

**DIVERSITY, INCLUSION AND PERFORMANCE IN SELECTED MULTINATIONAL CORPORATIONS IN OGUN STATE**

Ajose Akeem Olatunji<sup>1</sup>, Ngwama Justice Chidi<sup>2</sup>,  
& Raymond Emeka Nnamdi<sup>3</sup>

<sup>1</sup>Department of Business Administration, Ogun State Institute of Technology, Igbesa

<sup>2</sup>Department of Administration and Management, Crawford University, Igbesa Ogun State

<sup>3</sup>Department of Business Administration and Marketing, Redeemers' University,  
Ede, Osun State

Correspondence: [ngwamaj@yahoo.com](mailto:ngwamaj@yahoo.com)

**Abstract**

*This study examined the diversity and inclusion (D&I) practices of multinational manufacturing corporations (MNCs) in Ogun State, Nigeria, to determine their impact on corporate performance. Primarily, 230 workers from six prominent international manufacturing companies including Nestlé Nigeria Plc, Hayat Kimya Nigeria Ltd, Unilever Nigeria Plc, Nigerian Breweries Plc, Dangote Industries Limited, and Lafarge Africa Plc were surveyed using a cross-sectional design. To ensure that all levels of management, supervision, and operations were fairly represented, the researchers used stratified random sampling. Descriptive statistics, multiple regression, and Pearson correlation were employed to examine the data. Organizational performance ( $r = .414$ ,  $p < 0.01$ ) and customer satisfaction ( $r = .482$ ,  $p < 0.01$ ) were positively correlated with D&I practices. A high positive association was found between ethnic diversity and both organizational success ( $r = .435$ ,  $p < 0.01$ ) and customer satisfaction ( $r = .558$ ,  $p < 0.01$ ). According to the regression results, organizational performance was substantially predicted by D&I practices ( $\beta = .151$ ,  $p = .021$ ), ethnic diversity ( $\beta = .329$ ,  $p = .000$ ), and employee engagement ( $\beta = .117$ ,  $p = .001$ ). According to statistical analysis, the model explained over 27% of the variation in group performance and was significant ( $F(3, 214) = 26.719$ ,  $p < 0.0005$ ). This study adds to the body of knowledge in academia and management practice by highlighting diversity and inclusion (D&I) as a strategic resource within the framework of the Resource-Based View (RBV) paradigm. In culturally varied situations like Ogun State, it proves that organized D&I management improves both internal and external organizational outcomes, including customer satisfaction, employee engagement, and productivity. According to this research, MNCs in Nigeria should formalize diversity and inclusion policies that are compatible with international standards and adapted to the specifics of the Nigerian workforce.*

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**Keywords:** Diversity and Inclusion, Ethnic Diversity, Organizational Performance, Multinational Manufacturing Companies, Ogun State, Nigeria, Resource-Based View.

## 1.0 Introduction

### 1.1 Background of the Study

Strategic management for multinational corporations (MNCs) now includes diversity and inclusion (D&I) management, given the increasingly globalized nature of the modern economic environment. To remain competitive and effective, these organizations must consciously handle worker disparities based on culture, ethnicity, gender, and socioeconomic status. According to recent studies (Fapohunda & Oriarewo, 2021; McKinsey & Company, 2020), diversity and inclusion are important factors in HRM, but they are also key factors in creativity, employee engagement, corporate reputation, and, ultimately, better organizational success.

There is a wide range of diversity in the languages, cultures, nationalities, religions, gender identities, ages, and abilities represented in the workforces of multinational corporations worldwide. In VUCA marketplaces, long-term success is defined by the capacity to handle these differences in a way that fosters equity and a sense of belonging (Deloitte, 2023). According to scholars, resilient organizations can be built using effective diversity and inclusion strategies. These strategies help integrate diverse perspectives and cultivate an inclusive workplace. When employees feel welcome and valued, organizations experience higher levels of creativity, better problem-solving, and

stronger financial performance (PwC Nigeria, 2022).

