Influence of Organisational Culture on Diversity and Inclusion Management in Selected Tertiary Institutions in Ogun State, Nigeria

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ABSTRACT

Many organisations, including tertiary institutions in Nigeria, continue to struggle with creating a truly inclusive work environment despite the growing recognition of the value of diversity and inclusion in the workplace. Additionally, only a few studies have been conducted in Nigeria to examine the relationship between organisational culture and diversity and inclusion management in tertiary institutions. It is against this background that this study was embarked upon. A survey research design was adopted for the study, and the population comprises members of the academic staff of selected tertiary institutions in Ogun State, which are Federal Polytechnic, Ilaro, D. S. Adegbenro Polytechnic and Ogun State Institute of Technology. A sample size of 278 was derived from a total population of 970 using Krejcie and Morgan's (1970) formula. A structured questionnaire was utilized to collect information from the selected respondents from these institutions. The collected data were analyzed using descriptive and inferential statistics with the aid of SPSS version 25. The analysis showed that organisational values and norms positively impact diversity and inclusion management and employee engagement in the studied tertiary institutions. The federal character provision also significantly promotes diversity and inclusion in Nigeria. Consequently, it was concluded that organisational culture greatly affects diversity and inclusion management. The study recommends making inclusivity and diversity a top priority for modern organisations.

Keywords: Diversity and Inclusion Management, Organisational Culture, Recruitment, Retention, Tertiary Institutions.

INTRODUCTION

Diversity and inclusion management is a vital component in creating a vibrant and successful workplace environment (Rosette, Kossek & Smith, 2020). Embracing diversity entails more than just checking boxes; it entails recognising and appreciating the diverse viewpoints and backgrounds that each individual brings to the table (Okpara & Kabongo, 2021). First and foremost, diversity comprises a wide range of variations, including cognitive diversity, experiences, and views (Nasir & Daut, 2019). Inclusion, on the other hand, guarantees that these different views are not just heard but also actively involved in decision-making processes (Mor Barak, 2020). There are various advantages to effective diversity and inclusion management. It can lead to improved innovation since diverse teams bring different perspectives to problem-solving (Johnson, Jackson & Burse, 2021). Individuals feel valued and respected for who they are, which increases employee engagement and satisfaction. Furthermore, it can boost a company's reputation, making it more appealing to a broader talent pool and a more diversified consumer base (Cox, 2014). Managing diversity and inclusion, on the other hand, is not a one-size-fits-all approach. It takes continual dedication, education, and the creation of an inclusive culture in which everyone feels safe to express themselves (Chen, 2019).

Organisational culture plays a significant role in shaping the practices and policies related to diversity and inclusion in the workplace. A diverse and inclusive workplace has been shown to positively impact employee

morale, productivity, and overall organisational performance (Waldman, Siegel & Javidan, 2021). In fact, according to a report by McKinsey and Company in 2019, companies in the top quartile for gender diversity on their executive teams were 25 percent more likely to have above-average profitability than companies in the bottom quartile.

Diversity and inclusion management is the term used to describe how diversity and inclusion are systematically managed inside an organisation (Cox, 2014). When we talk about diversity, we mean the disparities that exist between people in terms of their colour, ethnicity, gender, sexual orientation, age, and other aspects of variety (Jackson & Ruderman, 2019; Chen, 2019). The degree to which people feel appreciated, respected, and supported inside an organization—regardless of their differences—is referred to as inclusion (Nasir & Daut, 2019; Cox, 2014). Management of diversity and inclusion includes building a welcoming and encouraging workplace for all employees, regardless of differences (Barker, 2018). This entails putting in place procedures and guidelines that support diversity and inclusion, educating staff members about these topics, and cultivating an inclusive culture inside the business (Johnson, Jackson & Burse, 2021). Businesses that successfully manage diversity and inclusion are better equipped to recruit and maintain a diverse workforce, foster creativity and innovation, and improve their standing as socially responsible businesses (Okpara & Kabongo, 2021; Waldman, Siegel & Javidan, 2021).

Organisational culture refers to the collective values, viewpoints, and standards that influence how employees behave within an organisation (Okpara & Wynn, 2018). An organization's culture may either help or impede attempts to foster a diverse and inclusive workplace (Nasir & Daut, 2019). The success of diversity and inclusion management programmes in organisations has been linked closely to organisational culture (Cox, 2014). Nevertheless, many organisations, including tertiary institutions in Nigeria, continue to struggle with establishing a truly inclusive work environment, despite the importance of diversity and inclusion being acknowledged (Akomolafe & Owoyemi, 2021).

