GROUP COHESION AND WORKERS' DIVERSITY IN SELECTED MANUFACTURING COMPANIES IN ENUGU METROPOLIS, NIGERIA.

Didiugwu Sandra Chinecherem

Department of Economics, Faculty of Social Sciences,
Enugu State University of Science and Technology (ESUT)

Email: sdidiugwu@gmail.com

ABSTRACT: *In the current competitive and global conditions, it is assumed that organizations with a diverse staff outperform those without. Diversity in the workforce broadens the pool of talent available to a business and allows its individuals to benefit from each other's backgrounds, experiences, and points of view. The workforce is varied because of diversity. This study examined the effect of worker diversity on group cohesion in selected manufacturing companies in the Enugu metropolis. The study adopted a descriptive survey design. The population of the study consists of the staff of two selected manufacturing companies in Enugu state namely; Innoson Group and Nigerian Breweries Plc. They are made up of two hundred and eighty-seven (287) respondents. Cochran sample size derivation statistic was used to derive the sample size of the study and the value yielded one hundred and sixty-four (164). A simple random sampling technique was used as the sampling technique for the reason that the method ensures an equal chance of selection among the respondents. The data for the study was collected with the aid of a questionnaire that is properly designed using the 5-scale Likert system. Data collected from the questionnaire were analyzed and interpreted accordingly with the aid of descriptive statistical techniques such as simple percentages and regression analysis. The major findings of the study showed that age diversity contributes positively and significantly to group cohesion in selected manufacturing companies in Enugu metropolis, ethnic diversity contributes positively and significantly to group cohesion in selected manufacturing companies in Enugu metropolis and gender diversity contributes positively and significantly to group cohesion. It is the recommendation of the study that the management of companies should ensure there are no internal forms of discrimination based on the diversity of the workforce and sometimes, diverse groups will start forming cliques of sameness in the organization. The management of these companies should watch out for these developments.*

KEYWORDS: Group Cohesion, Workforce Diversity, Manufacturing.

INTRODUCTION

In the current competitive and global conditions, it is assumed that organizations with a diverse staff outperform those without it. Diversity in the workforce broadens the pool of talent available to a business and allows its individuals to benefit from each other's backgrounds, experiences, and points of view. The workforce is varied because of diversity (Anderson, 2019). Workforce diversity recognizes the certainty that individuals contrast in various means, observable or undetectable, primarily age, gender, spousal standing, societal standing, disability, sexual orientation, religion, personality, ethnicity, and culture (Kossek, Lobel & Brown, 2015). A diverse workforce is a replication of a fluctuating world and marketplace and it means a mass of views, understandings, values, and unique ways of observing the world in totality. Rapid internationalization and globalization have amplified the importance of workforce diversity in all categories of institutions, industries, and organizations. Diverse work teams have brought high value to institutions and provide a larger pool of experience and skill. To be competent to entirely exploit the exceptional abilities and potential of a diverse workforce, an institution has to generate an all-inclusive atmosphere that is committed to appreciating diversity (Shen, Chanda, D'Netto, & Monga, 2019).

The challenge of engaging new employees, and selecting and handling a diverse workforce is necessary for institutional survival (Grobler, Warnich, Carrell, Elbert, & Hatfield, 2020). Diverse teams in institutions are more proactive and innovative, and can solve problems with ease. The acknowledgment of different needs by institutions yields greater employee satisfaction and employer loyalty and in turn lowers staff turnover and leads to greater productivity. Organizations that fail to manage diversity tend to expose themselves to risk through the inability to reap the benefits of an effective diverse workforce. Diversity in an organization plays an important role in assisting to preserve awareness, knowledge, and experience, tackling skill shortages, widening the recruitment base, and accumulating profits by drawing more clients (Onrec, 2015).

