The Influence of Cultural Diversity on Core Hr Functions Within Nigeria Public Sector

Umar Abdu Suleiman[1] and Parul Saxena[2]

Abstract

The study examines the influence of cultural diversity on core HR functions within Nigeria public sector Findings reveal a significant positive direct effect of Cultural Diversity on Recruitment and Selection (Estimate = 0.837, p < 0.001), Training and Development (Estimate = 0.783, p < 0.001), and Performance Evaluation (Estimate = 0.925, p < 0.001). Inclusive leadership policies influenced by cultural diversity positively impact Performance Evaluation (Estimate = 0.095, p = 0.029). Embracing diversity and implementing inclusive practices enhances HR processes, fosters training, ensures fair evaluations, and cultivates inclusive leadership. The study underscores diversity and inclusion's strategic importance for organizational success, supported by theories from social psychology, organizational behavior, and HR management. It suggests that by embracing diversity, organizations can foster cross-cultural understanding and develop effective solutions to implementation challenges, contributing to organizational effectiveness and success in the Nigerian public service.

Keywords: *Employee Performance, Cultural Diversity, Leadership Inclusive policy, Training and Development, Public Service Organizations, Recruitment and Selection. Performance Evaluation*

INTRODUCTION

Nigeria, a country which culturally diverse has more that 250+ ethnical groups (Crane et al., 2019a). This diversity is also reflected in the federal government workforce, and the ethno-religious sensitivity within the workforce is stimulating intolerance within the youth and venerable and is affecting organizational performance(Sarvari et al., 2021). Human resource Functions plays a crucial role in managing a diverse workforce and leveraging its strengths. The cultural values and norms of employees can impact important HR functions. For instance, cultural attitudes towards concepts like individualism vs collectivism, power distance, uncertainty avoidance etc. may shape expectations and preferences regarding leadership, decision making, accountability, work-life balance, and other aspects(Zheng et al., 2021). If not properly managed, cultural differences could lead to workplace conflicts, communication gaps, lack of cooperation, and inefficient HR practices. On the other hand, promoting inclusion and embracing diversity can enhance innovation, productivity, and organizational success.

This study's rationale is grounded in the need to examine how cultural diversity influences core HR functions within federal agencies and ministries. The federal character principle in Nigeria's constitution requires equitable representation across geopolitical zones in public sector hiring(Kumar, 2022). However, beyond representation, there is limited understanding of how diversity impacts day-to-day HR policies and practices after recruitment. This research will provide insight into current strengths, weaknesses, and opportunities to better leverage heterogeneity as an asset.

Specifically, the study focuses on three HR functions integral to employee experiences and organizational success. Training approaches from Western contexts may not transfer effectively in Nigeria. Diverse learning styles, languages, and educational backgrounds should inform training and development. Performance management systems could potentially lack cultural competence, leading to inequitable opportunities and appraisal. Sensitivities around direct feedback versus maintaining harmony may also emerge (Isiaka & Emmanuel, 2018).

Beyond theoretical relevance, the research has the potential for applied impact. Findings can directly inform

---

[1] Business Management Department, Sharda School of Business Studies, Sharda University UP, India. E-mail: alhfarouq07@gmail.com

[2] Business Management Department, Sharda School of Business Studies, Sharda University UP, India. E-mail: saxenaparul309@gmail.com

efforts to strengthen HR policy and practice in the federal civil service. As Nigeria's largest employer, the federal government should exemplify diversity management best practices. Insights from the study can be incorporated into HR manager training, standard operating procedures, and audit frameworks across agencies. At the scholarly level, this study makes three important contributions. First, it helps fill a gap in empirical research in the Nigerian context. Second, it provides cross-cultural insights on diversity management that build on and challenge Western-centric literature.

Finally, varied cultural norms around authority, teamwork, workplace conduct, communication, and conflict management shape day-to-day employee relations. Misunderstandings are common.

This study will gather empirical evidence to test these assumptions and deepen understanding. While diversity brings opportunities like innovation and varied perspectives, the above functions are integral for employee outcomes and require careful management.

28 studies met inclusion criteria, with publication dates ranging from 2017-2023. Studies utilized a mix of surveys (13 studies), interviews (8 studies), archival data (4 studies) and mixed methods (3 studies) with sample sizes from 110 to over 50,000 public sector employees globally. Cultural diversity variables included race, ethnicity, nationality, language, religion and gender. Investigated HR practices spanned the talent management lifecycle. Key Findings;

Job advertisements emphasizing diversity attracted larger applicant pools with more women and minorities (Dominique-Ferreira et al., 2022; Ore & Sposato, 2021; Rahman et al., 2020; *Recruitment and Selection of Principals: A Systematic Review - Se Woong Lee, Xinyi Mao, 2023*, n.d.). Structured interviews and skills-based assessments reduced adverse impact on minority applicants versus unstructured interviews (Islam et al., 2022; Kumar, 2022; Zulmariad et al., 2022)

Diversity training focused on cultural competence improved public service quality in multicultural communities (Arwab et al., 2022; Basharat, 2022; Veerasamy et al., 2023). Mentorship programs increased advancement rates for women and minority public servants (Bhakuni & Saxena, 2023; Hakro et al., 2022; Veerasamy et al., 2023)

 Raters with diversity training showed less ethnic/racial bias in performance evaluations (Farmanesh et al., 2020; Fidyah & Setiawati, 2020; Ikyanyon et al., 2020).Clear rating criteria, calibration and audits enhanced fairness perceptions around promotion decisions (Fatmah, 2020; Virgiawan et al., 2021; Yunita & Saputra, 2019)

Leader emphasis on multiculturalism and inclusion was positively associated with employee perceptions of diversity climate (Demo et al., 2022; Kloutsiniotis et al., 2022; Virgiawan et al., 2021)' Public managers with international experience exhibited more culturally responsive leadership behaviors Hakro (2022)

Inclusive leadership is a strong factor in fostering a diverse and inclusive work environment, particularly in the Nigerian public service context. Several empirical studies have examined the role of inclusive leadership in promoting cultural diversity and enhancing organizational outcomes.

Adebayo and Udegbe (2019) investigated how inclusive leadership impacts employee engagement and organizational commitment within Nigeria's public sector. They surveyed 320 public service workers from different ministries and agencies and found that inclusive leadership, characterized by practices like fostering open communication and respecting diverse viewpoints, significantly enhanced employee engagement and organizational commitment (Jam et al., 2016). This underscores the role of inclusive leadership in bolstering job satisfaction, productivity, and retention among a diverse workforce.

Similarly, Okeke and Okafor (2018) explored the connection between inclusive leadership and organizational citizenship behavior among Nigerian public servants. Their study, involving 438 participants from various government bodies, demonstrated that inclusive leadership behaviors such as encouraging collaboration and recognizing diversity positively influenced organizational citizenship behavior. Employees who perceived their leaders as inclusive were more inclined to engage in extra-role activities, contributing to overall organizational success.

These empirical inquiries underscore the importance of inclusive leadership practices in fostering cultural

diversity and inclusion within Nigeria's public service. While acknowledging progress in acknowledging these factors, the studies also reveal challenges and opportunities for improvement in their implementation.

To further promote cultural diversity and inclusion in Nigeria's public service, future research and initiatives should focus on developing comprehensive, context-specific strategies that address the unique cultural dynamics and challenges of the Nigerian public sector. This could involve blending traditional cultural values with modern diversity and inclusion principles, ensuring consistent policy implementation, and nurturing a culture of continuous learning.

Moreover, longitudinal studies and impact evaluations are crucial for assessing the enduring effects of inclusive practices, training programs, and policies on organizational outcomes such as employee engagement, productivity, and service delivery. Collaboration between researchers, policymakers, and public service leaders will be pivotal in translating empirical findings into actionable strategies and initiatives that advance a genuinely diverse and inclusive public service in Nigeria.

Research Gap

Despite the increasing cultural heterogeneity of Nigeria's Federal Government workforce, driven by policies aimed at improving representation and addressing ethnic, religious, and youth-related agitations, there is a notable dearth of scholarly inquiry examining the ramifications of this cultural diversity on core human resource management (HRM) functions in the public sector. The limited empirical data available fails to illuminate the specific positive and negative impacts that ethnic, religious, and youth-related diversity exerts on essential HR activities, policies, and processes within Nigerian public sector institutions.

Existing literature predominantly focuses on discrete aspects of diversity and inclusion, lacking integrated diagnostics or actionable recommendations tailored to the Nigerian context (Nguyen and Nguyen, 2022). Additionally, much of the available research on cultural diversity and inclusion has been conducted in European countries and the private sector, with a heavy emphasis on cultural variables such as race, gender, and immigrant status (Rashidat Abidemi Anjorin, 2018). This creates a knowledge gap, as the findings from these studies may not be directly transferable to the Nigerian public sector context due to differing circumstances.