There has been a growing recognition of the importance of diversity and inclusion management within an organisation in recent years. The impact of organisational culture on the success of such efforts has also received considerable attention. According to Nasir and Daut (2019), corporate culture can have a major impact on diversity and inclusion management, either enabling or impeding it. Therefore, it is essential to develop effective strategies for promoting diversity and inclusion in tertiary institutions in Nigeria by comprehending the impact of organisational culture on diversity and inclusion management.

Problem Statement

The problem at hand is the challenge of effectively managing diversity and inclusion within organisations. Despite the growing recognition of the importance of diversity and inclusion management, many organisations still struggle to create a workplace culture that is truly inclusive and welcoming to employees from diverse backgrounds. The root cause of this challenge lies in the influence of organisational culture, which can either facilitate or hinder efforts to promote diversity and inclusion.

While there is significant research on the topic, the issue remains unresolved and many organisations continue to struggle to create a truly inclusive workplace culture. The problem, therefore, is how to effectively manage organisational culture to promote diversity and inclusion within organisations.

Many organisations, including tertiary institutions in Nigeria, struggle to create a truly inclusive work environment despite the growing recognition of the value of diversity and inclusion in the workplace. The absence of diversity in leadership roles, the underrepresentation of specific groups in the workforce, and the continuation of discriminatory attitudes and behaviours are all indicators of this. Additionally, there is a dearth of research on how organisational culture affects diversity and inclusion management in Nigerian tertiary institutions.

The Federal Character provision a typical Affirmative Action Policy is a constitutional requirement that seeks to promote inclusiveness and equitable distribution of political power, appointments, and opportunities among the various ethnic groups in Nigeria. The provision is enshrined in Section 14(3) and (4) of the 1999 constitution

of Nigeria. The provision stipulates that in the composition of government institutions, agencies and parastatals, the President, the Vice President, and other political appointees should reflect the federal character of Nigeria. This means that appointments should be made based on merit and ensuring that all ethnic groups are represented in the distribution of political power and opportunities. The Federal Character provision is a significant way to encourage inclusion in Nigeria because it promotes equal representation and distribution of opportunities across the diverse ethnic groups in the country. Doing so, it helps reduce marginalization and ensure that all citizens feel a sense of belonging and ownership in the governance and development of the country. However, its implementation has been criticized for sometimes leading to the appointment of unqualified individuals into positions and for not being as effective as it should be in promoting true inclusion.

Therefore, the purpose of this study is to investigate how organisational culture affects diversity and inclusion management in Nigerian tertiary institutions. This study hopes to advance knowledge of organisational culture's function in fostering diversity and inclusion in tertiary institutions in Nigeria by providing an answer to this research question. This will provide information that will be useful in creating plans that will encourage inclusion and diversity in the workplace. This research will also advance our understanding of diversity and inclusion management, particularly as it relates to higher institutions in Nigeria.

Objectives of the Study

The general objective of this study is to examine the influence of organisational culture on diversity and inclusion management in selected tertiary institutions in Ogun State.
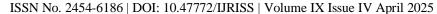
Specific objectives, however, are to:

i. Examine the influence of organisational values on diversity and inclusion management in selected tertiary institutions in Ogun State, Nigeria.

ii. Investigate the influence of organisational norms on the level of employee engagement with diversity and inclusion practices in selected tertiary institutions in Ogun State, Nigeria.

iii. Assess the influence of the Affirmative Action Policy in promoting diversity and inclusion in selected tertiary institutions in Ogun State, Nigeria.

Research Questions

a) To what extent do organisational values influence support for diversity and inclusion management in selected tertiary institutions in Ogun State?

b) What is the influence of organisational norms on employee engagement with diversity and inclusion practices in the selected tertiary institutions?

iv. To what extent does the Affirmative Action Policy influence diversity and inclusion promotion in selected tertiary institutions in Ogun State, Nigeria?

Research Hypotheses

H^01: Organisational values do not have a significant influence on support for diversity and inclusion management in the selected tertiary institutions in Ogun State.

H^02: Organisational norms do not have any significant influence on employee engagement with diversity and inclusion practices in the selected tertiary institutions.