Group cohesiveness as a concept has been around as long as individuals have been interested in collective processes and effectiveness. It refers to bonding or adhesion amongst members of a collective entity or group (Bowers, 2019) because the overall cohesiveness of a group enhances the entirety of these positive forces in each member's life-space. Consequently, cohesiveness in this sense tends to represent the resultant forces pressing on all the members to remain faithful in the group per time (Mullen & Copper, 2020). In a clearer picture, group cohesiveness arises when group members demonstrate a great level of bonding at any point in the group network with regard to the flair of leadership that may exist within the group using communication and cooperation as veritable tools. It is noteworthy that the highest commonly quoted citation of the description of group cohesiveness discusses it as the totality of forces which press on members to remain faithful to the group (Festinger, 2019). Based on the foregoing, this study aims at carrying out an empirical analysis of the effect of workforce diversity on group cohesiveness in selected manufacturing companies in Enugu State.

The importance of diversity in the workplace cannot be overemphasized. It is believed that the more diversified the employees of an organization are, the better chance of success the organization stands. Given this phenomenon, the concept of workers' diversity has attracted the attention of scholars both theoretically and empirically. Many authors looked into the various forms of workers' diversity in an organization, and the relationship between workers' diversity and the performance of organizations. The practical problem this study is bent on

solving is to carry out an empirical study of the effect of workers' diversity on the group cohesion of selected manufacturing companies in Enugu State. This is a problem because no study has been carried out in that dimension. The majority of the studies have been carried out to ascertain the effect of workers' diversity variables on performance in such organizations but literature is lacking on the effect of workers' diversity on group cohesion. Literature provides that the three main forms of diversity that stand out among employees are age diversity, ethnic diversity, and gender diversity. This study will therefore provide an estimation of how each of these workers' diversity variables affects group cohesion individually and collectively.

LITERATURE REVIEW

Conceptual Review

Workforce Diversity

Workforce diversity is a complex phenomenon to manage in an organization. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. It is argued that organizations that value diversity will cultivate success and have a future in this dynamic global labor market (Jain & Verma, 2019). Workforce diversity management has become an important issue for both governments and private organizations. Its importance has mainly been brought about by the free movement of labor due to globalization and the fight for human rights by certain minority groups who feel excluded from the employment sector.

Workforce diversity emerged mainly to further the availability of equal opportunities in the workplace. This equal opportunity philosophy is aimed at ensuring that organizations make the most out of the difference from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective. The increased mobility and interaction of people from diverse backgrounds as a result of improved economic and political systems and the recognition of human rights by all nations has put most organizations under pressure to embrace diversity in the workplace. Diversity brings with it the heterogeneity that needs to be nurtured, cultivated, and appreciated as a means of increasing (Tilda, 2018).

Diversity management is defined as the systematic and planned commitment by organizations to recruit, retain, reward and promote a heterogeneous mix of employees. Theories and techniques of diversity management have been developed and enthusiastically supported by a growing number of chief executives, training specialists, diversity consultants, and academics (Saji, 2020). Diversity can improve organizational effectiveness. Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel (Carrel, 2019).

Dimensions of Workforce Diversity

Canas and Sondak (2010) classified workforce diversity into two: primary and secondary. The primary dimensions are age, gender, race, ethnicity and physical abilities. Dike (2013) noted that the primary diversities have the more impact that exhibits the major differences among employees and can be noticed easily in organizations. On the other hand, secondary workforce diversities entail socioeconomic status, geographical location, marital status, religious affiliation and education (Canas & Sondak, 2010). According to Dike (2013), the set of qualities are not noticeable in the first encounter and can even change throughout different encounters. Ashton (2010) adds that secondary workforce diversities are only noticed after interactions occur between individuals. Some of the major dimensions are explained below:

Age Diversity: Kunze, Boehm and Bruch (2009) refer to age diversity as the differences in age distribution among employees. It is practically impossible to have an organization with people of the same age from the management team down to the auxiliary staff. This makes it imperative for organizations to pay attention to age diversity amongst the workforce in order to avoid age related conflicts amongst its staff, most especially in an environment like Nigeria where age plays an important role in relationships (Owoyemi, 2011). However, Kunze, Boehm and Bruch (2009) argue that an age heterogeneous workforce will yield varieties of skills, intellectual styles, morals and preferences that will result in improved productivity. In their contribution, Oluseyi, Olalekan, Adekunle and Temi (2019) add that having an age-diverse environment produces and creates better working relationships and enhances social cohesion for all.

