

CULTURAL DIVERSITY AND ORGANIZATIONAL PERFORMANCE OF SELECTED TRANSPORTATION ORGANISATIONS IN RIVERS STATE

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Abstract: *This study examined cultural diversity management strategies and organizational performance of transportation companies in Rivers. The study adopted a descriptive research design for this study. Also, the study adopted a random sampling technique to sample the population of the study. The questionnaire was the instrument used for data collection for this study. Thus, the researcher administered the structured questionnaires in the 5 selected organizations until the sample size of 110 of the staff was met. The findings from the study revealed that cultural intelligence remains one of the most vital strategies to managing cultural diversity in organisations in order to attain overall performance of the firm. The study also found that in handling cultural diversity at work, effective team-building strategies are crucial. Team members will be more approachable and open to one another if they feel valued and appreciated, which could potentially increase the advantages of cultural competence. The study concluded that cultural diversity results to negative effect on organisational performance once not well strategized and managed. The study then recommended that all staff of organisations should develop the willingness to collaborate with people of different cultural backgrounds and perspectives in order to overcome explicit or unconscious biasness.*

Keywords: *Culture, Diversity, Management, Strategy, Organisation, Performance*



INTRODUCTION

Background to the Study

Over the years, most transportation businesses and other organizations have been faced with several issues as relating to their business or organisational performance. However, one of the problems is in the area of human management which has to do with effective and efficient utilization of human resources in order to accomplish organizations goals and objectives. Organisational performance lies on the overall strategies put in place by the organisation to efficiently manage the employees in order to achieve productivity and overall performance of the business.

Blending multiple personalities into a cohesive and unified team becomes very difficult, and it has become enormously worrisome, regardless whether the team is part of the executive suite, special project team, or an operating team in the organisation. Individuals' personalities vary globally, and the diversity of backgrounds, opinions, views, and experiences can cause issues for teams. This creates a unique set of potential problems and opportunities. If an organization can get people to come into alignment to achieve common objectives, a diverse team of leaders can produce astonishing results, take on the demands of customers, and meet the threat of competitors. However, if organizational leaders can maintain their silos, protect their own "turf," fail to share information, avoid collaborating on shared problems, or lack the capacity to think with an entrepreneurial mindset, the organization will under-perform, (Aluko, 2018).

In a world where identity conflicts are the root of most conflicts, this is in line with the new role of cultural diplomacy, which is no longer just about promoting heritage and creation but also about reviving and bringing out the strength of identities, in a spirit of peace and respect for others. Culture is increasingly becoming more and more globalized. It is both a remarkable opportunity for the exchange of ideas, people, works, and goods and a risk that everyone will end up fitting into the same mold and that their cultures and languages will become extinct

(Elsaid, 2012), the term "diversity" refers to a group's variety and distinctions. Individual differences such as religion, ethnicity, age, handicap status, personality, geographic location, sexual preferences, and a slew of other personal, demographic, and organizational traits can all be included in the definition of diversity. As a result, diversity may be a broad phrase that encompasses people.

In Rivers State, transportation companies are faced with lack of effective communication and feedback. They seem to be two extremes in this area: either people do everything in their power to avoid confronting others and holding them accountable or they relish any opportunity to chew people out, belittle them, and crush their spirits. Many transportation organizations in Rivers State have countless leadership teams which the number-one problem is lack of sincere, constructive, and open dialogue about team members' practices, styles, skills, or behaviours. Aluko (2018), without a culture of openness, feedback, and coaching, organizations will struggle to grow. Many organizational teams try to muddle through this somehow enduring the bully or trying to guess what other want and need from them. People often tell others that they fear punishment or retaliation if they open up, but the reality is that leaders can't execute on their strategies, lower



costs, or effectively launch new processes or services when people fail to communicate with constructive honesty, so this is an issue that must be overcome.

Although mutual respect is the foundation of workplace diversity, accommodating each different worker's attitudes and opinions can be a huge task for companies, making diversity management challenging. Employee work restraints such as race, religion, and culture can be burdensome at times; especially if the organization's diversity is so great that the firm needs to hire a full-time staff to keep track of the employees' requirements. Some Muslim employees, for example, may choose not to work on Fridays because it is a holy day for them. In such cases, employers must make arrangements for someone to fill in for them when the need arises.

According to Aluko (2003), it takes perseverance and a thorough understanding of the culture and environment that exist within a firm to establish a strong organization in Nigeria. Majority of the executives have very busy lives and have many competing demands on their time. In the transportation sector, market conditions can change quickly and demand a significant amount of a leader's time. Unfortunately, many managers neglect teamwork while concentrating on the numerous essential operational distractions. As a result, there is poorer communication, and executives become distracted and neglect to recognize employees, celebrate achievements, develop the talent pool, or devote time to examining procedures, practices, and more effective ways of working across functions. People subsequently lose interest in commitment to the organization, get marginalized, and become disengaged.

