual orientation and so forth with an open-ended term. It also typifies the way and manner by which people react or respond to this reality by choosing to co-exist and live together with this reality. It is identified that diversity is a complex concept (Nkomo & Taylor, 2019) which might be difficult to grasp because of its wide definitions. In order to gain more structure to this concept the authors are further going to view diversity through Loden and Rosener's (2018) division of the concept into two categories; primary dimensions and secondary dimensions. They explain the primary dimensions as the unchangeable differences that are inborn and have an important impact on our development in early socialization as well as for our ongoing life (Loden & Rosener, 2018). These would include age, gender, ethnicity, physical features, race and sexual orientation. The secondary dimensions are explained as things that can be changed, such as education, geographic location, income, marital status and religious beliefs. These authors emphasised that these two dimensions are both very important to how people relate to others and see the world (Loden & Rosener, 2018).

The concept of cultural diversity also generate conflicts in terms of misunderstanding, miscommunication which brings about increased tension and causes lack of cohesion; thus, result into poor commitment; all of which have negative effects on the performance of an organization (Adler and Gundersen, 2018). Hence how organisations perceive the advantages and disadvantages of cultural diversity in their day to day operation differs. Similarly the views on cultural diversity and effective management of an organisation's workforce are dispersed and make it difficult to find a common accepted model of cultural diversity management (Seymen, 2016). The dominant reason accounting for the contrasting perception from different authors on this topic is that; as some scholars examine considering cultural diversity as being a beneficial tool; it is viewed by some as a potential source of challenges which is hard to curtail (Seymen, 2016). This obviously affects how cultural diversity is viewed upon and managed in many organizations (Stevens & Ogunji, 2019).

Cultural diversity is a debatable, open-ended term, which generally refers to a reality of coexistence of diverse knowledge, beliefs, arts, morals, laws, customs, religions, languages, abilities and disabilities, genders, ethnicities, races, nationalities, sexual orientations, etc., of human beings. It could extend to the way people react to this reality and the way people choose to live together with this reality.

### **Organisational Performance**

This is a multi-dimensional and a complex construct in the business parlance. Organisational performance denotes a phenomenon which comprises the results of an organisation in terms of its output which can be evaluated, measured and examined against a conscious and deliberated goals, output or objectives (Gavrea, Ilies & Stegorean, 2019). The performance of an organization involves three core areas associated with and within the organization; these are financial performance which can be measured in terms of "profits and return on investments", product/service market performance which can be evaluated from the view point of sales and market share values and shareholders' return which are measured through economic value added and total shareholder etc. (Iqbal, Anwar & Haider, 2018). Performance from the paradigm of the organisation has been perceived as the most crucial point of concern for every management, be it profit or non-profit organisation. It has been very important for managers to examine performance so as to fully take responsibility towards the initiating the right step to gain competitive advantage. In explaining organisational performance as a concept, organisational researchers have variety of opinions; thereby, making performance a continuous contentious issue in both human resource management and organisational behaviour parlance (Ittner & Larcker, 2021).



### **Task performance**

Task performance can be accentuated to imply the effectiveness in which a job serves as an activities that are performed with the aim of contributing to the organisation's overall technical goals either comprehensively or by implementing a part of its technological operations and procedures, or by providing it indirectly with materials which are needed or necessary for services (Pradhan & Jena, 2020). Task performance can be viewed to infer a form of understanding that exists under a contractual employment between the employee and management (employer) towards performing an assigned task (Pravin, 2019). Leung, (2021) defined task performance as the fulfillment of an employee's efficiency in properly discharging of his/her duties and responsibilities of the relevant role ingrained in the description. Furthermore, task performance explains the efficiently and effectiveness of the employees while fulfilling responsibilities for which they are employed for. Task performance signifies the direct and indirect contribution of the employees to all organisational activities including the production process of such organisation. Analytical inference from the perspective of the employees, task performance refers connotes expected, rewarded and evaluated actions (Leung, 2021).

### **Adaptive performance**

There has been no consensus on the explanations of adaptive performance. Asides being tagged performance adaptation which connotes an adaptive exercise. Scholars such as Jundt, Shoss and Huang, (2019) referred to adaptive performance as behaviour, while others described it as a form of ability and willingness to adapt. According to Heinze and Heinze, (2020) adaptive performance has been comprehensively described as employees' individual and groups' abilities in changing the behaviours and cognitive scope in adapting to changing surroundings or environments of work while Dierdorff and Jensen, (2018) viewed adaptive performance as the modification of behaviour towards meeting the demand of new events and situations of a changing environment.