While some studies highlight challenges in diversity management, such as ethnic prejudices during recruitment, lack of multicultural training, and biases in performance measurement (Hasan, 2022), comprehensive analyses of their impact on workforce integration, productivity, and other critical outcomes are lacking. Moreover, studies critiquing existing policies or proposing new ones to address these challenges are scarce.

Therefore, there is a pressing need for research to assess the impact of cultural diversity on selected HR functions in the Nigerian Federal Government and to adapt diversity capabilities building across the public sector. Such research could improve cohesion, employee satisfaction, innovation, responsiveness to citizens, and overall organizational effectiveness while exploring why Nigerians' allegiance often prioritizes their religious group or ethnicity over the nation itself (Virgiawan et al., 2021)

Research Questions

What is the extent of cultural diversity and inclusion policy being practice related to HR functions in the public service organization?

What approaches are used to examine the role of cultural diversity in enhancing the effectiveness of selected HR functions in public service organizations?

Does Inclusive Leadership policy act as a mediating variable to enhance employee performance in public service organizations?

Objective of the Research

To examine cultural diversity and inclusion policies concerning HR functions in the public service organization.

To identify the approaches in examining the role of cultural diversity for effectiveness in relation to

HR selected functions in public service.

To examine Inclusive leadership policy as a mediating variable to enhance employee performance in the public service organization.

THEORETICAL FRAMEWORK

Concept of Cultural Diversity

Culture as defined by (John-Eke & Akintokunbo, 2020), refers to the variety of different cultures, beliefs, traditions, and languages coexisting within a society. It recognizes and respects the differences among individuals and groups.

Effective management of cultural diversity in global corporations relies heavily on the senior management team (Naciti, 2019). Many organizations are actively promoting the hiring of diverse employees, spanning nationalities, backgrounds, ethnicity, and languages, to enhance overall effectiveness (Adegbite et al., 2020; Suleiman et al 2023).

Cultural diversity on a global scale facilitates productivity and innovation through collaborative teamwork. This approach not only reduces conflict and misunderstandings but also encourages openness to diverse cultures (Sarvari et al., 2021). The benefits of cultural diversity extend to both individuals and organizations, improving employee knowledge and performance, fostering mutual respect, and enhancing language skills, thereby bolstering company reputation and customer satisfaction. Additionally, cultural diversity adds value to an organization and creates opportunities for job promotion. Proper management of cultural diversity is essential to reap its benefits, foster respect for various cultures, mitigate conflicts, and promote openness and flexibility among people (Dapshima, 2018; Cifuentes-Faura et al., 2021).

Definition of Cultural Diversity

Cultural diversity is a broad concept that refers to the variety of human cultures, each with their own beliefs, values, customs, behaviors, and artifacts (Ponomareva et al., 2022). As the world becomes more interconnected through globalization, immigration, and advanced communications technology, cultural diversity has taken on greater importance and attention in business, education, government, and society. There are many definitions and perspectives on cultural diversity proposed by scholars and experts. (Isiaka & Emmanuel, 2018): "Cultural diversity includes different races, ethnic groups, languages, religions, values, attitudes, and ways of living. It encompasses identities, practices, representations, expressions, as well as the relationships between different cultural groups and the power structures within society."

(Jermsittiparsert et al., 2019): "Cultural diversity describes the existence of individual differences within a culture related to biological, socioeconomic, gender, age, religious, ethnic, and other subcultural differences among individuals." (Runtu et al., 2019): "Cultural diversity refers to the plurality and coexistence of different cultures, practices, forms of expression, ways of perceiving reality, value systems and forms of social organization that exist in a given society at a particular time."

(Ehilebo et al., 2022): "Cultural diversity involves understanding, respecting, and valuing individual differences based on the unique combination of cultural variables (e.g., age, race, gender, ethnicity, sexual orientation) that each person possesses." (Asif et al., 2019): "Cultural diversity is represented by diverse cultural repositories of knowledge, ideas, morals, laws, customs, behaviors, traditions, habits, and overall way of life that characterize any human social groups and societies."

(Chakraborty & Biswas, 2019): "Cultural diversity implies that cultures are different but equal in value, meaning no culture is inherently superior, and highlights collective and individual cultural identities co-existing in society." (Prasetio et al., 2019): "Cultural diversity describes when groups of individuals represent different cultural identities reside together, resulting in increased interactions across cultures in a multicultural social context."

Types of Cultural Diversity

Cultural diversity has major implications for nearly all aspects of human relations and human resource management within organizations. As the workforce becomes more demographically diverse, human resource professionals must adapt policies, practices, and processes to create a fair, equitable, and inclusive environment (Alqudah et al., 2019).

Racial and Ethnic Diversity

Racial and ethnic diversity introduces language, communication style, belief, and value differences that impact policies for recruitment, selection, training, compensation, performance management, and more (Lei et al., 2021). HR must ensure equitable opportunity and treatment regardless of race or national origin. This requires eliminating biases in hiring practices, actively recruiting minority talent, emphasizing diversity in promotion decisions, training managers on cross-cultural communication, and respecting cultural practices concerning grooming, attire, holidays, etc.

Religious Diversity

HR policies must include reasonable accommodations for employees' religious views and practices, including holidays, prayer hours, dietary restrictions, religious apparel, and other areas (Ozordi et al., 2020). This encompasses schedule and leave flexibility, workplace prayer accommodations, and religious tolerance. Diversity training can help boost awareness of religious concerns. Recruiting initiatives aimed at minority populations increase access. Anti-harassment policies must forbid religious prejudice. Compensation and benefit packages can be modified to meet a variety of religious needs. Overall, HR should show gratitude to all faiths

Age Diversity

HR may bridge generational divisions by forming intergenerational teams, reverse mentoring, training on generational working patterns, and teaching about ageism (Akintayo et al., 2020; Isiaka & Emmanuel, 2018). Recruit through various age groups and outlets. Use each generation's abilities and provide training to help them gain new talents. Develop salary and benefits solutions that address the different demands of both younger and older employees. Create flexible work options that cater to employees at various stages of their lives. Ensure consistent performance management and equal access to promotion opportunities, irrespective of years of age.

Human Resource Function

Human resource (HR) functions encompass the wide range of activities and processes involved in managing people within an organization (Eniola et al., 2019; Luu, 2020). The strategic aim is to improve organizations activities through effective policies, programs, and procedures impacting the workforce (Ubah & Ibrahim, 2021).

Specifically, the talent acquisition or staffing function involves activities related to identifying, attracting, selecting, hiring, and onboarding qualified employees to fill organizational needs. This includes understanding workforce requirements, developing job descriptions, determining hiring criteria, recruiting diverse candidate pools, screening resumes, conducting interviews and assessments, verifying backgrounds/credentials, negotiating job offers, and welcoming new hires through orientation (Musheke & Phiri, 2021). Sound recruitment and selection practices allow organizations to build a skilled, motivated workforce aligned to business goals.

Once employees are on board, HR plays a lead role in compensation and benefits administration. This function designs and manages holistic pay structures and incentive programs to appropriately compensate employees based on job scope, skills, experience and performance (Karman et al., 2022; Ponomareva , 2022; Porcher, 2021).

Perspective of Cultural Diversity Impact on Human Resource Function in Nigeria Context

Cultural diversity has become an increasingly prominent consideration for organizations operating in Africa, particularly in Nigeria, where the rich tapestry of cultures and ethnic groups presents unique challenges and opportunities for human resource management (Eniola et al., 2019; Mahmoud & Othman, 2021; Yagboyaju & Akinola, 2019). Recent empirical studies by various authors have shed light on cultural diversity effect on various HR functions within the Nigerian context. In relation to this research, an insights of findings will be explored from these studies, analyzing their implications for organizations seeking to effectively manage a culturally diverse workforce in Nigeria.

Theoretical Framework of Cultural Diversity

Cultural diversity has been studied from numerous theoretical perspectives across disciplines like anthropology, sociology, psychology, education, and business. Scholars have developed theories to help explain the formation of cultural identities, dynamics of cross-cultural contact, and effects of diversity on groups and institutions, and strategies for navigating diversity.

Hofstede's Cultural Dimensions Theory

In today's rapidly globalizing world, public sector organizations are facing increasing challenges in managing a diverse workforce. Employees from various cultural backgrounds bring a wealth of experiences and perspectives, but also introduce unique sets of values, beliefs, and behavioral norms that can significantly impact organizational dynamics and human resource (HR) practices. Understanding and effectively navigating these cultural differences has become a critical imperative for public sector leaders (Adegbite et al., 2020),.