People from many cultures and origins must work together in work settings, enabling everyday interaction and communication. This occasionally results in difficulties and uncertainties, but it may also be exhilarating and fascinating. Therefore, finding new ways to accept and handle these developments becomes crucial for every modern organization. Culture-related factors like personality, culture, and employee behavior can be linked to some of the ongoing problems with organizational performance. Therefore, it is crucial for companies to be able to manage their cultural diversity efficiently and effectively in order to improve organizational performance in order for them to thrive and remain relevant and competitive (Ogbo, et al, 2014).

Rivers State and cultural diversity have an innate and intrinsic relationship that can be compared to the identity relationship between the snake and long body, as shown by a closer examination of Rivers State from the perspective of cultural diversity. The Nigerian collective identity places a strong emphasis on cultural variety. It hasn't always been a blessing for Nigeria to deal with herself and with history, particularly when she encountered the rest of the world, according to (Mba and Eze, 2013). This is caused, among other things, by the fact that ethnicization dominates Nigeria's inherent cultural diversity. This suggests that the many Nigerian cultures are primarily interwoven and specifically tied within distinct groupings. These identify various regions of the continent in opposition to one another, emphasizing local contexts and diversity more than the overall Nigerian perspective.



Furthermore, in submission to Mba and Eze (2013)'s proposal, cultural variety has hampered Nigeria's overall political and economic progress. He emphasized once more that ethnicity is the chief source of social unrest, injustice, inequality, religio-political unrest, concerns, and tension in the nation. However, the question remains: What can a nation-state like Nigeria do if cultural variety threatens the sense of national identity? Even before Nigeria gained independence in 1960, this "national question" dominated both Nigerian politics and literature. The costs of more ethnic diversity, however, would be correlated with more challenging coordination and communication.

Employees with the same ethnicity may find it challenging to communicate with other ethnics in the same workplace, which will ultimately create a feeling of minority from the majority and affect the overall organizational productivity. Employee culture issues in the organization, which range from different employee backgrounds, ethnic groups, and language differences, could have a dangerous effect on the organizational performance.

Employee personality refers to the traits or qualities that an employee demonstrates. The profitability of a business may be impacted positively or negatively by an employee's attitude at work. Employees that exhibit a poor attitude at work will negatively affect the organization's performance. Whether a person is a manager or a subordinate employee, they will deal with coworkers or individuals who have different personalities. Employees with unpleasant personalities at work will have a big impact on the organization's overall profitability.

Organisational efficiency can be impacted by how employees behave towards one another. Employees who shout at coworkers, propagate rumours, criticise their employer, and indulge in office gossip are not good for the organization. The effectiveness of the organisation is often impacted by a worker who is unpleasant to other team members. Since an organisation is a group of people working together to achieve a common goal, it is necessary for an employee to be courteous and speak quietly when addressing other team members in order to improve organisational efficiency, as the performance of other team members will be impacted by the rudeness of one employee (Salami, 2010).

Statement of the Problem

Managers in the twenty-first century are saddled with managing both the workers and attending to the demands of customers who are more ethnical and culturally diverse from each other. Employees in the same diverse organisation have gone above and beyond with their own identities, **lack of collaboration**, and **discriminating attitudes of workers**, which lowers morale and results in poor performance metrics. This is due to the increased pursuit of departmental goals at the expense of overarching organisational goals and objectives. Due to improper exploitation of diversity's essential values, corporate profitability declines

Leaders in the public and business sectors are giving the issue of diversity more attention. Diversity is widely acknowledged and used as a valuable organisational resource, regardless of whether the objective is to be a top employer, deliver exceptional customer service, or preserve a competitive edge in the transportation sector or other organisations. Because they must make sure the policies are effective, leaders and managers inside organisations are primarily accountable for



the success of diversity initiatives. The challenges of prejudice in terms of culture, personality, and behaviour are the most crucial aspects of cultural diversity to address.

The primary purpose of this study is to evaluate cultural diversity and organizational performance. Additionally, a number of factors that operate as mediators between organisational success and cultural diversity in the workplace are investigated. The characteristics of diversity are considered to be employee culture, employee personality, and employee conduct.

Cultural diversity has been the subject of countless research. This study was motivated by the gap left by the vast majority of research studies on cultural diversity and their importance to organisational success (Salami, 2010).

Lack of collaboration, and discriminating attitudes of workers in workplace are prevalent to organizations today, especially transportation companies in Rivers State, but require solutions for organizations to perform optimally. It is on this note that this study is designed to examine the relationship between cultural diversity and organizational performance using transportation companies in Rivers State (Van Dyne and Nget *al* 2012).