Gender Diversity: According to Powell (2011), gender is the physiological inference of someone being either male or female. The study of gender diversity focuses on how individuals believe that males and females differ. These gender variations influence the manner in which individuals react to the behavior of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination. Gender is the description of the masculinity or femininity of employees in an organization. This is usually referred to as sex distribution. (Oluseyi et al., 2019). According to Elsaid (2012), workforce gender diversity requires equal treatment and acceptance of both males and females in a company, even though only 54% of women within the working age bracket are in the workforce worldwide compared to 80% of men (Kossek, Lobel & Brown, 2015).

Religious Diversity: Tuggy (2016) states that religious diversity is the recognition of the fact that there are differences in religious beliefs and practices in the world and this is extrapolated to the corporate world. In Nigeria, the two major religions are Islam and Christianity and followers of these religions are found in the workforce of many organizations.

Background Diversity: Andrade and Rivera (2011) note that after the Climate survey was conducted by the University of Arizona, diverse backgrounds, perspectives, and cultures offer a rich tapestry of experience, insights, and cultures to the workforce. Therefore, the university management asked the library to carry out researches to determine the diverse staff strength of the library. They note that since the communities have people from different backgrounds and ethnicity, it is important that libraries employ staff from these different backgrounds.

Ethnic Diversity: Ethnicity could be seen as an assembly of individuals who share common cultural traditions and customary practices and also provide their members with a self-conscious identity as a nation (Sayers, 2012). Ethnic diversity implies diversity in language, religion, race, and culture. There has been an increase in the multicultural workforce in the organization for utilizing greater participation and synergy to improve and increase both employee satisfaction and business performance. A moderate level of ethnic diversity has no effect on team performance in terms of business outcomes, i.e., sales, profit, and market share. However, if at least the majority of team members are ethnically diverse, then more ethnic diversity has a positive impact on performance (Gupta, 2013; Simbarashe, George & David 2019). Following the raise of diversity in recent times, there has been a rise in work groups with the intention of increasing participation to enhance employee and organizational performance as a whole. However, in as much as the nature of the composition of employees is speedily getting more and more varied in terms of ethnicity, age, gender, education, and so on. Similar attention has been growing with respect to the effect of these diversities in academic institutions (Scott & Sims, 2016). Another major form of diversity found in the workforce, especially in Nigeria, is tribal diversity. Nigeria is a country with over 300 ethnic groups and so, it is expected for businesses to have a diverse workforce in terms of ethnicity. This is not only obtainable in public service but also among private organizations.

The Concept of Group Cohesion

Group cohesiveness encompasses a sense of belonging, attachment, harmony, and attraction of a group for its members because cohesiveness is the upshot of all the forces that make members want to continue in the group (Evans & Dion, 2017). Group cohesiveness has been defined in two general ways. The first refers to the degree to which the members of a group desire to remain in the group; this aspect of cohesion refers to the attractiveness of the group to the individual member. It reflects the degree to which group membership is linked to personal rewards (Tannenbaum, 2015). The second definition refers to how resistant the group is to disrupting influences; this aspect reflects a degree of member integration or bonding in which members share a strong commitment and/or to the purpose of the group (Tannenbaum, 2015). Members experience a sense of being in the right place and of having a link with one another; being accepted involves multiple relationships: member-to-group, member-to-member, member-to-leader, and leader-to-members (Evans & Dion, 2013).

Theoretical Framework

This study is guided by two theories, namely: the Resource Based Theory of Diversity Management developed by Penrose in 1959 and the Team Development Model developed by Bruce Tuckman in 1965.

Resource-Based Theory of Diversity Management (RBT)

The root of the resource-based theory of diversity management was traced back to the work of Penrose (1959). Penrose conceptualized an institution as being more than an administrative unit; it was also an assortment of industrious resources, the disposal of which between different uses and over time was determined by managerial decisions. The RBT had, as its central focus, the exploitation of an institution's superior resources to gain a sustainable competitive advantage that afforded the accrual of superior team cohesion and institutional performance (Barney, 1991; Peteraf, 1993; Wernerfelt, 1984).