Gordon et al, (2018) explained that adaptive performance is always aimed at the maintenance of performance levels while minimising performance decrease resulting from environmental changes. These authors argued further that strengthening adaptive performance requires both changes at interpersonal and organisational levels in achieving set objectives. Adaptive performance from the organisational perspective implies the capabilities of the organisations to adapt to a rapidly changing environment and situations in the area of problem solving arising from uncertainties, learning and incorporating of new tasks, process and procedures as well as physical, cultural and interpersonal adaptability. Adaptive performance has been distinguished from task proficiency and proactivity (Griffin, Parker & Mason, 2019), with the former describing behaviours that are not formalised nor embedded within a social context, and the latter with anticipatory, self-directed behaviours intended to achieving organisational desired outcomes.

### **Cultural Diversity and Adaptive Performance**

Culture is referred to as the total way of life of a people in a given geographical scope. Likewise in the organisation, the organisational culture stems from the model of operation and behavior of the people who make up the structure of that organisation. The sum total of religious, ethnic, racial, linguistic, gender, age and other socioeconomic factors and values that shape an individual are known as cultural background. In other words, cultural background can implies those features of culture that are evident and can be observed in an individual or a group of people (Adler & Gundersen, 2018).

Cultural diversity as a component of diversity has received significant recognition both globally and locally in this contemporary moment and it has gained traction in majority of organisational settings. The diverse nature of the organisation has brought about interculturalism by means of interactions that evolve within the organisation structure which undermines the influence of individual interest in being an acquaintance with another person who is from another different cultural background. Given this situation, it becomes significant daily interact with different people from diverse background at work, social or/and educational institutions (Seymen, 2016).

Conceptualising cultural diversity as a 'melting pot' is gradually fading away and multiculturalism is setting in and dominating the front burner, as it has been associated as an essential part of every organisation and society (Parvis, 2019). This goes to enunciate that all organisations are increasingly requiring internationally workforce with different cultural setting who has the ability to manage the cultural diversity that account for major success in the future of the organisation (Stewart, 2017). Irrespective of an organisation capability and strength, the potential opportunities and benefits that could be utilized from different cultural presence in the organisation are high. Globalisation and its expansion and growth requires organisation's capability to be more open and accommodative to a heterogeneous working environment. Organisations that are effective in managing the different cultural background and integrating a heterogeneous cultural measure towards its employees succeed with well-deserved competitive edge than those that do not (Stevens & Ogunji, 2019). Differences in people's values, attitudes, and behaviour that are grounded from diverse culture influence how managerial events are viewed in an organisation (Adler and Gundersen, 2018).

### **Age Diversity and Task Performance**

In recent times, many organisations and their management are not utilizing the talents of their old employees in a judicious manner based on the assumptions and stereotypical claims that they are expensive and are prone to having greater health challenges which can pose additional costs on the organisation. Also, claims are made that these old crop of employees cannot adapt to changing and dynamic environmental conditions, cannot comprehend or cope with newly built technologies, and their performance will be below expectations as compared with their younger counterparts and they won't yield good return on investments (McGregor and Gray, 2018).

Studies by Carstensen and Hartel, (2016) and Mata, Josef, Samanez-Larkin, and Hertwig, (2019) submitted that older people are more risk averse as compared to the younger people and while other scholars view is at variance with this submission and do not conform to this result. Peeters and vanEmmerik, (2018) also bared that due to the difficulty of multi-tasking by older employees due to old age, older employees are most likely to have greater autonomy, control and flexibility on the job and won't a subscriber of tight deadlines (Shultz, Crimmins & Fisher, 2019). Thus they will get easily exhausted, if they are not given organisational or managerial support (Peeters and vanEmmerik, 2018).

### **Empirical Review**

#### **Cultural Diversity and Adaptive Performance**

Iheriohanma and Ukachukwu (2018) carried out a study entitled: cultural diversity management strategies and organizational adaptive performance in the food and beverage industries in Lagos State, Nigeria. Their specific objective was to find out employee productivity in work organizations in Lagos State. Four hundred (400) employees from top three companies in the food and beverages industries in Lagos was used as the population of the study and the descriptive survey was employed through a structured questionnaire. Correlation analysis and linear regression served as the statistical tools for the study. Findings presented by the study revealed that a significant nexus was found between the management of cultural diversity and adaptive style of organizational performance with a statistical output of p value (0.926) which was against the ( $p < .005$ ). This result reflected that adequate management of cultural diversity can enhance the adaptive nature on organisations in relations to their degree of performance.