Aim and Objectives of the Study

The aim of this study is to ascertain Cultural Diversity Management Strategies and Organizational Performance of Transportation Companies in Rivers State. However, specific objective of this study includes:

- i. to determine strategies to managing cultural diversity in transportation organisations

Research Questions

1. Do you agree that inadequate management of Cultural Diversity negatively affects the overall performance of your company?
2. Do you agree that adequate strategies used in managing cultural diversity in your organisations result to efficient performance of your company?

Research Hypothesis

Ho₁: There is no relationship between cultural diversity and organisational performance.

Ho₂: There is no relationship between the strategies used in managing cultural diversity and organisational performance.

Scope of the Study

This study examined cultural diversity management strategies and organizational performance. This study focused on Transportation Companies in Rivers State, Nigeria. Transportation sector was being considered because it is one of the most important sectors in the tourism industry and Nigeria at large. Rivers State was selected because it is one State in Niger Delta that is saddled with the issues of diversity, and is one of the fastest developing States in Nigeria. The results of this study depend on the respondents' cultures, personalities, employee behaviours, and overall organisational performance.



Literature Review

Cultural Diversity

Cultural diversity in the United States has typically been defined and controlled in terms of legally protected categories including race, gender, and disability, reflecting its roots in civil rights. Stereotyping and other biases are brought on by these 'visible' diversity characteristics. Cultural diversity moves the focus from visual differences to disparities in behaviours and mental processes shared by a group of people connected through common life experiences. Cultural diversity intersects with other diversity categories when a group can be differentiated in terms of its shared mental framework for interpreting and answering to the world (Butts, *et al*, 2012).

Diversity in culture is not just a matter of nationality. There are subcultures based on ethnicity, religion, age, gender, profession, sexual orientation, socioeconomic class, and health status within each national culture. Within national groups, these subcultures produce enormous diversity in thought and behavior patterns.

Every organization has a distinct set of values, principles, and rules of conduct. Departmental and team-level distinctions are hidden beneath organizational cultures.

Impact of Cultural Diversity

The impact of cultural diversity on organisational performance may be magnified relative to other sources of diversity.

Ogbo, et al (2014), Differences in viewpoints, knowledge, and experience are essential for the best information processing, decision-making, and innovation, and cultural diversity is most likely to involve these elements. Top global talent is drawn to and inspired by environments that are culturally inclusive. A team that is culturally diverse will be better able to comprehend and address the needs of clients from around the world. Additionally, a staff with a variety of cultural backgrounds may have easier access to suppliers and other market participants.

However, cultural characteristics such as race, ethnicity, or country are the most prevalent social categories used to categorize individuals as belonging to an in-group or an out-group. Stereotyping and other types of bias are brought on by social categorization. Workplace cohesion and efficiency are threatened by bias. We misunderstand or misinterpret one another when our interpretative frameworks (cultural schema) are out of sync. Confusion, suspicion, and conflict may result from this.

Strategies to Manage Cultural Diversity in the Workplace

1. Cultural Intelligence

Cultural Intelligence is not a personality trait, nor is it something you are born with. Cultural Intelligence develops with education, training, and experience. This malleability offers organisations and individuals an opportunity to better position themselves for global success.

Cultural intelligence, according to Van Dyne and Nget *al* (2012), is the capacity to manage cultural difference. If your cultural quotient (CQ) is high, you exhibit some crucial skills:

i. Your willingness to collaborate with people of other backgrounds and perspectives is known as your cultural intelligence Drive. It also involves your capability to overcome explicit or



unconscious bias and to persevere in trying cross-cultural situations even when you're lost, irritated, or exhausted.

ii. The ability to overcome explicit or unconscious bias as well as the capacity to persevere in trying intercultural contacts, even when confused, frustrated, or worn out, are all parts of cultural intelligence Drive, which is your willingness to collaborate with varied others.

iii. Your mental flexibility is your cultural intelligence Strategy. You are not constrained by a single worldview when you have high cultural intelligence strategy. You are receptive to fresh or innovative concepts.

1) 2. Recruitment

One of the key strategies to manage diversity at work is organisation's recruitment strategy. Biassed recruiting decisions and procedures that do not prioritise diversity may result in a workforce that is entirely homogeneous.

Here are some recruitment strategies for organizations to hire a diverse workforce:

- i. Widen applicant search by posting job ads on diverse job boards
- ii. Optimize job postings by writing inclusive descriptions and avoiding gender-coded language
- iii. Train recruitment team on [how to tackle unconscious bias](#) to create awareness

3. Communication

i. In order to manage a diverse workforce, organisations must establish culturally inclusive communication with employees. To overcome linguistic and cultural obstacles, all protocols, safety regulations, and other pertinent information should be correctly developed.

ii. An excellent technique to ensure that everyone feels included is by translating information whenever possible and by using symbols and drawings. No matter what language an employee speaks, this will help them understand your message.