Geert Hofstede examined data on cultural norms from over 100,000 IBM employees in 50 countries. He initially recognized four fundamental features that distinguish cultures: individuality versus collective action, uncertainty avoidance, power distance, and masculinity vs femininity (Hofstede, 1980). He later included a long-term perspective and indulgence vs. constraint characteristics Hofstede, 2011 in (Zheng et al., 2021) . This framework offers a methodical approach to distinguishing cultural norms, understanding conflicts, and encouraging cooperation.

Trompenaars and Hampden-Turner's Seven Dimensions

In today's increasingly globalized world, public sector organizations are grappling with the complexities of managing a diverse workforce. Employees from various cultural backgrounds bring a wealth of perspectives, skills, and experiences - but also unique sets of values, beliefs, and behavioral norms that can significantly impact organizational dynamics and human resource (HR) practices (Adeoye, 2019).

Understanding and effectively navigating these cultural differences has become a critical imperative for public sector leaders. One of the most widely-applied frameworks for analyzing cultural diversity is the Seven Dimensions of Culture developed by Dutch theorists Fons Trompenaars and Charles Hampden-Turner (Crane et al., 2019).

Trompenaars and Hampden-Turner's seven dimensions play out in the context of public sector HR functions, and the implications for managing a diverse workforce. It explore how differences in approaches to rules, interpersonal relationships, emotional expression, boundaries, status, time management, and locus of control can profoundly shape employee expectations, motivations, and behaviours - ultimately affecting core HR activities such as recruitment, training, performance management, and employee engagement (Ukeje et al., 2020; John-Eke and Akintokunbo, 2020)

Conceptual Model

Based on the variables and their interrelationships, the following conceptual model and hypotheses can be proposed as shown in fig 2.
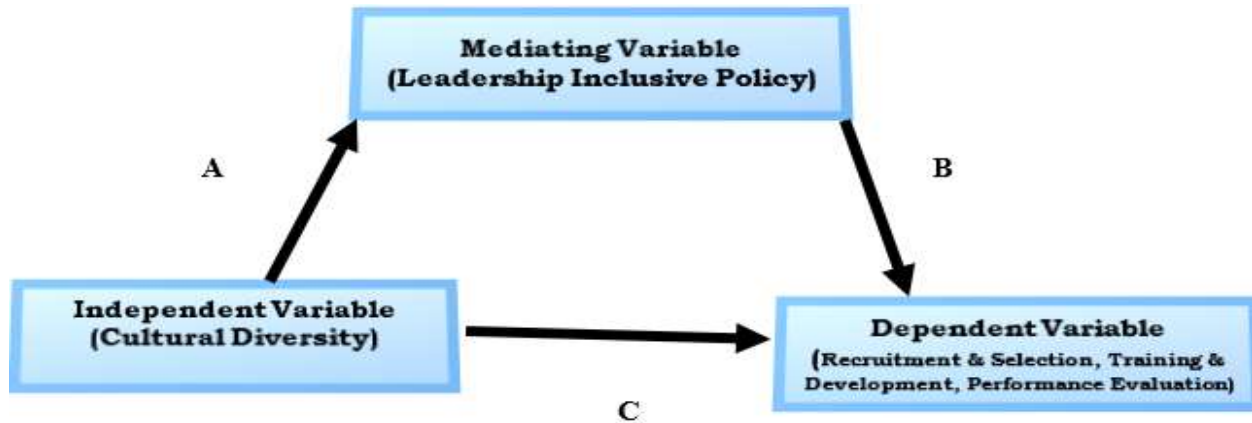
Figure 2. Proposed Conceptual Model

The conceptual model illustrates the relationships between cultural diversity, HR practices, and mediating variable.

Indirect Effect =A ....(1)

Direct Effect = C..(2)

Total Effect =AB+C..(3)

Sidhu et. al (2021) outlined the following steps are used for identification of the mediational hypotheses. Once the steps are met, the mediating variables are said to have mediated completely.

Research Hypotheses

The following hypotheses are used for the study;

Leadership inclusive policy significantly mediates the relationship between cultural diversity and recruitment and selection.

Leadership inclusive policy significantly mediates the relationship between cultural diversity and training and development.

Leadership inclusive policy positively mediates the relationship between cultural diversity and performance evaluation.

Cultural diversity positively affects training and development initiatives.

Cultural diversity positively impacts recruitment and selection processes.

Cultural diversity positively impacts performance evaluation

METHODOLOGY

On account of the uniqueness of each research, there is no single ideal research design. Therefore, researchers must formulate a relevant plan for their work (Atoki et al 2024; Weyant, 2022.Bloomfield and Fisher, 2019). The research problem and question were used to formulate the design for this study. Subsequently, the literature review explores into the fields of Cultural Diversity and Human resources functions studies that have been conducted, as well as the approaches that have been proposed for the implementation of the stated objectives. The examination of successful adoption is done by thorough research framework on the acceptance of cultural diversity within organizations to incorporate various concepts that enhance the understanding of multiple factors related to the adoption and implementation of impact of cultural diversity to HR functions (Seeram, 2019). The research approach incorporates the adoption of cultural diversity and Organizational performance, and takes into account the individual level of investigation, proposed hypotheses, and identified research methodology. As a result, the analysis of the data has been carried out, and the proposed methodology suggested

is evaluated. Table 1 below capture the research designed components in which the study is guided.

Table 1. Research Design Components

Research type	Descriptive type of Research
Source of data	Primary and Secondary
Sampling Techniques	Convenience Random Sampling
Data Collection	Survey Method
Research Instruments	Questionnaire
Sample Decisions	Sample Size 393

RESULTS AND DISCUSSION

A detail Statistical description captured in table 2 presents a comprehensive set of descriptive statistics for five key variables: cultural diversity, leadership inclusive policy, recruitment and HR Functions, based on a sample size of 393 observations. The minimum and maximum values indicate that the responses for all variables were measured on a scale ranging from 1 to 5. The mean values for these variables suggest that, on average, the responses tended to fall slightly above the midpoint of the measurement scale, with leadership inclusive policy (3.3575) and performance evaluation (3.3164) having the highest mean scores, followed by recruitment and selection (3.2500), cultural diversity (3.1692), and training and development (3.1803). The standard deviations, ranging from 1.12817 for training and development to 1.21565 for leadership inclusive policy, indicate a moderate level of variability in the responses, with leadership inclusive policy and performance evaluation exhibiting slightly higher variability compared to the other variables. The negative skewness values across all variables (-0.322 to -0.613) suggest a tendency towards left-skewed distributions, indicating that more responses were concentrated on the higher end of the scales. Similarly, the negative kurtosis values (-0.586 to -0.964) indicate slightly platykurtic distributions, suggesting a flatter and lighter-tailed distribution compared to a normal distribution for all variables.

Table 2 Respondents Descriptive Statistics details on responses variables

	N	Min	Max	$\bar{x}$	Std. D	Skewness	Kurtosis
Cultural Diversity	393	1.00	5.00	3.1692	1.18894	-.450	-.852
Leadership Inclusive Policy	393	1.00	5.00	3.3575	1.21565	-.580	-.964
Recruitment and Selection	393	1.00	5.00	3.2500	1.15102	-.570	-.586
Training and Development	393	1.00	5.00	3.1803	1.12817	-.322	-.747
Performance Evaluation	393	1.00	5.00	3.3164	1.21048	-.613	-.824

Table 3. Communalities Table

Variables	Initial	Extraction
CD1	1.0	.702
CD2	1.0	.752
CD3	1.0	.757
CD4	1.0	.737
CD5	1.0	.693
CD6	1.0	.782
CD7	1.0	.741
CD8	1.0	.620
LIP1	1.0	.858
LIP2	1.0	.863
LIP3	1.0	.872
LIP4	1.0	.833

LIP5	1.0	.864
LIP6	1.0	.865
RS1	1.0	.724
RS2	1.0	.743
RS3	1.0	.765
RS4	1.0	.796
RS5	1.0	.743
RS6	1.0	.651
RS7	1.0	.709
RS8	1.0	.647
PE1	1.0	.800
PE2	1.0	.830
PE3	1.0	.813
PE4	1.0	.848
PE5	1.0	.839
PE6	1.0	.826
PE7	1.0	.841
PE8	1.0	.828
PE9	1.0	.792
TD1	1.0	.665
TD2	1.0	.713
TD3	1.0	.740
TD4	1.0	.759
TD5	1.0	.733
TD6	1.0	.740
TD7	1.0	.680
TD8	1.0	.622

The communalities for a set of variables derived from Principal Component Analysis (PCA) are displayed in Table 3 representing the proportion of variance in each variable explained by the extracted components or factors. Initially, all communalities in the "Initial" column are set to 1.0 for PCA, indicating an assumption that 100% of variance in each variable is associated with the components. In contrast, the "Extraction" column shows the estimates of variance in each variable accounted for by the extracted components, ranging from 0 to 1. Higher values denote a larger proportion of the variable's variance explained by the components.