Study by Ozoigbo and Chukuezi, (2016) evaluated the effect of cultural diversity and organisational performance through adaptive measures into new environment and trends. The study concludes that cultural diversity speaks to both a test and an open door for business and corporate element. In addition a growing number of progressive organizations are realizing the needs for valuing diversity in the organization, so as to ensure strategic utilization of human resources for the accomplishment of strategic goals. The study recommended that Managers need to communicate more to employees, to give the workers the room to confide in them with their challenges. Managers should also be prepared to change some part of their company techniques when the diversity management techniques adopted are not working effectively but before doing so, the vision for the change must be communicated effectively to the employees. Moreover,

managers should adopt some change management principles to guide them on the decision making of the change.

Dike and Dein, (2013) conducted a study on the relationship between divestiture and organizational performance among employees of selected steel industries in Finland. The study objective was to examine the relationship which exists among employees in the selected sector. This study involved a population of one thousand and thirty-five (1035) employees and a sample size of one hundred and twenty six (126) were randomly selected. The study adopted a descriptive research design and the statistical tool used for data analysis in the study was ANOVA. The result showed that a significant relationship was found between divestiture and organizational adaptive performance with ANOVA output of ( $p = 0.85$ ) as against  $p (0.05)$  level of significant. The investigation found that divestiture is a factor to use in improving diversity management issues in the organization, because it helps to eliminate discrimination issues in the organisation.

### **Age Diversity and Task Performance**

Study by Darwin (2019) which examined age diversity from the angle of task performance in selected organisations in Los Angeles, finding revealed that diversity in age is vital as provides strategic capabilities which adds value to an organisation and provides greater avenue and flexibility towards competitiveness. It was further stressed that another way in which age diversity affect task performance is that it facilitates creativity of individuals and allows for innovative means for task execution. Findings from this study validated other studies in the eastern part of Asia whose submissions brought to the fore that age diversity associates more with creatively performing tasks.

Study conducted by Rowland and Simons (2017) which through a meta-analysis investigated age diversity and its constituents using different perspectives, knowledge and skills that enhance and how these can be engaged in experimenting the creativity and innovative nature of individuals for organisational performance enhancement among selected Tech Companies in North Cyprus. Findings from this study presented that different age group possess innovative and creative ideas which complement each other and assist in increasing organisational innovativeness; thus, fostering age-heterogeneous organisations.

Felman and Ng (2016) conducted an investigation using bivariate analysis in assessing the relationship between age diversity and task performance with focus on innovations and creativity. Findings from the study revealed that a negative association between age diversity and task performance and age diversity. It was further stressed that other contravening factors such as nature of work, organisation's business strategy as well as type of human resource practices in such that organisation(s).

### **Theoretical Review**

According to Vogt, (2005), theories are statements which provides explanations on the workability of certain phenomena; also, theory can be described as an analytical body and tool which assist in resourcefully developing a field and providing the necessity towards the application of theories is proffering solution to real world scenario (Gelso, 2006). This study was anchored on the similarity-attraction theory by Berscheid and Walster (1969) and Social Identity Theory by (Tajfel, 1978; Tajfel & Turner, 1979).

### **Social Identity Theory**

Social Identity Theory was postulated by Tajfel, (1978); Tajfel & Turner, (1979); the theory assists in predicting certain intergroup behaviours on the basis of perceived group status differences, the perceived legitimacy and stability of those status differences, and the perceived ability to move from one group to another. The philosophy of this theory is that social groups are used by individuals in defining their diverse identities and such identifications aims at protecting and bolstering self-identity. Establishing group identities revolves around both the process of categorising individual's in-group vis-à-vis and out group and the probability or tendency of viewing one's own group with a positive or subjective bias on the out group. The outcome of this presents a form of identification with identity based on collective, depersonalised group anchored on positivism (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). This theory from another gives