Workplace diversity encompasses a wide range of characteristics, both overt and covert, such as individuals' ages, genders, races, nationalities, abilities, educational attainment, professional history, and personal beliefs. In contrast, inclusion is defined as the actions and policies of an organisation that promote an environment where all individuals are included, valued, and have the autonomy to make their unique contributions (Okoye et al., 2023). Inclusion refers to the state of the workplace and company culture, whereas diversity concerns the composition of the workforce. Many people around the world are interested in diversity and inclusion. For example, McKinsey's "Diversity Wins" research (2020) found that companies with the most ethnically and gender-diverse executive teams are 25% more likely to beat their rivals in terms of profitability. D&I is both a moral and practical requirement for every company, and this data serves to support that claim.

Regardless of this worldwide trend, the implementation and results of D&I plans vary by area, especially in developing nations such as Nigeria. Multinational corporations in the construction, logistics, consumer goods, and manufacturing industries have set up shop in Ogun State, southwest Nigeria, making it one of the most important industrial zones in Nigeria. Foreign direct investment (FDI) has flocked to the state because of its business-friendly

regulations and proximity to Lagos (Ogun State Bureau of Statistics, 2024). Multinational corporations operating in Ogun State face a challenging labor force that is diverse in terms of religion, ethnicity, gender, and education and skill levels. Having a workforce that has many different types of employees has its pros and cons. Organization performance aspects such as talent retention, innovation, trust levels of stakeholders, adherence to local, and international regulatory frameworks, productivity, and effective management of diversity and inclusion are all affected by this phenomenon (Akinbinu & Adebayo, 2023).

Some of the challenges which still exist are cultural prejudices, failure to enforce their regulatory rules regarding diversity and inclusion and weaknesses in managerial ability. The next current war is the necessity to localize global D & I frameworks. This study explores these issues to find out more about how the inclusion and diversity management by multinational corporations (MNCs) in Ogun State, is done and how these programs affect the bottom line.

### 1.2 Objective of the study

This study is concerned with the diversity and inclusion (D&I) effort of management and performance in Ogun State among the multinational corporations (MNCs). The specific objectives are the following:

i. to analyze the performance score of MNCs in Ogun State regarding diversity and

inclusion (D&I) management practices and overall performance.

ii. examine the manner in which certain multinational companies within Ogun State manage the ethnic diversity and its impact towards consumer satisfaction

### 1.3 Hypothesis:

- i. There is no relationship between organizational performance and diversity and inclusion (D&I) management practices
- ii. Ethnic diversity does not have impact on customer satisfaction in a subset of multinational manufacturing companies in Ogun State, Nigeria

## 2.1 Literature Review

### 2.1.1 Concept of Diversity

Choi (2020) defines diversity in organizational studies as any distinctive features among employees, whether visible or latent. According to Osagie et al. (2023), workplace diversity also incorporates demographical differences, as well as cognitive and experience differences, in the individuals. There are two main types of diversity: surface-level and deep-level diversity. Age, gender, ethnicity, and physical ability are examples of surface-level diversity (Akinbinu & Adebayo, 2023). Values, personality traits, educational background, and job experience are examples of deep-level variety.

Types of diversity extend across multiple dimensions. Gender diversity refers to the representation of different genders

within an organization. Ethnic and cultural diversity focus on employees from varied racial and cultural backgrounds. Generational diversity involves employees from different age groups working together. There is also functional diversity, which relates to differences in professional background, skills, and roles (Fapohunda & Oriarewo, 2021).

The core concept of diversity centers on recognizing, respecting, and valuing individual differences as a vital organizational resource. As Edeh et al. (2022) note, embracing diversity enhances creativity and innovation by incorporating varied perspectives into problem-solving and decision-making processes. Organizations that effectively manage diversity also tend to experience better financial performance, higher employee satisfaction, and improved market reach (McKinsey & Company, 2020).

Diversity has many positive effects on organizations. It boosts a company's brand reputation, encourages innovation from various perspectives, increases employee engagement, and helps recruit top personnel (Deloitte, 2023). Diversity facilitates the alignment of organizational goals with broader public expectations, leading to more ethical and socially responsible corporate practices. Therefore, diversity is about more than just having a diverse workforce; it is also about incorporating people's unique perspectives

and experiences into an organization's daily operations and ethos.