Upon review of the extracted communalities, several observations emerge: Cultural Diversity (CD) variables show extracted communalities between 0.620 (CD8) and 0.782 (CD6), indicating 62.0% to 78.2% of variance is explained. Leadership Inclusive Policy (LIP) variables have communalities from 0.833 (LIP4) to 0.872 (LIP3), suggesting 83.3% to 87.2% variance explanation. Recruitment and Selection (RS) variables exhibit communalities ranging from 0.647 (RS8) to 0.796 (RS4), explaining 64.7% to 79.6% of variance. Performance Evaluation (PE) variables show relatively high communalities, ranging from 0.792 (PE9) to 0.848 (PE4), accounting for 79.2% to 84.8% of variance. Training and Development (TD) variables have communalities from 0.622 (TD8) to 0.759 (TD4), explaining 62.2% to 75.9% of variance.

Higher communalities (closer to 1.0) imply effective representation of variance by the extracted components,

while lower values (closer to 0) suggest variables might not be well represented and could be considered for removal.

Table 4. Analyzed Variance Table

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	20.69	53.063	53.063	20.694	53.063	53.063	7.273	18.649	18.649
2	3.839	9.844	62.906	3.839	9.844	62.906	5.905	15.140	33.789
3	2.031	5.209	68.115	2.031	5.209	68.115	5.799	14.869	48.658
4	1.677	4.301	72.416	1.677	4.301	72.416	5.549	14.228	62.886
5	1.543	3.957	76.374	1.543	3.957	76.374	5.260	13.488	76.374

Extraction Method: Principal Component Analysis.

Principal Component Analysis was employed as shown in table 4.5, revealing five components with initial eigenvalues of 20.69, 3.839, 2.031, 1.677, and 1.543 respectively, explaining 53.063%, 9.844%, 5.209%, 4.301%, and 3.957% of the variance, cumulatively contributing to 53.063%, 62.906%, 68.115%, 72.416%, and 76.374% of the variance. Upon rotation, the sums of squared loadings for each component were 7.273 (18.649% of variance), 5.905 (15.140% of variance), 5.799 (14.869% of variance), 5.549 (14.228% of variance), and 5.260 (13.488% of variance), respectively, showcasing the distribution and contribution of variables to the overall variance in the dataset. Figure 1 showcase the graphical views of the components with their initial eigenvalues.

To create a simpler and theoretically more relevant factor pattern, the factors are rotated. This redistributes variation from the earlier components to the later ones. The orthogonal rotation situation is used in the current study, and the VARIMAX rotational technique has been used, as shown in Table 4
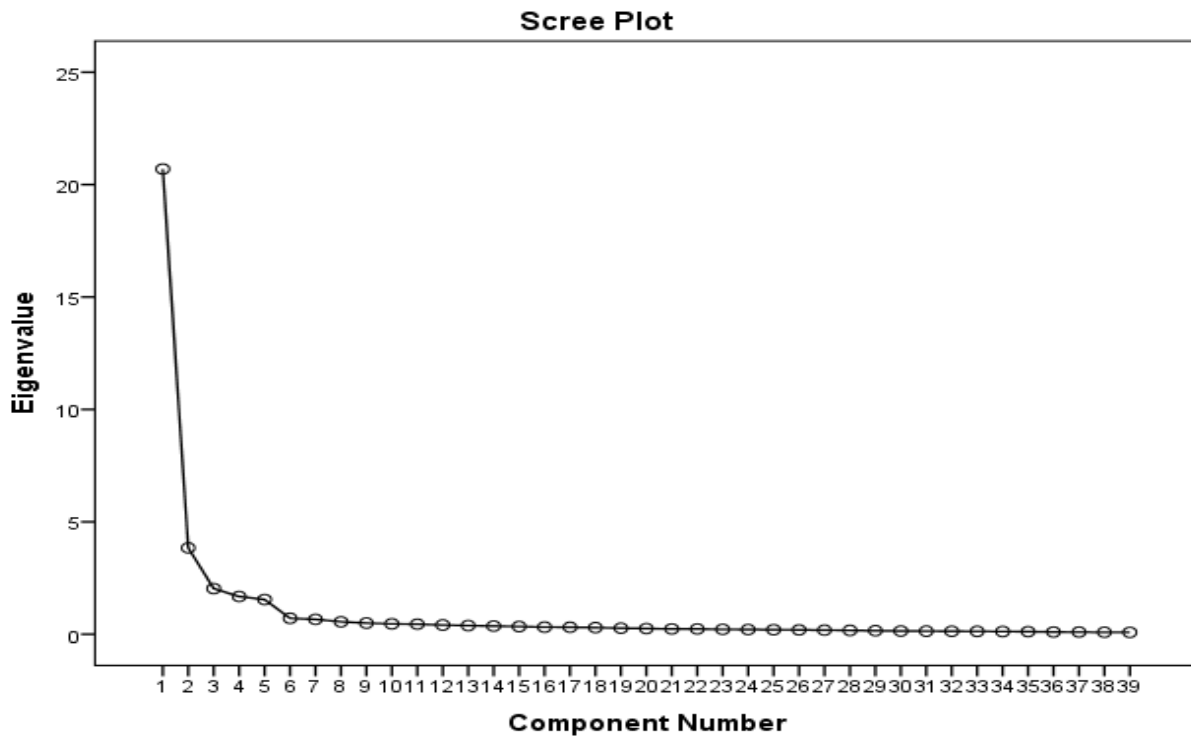

Figure 1: Principal Component Analysis was employed, revealing five components with initial eigenvalues

Table 5 Rotated Component Matrix

	Rotated Component Matrix[a]				
	Component				
	1	2	3	4	5
PE2	.813				
PE6	.777				
PE1	.775				
PE7	.764				
PE3	.761				
PE5	.757				
PE8	.756				
PE4	.754				
PE9	.723				
RS4		.759			
RS2		.745			
RS5		.738			
RS3		.725			
RS1		.719			
RS6		.708			
RS7		.703			
RS8		.626			
TD4			.754		
TD3			.728		
TD6			.725		
TD5			.724		
TD2			.709		
TD7			.668		
TD8			.666		
TD1			.649		
LIP3				.896	
LIP6				.894	
LIP2				.888	
LIP5				.879	
LIP4				.877	
LIP1				.869	
CD6					.720
CD2					.714
CD5					.704
CD3					.692
CD4					.692
CD7					.676
CD1					.655
CD8					.512

Table 5 showcases the rotated component matrix derived from Principal Component Analysis (PCA) using Varimax rotation, a frequently utilized orthogonal rotation technique. This matrix illustrates the factor loadings of individual variables onto the identified components or factors, indicating the correlation between each variable and its associated component. The higher the factor loading, the more the variable is associated with that particular component. The table reveals a clear factor structure, with variables clustering around five distinct components.

Reliability of Survey Instruments

The reliability and internal consistency of the 8-item scale (Cultural diversity policies, Recruitment selection process, Performance evaluation and Training and development and leadership inclusive policies) were assessed using Cronbach's Alpha coefficient. of The reliability of the survey instruments has a threshold of 0.9, highlighting satisfactory construct alignment with no underlying divergence (Kazdin, 2021, Cheug et. al 2023). The details are captured in table 6

Table 6 Reliability statistics of the survey instrument (Questionnaire)

Factors	Items	Cronbach's Alpha
CD	8	.943
LIP	6	.966
RS	8	.943
TD	8	.938
PE	9	.973

Table 6 illustrates the reliability statistics derived from an assessment encompassing cultural diversity, human resource management practices, recruitment and selection procedures, performance evaluation systems, and training and development regimes within surveyed organizations. The analysis utilized Cronbach's alpha coefficient to evaluate internal consistency and stability across thematic segments within a workplace diversity questionnaire administered to employees. The Cronbach's alpha values for each section exceeded the 0.90 benchmark, indicating high reliability and strong correlations among questionnaire items. Notably, the cultural diversity dimension achieved a commendable Cronbach value of 0.930, demonstrating significant factor alignment across constituent statements focusing on perceptibility, fairness, inclusivity, and integration. Similarly, other factors such as Leadership Inclusive Policy, Recruitment and Selection, Training and Development, and Performance Evaluation also displayed excellent reliability, with Cronbach's alpha values ranging from 0.938 to 0.973. These robust reliability scores affirm the consistent measurement of underlying constructs across multiple items within each factor, providing a dependable basis for composite score computation and subsequent analyses.