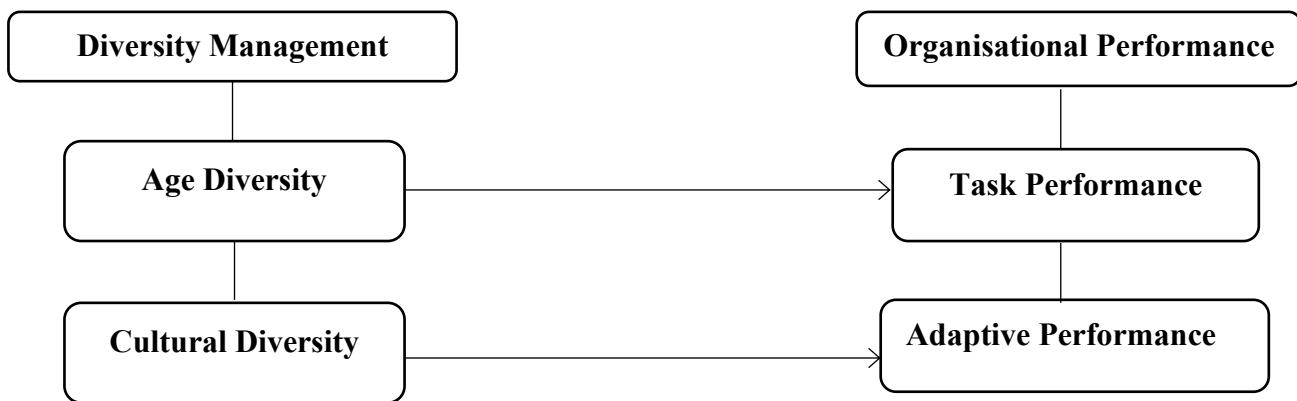
a critical analysis and explanation as to why diversity may have a negative outcome if not well coordinated. The theory suggests that when employees first come into contact with other colleagues, such are categorised as belonging to a particular group which is regarded as the in-group e.g., the same group as them or an out-group meaning that such colleague(s) does not belong to our group (Tajfel, 1974); Tajfel & Turner, 1985).

**Similarity/Attraction Theory**

This theory posited that people are alike and are also attracted to others with similar, rather than dissimilar, to themselves; it validates the assertion which implies that “birds of a feather,” the “flock together.” Social scientific research has overtime provided considerable support for the significant role played by similarity and attraction of attitudes. According to Berscheid and Walster (1969); Donn (1971) on a general note, people are majorly attracted to other persons who share semblance and similar attitudes. In addition, the tenets of this theory hold that people with similar attitudes which are important have greater tendency of attracting each other than individuals who share less important attitudes and behaviours.

In addition to individual’s inclinations in being attracted to those whose attitudes are very similar. People are also attracted to other persons who share the same characteristics with them in the aspect of conscientiousness, self-esteem, shyness, and optimism. Individuals may associate themselves with others who certainly share homogenous features and personalities with them. Whereas, partners in marital contracts and agreement share large amount of opinions and personalities unlike others who are just pairs randomly assigned (Berscheid & Walster, 1969; Byrne 1971).

**Conceptual Framework**



**Fig I:** Conceptual framework analysing the effect of workplace diversity on organisational performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

**Source:** Researchers Framework, (2023)

This conceptual framework gave a lucid explanation on the significant effect and the association between workplace diversity management with constructs such as age diversity and cultural diversity on organisational performance with constructs such as task performance and adaptive performance; this model demonstrated how these constructs identified affect one another as well as the significant association that exists between and among them. This is with a view to facilitating a comprehensive understanding of workplace diversity and how much effects it has on organisational performance.

**METHODOLOGY**

This section presented a detailed analyses of the approaches upon which the study was carried out; so that future researchers can leverage for strengthening their studies. This section covered areas such as research design, population of the study, sample size, sample size determination, sampling technique, method of data collection, validity and reliability of the study and method of data analysis.

For this study, a descriptive survey design was adopted; this design was found appropriate for the study because it assisted the researcher in explicitly explaining the variables under study in a clear and simplistic manner.



The population for this study as obtained from the human resource department of Allied Atlantic Distilleries Limited was One Hundred and Seventeen (117). This study population comprised male, female, junior and senior employees of the selected organisation; this organisation was selected because it has been in the distilling business for over three decades; and have employees from all cultures and the researcher has a good information background of the this organisation. The area for the study was Ogun State and location for selecting the firm was Agbara Area of State, Nigeria. This firm was selected due to their large staff strength from diverse cultural background. From the population above, a total number of ninety (90) was obtained as sample size at 95% confidence level and 0.05 error rate using a sample size determination table by Krejcie and Morgan, (1970). The study employed a multi stage sampling technique which involved non-probability sampling technique (purposive and convenience) and probability sampling technique (stratified and simple random sampling techniques).