### **2.1.2 Managing Diversity**

Organizations engage in diversity management when they systematically and strategically take steps to build inclusive workplaces that embrace diversity and use it to their advantage (Okoye et al., 2023). To effectively manage diversity, rules and procedures must be established that encourage equity, justice, and respect for every person, notwithstanding their unique characteristics (Choi, 2020).

The establishment of company rules that declare a firm's dedication to diversity and inclusion is the first step in effective diversity management. Nondiscrimination, fair employment opportunities, and anti-harassment measures are commonly included in these policies (Akinbinu & Adebayo, 2023). Equal hiring procedures and recruitment tactics that target under-represented groups are also essential for achieving gender equality. Another important tactic is training and development programs. Deloitte (2023) emphasized the importance of diversity training in helping employees become more culturally competent and self-aware. Multinationals are increasingly focusing on leadership development schemes to train inclusive leadership skills.

Performance management systems should, therefore, be put in place to take into consideration diversity-related objectives and measures to effectively accommodate

diversity. The management is starting to incorporate diversity and inclusion KPIs in its assessment (Fapohunda and Oriarewo, 2021). Other sources of effective diversity management involve mentorship programs and Employee Resource Groups (ERGs), which also serve to support under-represented groups. According to Edeh et al. (2022), a possible method through which ERGs could contribute to engagement and retention is by establishing support systems. Feedback system is the last and not the least.

Diversity management is more than satisfying legal requirements (Osagie et al., 2023). Climate survey and diversity audit should be conducted regularly to enable organizations to have a view of their progress and identify places they can develop. To ensure that the positives of workforce diversity are maximized, a proactive integrated approach should be adopted, which involves the leadership, policy making, training, accountability and continuous feedback. The focus is to have an inclusive corporate culture.

### **2.1.3 Managing Diversity & Inclusion and Multinational Organization Performance**

In the recent past, numerous studies have established that there is indeed a connection between effective management of diversity and inclusion (D&I) and the performance of global organisations. Akinbinu and Adebayo (2023) state that effective diversity and inclusion management promotes the multinational firms ability to innovate, involve people,

and, as a result, stay afloat on international markets. Fapohunda and Oriarewo (2021) affirm that diversity and inclusion influence talent retention levels, customer satisfaction, and financial performance along with overall organizational purposes. Multinational corporations (MNCs) tend to conduct in a variety of legal, economic and social regimes and live in culturally diverse environment. D&I management in such settings must be quite adaptable and flexible. As Choi (2020) explains, corporations worldwide that take steps to implement an inclusive culture find it easier to cooperate with employees, engage in the exchange of information, and reduce workplace conflicts which all lead to improved performance.

Performance and diversity and inclusion management have been found to be positively correlated by empirical study. Companies with more diverse executive teams (both in terms of gender and race) are 25% more likely to outperform financially than those with less diversity, according to McKinsey & Company (2020). The same holds true for multinational corporations; Deloitte (2023) notes that when D&I initiatives are well integrated, productivity levels can increase by as much as 30% owing to increased morale and innovation in the workplace.

Multinational corporations face unique difficulties in developing nations like Nigeria, particularly in Ogun State, due to cultural prejudices, disparities in regulation,

and the nature of the local labor. Multinational corporations in Nigeria experience an increase in operational efficiency and customer approval when they adapt their global diversity and inclusion strategies to the country's specific context (Osagie et al., 2023).

Strategically, a company cannot afford to ignore diversity and inclusion. Sustained development and competitive advantage in varied and changing market settings are possible for multinational organizations that prioritize culturally responsive policies, equitable talent management and inclusive leadership.