H^03: Affirmative Action Policy does not have any significant influence in promoting diversity and inclusion in selected tertiary institutions in Ogun State, Nigeria.

LITERATURE REVIEW

Conceptual Review

Organisational culture

The set of common values, beliefs, attitudes, behaviours, and practises that influence how work is done inside an organisation is known as organisational culture (Chatman & O'Reilly, 2021). It is regarded as one of the most important elements that contribute to an organization's success. According to Schein (2010), organisational culture is a set of basic presumptions that a group develops as it works through issues with integration and external adaption. Employee behaviour and attitudes towards their jobs are influenced by organisational culture, which also dictates how engaged and satisfied individuals are at work (Lee & Lim, 2021). Creating successful initiatives to promote inclusion and diversity within an organisation requires a thorough understanding of the organisational culture (Sørensen & Halkjelsvik, 2021).
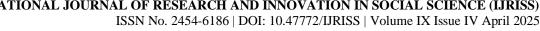
Organisational Values

Organisational values are essential concepts that drive the behaviour, culture, and decision-making of an organisation (Schein, 2010). These principles work as a guidepost, defining the organization's identity and shaping interactions with stakeholders (Saks, 2020). Several important factors contribute to the significance of organisational values. To begin, organisational ideals are critical in building company culture. They have an impact on how employees engage with one another and with outside parties, hence influencing the overall work environment (Cameron & Quinn, 2011). A corporation that prioritises transparency and collaboration, for example, is likely to develop an open and cooperative workplace culture. Furthermore, values serve as a framework for ethical behaviour within a company (Brenkert, 2009). When organisations preserve principles such as integrity and honesty, they establish clear expectations for ethical behaviour among employees, which can boost trust and reputation. This is especially important in today's commercial environment, where ethical failures can have serious legal and reputational ramifications.

Furthermore, organisational values are an effective tool for attracting and retaining talent (Okpara & Wynn, 2018). Job candidates frequently seek organisations whose values fit with their own (Dart, 2004). Employees who identify with an organization's values are more engaged and devoted to their work, which can boost retention and productivity.

Organisational Norms

Organisational norms are unwritten rules and expectations that regulate workplace behaviour. These norms are an important part of organisational culture because they influence how employees communicate, make decisions, and collaborate (Schein, 2010). Both leaders and employees must understand the value of organisational norms. Firstly, organisational norms contribute to workplace consistency and predictability. When colleagues share common expectations about appropriate behaviour, ambiguity is reduced and a more stable work environment is created (Feldman, 1984). For example, a timeliness standard guarantees that meetings begin on time, enhancing overall efficiency.

Employee morale and satisfaction are also influenced by norms. Employees' job satisfaction and dedication to the organisation can improve when they believe norms are fair and just (Robbins & Judge, 2018). Conflicting or ambiguous norms, on the other hand, might lead to dissatisfaction and disengagement. Furthermore, organisational norms might influence ethical behaviour. When an organisation develops ethical principles, the chance of unethical behaviour decreases (Trevio et al., 1998). A norm of honesty, for example, inhibits employees from participating in dishonest behaviour. Leaders are critical in developing and enforcing organisational rules. They do this through their behaviour, communication, and fast resolution of norm violations (Schein, 2010). To establish a cohesive culture, effective leaders integrate organisational norms with the organization's values and mission.

Federal Character Provision (Affirmative Action Policy)

The Federal Character Provision, entrenched in Nigeria's 1999 Constitution, is a key constitutional principle. It was implemented in response to concerns about ethnic and regional disparities in government appointments and resource allocation in the country (Salisu, 2011). This provision is largely intended to promote national unity and stability, as well as to ensure that no area or ethnic group controls the government or public institutions.

The Federal Character Principle requires that federal government offices, agencies, and organisations reflect Nigeria's various ethnic, regional, and religious makeup (Awogbade, 2008). This involves considerations in major government official appointments, federal resource allocation, and admission to federal educational institutions. The Federal Character Provision has great intentions, but its implementation has been a source of contention. According to critics, it is frequently used to justify unqualified selections, resulting in inefficiency and mediocrity in public institutions (Ene, 2019). Furthermore, others argue that it fosters ethnic politics by emphasising identification over merit. Proponents, on the other hand, claim that the provision is vital to prevent marginalisation and promote inclusivity, particularly in a varied country like Nigeria. They argue that it develops a sense of belonging among various ethnic and regional groups, as well as reducing tension and potential confrontations caused by perceived discrepancies.