This method was appropriate because it assisted in obtaining a satisfactory representation of various subgroups within a population. The **first stage** involved a non-probability sampling technique, purposive sampling technique, was employed in selecting the study area in Agbara area of Ogun State.

The **second stage** was stratified random sampling technique which this study employed to appropriately ensure adequacy and equal representation of employees from all Units; in doing this, the population was divided into compatible and homogenous sub-groups, then at the **third stage**, a simple random sample was employed in selecting respondents for the study.

The main feature of a randomised sampling method is that every employee in the selected organisation has an equal chance of being selected. The simple random system was used in complimenting the stratified sampling for selected samples from each level (stratum) and the number of employees selected from a particular level and unit was directly proportional to the stratum's share of the total population. The combination of the methods significantly assisted the researcher to amplify statistical representation; also, to ensure data adequacy.

Primary data for this study were obtained through a structured questionnaire. The questionnaire was divided and splitted up into two sections. Section one sought for the biographical information of the respondents such as age, sex, etc while the second section was designed based on the objectives of the study. The questionnaire used for this study for measuring age diversity was adapted from the scale by Pitts, (2009); for measuring cultural diversity, scale by Munroe and Pearson, (2006) was used. For organisational performance, scale by Pradhan and Jena, (2017) was employed by the researcher.

**Table I:** Cronbach Alpha of Variables for the Study

S/N	Constructs	No of Items	Authors	Cronbach's Alpha Results	Composite Reliability
1.	Age Diversity	5	Pitts, 2009	0.73.	0.751
2.	Cultural Diversity	5	Munroe and Pearson, (2006)	0.82	0.792
3.	Task Performance	5	Pradhan, & Jena, 2017	0.89	0.802
4.	Adaptive Performance	5	Pradhan, & Jena, 2017	0.84	0.764

**Source:** Author's Computation, (2023)

**Validity of Research Instrument**

Validity connotes the extent and length at which an instrument captures and measures its intended purpose; data must not only show reliability; it ought to be accurate, correct and precise. That is, the instrument to be used must be in tandem with the definition of research; which states that if the items or statements of an instrument are valid, then there is high degree of probability that it is also reliable (Mugenda & Mugenda, 2003). Validity of the questionnaire for this study was tested using construct, face and content validity.

Data obtained were analysed at both descriptive and inferential level of statistics by engaging the frequency distribution and simple percentage with the aid of Statistical Package for Social Sciences (SPSS) version 26.0.

In testing the two stated hypotheses statements for the study, correlation and regression analyses were employed as statistical tools respectively.

**RESULTS AND DISCUSSIONS**

**Table II:** Result on Questionnaire Administration

Detailed Rate Total	Response	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
		90	87	3	84

Source: Field Survey, (2023)

The above table reflected that 90 copies of questionnaire were administered, 87 were retrieved and 84 were found usable; this showed a response rate of **93.3%**.

**Table III:** Socio-Demographic Profile of Respondents

Variables	Categories	Frequency	Percentage (%)
<b>Sex</b>	Male	63	75.0
	Female	21	44.5
	<b>Total</b>	<b>84</b>	<b>100</b>
<b>Age</b>	Below 20 years	13	15.5
	21-30 years	37	44.0
	31-40 years	17	29.7
	41-50 years	9	20.2
	51 years and above	8	10.7
<b>Total</b>		<b>84</b>	<b>100</b>
<b>Marital Status</b>	Single	13	15.5
	Married	40	47.6
	Separated	17	6.5
	Widowed	14	5.8
<b>Total</b>		<b>84</b>	<b>100</b>
<b>Educational Qualifications</b>	NCE/OND	21	25.0
	BSC/HND	40	29.8
	Post-Graduate Diploma/Masters	22	26.2
	Other professional qualifications	16	19.1
<b>Total</b>		<b>84</b>	<b>100</b>
<b>Staff Cadre</b>	Junior level	19	22.6
	Senior level	36	42.9
	Management level	29	34.5
<b>Total</b>		<b>84</b>	<b>100</b>
<b>Ethnicity</b>	Yoruba	31	36.9
	Hausa	27	32.1
	Igbo	18	21.4
	Others	8	9.5
<b>Total</b>		<b>84</b>	<b>100</b>
<b>Length of Service</b>	Less than 2 years	23	27.4
	3-5 years	27	32.1
	6-10 years	21	25.0
	11 years and above	13	15.5
<b>Total</b>		<b>84</b>	<b>100</b>