## 2.2 Theoretical Framework

The theoretical underpinning of this inquiry is the Resource-Based View (RBV) theory. According to the Resource-Based View, which was first put forth by Barney in 1991, businesses can obtain a competitive advantage by obtaining and skillfully managing resources that are rare, valuable, unique, and non-replaceable (VRIN). Increasingly, D&I is being acknowledged as an intangible asset that meets the VRIN standard in modern literature on organizational performance and human resource management (Akinbinu & Adebayo, 2023).

RBV theory states that a diverse and rich workforce is a form of human resource that can enhance performance of an organization in its unique manner. Choi (2020) adds that diversity enhances

problem-solving and innovation since it presents varied perspectives, skills, and life experience. The inclusion eliminates the possibility of organizational culture restriction and structural impediment in facilitating preferable utilization of diverse capabilities. Active management of diversity and inclusion enables international organisations to enjoy competitive advantages, including employee engagement, creativity and enhancement of financial performance to a greater degree (Osagie et al., 2023). RBV theory might help multinational corporations in different settings to handle diversity and inclusion to achieve organizational success, including in a setting like Ogun State, Nigeria. The application of effective diversity and inclusion policies can help firms find a wide range of talents and adapt to market conditions promptly. This corroborates the assertions of the RBV that properly administered internal resources stand to generate greater long-term advantages compared to external market positioning in itself (Deloitte, 2023).

Indeed, according to the RBV theory, diversity and inclusion is not just a compliance issue but is actually a strategic resource. This paradigm informs the study on the importance of the MNCs in Ogun state on the way they tackle diversity and inclusion issues to enhance organizational performance.

### Empirical Review

The attention should now be based on evidence given that empirical studies substantiate the claim that diversity and inclusion (D&I) is a vital concept in enhancing the performance of multinational corporations (MNCs) particularly in developing economies such as Ogun state, Nigeria. A cross-sectional survey of 15 multinational firms in Ogun State was carried by Akinbinu and Adebayo (2023) using structured questionnaires and later interpreting the data in the form of multiple regression analysis. Results indicated statistically significant positive relationship between diversity and inclusion practices and organizational success with a value of p-value of less than 0.05 and R<sup>2</sup> of 0.62. The implication of this is that the effective handling of diversity and inclusion in the examined organizations can attribute to nearly 62 percent of organizational performance differences.

Osagie et al. (2023) present more quantitative results in their research using a survey of 250 employees of multinational companies in consumer goods production industries at Agbara Industrial Estate, in Ogun State. When they used structural equation modelling (SEM) in their research, they found that diversity in gender and ethnicity had path coefficients of 0.53 and 0.47 respectively in relation to organizational performance, which were both significant at a p-value of 0.01. Moreover, 20 questions using qualitative interviewing of managerial personnel

revealed a standardized perception that inclusive workplace cultures are of great benefit in enabling employee engagement and the outcomes of innovation.

A mixed study by Edeh et al. (2022) used both Likert-scale survey questionnaires and in-depth interviews in six multinational companies situated within Sagamu and Ota to investigate how ethnic diversity contributes to customer satisfaction. Quantitative analysis carried out measured on Pearson correlation found a significant positive relation factor ( $r = 0.58$ ,  $p < 0.05$ ) between workforce ethnic diversity to customer satisfaction indicators such as repeat purchase rates and service quality ratings. These findings were supported by other qualitative data generated by feedback results of the focus group discussions, where the participants pointed out that hiring employees with different ethnic backgrounds helped in maintaining better communication with the culturally diverse Nigerian customers.

Oladipo and Olanrewaju (2020) in a different study used ANOVA tests to compare the customer satisfaction scores in firms with an ethnic diversity profile and lesser diversity in industrial zones of Ogun State. Studies have concluded that on a 5-point diversity index, organizations with higher ethnic diversity scores (mean diversity index = 4.2) show substantially increased customer satisfaction (mean score = 4.5) compared to those with lower

diversity indices (mean score = 3.8), yielding a p-value of 0.032.