Diversity and Inclusion

Inclusion and diversity are two linked ideas that are becoming more significant in contemporary organisations (Okpara & Kabongo, 2021). Diversity is the term used to describe the distinctions between people in terms of their racial or ethnic background, gender identity, sexual orientation, age, and other aspects of variety (Jackson et al., 2021). Contrarily, inclusion describes how much people feel appreciated, respected, and supported inside an organisation, notwithstanding their differences (Nasir & Daut, 2019). According to research (Cox, 2014; Jackson & Ruderman, 2019), diversity and inclusion may help organisations in a variety of ways, including higher innovation, increased creativity, and improved organisational performance.

Diversity and Inclusion Management

The act of implementing practises and policies that advance diversity and inclusion inside organisations is referred to as diversity and inclusion management (DIM) (Lee, Lee & Kim, 2020). DIM entails fostering a culture that embraces diversity and an inclusive workplace that acknowledges and capitalises on employee differences (Lopez-Fernandez et al., 2021; Nyberg et al., 2021). Recruiting and retaining diverse personnel, offering training and development opportunities, forming committees for diversity and inclusion, and developing an inclusive culture that encourages employee involvement and job satisfaction are all ways to do this (Mor Barak, 2020; Rosette et al., 2020).

According to research, DIM is becoming more crucial to organisations. For instance, a study by Cox and Blake (2019) discovered that businesses with a strong focus on diversity and inclusion had a competitive edge when it comes to creativity and innovation. Additionally, a study by Okpara and Kabongo (2021) discovered that DIM best practices can boost organisational performance in African businesses. DIM is therefore essential to organisational performance in today's multicultural and international workforce.

Theoretical Review

Social Identity Theory

The social identity theory is one relevant theory that may be used in the study of how organisational culture affects diversity and inclusion management. According to the social identity theory, group membership has an impact on people's behaviour and attitudes and contributes to how they perceive themselves (Tajfel & Turner, 1986). Employees are assigned to different groups at work depending on their gender, race, ethnicity, and other traits. The degree to which these groups are respected and involved in the organisational culture may have a big influence on how employees perform and feel about their jobs.

According to research (Okpara & Kabongo, 2021; Waldman, Siegel, & Javidan, 2021), a good organisational culture that supports diversity and inclusion may boost employee engagement, job satisfaction, and organisational success. A negative culture, on the other hand, might result in low morale, subpar work output, and high turnover (Johnson, Jackson, & Burse, 2021). According to the social identity hypothesis, people are more inclined to identify with and support a group that appreciates and celebrates their membership.

In light of this, encouraging diversity and inclusion within the organisational culture may result in better employee attitudes and behaviours, which may ultimately be advantageous to the organisation as a whole. Organisations may foster a more supportive workplace culture that promotes employee well-being and organisational success by comprehending and using the social identity theory in their diversity and inclusion management practices.

Social Exchange Theory

According to the social exchange theory, people interact with others in hopes of reaping benefits and avoiding drawbacks (Cheung, Wu & Chan, 2019). It contends that people assess relationships by balancing the advantages they acquire with the costs they incur (Cox, 2014). The idea can be used in the context of organisational culture and diversity management to comprehend how employees view the advantages and disadvantages of fostering diversity and inclusion.

The social exchange theory might shed light on how organisational culture affects diversity and inclusion management in tertiary institutions in Ogun State, Nigeria. It implies that if employees see diversity and inclusion as advantageous and rewarding, they will actively promote it (Jackson & Ruderman, 2019). This may include benefits including personal development, increased teamwork, and improved institutional reputation. On the other hand, employees may be less inclined to support these programmes if they believe that diversity and inclusion efforts are costly, such as adding to their workload or risking negative feedback from co-workers (Cox, 2014).

Researchers can investigate how organisational culture affects how employees perceive the benefits and costs of attempts to promote diversity and inclusion by understanding the dynamics of social interchange. The creation of measures to improve diversity management procedures and foster a more welcoming environment in tertiary institutions in Ogun State, Nigeria, can be influenced by this understanding.