Table 7 Pearson Correlation Coefficients

	CD	LIP	RS	PE	TD
CD	1				
LIP	.506**	1			
RS	.699**	.418**	1		
PE	.748**	.393**	.701**	1	
TD	.706**	.388**	.705**	.718**	1

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

The table 7 displays Pearson correlation coefficients, gauging the strength and direction of linear relationships between various pairs of variables. Examining these correlations in detail reveals insightful patterns:

Cultural Diversity (CD) and Leadership Inclusive Policy (LIP): A positive correlation coefficient of 0.506 suggests a moderate positive relationship between CD and LIP. This indicates that as CD values rise, so do LIP values, and vice versa. The double asterisks (**) denote statistical significance at the 0.01 level (2-tailed), indicating strong evidence against a zero correlation in the population.

Validity and Reliability of proposed Construct

Construct validity employs multivariate modeling to probe whether survey measures distinguish between contrasting conditions expected from conceptual arguments. For instance, public sector organizations assumed more accommodating towards diversity getting higher cultural inclusion scores compared to private firms where shareholder priorities dominate over social justice considerations. Content validity engages wider sample of subject experts representing diverse demographics to judge the appropriateness of measurement constructs ensuring balanced coverage reducing cultural biases. Their inputs investigate possible underrepresentation of

critical viewpoints around equality and pluralism.

According to the measurement theory, the sets of measured items reflect the set of constructs in different ways Salter et al, (2023). The measuring model highlights important linkages among the many interactions that link the constructs to the variables and each construct to one another. A test for relationships in a measuring model is called a confirmatory factor analysis (CFA). Maximum likelihood estimate has been applied to the current investigation to evaluate the population parameter for the sample statistics.

The CFA's goal is to evaluate the measuring model's construct validity and fitness. The need for structural equation modeling is validity measurements. The degree to which the researcher is correct is what is meant by validity. The benefit of CFA, can test construct validity rather just summarizing scales. As a result, the theoretical latent constructions that the items are intended to test are reflected in the construct validity. In Figure 2, the factor loadings for each path are shown.
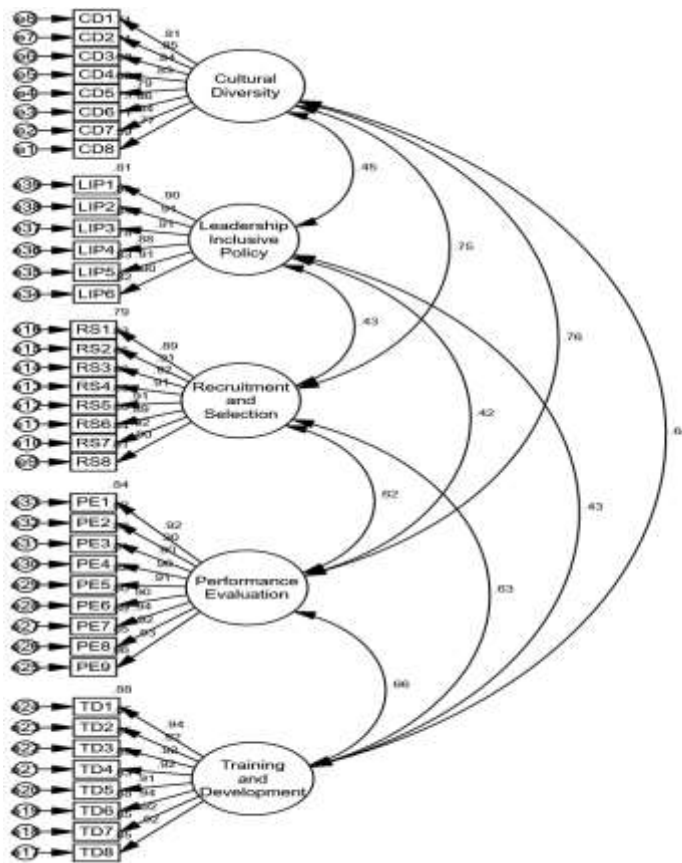

Figure 2 measurement model

Assessing convergent validity through the estimation of average variance extracted (AVE) involves ensuring that observed variables collectively capture a portion of shared variance, reflective of corresponding latent constructs. AVE, calculated as the average squared factor loadings for each latent construct, should ideally exceed 0.5 to indicate convergence. Values below 0.5 suggest a higher proportion of error relative to explained variance within constructs. Salter et al, (2023) propose employing construct reliability (CR), with values above 0.7 indicating the adequacy of questions as measures of latent constructs. The CR and AVE values for each construct, as depicted in Table 8, meet the specified criteria, affirming convergent validity.

Discriminant validity, on the other hand, ensures that measurements of distinct constructs remain uncorrelated. Techniques recommended by the researcher include comparing the square root of AVE for each construct with inter-construct correlations. Results presented in Table 9 support discriminant validity, where the square root of AVE is presented diagonally, demonstrating the absence of strong connections between constructs.

These findings bolster the confidence in the discriminant validity of the components and warrant further exploration using the same constructs.

Table 8. Construct Validity and Reliability

Constructs	CR	AVE
Cultural Diversity	0.944	0.677
Leadership Inclusive Policy	0.967	0.828
Recruitment and Selection	0.944	0.677
Training and Development	0.939	0.658
Performance Evaluation	0.973	0.798

Table 9 Discriminant Validity

	PE	CD	RS	TD	LIP
PE	**0.893**				
CD	0.781	**0.823**			
RS	0.727	0.734	**0.823**		
TD	0.746	0.742	0.748	**0.811**	
LIP	0.405	0.528	0.433	0.406	**0.910**

Table 9 illustrates the assessment of discriminant validity across five constructs: Performance Evaluation, Cultural Diversity, Recruitment and Selection, Training and Development, and Leadership Inclusive Policy. Discriminant validity gauges the uniqueness of each construct within the model. The emphasized diagonal values represent the square root of the average variance extracted (AVE) for each construct, while the remaining values denote correlations between constructs. To establish discriminant validity, a construct's square root of AVE should exceed its correlations with other constructs. In this table, all diagonal values surpass their corresponding off-diagonal correlations, indicating distinctive attributes captured by each construct. For example, the square root of AVE for Performance Evaluation (0.893) exceeds its correlations with other constructs, ranging from 0.405 to 0.781. Likewise, Cultural Diversity (0.823), Recruitment and Selection (0.823), Training and Development (0.811), and Leadership Inclusive Policy (0.910) all display square roots of AVE higher than their correlations with other constructs. This validation of discriminant validity suggests that the constructs measure unique phenomena, and the observed associations among them are not exaggerated by overlapping or redundant constructs (Adapted from Table 9)

The structural Model

The structural model is employed to conduct a multivariate analysis aiming to ascertain the influence of cultural diversity factors on selected HRM functions. Meeting several assumptions of multiple regression is imperative. This study utilizes skewness and kurtosis as measures of normality to assess data distribution, confirming its regularity. Furthermore, a graphical technique is employed to verify linearity between research variables and the dependent variable. Validation of multi-collinearity diagnostics is also pivotal. As outlined by Salter et al, (2023), the variance inflation factor (VIF) serves as a critical indicator of multi-collinearity among research variables. Salter et al, (2023) stipulate that a VIF value falling between 1 and 10 indicates no significant multi-collinearity. Examination reveals absence of multi-collinearity among variables, as depicted in figure 3 where all values remain within the prescribed threshold range.
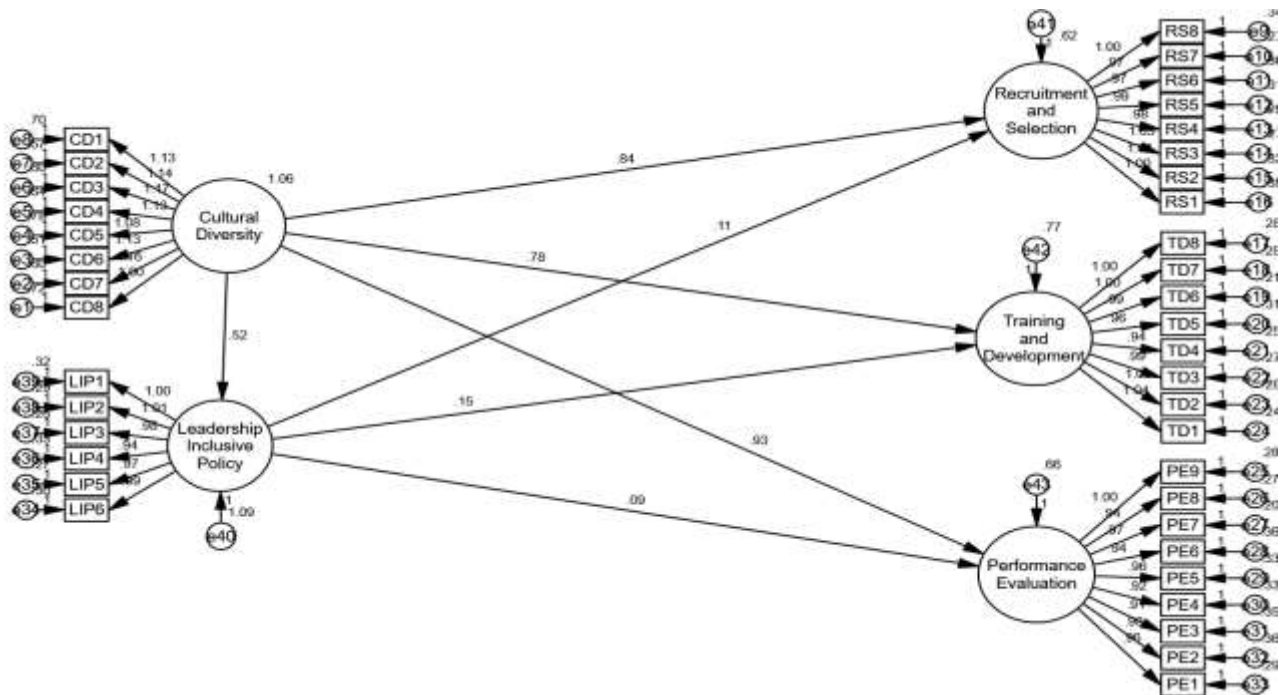
Figure 3 Structural Equation Modelling