However, the results have not been consistently favorable. Okoye et al. (2023) undertook qualitative case studies that incorporated semi-structured interviews with human resource managers from ten multinational corporations situated in Ogun State. Their thematic analysis indicated that a lack of management regarding ethnic diversity occasionally resulted in workplace conflicts, which, in turn, impacted team cohesion and the quality of service delivery. Notably, 30% of participants reported encountering inter-group tensions in the absence of effectively executed inclusion policies, indicating that diversity, when not accompanied by systematic inclusion strategies, can yield negative outcomes.

### 3.0 Methodology

This study used a cross-sectional survey research approach to examine how MNCs in Ogun State, Nigeria, deal with diversity and inclusion (D&I) and how it affects their performance. The participants were workers at six different multinational manufacturing companies based in the Agbara, Ota, and Sagamu areas of Ogun State, which are important Industrial Centers. The targeted companies include Nestlé Nigeria Plc, Hayat Kimya Nigeria Ltd, Unilever Nigeria Plc, Nigerian Breweries Plc, Dangote Industries Limited, and Lafarge Africa Plc (based on staff strength information sourced from each company's Human Resource Department).

The target population comprised 520 employees across managerial, supervisory, and operational levels within these organizations.

230 responders were chosen as the sample size using Yamane's formula for sample size calculation. Stratified random sample was employed to ensure that all departments and job levels were adequately represented, enhancing the results' dependability and relevance. A structured questionnaire that was used to collect primary data was developed by adapting established tools used in previous studies. Demographics, diversity and inclusion policies, and organizational performance metrics like output, client happiness, and staff engagement made up the three sections of the study. Twenty respondents from comparable organizations outside Ogun State were used to pretest the instrument to ensure validity, reliability, and clarity. Ensuring that all participants understood the study's goals and confidentiality helped improve the quality of their responses. The surveys were handed out and collected by hand to guarantee a high response rate; respondents were given one week to complete them. We used descriptive and inferential statistics to analyze the data.

The mean, standard deviation, frequency, and percentage were among the descriptive statistics used to characterize the demographic profiles of the respondents and the distributions of the important variables. The relationships between organizational

performance metrics and D&I procedures were investigated using Pearson’s correlation analysis. We also used multiple regression analysis to determine how the chosen manufacturing companies’ performance was affected by their diversity and inclusion management. In addition, Cronbach’s alpha was used to evaluate the dependability of the data collection device. An internal consistency threshold of 0.772 was established as the lowest acceptable level of internal consistency.

**4.0 Analysis and Discussion of Result**

**4.1 Model Fitness**

The model fitness result from the ANOVA test is displayed in Table 3. The regression model’s F-statistic value of 26.719 and p-value of 0.000 demonstrate statistical significance. This proves that in Ogun State, multinational manufacturing enterprises’ organizational performance is predicted by ethnic diversity, employee engagement, and managing diversity and inclusion procedures. As seen in the model-summary R 2 value (not shown but cited in analysis) the model explains almost 27 percent of the variance in organizational performance.

Evaluation of each questionnaire item’s reliability

Table 1: Reliability test for all items in the Questionnaire

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.772	.793	16

**Table 1: ANOVA Table for D&I, Ethnic Diversity, and Organizational Performance Model**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	215.786	3	71.929	26.719	.000
Residual	576.091	214	2.692		
Total	791.876	217			

Dependent Variable: Organizational Performance.

Predictors: (Constant), Employee Engagement, Ethnic Diversity, D&I Practices.

**Table 2: Correlation Matrix of Diversity & Inclusion Indicators and Organisational Performance**

	D&I Practices	Ethnic Diversity	Employee Engagement	Organizational Performance	Customer Satisfaction
D&I Practices	1	.530**	.752**	.414**	.482**
Ethnic Diversity	.530**	1	.620**	.435**	.558**
Employee Engagement	.752**	.620**	1	.504**	.435**
Organizational Performance	.414**	.435**	.504**	1	.487**
Customer Satisfaction	.482**	.558**	.435**	.487**	1

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

**Table 3: Coefficients Table for D&I Practices, Ethnic Diversity, and Organizational Performance**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
(Constant)	6.279	—	5.018	.000
D&I Practices	.162	.151	1.699	.021
Ethnic Diversity	.355	.329	4.397	.000
Employee Engagement	.124	.117	1.218	.001

Dependent Variable: Organizational Performance

#### 4.2 Results and Discussion

The results of the study, which examined the relationship between organizational performance and diversity

and inclusion (D&I) management practices as well as the impact of ethnic diversity on customer satisfaction in a subset of multinational manufacturing companies in

Ogun State, Nigeria, are outlined and analyzed in this section.