Team Development Model

The team development model was first established by Bruce Tuckman in 1965. This model centers on how a team tackles a task from the initial creation of the team through to the accomplishment of a task that brings about team cohesion. Tuckman's model enlightens that as the team develops maturity and ability, relationships are established and the leader changes leadership style. This model is composed of the following phases: forming, storming, norming, performing and adjourning (Tuckman, 1965).

Empirical Review

John and Chidi (2019) examined the relationship between workforce diversity and employee performance in selected branches of the First Bank of Nigeria. The objective of the study is to examine the relationship between gender diversity and job satisfaction, and also to examine the relationship between ethnic diversity and employee intention to quit. A survey research method was adopted in this study. One hundred and twenty-one (121) copies of the questionnaire were distributed and eighty-three (83) copies were returned and valid for the analysis of stated hypotheses. Pearson Product Moment Correlation (PPMC) analysis was adopted to test the relationship between variables. Gender diversity correlates with job satisfaction at a value of $r = 0.891$, while ethnic diversity correlates with employee intention to quit at a value of $r = 0.825$. The results showed a strong relationship between workforce diversity variables and employee performance of First Bank of Nigeria Plc, Alimosho branches. The study recommended that management should continue to promote equal employment and opportunity for career growth for all genders and should improve the cultural awareness of the employees through social interaction.

Gbenga (2019) carried out a study on the impact of workforce diversity on organizational performance in Cross River State in Nigeria for the study. He utilized the Blau's 1977 list of heterogeneity to gauge the diversity record while resource development for the year 2008 and 2009, utilizing 2007 and 2008 as base years, was utilized to gauge the development strategy. To decide group diversity and performance outcome directed by work group context, a progression of various leveled regression analysis were conducted. The study finds a significant relationship between a portion of the diversity factors and also individual diversity factors with the measures of organizational performance. Likewise, it uncovers that sexual orientation, gender and ethnicity are negatively identified with both employee efficiency and performance reward. What is more? The study finds that sexual orientation, age and tenure diversity are decidedly connected and are essentially related. It is recommended that organization executives utilize great systems to adequately manage workforce diversity and collective research effort should be done to find out the relevant factors that direct workforce diversity to create positive performance results.

Kerga and Asefa (2018) conducted a study to establish the influence of age diversity on employee performance in Ethio-telecom south-west Addis Ababa zone. The study used questionnaires to collect data on a sample of 80 respondents. Multiple linear regression models were employed for analysis. The results revealed that age diversity has no significant influence on employee performance. The study assessed performance in terms of employee performance and it was in the context of Ethio-telecom south-west Addis Ababa, thus creating a gap on if the aforementioned workforce diversity factors affect organizational performance in the context of KTDA.

Friday and Anita (2018) explored the behaviour of workgroups in terms of their diversity and group cohesiveness in the Nigeria Police. The study was conducted in Rivers State, where three hundred and eighteen (318) copies of the research instrument were distributed to the respondents of forty-five (45) workgroups. Nevertheless, only two hundred and seventy-nine (279) copies amounting to forty (40) workgroups returned and were analyzed using Kendall's tau statistical technique with the aid of SPSS. It was recommended that: Leadership of the group should ensure that deep-level diversity or differences amongst members of a group is communicated to all and sundry to bring about mutual respect, thereby aiding the attainment of the goals of the group. The leadership of the group should ensure that deep-level diversity or differences are well communicated as this would enhance the cooperation of group members, thereby enabling group members to keep to the standard norms that govern group activities. The leadership of the group should ensure that surface-level diversity is seen as a resource because the peculiar personal experiences of the individual group members are communicated to shape the activities and behavioural conduct of the group. The leadership of the group should ensure that surface-level diversity brings about cooperation in the group in that the gains of the differences should be made known even from the point of indoctrination. Since managing diversity is not merely giving lip service to maximizing the differences of groups, the leadership of the group should encourage harmonious relationship(s) amongst all group members for cohesive coordination in attaining its predetermined objectives.