Model Fitness

Model fitness is the extent to which a statistical model adequately represents the data it was built upon Salter et al, (2023). The model fitness used for data representation for this study is captured in table 10

Table 10 Fit Indices of Structural Model

Model	NPAR	CMIN	DF	P	CMIN/DF	RMSEA	GFI	AGFI	CFI
Default model	85	1562.4	695	.000	2.248	.068	.834	.813	.957

The table 10, presents the fit indices for a structural model, which is a crucial aspect of evaluating the model's overall fit and determining its acceptability. The parameters in the table are interpreted as follows;

The amalgamated fit indices suggest an overall reasonable fit for the structural model, with some indices indicating good fit (CMIN/DF, RMSEA, CFI), while others suggest a somewhat acceptable or slightly poorer fit (GFI, AGFI). Notably, the CFI value of 0.957 and the RMSEA value of 0.068 stand out as particularly encouraging, as they are commonly acknowledged as reliable indicators of model fit.

The structural model elucidates the direct and indirect impacts of endogenous variables on exogenous constructs, depicted by arrows pointing towards exogenous constructs from endogenous variables. It is crucial to configure the model in a manner that avoids recursion, as emphasized by Salter et al. (2023). Summary statistics of the structural model are presented in Tables 11 and 12 respectively.

Table 11 Results of direct effects using SEM

H_0	Path			Estimate	S.E.	C.R.	P-values	Results
H_{01}	Leadership Inclusive Policy	<---	Cultural Diversity	.515	.059	8.689	***	
H_{02}	Recruitment and Selection	<---	Leadership Inclusive Policy	.114	.042	2.722	.006	Supported
H_{03}	Training and Development	<---	Leadership Inclusive Policy	.146	.046	3.162	.002	Supported
H_{04}	Performance Evaluation	<---	Leadership Inclusive Policy	.095	.043	2.178	.029	Supported
H_{05}	Recruitment and Selection	<---	Cultural Diversity	.837	.062	13.513	***	Supported
H_{06}	Training and Development	<---	Cultural Diversity	.783	.063	12.343	***	Supported

H$_0$	Path			Estimate	S.E.	C.R.	P-values	Results
H$_{07}$	Performance Evaluation	<---	Cultural Diversity	.925	.065	14.243	***	Supported

Table 11 presents the results of direct effects using Structural Equation Modeling (SEM) for testing several hypotheses.

H0$_1$: Leadership Inclusive Policy <--- Cultural Diversity

- Estimate: 0.515

- S.E. (Standard Error): 0.059

- C.R. (Critical Ratio): 8.689

- P-value: *** (indicating a significant effect)

The positive estimate of 0.515 suggests that Cultural Diversity has a positive direct effect on Leadership Inclusive Policy. The critical ratio (C.R.) value of 8.689, which is greater than the typically used threshold of 1.96, indicates that the effect is statistically significant. However, the p-value is not reported, and instead, it is denoted as ***, implying a significant effect.

Ho$_2$: Recruitment and Selection <--- Leadership Inclusive Policy

- Estimate: 0.114

- S.E.: 0.042

- C.R.: 2.722

- P-value: 0.006

The positive estimate of 0.114 suggests that Leadership Inclusive Policy has a positive direct effect on Recruitment and Selection. The C.R. value of 2.722 is greater than 1.96, indicating a statistically significant effect. Additionally, the p-value of 0.006 is less than the commonly used significance level of 0.05, providing further evidence of a significant effect. The result is marked as "Supported."

H0$_3$: Training and Development <--- Leadership Inclusive Policy

- Estimate: 0.146

- S.E.: 0.046

- C.R.: 3.162

- P-value: 0.002

The positive estimate of 0.146 suggests that Leadership Inclusive Policy has a positive direct effect on Training and Development. The C.R. value of 3.162 is greater than 1.96, indicating a significant effect. The p-value of 0.002 is also less than the significance level of 0.05, providing further evidence of a significant effect. The result is marked as "Supported."

H0$_4$: Performance Evaluation <--- Leadership Inclusive Policy

- Estimate: 0.095

- S.E.: 0.043

- C.R.: 2.178

- P-value: 0.029

The positive estimate of 0.095 suggests that Leadership Inclusive Policy has a positive direct effect on Performance Evaluation. The C.R. value of 2.178 is greater than 1.96, indicating a statistically significant effect. The p-value of 0.029 is less than the significance level of 0.05, providing further evidence of a significant effect.

The result is marked as "Supported."

H0₅: Recruitment and Selection <--- Cultural Diversity

- Estimate: 0.837

- S.E.: 0.062

- C.R.: 13.513

- P-value: *** (indicating a significant effect)

The positive estimate of 0.837 suggests that Cultural Diversity has a positive direct effect on Recruitment and Selection. The C.R. value of 13.513 is greater than 1.96, indicating a statistically significant effect. The p-value is denoted as ***, implying a significant effect. The result is marked as "Supported."

H0₆: Training and Development <--- Cultural Diversity

- Estimate: 0.783

- S.E.: 0.063

- C.R.: 12.343

- P-value: *** (indicating a significant effect)

The positive estimate of 0.783 suggests that Cultural Diversity has a positive direct effect on Training and Development. The C.R. value of 12.343 is greater than 1.96, indicating a statistically significant effect. The p-value is denoted as ***, implying a significant effect. The result is marked as "Supported."

H0₇: Performance Evaluation <--- Cultural Diversity

- Estimate: 0.925

- S.E.: 0.065

- C.R.: 14.243

- P-value: *** (indicating a significant effect)

The positive estimate of 0.925 suggests that Cultural Diversity has a positive direct effect on Performance Evaluation. The C.R. value of 14.243 is greater than 1.96, indicating a statistically significant effect. The p-value is denoted as ***, implying a significant effect. The result is marked as "Supported."

Overall, the table presents the direct effects of Cultural Diversity on Leadership Inclusive Policy, Recruitment and Selection, Training and Development, and Performance Evaluation, as well as the direct effects of Leadership Inclusive Policy on Recruitment and Selection, Training and Development, and Performance Evaluation. Based on the provided information, all hypotheses (H01 to H07) are supported, as evidenced by the significant positive estimates, critical ratio values greater than 1.96, and p-values less than the significance level of 0.05 (or denoted as *** for significant effects).

Table 12 Results of indirect effects using SEM

H₀	Path			Estimate	S.E.	p-value	Result
	Mediator: Leadership Inclusive Policy						
H₀₈	Cultural Diversity	→	Recruitment and Selection	.049	.029	036	Supported
H₀₉	Cultural Diversity	→	Training and Development	.075	.031	.045	Supported
H₀₁₀	Cultural Diversity	→	Performance Evaluation	.059	.032	.039	Supported

The table 12 presents indirect effects using Structural Equation Modeling (SEM)

H0₈: Cultural Diversity → Recruitment and Selection (Mediator: Leadership Inclusive Policy)

 Estimate: 0.049

- S.E. (Standard Error): 0.029

- P-value: 0.036

- Result: Supported

The positive estimate of 0.049 suggests that Cultural Diversity has a positive indirect effect on Recruitment and Selection through the mediating variable of Leadership Inclusive Policy. The p-value of 0.036 is less than the commonly used significance level of 0.05, indicating a statistically significant indirect effect. Therefore, the result is marked as "Supported," implying that Leadership Inclusive Policy mediates the relationship between Cultural Diversity and Recruitment and Selection.