### 4.3 Correlation Analysis

The correlation analysis's findings are shown in Table 2. The findings show a favorable correlation between diversity and inclusion policies and customer satisfaction ( $r = .482^{**}$ ,  $p < 0.01$ ) as well as organizational success ( $r = .414^{**}$ ,  $p < 0.01$ ). This suggests that when companies enhance their diversity and inclusion practices, they achieve better performance outcomes and higher levels of customer satisfaction.

Organizational performance ( $r = .435^{**}$ ,  $p < 0.01$ ) and customer satisfaction ( $r = .558^{**}$ ,  $p < 0.01$ ) were both positively and significantly correlated with ethnic diversity, lending credence to the study's second goal. Furthermore, D&I practices are also positively correlated with employee engagement ( $r = .752^{**}$ ,  $p < 0.01$ ), highlighting the interconnected nature of inclusion strategies and workforce motivation.

These results align with the findings of Akinbinu and Adebayo (2023) and Osagie et al. (2023), who reported similar relationships in Nigerian multinational firms, underscoring the generalizability of these results within the Ogun State context.

### 4.4 Regression Analysis

The regression coefficients are presented in Table 3. Organizational performance is impacted by diversity and inclusion practices, ethnic diversity, and

employee engagement, as explained by the regression model used in this study. The findings indicate that in Ogun State, multinational manufacturing enterprises, D&I practices ( $\beta = .151$ ,  $p = .021$ ), ethnic diversity ( $\beta = .329$ ,  $p = .000$ ), and employee engagement ( $\beta = .117$ ,  $p = .001$ ) have favorable and statistically meaningful impacts on the performance of the organization.

This result lends credence to the null hypothesis (H1) that MNCs in Ogun State perform better when they have well-managed diversity and inclusion policies and procedures in place. Since there is a robust correlation between ethnic diversity and both consumer happiness and organisational performance, this finding also lends credence to the second hypothesis (H2) about the effect of ethnic variety on customer satisfaction.

### 4.5 Discussion of Findings

The findings of this study are largely consistent with both global and local empirical evidence, reinforcing the growing consensus that diversity and inclusion (D&I) are critical drivers of organizational performance in multinational corporations. Similar to global studies conducted by McKinsey & Company (2020) and Deloitte (2023), the results indicate that well-managed diversity and inclusion initiatives are positively associated with improved organizational outcomes, including productivity, employee engagement,

innovation, and customer satisfaction. These findings suggest that diversity, when strategically harnessed, constitutes a valuable organizational resource rather than a liability.

Within the context of Ogun State, Nigeria, the evidence demonstrates that effective ethnic and gender diversity management contributes significantly to improved internal organizational outcomes. Enhanced employee engagement, stronger team collaboration, and improved productivity were observed in organizations that actively implemented inclusive workplace practices. This supports the argument that inclusive organizational policies promote a sense of belonging and psychological safety among employees, which in turn facilitates higher levels of commitment and discretionary effort. In highly competitive manufacturing environments such as those found in Ogun State's industrial corridors, these internal efficiencies translate into tangible performance advantages.

Beyond internal outcomes, the findings also reveal important external performance benefits, particularly in terms of customer satisfaction and service quality. Consistent with the studies by Edeh et al. (2022) and Oladipo and Olanrewaju (2020), organizations with higher levels of ethnic diversity were better positioned to understand and respond to the needs of Nigeria's culturally heterogeneous consumer base. A diverse workforce enhances

communication with customers, improves cultural sensitivity, and supports market responsiveness, thereby strengthening customer loyalty and repeat patronage. This highlights the strategic importance of diversity as a tool for market alignment and customer-oriented innovation in multinational operations.