Chris (2020) conducted a study to provide knowledge on if and how workforce diversity enhances the organizational performance of Kenya Tea Development Agency (KTDA) so that appropriate policies can be conceived to promote workforce diversity if it indeed boosts its organizational performance. Consequently, this study sought to bridge the existing knowledge gap by investigating the influence of workforce diversity on the organizational performance of KTDA in Nairobi City County in Kenya. Therefore, the specific objectives of this study were to establish the influence of age, gender, ethnicity, and work experience diversities on the organizational performance of KTDA in Nairobi City County in Kenya. The study adopted the descriptive research design. The target population comprised 68 senior managers drawn from 5 subsidiaries and the head office of KTDA. The census method was used to study all the targeted senior managers. Structured questionnaires were used to collect quantitative data from the targeted respondents. Descriptive analysis was used to establish the level of workforce diversity and organizational performance. The descriptive analysis results revealed that KTDA promotes diversity regarding recruitment and promotion and KTDA has older employees who are very caring and responsible. It also established that KTDA has young employees who are very educated and physically skillful. It also observed that KTDA has an equal proportion of men and women in every department and managerial position and the gender diversity in KTDA has enhanced the quality of corporate leadership and management in the firm. It also established that KTDA appreciates and promotes cultural diversity among its employees. It also revealed that KTDA has employees possessing diverse professional qualifications and work experience. The multiple regression analysis was employed to ascertain the influence of workforce diversity on the organizational performance of KTDA. The results observed that age and gender diversities significantly boost the organizational performance of KTDA in terms of quality production of tea products, operational efficiency, profitability, and effective service delivery.

METHODOLOGY

Research Design

The study adopted a descriptive survey design to determine the effect of workers' diversity on group cohesion. The survey design was chosen because of the nature of the study which is about investigating the subjects in their natural setting without manipulating them. The study sought the opinions of subjects and described what the situation was. Osuala (2018) stated that through surveys, researchers obtain vital facts about people, their beliefs, opinions, attitudes, and behaviors. This further justified the selection of the survey design for this study.

Instrument of Data Collection

The primary tool that was used in this study for data collection is the questionnaire. The questionnaire was designed according to the research questions and objectives and distributed to the respective respondents.

Method of Data Collection

For this study, primary data was employed. The data was collected with the aid of a questionnaire that is properly drafted using the 5-scale Likert system for questionnaire. The questionnaire was adopted because it has the following advantages, such as, it allows for large number of information to be collected from a large number of people in a short time period; the results of the questionnaire can be quickly and easily quantified by the researcher, and can be analyzed scientifically; and when the data has been quantified, it can be used to compare and contrast other researches.

Population of the Study

The population of the study constitutes the top management staff and human resource department of two selected manufacturing companies in Enugu State, namely Innoson Group and Nigerian Breweries Plc. The population of the two selected manufacturing companies totaled two hundred and eighty-seven (287) persons as of January 10, 2024. The population distribution is shown in Table 3.1 below.

Table 3.1: Population of the Study

Manufacturing Company	Top Management Cadre	Human Resource Dept
Innoson group	69	20
Nigerian Breweries Plc.	176	22
Grand Total	**245**	**42**

Source: *Field Survey, 2024.*

Sample Size Determination

For this research, the sample size was derived using Cochran's (1963:75) sample size formula. This is given as:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$ ………………………………. (3.1)

where:

n_o = Representative sample for proportions

n = Sample Size

N = Population Size

e = Allowable sampling error taken at 5% = 0.05

p = Proportion of success in the population from pilot survey = 0.50

q = Proportion of failure in the population from pilot survey = 0.50

However,

$$n_0 = \frac{Z^2 pq}{e^2}$$ ………………………………. (3.2)

where Z^2 is the abscissa of the normal curve (1.96), q is 1-p and e is the allowable sample error (0.05). Substituting these values into Equation 3.2, we have:

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = 385$$ …………………………. (3.3)

Substituting n_o = 385 from Equation 3.3 into Equation 3.1, we have:

$$n = \frac{385}{1 + \frac{(385 - 1)}{287}}$$

$$n = \frac{385}{1 + 1.3379790941}$$

$$n = \frac{385}{2.3379790941} = 164$$

Having applied the Cochran sample size derivation statistic, the value derived was one hundred and sixty-four (164). Hence, the sample size for this study is one hundred and sixty-four respondents.