H0$_9$: Cultural Diversity → Training and Development (Mediator: Leadership Inclusive Policy)

- Estimate: 0.075

- S.E.: 0.031

- P-value: 0.045

- Result: Supported

The positive estimate of 0.075 suggests that Cultural Diversity has a positive indirect effect on Training and Development through the mediating variable of Leadership Inclusive Policy. The p-value of 0.045 is less than the significance level of 0.05, indicating a statistically significant indirect effect. Therefore, the result is marked as "Supported," implying that Leadership Inclusive Policy mediates the relationship between Cultural Diversity and Training and Development.

H0$_{10}$: Cultural Diversity → Performance Evaluation (Mediator: Leadership Inclusive Policy)

- Estimate: 0.059

- S.E.: 0.032

- P-value: 0.039

- Result: Supported

The positive estimate of 0.059 suggests that Cultural Diversity has a positive indirect effect on Performance Evaluation through the mediating variable of Leadership Inclusive Policy. The p-value of 0.039 is less than the significance level of 0.05, indicating a statistically significant indirect effect. Therefore, the result is marked as "Supported," implying that Leadership Inclusive Policy mediates the relationship between Cultural Diversity and Performance Evaluation.

In summary, the table shows that Leadership Inclusive Policy significantly mediates the relationships between Cultural Diversity and Recruitment and Selection (H08), Training and Development (H09), and Performance Evaluation (H010). The positive estimates and statistically significant p-values (less than 0.05) provide evidence that Cultural Diversity has positive indirect effects on these variables through the mediating role of Leadership Inclusive Policy.

CONCLUSION

Based on the findings, the results show that Cultural Diversity has a significant positive direct effect on Recruitment and Selection (Estimate = 0.837, p-value < 0.001), Training and Development (Estimate = 0.783, p-value < 0.001), and Performance Evaluation (Estimate = 0.925, p-value < 0.001). These findings suggest that the extent of cultural diversity policies and practices within the public service organizations is significantly influencing key HR functions. Also, the hypothesis testing the direct effect of Leadership Inclusive Policy on Performance Evaluation (H04: Estimate = 0.095, p-value = 0.029) suggests that inclusive leadership policies, which are influenced by cultural diversity), have a positive impact on performance evaluation practices within the organizations. The study provides strong evidence for the positive impact of cultural diversity on various human resource functions within the Nigerian public service. By embracing diversity and implementing

inclusive policies and practices, organizations can enhance recruitment and selection processes, foster effective training and development initiatives, ensure fair performance evaluations, cultivate inclusive leadership, facilitate cross-cultural understanding, and develop solutions to implementation challenges. These findings are supported by various theories and concepts from the fields of social psychology, organizational behavior, and human resource management, underscoring the importance of diversity and inclusion as a strategic imperative for organizational success and effectiveness.

REFERENCES

Adegbite, E., Amaeshi, K., Nakpodia, F., Ferry, L., & Yekini, K. C. (2020). Corporate social responsibility strategies in Nigeria: A tinged shareholder model. Corporate Governance: The International Journal of Business in Society, 20(5), 797–820. https://doi.org/10.1108/CG-12-2019-0389

Adeoye, A. O. (2019). COMPENSATION MANAGEMENT AND EMPLOYEES' MOTIVATION IN THE INSURANCE SECTOR: EVIDENCE FROM NIGERIA. FACTA UNIVERSITATIS - Economics and Organization, 16(1), 31–47.

Akintayo, D. I., Shadare, O. A., Onikoyi, I. A., & Olaniyan, T. S. (2020). Impact of Emotional Intelligence on Diversity Management in Nigeria Breweries in Oyo State, Nigeria. Management Science and Engineering.

Alqudah, H. M., Amran, N. A., & Hassan, H. (2019). Factors affecting the internal auditors' effectiveness in the Jordanian public sector: The moderating effect of task complexity. EuroMed Journal of Business, 14(3), 251–273. https://doi.org/10.1108/EMJB-03-2019-0049

Arwab, M., Ansari, J., Azhar, M., & Ali, M. (2022). Exploring the influence of training and development on employee's performance: Empirical evidence from the Indian tourism industry. Management Science Letters, 12(2), 89–100.

Asif, M., Qing, M., Hwang, J., & Shi, H. (2019). Ethical Leadership, Affective Commitment, Work Engagement, and Creativity: Testing a Multiple Mediation Approach. Sustainability, 11(16), Article 16. https://doi.org/10.3390/su11164489

Atoki, A. M., Dxit, S., & Atoki, P. L. (2024). Sustainability-Infused Transformational Leadership: A Catalyst for Organizational Performance at the Nigerian National Petroleum Corporation Limited. International Management Review, 20(1).

Basharat, T. (2022). Applying ISPAR Model of Service Dominant Logic on Mentoring a Part of Training and Development Function of HRM Functions. In Research Anthology on Human Resource Practices for the Modern Workforce (pp. 803–813). IGI Global. https://doi.org/10.4018/978-1-6684-3873-2.ch042

Bhakuni, S., & Saxena, S. (2023). Exploring the Link between Training and Development, Employee Engagement and Employee Retention. Journal of Business and Management Studies, 5(1), Article 1. https://doi.org/10.32996/jbms.2023.5.1.17

Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. Journal of the Australasian Rehabilitation Nurses Association, 22(2), 27–30. https://doi.org/10.3316/informit.738299924514584

Chakraborty, D., & Biswas, W. (2019). Evaluating the impact of human resource planning programs in addressing the strategic goal of the firm: An organizational perspective. Journal of Advances in Management Research, 16(5), 659–682. https://doi.org/10.1108/JAMR-01-2019-0007

Cifuentes-Faura, J., Obor, D. O., To, L., & Al-Naabi, I. (2021). Cross-Cultural Impacts of COVID-19 on Higher Education Learning and Teaching Practices in Spain, Oman, Nigeria and Cambodia: A Cross-Cultural Study. Journal of University Teaching and Learning Practice, 18(5). https://eric.ed.gov/?id=EJ1325731

Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2019a). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press.

Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2019b). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press.

Dapshima, B. A. (2018). Impact of Supervision on the Management of Secondary School in Maiduguri Metropolitan Council Borno State.

Demo, G., Coura, K., Fogaça, N., Costa, A. C., Scussel, F., & Montezano, L. (2022). How Are Leadership, Virtues, HRM Practices, and Citizenship Related in Organizations? Testing of Mediation Models in the Light of Positive Organizational Studies. Sustainability, 14(3), Article 3. https://doi.org/10.3390/su14031508

Dominique-Ferreira, S., Rodrigues, B. Q., & Braga, R. J. (2022). Personal marketing and the recruitment and selection process: Hiring attributes and particularities in tourism and hospitality. Journal of Global Scholars of Marketing Science, 32(3), 351–371. https://doi.org/10.1080/21639159.2020.1808845

Ehilebo, J. E., Lamido-Abubakar, H., & Cross, D. O. (2022). Effect of Workforce Diversity on Employee Performance in Domestic Systemically Important Banks (DSIBs) in Nigeria. WSEAS TRANSACTIONS ON ENVIRONMENT AND DEVELOPMENT, 18, 908–917. https://doi.org/10.37394/232015.2022.18.86

Eniola, A. A., Olorunleke, G. K., Akintimehin, O. O., Ojeka, J. D., & Oyetunji, B. (2019). The impact of organizational culture on total quality management in SMEs in Nigeria. Heliyon, 5(8), e02293. https://doi.org/10.1016/j.heliyon.2019.e02293

Farmanesh, P., Vehbi, A., Zargar, P., Sousan, A., & Bhatti, F. (2020). Is there Always a Positive Relationship Between Workplace Diversity and Organizational Performance, or Does Diversity Fatigue Imply a Suppressing Effect? South East European Journal of Economics and Business, 15(1), 14–26.

Fatmah, D. (2020). Mastery of Information Technology and Organizational Learning Culture Impact on Job Performance in Education Institute Sabilillah East Java. Sinergi : Jurnal Ilmiah Ilmu Manajemen, 10(1). https://doi.org/10.25139/sng.v10i1.1061

Fidyah, D. N., & Setiawati, T. (2020). Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable. 9(4).

Hakro, T. H., Siddiqui, M. B., & Banbhan, A. A. (2022). Investigating the Relationship between HRM Practices and Employee Green Behaviour. Research Journal of Social Sciences and Economics Review, 3(4), Article 4. https://doi.org/10.36902/rjsser-vol3-iss4-2022(64-72)

Ikyanyon, D., Johnson, P., & Dawson, J. (2020). Institutional context and human resource management in Nigeria. Employee Relations: The International Journal, 42(1), 1–16. https://doi.org/10.1108/ER-03-2017-0056

Isiaka, A., & Emmanuel, O. (2018). Deepening the Public Service Organizational Culture in Human Resource Procurement in Nigeria: Politics-Administration Dichotomy Revisited.