Source: Field Survey, (2023)

Analysis of socio demographic variable revealed that the distribution of respondents by sex showed that, 63 (75.0%) of the respondents were male while 21 (25.0%) were female, the study revealed that majority of the respondents were male with 63 (75.0%). The reason adduced for too much male employees in the distilleries industry is as a result of its labourious nature of work. Therefore, the distilling industry can be tagged a male dominated industry.

On the age of respondents, 13 (15.5%) of the respondents were below 20 years of age, 37 (44.0%) were between 21-30 years of age, 17 (20.2%) of the respondents were between 31-40 years of age, 9 (10.7%) of the respondents were between 41-50 years of age and 8 (9.5%) of the respondents were 51 years and above. The study reveal that majority of the respondents were between 21–30 years of age with 37 (44.0%). This age group in the Nigerian work setting is known as the “active population age” and this age group also comprises youth with great vigour and strength; thus, organisation and its management can attain higher degree of efficiency if the potentials of these employees are well harnessed.

Findings on the result of the analysis for marital status, it was revealed that, 31 (15.5%) of the respondents were single, 40 (47.6%) of the respondents were married, 17 (6.5%) of the respondents were separated and 14 (5.8%) of the respondents were widows, the study reveal that majority of the respondents were married with 40 (47.6%).

Results on academic qualification displayed that 21 (25.0%) of the respondents were NCE/OND certificate holders, 40 (29.8%) of the respondents were BSC/HND certificate holders, 22 (26.2%) of the respondents have post graduate Diplomas/Masters degree and 16 (19.1%) of the respondents were holders of other professional certificates. The study revealed that majority of the respondents were BSC/HND holders with 40 (29.8%); this is because the minimum acceptable qualification to work with in Nigeria is BSC/HND certificate.

Results on staff cadre, responses reflected that 19 (22.6%) of the respondents were junior level staff, 36 (42.9%) of the respondents were senior staff and 29 (34.5%) of the respondents management staff. The study revealed that majority of the respondents were senior staff with 36 (42.9%).

Analysis on ethnicity reflected that 31 (36.9%) of the respondents were Yoruba, 27 (32.1%) of the respondents were Hausas, 18 (21.4%) of the respondents were Igbos and 8 (9.5%) of the respondents were from other tribes and clan. The study revealed that majority of the respondents has spent between 6-10 years with their organisation 58 (37.4%). The implication of this is that the respondents know their organisations to a large extent; and have an in-depth understanding of the nature of diversity which exists.

Information on the length of service reflected that 23 (27.4%) of the respondents have spent less than two years in the organisation, 27 (32.1%) of the respondents have spent between 3-5 years, 21 (25.0%) of the respondents have spent between 6-10 years in the organisation and 13 (13.5%) of the respondents have spent above 11 years in the organisation. The study revealed that majority of the respondents has spent between 3-5 years with their organisation 27 (32.1%). The implication of this is that the respondents know their organisations to a large extent; thus, managing diversity will not require too much cumbersome process.

**Results**

**Hypothesis One**

**H01:** Cultural diversity does not have any significant effect on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

**Table 4:** Regression Analysis on the effect of Cultural diversity on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.925 <sup>a</sup>	.931	.931	.256

a. **Predictors:** (Constant), Cultural Diversity

**Table 5:** ANOVA of Regression Analysis on the effect of Cultural diversity on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	415.906	1	415.906	6367.550	.000 <sup>b</sup>
	Residual	21.358	327	.065		
	Total	437.264	328			

a. **Dependent Variable:** Adaptive Performance

b. **Predictors:** (Constant), Cultural Diversity

**Table 6:** Coefficients of Regression Analysis on the effect of Cultural diversity on adaptive performance in Allied Atlantic Distilleries, Igbesa, Ogun State, Nigeria

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.027		1.958	.051
	Cultural Diversity	1.009	.013	.975	79.797	.000

a. **Dependent Variable:** Adaptive Performance

The above tables on regression analysis presented the test of hypothesis investigating the effect of effect of Cultural diversity on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria. The table revealed that there is a high level of fitness at R-value of 0.925a, R<sup>2</sup> of 0.931, and an F-value of 6367.550. The R<sup>2</sup> of 0.931 connotes that about 93.1% of the variation of cultural diversity on adaptive performance while 6.9% remained unexplained by the regression model.