Sample Size Selection

To determine the number of staff to be selected from each manufacturing company, the proportionate stratified random sampling approach was used. This is given by:

$$\frac{n}{N} \times \frac{Nh}{1}$$

where:

n = Collective sample size for all the sampled manufacturing companies

N = Total population of the sampled manufacturing companies

Nh = Total population of the manufacturing companies.

Therefore,

For Innoson Group

n = 164

N = 287

Nh = 89

Thus: $\frac{164}{287} \times \frac{89}{1} = 51$

For Nigerian Breweries Plc

n = 164

N = 287

Nh = 198

Thus: $\frac{164}{287} \times \frac{198}{1} = 113$

Table 3.2: Sample Size Summary Distribution Table

Organization	Sample Proportion
Innoson Group	51
Nigerian Breweries Plc	113
Total	**164**

Source: *Researcher's Computation, 2024.*

Method of Data Analysis

Frequency tables and percentages were adopted to analyse the demographic characteristics of the respondents and leading research questions while the regression analysis was adopted to test the hypotheses of the study. The software used in this study is the E-views statistical software.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Questionnaire Return Rate

In the course of the study, questionnaires were distributed to the various sampled manufacturing companies in Enugu State and, given the uncertainties beclouding survey studies, not all questionnaires distributed were returned and properly filled. This section of the study displays the statistics of distributed and returned questionnaires and their corresponding percentages. This is shown in Table 4.1 below.

Table 4.1: Questionnaire Return Rate

Ministry	Questionnaire Distributed	Questionnaire Returned	Questionnaire Return Percentage (%)
Innoson Group	51	47	92
Nigerian Breweries Plc	113	101	89
Total	**164**	**148**	**Average: 90.5%**

Source: *Field Survey, 2024.*

Table 4.1 above reveals the number of questionnaires distributed to the sampled federal ministries and their corresponding return rate. It is crystal clear that the return rates are high and hence acceptable, having the highest return rate as 92% and the lowest at 89% and the average return rate as 90.5%.

Note: The return rate was calculated with the formula given as:

$$QRR = \frac{QR}{QD} \times \frac{100}{1}$$

where:

QRR = Questionnaire Return Rate

QR = Questionnaire Returned

QD = Questionnaire Distributed

Test of Hypothesis One

H_{o1}: Age diversity has no significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

H_{A1}: Age diversity has a significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

Presentation and Analysis of Result

Dependent Variable: GC
Method: Least Squares
Date: 01/15/24 Time: 19:26
Sample: 148
Included observations: 148

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.213807	3.400219	0.985468	0.3254
AD	0.221100	0.032170	19.30944	0.0041

R-squared	0.609384	Mean dependent var	20.72614
Adjusted R-squared	0.607750	S.D. dependent var	81.27694
S.E. of regression	50.90364	Akaike info criterion	10.70601
Sum squared resid	619292.2	Schwarz criterion	10.73493
Log likelihood	-1288.074	Hannan-Quinn criter.	10.71766
F-statistic	372.8547	Durbin-Watson stat	1.825809
Prob(F-statistic)	0.445874		

Source: Author's Computation Using E-views.

Model Line: $GC = bo + b_1AD + U$

Regression Line: $GC = 0.213807 + 0.221100\textbf{AD}$

where GC = Group Cohesion, AD = Age Diversity and U = stochastic error term.

Decision Rule

The decision rule is to reject the null hypothesis (**Ho)** if the probability is less than 0.05 and to accept the null hypothesis (**Ho)** if the probability is greater than 0.05.