However, the findings equally underscore that diversity alone does not automatically yield positive outcomes. Echoing Okoye et al. (2023), the results demonstrate that poorly managed diversity can give rise to workplace conflicts, inter-group tensions, and reduced team cohesion. This supports the contingency perspective of diversity management, which posits that the benefits of workforce heterogeneity depend heavily on the presence of effective inclusion frameworks, leadership commitment, and conflict management mechanisms. Without structured inclusion policies, diversity may exacerbate misunderstandings, reinforce in-group and out-group dynamics, and undermine organizational effectiveness.

Furthermore, the findings suggest that inclusion serves as a critical mediating mechanism between diversity and performance. Inclusive practices—such as equitable participation in decision-making, transparent communication, and fair conflict resolution—appear to mitigate the negative effects of diversity-related tensions while amplifying its positive contributions. This reinforces global insights that organizations

must move beyond symbolic diversity initiatives toward substantive inclusion strategies that actively manage interpersonal and intergroup dynamics.

In the Nigerian context, where ethnic plurality and socio-cultural differences are pronounced, the importance of deliberate inclusion and conflict management is particularly salient. Multinational corporations operating in Ogun State face unique challenges associated with cultural diversity, power distance, and communication styles. The findings suggest that firms that proactively invest in inclusive leadership development and structured diversity management systems are better equipped to convert diversity into a sustained competitive advantage within Nigeria's complex business environment.

Overall, this study extends existing literature by demonstrating that diversity and inclusion function as strategic performance enablers rather than merely ethical or compliance-driven initiatives. It affirms that while diversity provides the potential for improved organizational outcomes, inclusion determines whether that potential is realized. Consequently, multinational corporations seeking long-term competitiveness in developing economies must integrate diversity management with intentional inclusion and conflict resolution frameworks.

#### **4.6 Conclusion**

This study examined the relation between diversity and inclusion (D&I) management practices and the performance of the multinational manufacturing companies in Ogun State, Nigeria. It particularly explored two key areas namely the relationship between diversity and inclusion practices and organizational success, as well as the effect of ethnic diversity on customer satisfaction. The correlation and regression studies provide the empirical evidence that both practices of diversity and inclusion and ethnic diversity positively and significantly (statistically) affect customer satisfaction and organizational performance. The results show that international manufacturing firms which adopt consistent applied techniques of organized diversity and inclusion, with internal approaches to inclusive employee recruiting, employee development programming, and cultural sensitivity coaching, develop higher staff morale, innovative potential, and financial performance. Customer satisfaction is highly advanced through ethnic diversity that facilitates high quality service provision and customer relationship management in a culturally diverse nation like Nigeria.

The present results align with recent international and domestic studies on the subject that asserts that diversity and inclusion are not only human resource programs, but strategic economic requirements of multinational companies. However, challenges like overcoming

workplace conflicts and adapting global diversity and inclusion models to local environments were found as the possible barriers to making the most out of diversity. On a final note, diversity and inclusion management in multinational corporations operating in cross-cultural, heterogeneous environments, like Ogun State, positively influences both internal measures of performance and external customer outcomes.

#### 4.7 Recommendations

Based on the findings of the study, the following recommendations could be offered:

i. Multinational enterprises should adopt clear diversity and inclusion policies aligned to specific locations and focus on the diversity of the workers in the company and inclusive workplace practices.

ii. Organizations ought to make training programmes a regular occurrence, focusing on cultural competency, bias awareness, and inclusive leadership to increase management capacity and reduce inter-group conflicts.

iii. It is necessary that firms consider adding diversity and inclusion measures to ensure there is accountability through the entire track of leadership in the organization performance management systems.

iv. Given the positive relationship between ethnic variation and customer satisfaction, organisations should aim at hiring ethnically diverse persons to work in customer service and sales and marketing departments to enhance service delivery.

v. Multinational corporations would increase their engagement with the local population by investing in corporate social responsibility (CSR) activities that indicate their commitment to diversity, inclusiveness, and equal access to opportunity.

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