Also, the R-value of 0.925a in the table implied that there exists a significant connection between cultural diversity and adaptive performance. This also helps in authenticating the correlation results of the stated hypothesis. So, since the F-sig. (p-value) of .000 is less than  $\alpha$  (0.5), it denotes that cultural diversity positively affects adaptive performance. Therefore, the null hypothesis which previously stated that Cultural diversity does not have any significant effect on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria was hereby rejected, while the alternative hypothesis was accepted. Thus, cultural diversity significantly affects adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

### Hypothesis Two

**H0<sub>2</sub>:** There is no significant relationship between age diversity and task performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

**Table 7:** Results of Bi-Linear Correlations analysis on the relationship between age and task performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria.

		Age Diversity	Task Performance
<b>Age Diversity</b>	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	84	84
<b>Task Performance</b>	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	84	84

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above correlation table reflected that there exists a positive and significant relationship between Age Diversity and task performance with ( $r^2 = 0.812$ , p-value < 0.05). This implies that a significant relationship exists between age diversity and task performance. Therefore, the null hypothesis which stated that there is no significant relationship between age diversity and task performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria was rejected because results proved that age diversity have significant relationship with task performance.



### *Discussion of Findings*

Result from hypothesis one above reflected that cultural diversity has significant effect on adaptive performance in Allied Atlantic Distilleries Limited, Igbesa, Ogun State, Nigeria. This implies that when an organisation has employees from diverse cultures it allows for creative and innovative ideas to be shared which will promote organisational cohesion and effectiveness. Findings from this study is in alliance with the position of Iheriohanma and Ukachukwu (2018) who investigated cultural diversity as a management strategies towards enhancing organisational adaptive performance in the food and beverage industries. The study unraveled and revealed that that adequate management of cultural diversity can enhance the adaptive nature on organisations in relations to their degree of performance.

In the same manner, the study is in tandem with the submission of Ozoigbo and Chukuezi, (2016) whose study evaluated the effect of cultural diversity and organisational performance through adaptive measures into new environment and trends. The study concluded that cultural diversity speaks to both a test and an open door for business and corporate element. The study presented further that progressive organisations in this modern dispensation understand the importance of diversity in the organisation as an important avenue for ensuring strategic utilisation of human resources in accomplishing strategic goals.

Result from hypothesis two revealed that there is a significant and positive relationship between age diversity and task performance. This means that employees of different ages and generations working together will presents variety of ideas and innovative mechanisms through experience from the older generations and new knowledge from the newer generations to form a synthesis. This finding is in agreement with the study of This finding is in agreement with the study of Felman and Ng (2016) whose finding presented and submitted that age diversity is an architect of new inventions as it brings employees of different ages categories together to achieve something new using innovative measures. This finding also conform with the submission of Darwin (2019), whose finding presented that diversity in age is a fulcrum that provides strategic capabilities for adding value to an organisation and provides greater avenue and flexibility towards competitiveness.

### **CONCLUSION AND RECOMMENDATIONS**

Diversity is a fulcrum of development as it allows for exchange of ideas and facilitates comprehensive understanding of peoples opinions to life and work; thus making an organisation a small community where asides work, there are also avenues for establishing relationships and promotes cohesion amongst employees irrespective of tribe, culture and clan. Age diversity also allows for sharing of ideas because while the newbies have contemporary knowledge, a lot is still required of them to align and blend with what the organisation truly represents and it is on this note that performance can thrive and be effectively evaluated. Since the practice of diversity in any organisation enhances their relationship with and among employees and also affords them a sound and supportive grounds upon which they can become more aware and are able to improve their creativity on all sides. Based on this, the study recommended that:

which factors influence an organization“s

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- i. Management should come up with motivational programmes to give recognition to younger employees in a team to make them succeed; this is because majority of the team leaders in many instances are experienced and matured employees and much of the recognition for team success goes to them which might demoralize the upcoming employees or newbies from being effective in their performance.
- ii. Management of organisations should develop supporting structures for facilitating diversity management and using the concept of the melting pot to enhance and strengthen relationships among employees within the workplace in a manner that will assist in driving learning and align value of different groups within the organisation.

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