Islam, M. A., Mendy, J., Haque, A. K. M. A., & Rahman, M. (2022). Green human resource management practices and millennial employees' retention in small and medium enterprises: The moderating impact of creativity climate from a developing country perspective. Business Strategy & Development, 5(4), 335–349. https://doi.org/10.1002/bsd2.202

Jam, F. A. (2019). CRYPTO CURRENCY–A NEW PHENOMENON IN MONETARY CIRCULATION. Central Asian Journal of Social Sciences and Humanities, 4(1), 39-46.

Jermsittiparsert, K., Siam, M., Issa, M., Ahmed, U., & Pahi, M. (2019). Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. Uncertain Supply Chain Management, 7(4), 741–752.

John-Eke, E. C., & Akintokunbo, O. O. (2020). Conflict Management as a Tool for Increasing Organizational Effectiveness: A Review of Literature. International Journal of Academic Research in Business and Social Sciences, 10(5), Pages 299-311. https://doi.org/10.6007/IJARBSS/v10-i5/7198

Karman, A., Purnomo, Jaya, A., & Wibowo, T. S. (2022). Identification of Human Resource Management Best Practices in the MSME Sector. Enrichment : Journal of Management, 12(2), Article 2. https://doi.org/10.35335/enrichment.v12i2.590

Kloutsiniotis, P. V., Mihail, D. M., Mylonas, N., & Pateli, A. (2022). Transformational Leadership, HRM practices and burnout during the COVID-19 pandemic: The role of personal stress, anxiety, and workplace loneliness. International Journal of Hospitality Management, 102, 103177. https://doi.org/10.1016/j.ijhm.2022.103177

Kumar, S. (2022). The impact of talent management practices on employee turnover and retention intentions. Global Business and Organizational Excellence, 41(2), 21–34. https://doi.org/10.1002/joe.22130

Lei, H., Khamkhoutlavong, M., & Le, P. B. (2021). Fostering exploitative and exploratory innovation through HRM practices and knowledge management capability: The moderating effect of knowledge-centered culture. Journal of Knowledge Management, 25(8), 1926–1946. https://doi.org/10.1108/JKM-07-2020-0505

Luu, T. T. (2020). Linking authentic leadership to salespeople's service performance: The roles of job crafting and human resource flexibility. Industrial Marketing Management, 84, 89–104. https://doi.org/10.1016/j.indmarman.2019.06.002

Mahmoud, M., & Othman, R. (2021). New Public Management in the Developing Countries: Effects and Implications on Human Resource Management. Journal of Governance and Integrity, 4(2), Article 2. https://doi.org/10.15282/jgi.4.2.2021.5573

Musheke, M. M., & Phiri, J. (2021). The Effects of Effective Communication on Organizational Performance Based on the Systems Theory. Open Journal of Business and Management, 9(2), Article 2. https://doi.org/10.4236/ojbm.2021.92034

Naciti, V. (2019). Corporate governance and board of directors: The effect of a board composition on firm sustainability performance. Journal of Cleaner Production, 237, 117727. https://doi.org/10.1016/j.jclepro.2019.117727

Ore, O., & Sposato, M. (2021). Opportunities and risks of artificial intelligence in recruitment and selection. International Journal of Organizational Analysis, 30(6), 1771–1782. https://doi.org/10.1108/IJOA-07-2020-2291

Ozordi, E., Eluyela, F. D., Uwuigbe, U., Uwuigbe, O. R., & Nwaze, C. E. (2020). "Gender diversity and sustainability responsiveness: Evidence from Nigerian fixed money deposit banks". Problems and Perspectives in Management, 18(1), Article 1.

Ponomareva, Y., Uman, T., Bodolica, V., & Wennberg, K. (2022). Cultural diversity in top management teams: Review and agenda for future research. Journal of World Business, 57(4), 101328. https://doi.org/10.1016/j.jwb.2022.101328

Porcher, S. (2021). Culture and the Quality of Government. Public Administration Review, 81(2), 333–343. https://doi.org/10.1111/puar.13106

Prasetio, A. P., Agathanisa, C., & Luturlean, B. S. (2019). Examining Employee's Compensation Satisfaction and Work Stress in A Retail Company and Its Effect to Increase Employee Job Satisfaction. International Journal of Human Resource Studies, 9(2), 239. https://doi.org/10.5296/ijhrs.v9i2.14791

Jam, F. A., Singh, S. K. G., Ng, B., & Aziz, N. (2016). Effects of Uncertainty Avoidance on Leadership Styles in Malaysian Culture, , International Journal of Advance Business and Economics Research, 14(8), 7029-7045.

Rahman, M., Aydin, E., Haffar, M., & Nwagbara, U. (2020). The role of social media in e-recruitment process: Empirical evidence from developing countries in social network theory. Journal of Enterprise Information Management, 35(6), 1697–1718. https://doi.org/10.1108/JEIM-12-2019-0382

Recruitment and selection of principals: A systematic review—Se Woong Lee, Xinyi Mao, 2023. (n.d.). Retrieved 14 February 2024, from https://journals.sagepub.com/doi/abs/10.1177/1741143220969694

Runtu, D., Aldrin, N., & Merdiaty, N. (2019). Effect of work ethics on job performance with adversity quotient as a mediator: Work Ethics on Job Performance with Adversity Quotient. International Journal of Research in Business and Social Science (2147- 4478), 8(5), Article 5. https://doi.org/10.20525/ijrbs.v8i5.457

Sarvari, H., Chan, D. W. M., Alaeos, A. K. F., Olawumi, T. O., & Abdalridah Aldaud, A. A. (2021). Critical success factors for managing construction small and medium-sized enterprises in developing countries of Middle East: Evidence from Iranian construction enterprises. Journal of Building Engineering, 43, 103152. https://doi.org/10.1016/j.jobe.2021.103152

Seeram, E. (2019). An Overview of Correlational Research. Radiologic Technology, 91(2), 176–179.

Suleiman, U. A., & Saxena, P. (2023). Managing Cultural Diversity in the Nigerian Public Service: An Evaluation of Human Resource Practices. AAYAM: AKGIM Journal of Management, 13(2).

Ubah, C., & Ibrahim, U. A. (2021). Examining the effect of human resource planning on the performance of public sector organizations: Evidence from Nigeria. International Journal of Research in Business and Social Science (2147- 4478), 10(5), Article 5. https://doi.org/10.20525/ijrbs.v10i5.1289

Ukeje, I. O., Ndukwe, C., Emma, C., Ogbulu, U., & Onele, J. C. (2020). Public Service Recruitment Practices and Implications for Sustainable Development in Ebonyi State, Nigeria. International Journal of Public Administration, 43(4), 361–372. https://doi.org/10.1080/01900692.2019.1636394

Veerasamy, U., Joseph, M. S., & Parayitam, S. (2023). Green Human Resource Management and Employee Green Behaviour: Participation and Involvement, and Training and Development as Moderators. South Asian Journal of Human Resources Management, 23220937221144361. https://doi.org/10.1177/23220937221144361

Virgiawan, A., Riyanto, S., & Endri, E. (2021). Organizational Culture As A Mediator Motivation And Transformational Leadership On Employee Performance. Academic Journal of Interdisciplinary Studies, 10, 67. https://doi.org/10.36941/ajis-2021-0065

Weyant, E. (2022). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 5th Edition. Journal of Electronic Resources in Medical Libraries. https://www.tandfonline.com/doi/full/10.1080/15424065.2022.2046231

Yagboyaju, D. A., & Akinola, A. O. (2019). Nigerian State and the Crisis of Governance: A Critical Exposition. SAGE Open, 9(3), 2158244019865810. https://doi.org/10.1177/2158244019865810

Yunita, P. I., & Saputra, I. G. N. W. H. (2019). Millennial generation in accepting mutations: Impact on work stress and employee performance. International Journal of Social Sciences and Humanities, 3(1), 102–114. https://doi.org/10.29332/ijssh.v3n1.268

Zheng, X., Wang, R., Hoekstra, A. Y., Krol, M. S., Zhang, Y., Guo, K., Sanwal, M., Sun, Z., Zhu, J., Zhang, J., Lounsbury, A., Pan, X., Guan, D., Hertwich, E. G., & Wang, C. (2021). Consideration of culture is vital if we are to achieve the Sustainable Development Goals. One Earth, 4(2), 307–319. https://doi.org/10.1016/j.oneear.2021.01.012

Zulmariad, R., Indrayani, I., Khaddafi, M., & Wibisono, C. (2022). THE EFFECT OF LEADERSHIP STYLE, MOTIVATION AND DISCIPLINE TOWARD EMPLOYEE'S PERFORMANCE. International Journal of Educational Review, Law And Social Sciences (IJERLAS), 2(2), Article 2. https://doi.org/10.54443/ijerlas.v2i2.233