Empirical Studies Review

Okpara and Kabongo (2021) looked into how management practices for inclusion and diversity affected the performance of African firms. They discovered a favourable correlation between diversity and inclusion management practices and business performance using survey data from 200 firms. They contend that businesses may boost employee enthusiasm and productivity, stimulate creativity, and increase their capacity to recruit and retain talent by using diversity and inclusion management practices.

Waldman, Siegel, and Javidan (2021) investigated how national culture and diversity impacted the environment of inclusion in international organisations. They discovered that national cultures have an impact on the inclusive atmosphere, which has an impact on employee engagement and work satisfaction. The survey data came from 4,983 employees across 27 nations. To foster a more inclusive work environment, they contend that organisations should adapt their diversity and inclusion practises to the cultural setting in which they operate.

Research on the importance of inclusion, diversity, and equity in organisations was examined by Johnson, Jackson, and Burse (2021). They found several variables, including organisational culture, employee engagement, and leadership support, that might affect the effectiveness of diversity and inclusion programmes. They also emphasised the significance of eliminating structural and institutional impediments to inclusion and diversity, such as prejudice in hiring and promotion procedures.

According to the research reviewed, the lack of focus on the particular cultural context in which diversity and inclusion management practises are used appears to be a gap in the literature. Although Waldman, Siegel, and

Javidan (2021) discovered that Federal Character Provision influences the climate of inclusion, however, their research was only conducted in a small number of nations.

Okpara and Kabongo's study from 2021 found a link between diversity and inclusion management strategies and improved business performance in Africa. Still, it did not look at how cultural considerations can impact this association. The necessity of overcoming structural and institutional barriers to diversity and inclusion was emphasised by Johnson, Jackson, and Burse (2021), but they did not go into great detail about the organisational culture factors that may be at play in these barriers.

Therefore, there is a need for additional study that looks at the cultural factors in which diversity and inclusion management practices are used and how these factors may positively affect those practices. Research might specifically look at how cultural elements like values, beliefs, and conventions impact the uptake and effectiveness of diversity and inclusion programmes in various areas and nations.

METHODOLOGY

A survey research design was adopted for the study. The population comprises members of academic staff of three selected polytechnics in Ogun State which are; The Federal Polytechnic Ilaro (having a total of 620 academic staff); D.S. Adegbenro Polytechnic (163 academic staff) and Ogun State Institute of Technology (187 academic staff); thus bringing the total population figure to nine-hundred and seventy (970). Personal observations of the institutions' distinctive cultural practises and proximity to one another led to the decision to choose those particular institutions. The information was sourced from the registry unit of each selected institution.

Krejcie and Morgan's formula table (see Fig. 1) was applied to derive the appropriate sample size for this study

Fig. 1: Krejcie and Morgan Sample Size Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.   S is sample size.

Source: Krejcie and Morgan (1970)

Thus, from the table above, a sample size of 278 was deemed appropriate for this study. Furthermore, Bowley's allocation formula was applied to allocate the sample size according to institutions

The formula is given as:

$$nh = \frac{nNh}{N}$$

where:

nh= Allocation formula

Nh = Number of items in each stratum in the population

n= total sample size

N = Population size

Applying the formula, we have:

The Federal Polytechnic, Ilaro	=	$620 \times 278 / 970$	=	177
D. S. Adegbenro Polytechnic	=	$163 \times 278 / 970$	=	47
Ogun State Institute of Technology	=	$187 \times 278 / 970$	=	54
				278

Source: Field Survey, May 2023

To collect the needed data for this study, a structured questionnaire was utilized as the research instrument. While the reliability test was accomplished using the Cronbach alpha test, the questionnaire's content validity and expert opinion were both used to validate it. The collected data were analyzed using multiple regression analysis with the aid of SPSS version 25.
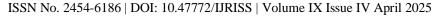
RESULTS

Table 1: Reliability Table

No. of Item	Cronbach's value
28	0.895

Source: Field Survey, October 2023

The information displayed in Table 1 discusses the result of the Cronbach alpha reliability test carried out on the research instrument. The Cronbach alpha rule states that the value must be more than 70% for the research to be regarded as reliable. From the result in Table 1, it can be deduced that the research instrument is highly reliable given the Cronbach alpha value of 0.895.