Decision

From the above analysis, it is clearly seen that the probability value = 0.0041, which is less than 0.05. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (Ha). Hence, age diversity has a significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

Test of Hypothesis Two

Ho2: Ethnic diversity has no significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

HA2: Ethnic diversity has a significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

Step Two: Presentation and Analysis of Result

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	4.165906	3.381851	1.231842	0.2192
ED	0.412227	0.032069	19.40296	0.0189

R-squared	0.611682	Mean dependent var	21.01245
Adjusted R-squared	0.610057	S.D. dependent var	81.25610
S.E. of regression	50.74070	Akaike info criterion	10.69960
Sum squared resid	615333.7	Schwarz criterion	10.72852
Log likelihood	-1287.302	Hannan-Quinn criter.	10.71125
F-statistic	376.4749	Durbin-Watson stat	1.836720
Prob(F-statistic)	0.990231		

Source: *Author's Computation Using E-views.*

Model Line: $GC = b_0 + b_1 ED + U$

Regression Line: $GC = 4.165906 + 0.412227 \textbf{ED}$

where GC = Group Cohesion, ED = Ethnic Diversity and U = Stochastic Error Term.

Decision Rule

The decision rule is to reject the null hypothesis (**Ho**) if the probability is less than 0.05 and to accept the null hypothesis (**Ho)** if the probability is greater than 0.05.

Decision

From the above analysis, it is clearly seen that the probability value = 0.0189, which is less than 0.05. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (Ha). Hence, ethnic diversity has a significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

Test of Hypothesis Three

Ho3: Gender diversity has no significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

HA3: Gender diversity has a significant effect on workers' cohesion in selected manufacturing companies in Enugu metropolis.

Step Two: Presentation and Analysis of Result

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.445927	3.381851	1.231842	0.2192
GD	0.310002	0.032069	19.40296	0.0000

R-squared	0.611682	Mean dependent var	21.01245	
Adjusted R-squared	0.610057	S.D. dependent var	81.25610	
S.E. of regression	50.74070	Akaike info criterion	10.69960	
Sum squared resid	615333.7	Schwarz criterion	10.72852	
Log-likelihood	-1287.302	Hannan-Quinn criter.	10.71125	
F-statistic	376.4749	Durbin-Watson stat	1.836720	
Prob(F-statistic)	0.990231			

Source: Author's Computation Using E-views.

Model Line: $GC = bo + b_1 GD + U$

Regression Line: $GC = 0.445927 + 0.310002$**ED**

where GC = Group Cohesion, GD = Gender Diversity and U = Stochastic Error Term.

Decision Rule

The decision rule is to reject the null hypothesis (**Ho**) if the probability is less than 0.05 and to accept the null hypothesis (**Ho)** if the probability is greater than 0.05.

Decision

From the above analysis, it is seen that the probability value = 0.0000 is less than 0.05. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (Ha). Hence, gender diversity has a significant effect on workers' cohesion in selected manufacturing companies in the Enugu metropolis.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

This study carried out an empirical analysis of the effect of workforce diversity on group cohesion in manufacturing companies. The geographical location of the study is Enugu. Two manufacturing companies were used as case studies (Innoson Group & Nigerian Breweries Plc). The method of data collection was through the articulation and distribution of copies of questionnaires to the staff of the sampled manufacturing companies. Frequency tables/percentages and the regression method were used as methods of data analysis. The major findings of the study are given as follows:

1. Age diversity contributes positively and significantly to group cohesion in selected manufacturing companies in Enugu State.

2. Ethnic diversity contributes positively and significantly to group cohesion in selected manufacturing companies in Enugu State.

3. Gender diversity contributes positively and significantly to group cohesion in selected manufacturing companies in Enugu State.

CONCLUSION OF THE STUDY

The study has been able to evaluate the effect of workforce diversity on group cohesion of two selected manufacturing companies in Enugu. Based on the findings of the study, it was seen that the selected companies enjoyed the benefits of a diversified workforce. The results showed that the three dimensions of workforce diversity (Age, Ethnic and Gender) contributed positively and significantly to group cohesion. This entails that the importance of workforce diversity in ensuring group cohesion cannot be overemphasized and therefore should be applauded.

RECOMMENDATIONS

In light of the findings of the study, the following recommendations were suggested by the researcher:

1. Based on the study, management of the concerned manufacturing companies should watch out for formation of cliques on the guise of sameness in the organization. This could be achieved by consistent communication on the goals of the organization.

2. There is need for training on information that the organization has zero tolerance for gender discrimination, workforce bullying and intimidation.

3. The management of companies should ensure there are no internal forms of discrimination based on the age diversity of the workforce. This could be achieved during the recruitment of personnel.

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