Table 2: Demographic information of the respondents

Variable	Responses	Frequency	Percentage (%)
Gender	Male	157	56.5
	Female	121	43.5
Marital Status	Single	58	20.9
	Married	215	77.3
	Divorced	5	1.8

Age	25-30 years	36	13.0
	31-45 years	115	41.4
	46 years above	127	45.7
Income	N51,000-70,000	58	20.9
	N71, 000- 100, 000	69	24.9
	N100, 000-above	151	54.3
Educational Qualification	ND/NCE	14	5.0
	HND/BSc/BA	213	76.6
	PGD	51	18.3
	Below 5 years	52	18.7
Years of service	5-10 years	114	41.0
	10-15 years	62	22.3

Source: Field Survey, October 2023

Testing of Research Hypotheses

Decision rule**:** If the probability value (P-value) calculated for the T-statistic value is higher than the level of significance (=0.05) level of significance, reject H0. If not, don't reject H0. The hypothesis was tested for this research at a 95% confidence level, or p=0.05.

Hypothesis One:

H_0: Organisational values do not have a significant influence on support for diversity and inclusion management in the selected tertiary institutions in Ogun State

H_1: Organisational values have a significant influence on support for diversity and inclusion management in the selected tertiary institutions in Ogun State

Table 3: Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
.847[a]	.717	.700	1.23698	.847[a]
a. Predictors: (Constant), Organisational values				
b. Dependent variable: Diversity and Inclusion management support				

Source: Field Survey, October 2023

The information presented in Table 3 indicates the model summary of the variables tested in this study. The R^2 value of .700 is an indication organisational values accounts for about 70% variation in support for diversity and inclusion management in the study area while the remaining 30% is caused by factors not captured in the model.

Table 4: Coefficient[a]

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		

1	(Constant)	10.164	.803	12.659	.000
	Organisational values	.119	.043	2.784	.001

Dependent Variable: Support for Diversity and Inclusion Management

Source: Field Survey, October 2023

The result in Table 4 shows the strength of the influence of organisational values on support for diversity and inclusion management. The t-statistics value of 2.784 is an indication that a unit increase in organisational values will result in a 2.784 unit increase in support for diversity and inclusion management in the study area. Furthermore, the p-value of .001 is less than the acceptable 5% level of significance. Thus, the study rejects the null hypothesis (H0) and accepts the alternative (H1). The study therefore concludes that organisational values have a significant influence on support for diversity and inclusion management in the institutions investigated. This implies that the management of the selected institutions has an effective value culture that supports the management of diverse employees as well as ensures adequate inclusion.

Hypothesis Two:

H_0: Organisational norms do not have any significant influence on employee engagement with diversity and inclusion practices in the selected tertiary institutions.

H_1: Organisational norms have a significant influence on employee engagement with diversity and inclusion practices in the selected tertiary institutions.

Table 5: Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.904[b]	.816	.802	1.54878
a. Predictors: (Constant), organisational norms b. Dependent Variable: employee engagement with diversity and inclusion practices				

Source: Field Survey, October 2023

The result in Table 5 reveals the model summary of the variables investigated in this study. From Table 5, the R^2 value of .816 indicates that the independent variable i.e organisational norms accounted for 81.6% variation in employee engagement with diversity and inclusion practices in the study area while the remaining 18.4% is accounted for by variables not captured in the model

Table 6: Coefficient[b]

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	3.897	1.150	3.390	.001
	Organisational norms	.218	.088	1.486	.000

Dependent Variable: Employee engagement with diversity and inclusion practices

Source: Field Survey, October 2023

The result in Table 5 shows the strength of the influence of organisational norms on employee engagement with diversity and inclusion practices in the institutions under study. The t-statistics value of 1.486 is an indication that a unit increase in organisational norms will result in a 1.486 unit increase in employee engagement with diversity and inclusion practices in the study area. Furthermore, the p-value of .000 is less than the acceptable 5% level of significance. Thus, the study rejects the null hypothesis (H0) and accepts the alternative (H1). The study therefore concludes that organisational norms have a significant influence on employee engagement with diversity and inclusion practices in the selected tertiary institutions. This result implies that the employees in the studied institutions are adequately engaged in the activities of the institutions due to effective organisational norms.

Hypothesis Three:

H0: Affirmative Action Programme does not have any significant influence in promoting diversity and inclusion in selected tertiary institutions in Ogun State, Nigeria

H1: Affirmative Action Programme has a significant influence in promoting diversity and inclusion in selected tertiary institutions in Ogun State, Nigeria

Table 7: Model Summary[c]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.838[a]	.702	.695	2.16643
a. Predictors: (Constant), Federal Character Provision b. Dependent: Promotion of diversity and inclusion				

Source: Field Survey, October 2023

The result displayed in Table 7 shows the model summary utilized to examine the influence of the Affirmative Action Programme in promoting diversity and inclusion practice in selected tertiary institutions in Ogun State, Nigeria. The R^2 value of .702 is an indication that the Affirmative action Programmes account for 70.2% variation in support for diversity and inclusion management in the study area while the remaining 29.8% is caused by factors not captured in the model.
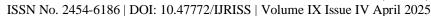
Table 8: Coefficients[c]

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	3.050	1.233	.903	.013
	Federal Character Provision	.155	.110	1.415	.002

Dependent Variable: Promotion of Diversity and Inclusion

Source: Field Survey, October 2023

The result in Table 7 is an indication of the strength of the relationship between the Affirmative Action Policy (Federal Character Provision) and the promotion of diversity and inclusion of diverse backgrounds in the institutions under study. The t-statistics value of 1.415 is an indication that a unit increase in the Federal Character Provision will result in a 1.415 unit increase in the promotion of Diversity and Inclusion in the study area. Furthermore, the p-value of .002 is less than the acceptable 5% level of significance. Thus, the study rejects the null hypothesis (H0) and accepts the alternative (H1). The study therefore concludes that Federal Character Provision has a significant impact on the promotion of Diversity and Inclusion in the selected tertiary institutions.

This result implies management of the selected tertiary institutions investigated in this research comply with the provisions of the Federal Character as regards Diversity and Inclusion.

CONCLUSION AND RECOMMENDATIONS

This research aimed to examine the influence of organisational culture on diversity and inclusion management in selected tertiary institutions in Ogun State. Using a survey research design, this study gathered information from members of the academic staff of three selected tertiary institutions in Ogun State using a structured questionnaire.

The result of the findings revealed that organisational values support diversity and inclusion management in the institutions investigated. The result implies that the organisational values in these selected institutions promote effective diversity and inclusion management. This practice could be attributed to the effective performance of these institutions in recent times which has seen an undisrupted academic calendar. Similarly, the study found that organisational norms have a significant impact on employee engagement with diversity and inclusion practices in selected tertiary institutions. Moreover, the findings of the study show that the Federal Character Provision significantly impacts the promotion of diversity and inclusion in the selected institutions which implies that the management of the selected institutions comply with the provisions of the Federal Character as regards diversity and inclusion management.
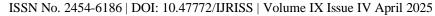
Based on the individual results, this study concludes that organisational culture has a significant effect on diversity and inclusion management in contemporary institutions. These findings are in line with the findings of Akomolafe and Owoyemi (2021); Oni, Ogunnaike and Adeleye (2021); Ogunnaike and Akinbode (2021) who contend that organisational culture has an impact on the management of diversity and inclusion in organizations. However, the findings are not in line with the findings of Bao, Lu and Zhou (2020) who found that individual cultural value orientations had a greater effect on diversity management than organisational culture as well as the study of Cheung, Wu and Chan (2019) who found that organisational culture had a limited effect on diversity management in Chinese firms due to traditional cultural values and societal norms.

In line with the findings of this study, the following recommendations are put forward:

a. Given the discovery that organisational values promote diversity and inclusion management, institutions should continue to emphasise and disseminate these values throughout the organisation. There is a need to remind employees and stakeholders of the importance of principles such as inclusion, respect, and diversity regularly. To maintain and improve the supportive atmosphere for diversity and inclusion, workshops, training programmes, and clear messages from leadership can help.

b. Institutions should actively endeavour to strengthen organisational norms because it has been demonstrated that they have a major influence on staff engagement with diversity and inclusion practices. Employers should embrace diversity as a component of the organisational culture by following the example set by leaders and managers who exhibit inclusive behaviour. Establish unambiguous rules and expectations that encourage inclusivity and diversity in hiring, decision-making, and day-to-day interactions.

c. Furthermore, institutions should take a proactive approach to ensuring compliance given the considerable influence of the Federal Character Provision on encouraging diversity and inclusion. Reviewing and frequently evaluating whether the institution is managing diversity and inclusion in accordance with federal regulations is essential. To ensure the institution adheres to the regulations and encourages fair representation of different groups, this may entail forming a specialised compliance committee, performing audits, and requesting external assessments.

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