4. Religious Accommodations

Religious diversity is a crucial consideration when handling cultural diversity. Management must accommodate workplace religious practices. This covers schedule modifications, exemptions from the dress code, and excused absences from activities that would go against the views of the staff.

5. Team-Building

Effective team-building techniques are essential for managing cultural diversity at work. If team members feel important and respected, they will be more approachable and open to one another, perhaps increasing the benefits of cultural competence. The management can come up with a number of team-building events, like out-of-town outings or unofficial lunch meetings. Scavenger hunts and other group activities will get everyone collaborating. Everyone will start appreciating each other's good traits in a "circle of appreciation (Butts, *et al*, 2012).



6. Intercultural Interaction

Reception of other people's traditions and values is the finest method to demonstrate appreciation and respect to workers for their cultural diversity. Avoid promoting or endorsing a single culture in the workplace, and try to get to know the customs of your staff members. For instance, during the Christmas season, management should make sure that decorations are diverse to represent the many cultures, or that employee get-together's feature popular dishes from several countries.

Organisational Performance

Richard (2009), opined that organisational performance can be measured through three basic outcomes which are financial performance, product market performance and return to the shareholders. As Schneider, Hanges, Smith and Salvaggio (2003), had found that micro-orientation on way to job attitude and performance relationship is somewhat puzzling, the interest of the employee attitudes had much of its motivation in the 1960s when organisational scientists such as Argyris (1964), Likert (1961), and McGregor (1960), proposed that the organisational performance is a result of the employee experience and commitment. Integrity has been explained as the best of the human state, the better the humans are committed to their tasks will lead to their better performance that leads to batter results (Comte-Sponville, 2001; Weiner, 1993; Chapman and Galston, 1992; Dent, 1984; MacIntyre, 1984). Organisational performance comprises the actual output or results of anorganisationas measured against its intended outputs (or goals and objectives).According to Richard (2009), organisational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Organisational performance refers to how well an organization is doing to reach its vision, mission, and goals. Assessing organisational performance is a vital aspect of strategic management. Organisational owners must know how well their organisations are performing to figure out what strategic changes, if any, to make.

Organisational performance refers to as the capacity of an organisation to achieve its objectives and maximize results. Organisational performance in the modern workforce can be described as a company's ability to reach objectives in the face of ongoing change.

Measuring Organizational Performance at Different Levels

Organizational performance is measured in order to improve it. Professionals are constantly seeking for ways to improve upon prior performance, regardless of the goal of measuring organisational performance or the definition of the terminology employed. A number of interventions are acknowledged as being beneficial when taking into account the various levels of performance assessment(Koopmans et al, 2011).

Individual Level Performance

At the individual level, task performance, contextual performance, adaptive performance, and



counterproductive work behavior are the main dimensions identified in an exhaustive search of medical, psychological and management studies (Koopmans et al, 2011).

- **Task performance** is broadly indicated by the successful completion of assigned tasks, the number and quality of work, skills and knowledge of the performer, and the managerial abilities of planning, organizing, problem-solving, monitoring, and decision-making.

- **Contextual performance** encompasses all such actions which extend beyond the prescribed task roles and can manifest in social, organizational or psychological realms. This performance is associated with indicators like initiative, extra tasks performed, resourcefulness, enthusiasm, motivation, creativity, commitment and interpersonal relationships.

- **Adaptive performance** denotes the responsiveness at work and is measured through innovation, adjustment to changing circumstances, flexibility and open-mindedness, and continuous learning.

- Finally, the counterproductive work behaviors are indicated by the absenteeism, theft, tardiness, disregard of instructions, safety regulations, substance abuse, and any other off-task behaviours that undermine performance.

Team level performance

According to DeChurch and Mesmer-Magnus (2010), task completion is a key indicator of a team's organisational performance. Additionally, task competence is a further sign of strong performance since teams with individuals who are skilled in their tasks typically have greater levels of performance.

Kendall and Salas (2004) have reported a number of models for evaluating team performance, ranging from Input-Process-Output (IPO) which takes a systems view of team processes to looking at team tasks as events where performance measurement aids like the behaviorally anchored rating and Observation scale (BARS) and self-report measures are employed. To gauge team performance, these metrics should evaluate the team's capacity for change, sense of purpose, leadership style, and support behaviours.

Organizational level performance

A group of metrics must be used to evaluate the performance of the organisation as a whole in order to monitor and evaluate each component thoroughly. In reality, an intentional effort is being made to shift towards a broader definition of organisational success, one that takes sustainability of work processes and outcomes into account (Hubbard, 2009).

Integrating a formal assessment of strategic planning into the measurement of organisational performance is another crucial factor (George, Walker, and Monster, 2019). The efficiency of achieving these goals is found to be increased when organisations evaluate their strategic planning utilising internal and external assessments using a cascading system of goals, strategies, and plans.

According to Richard et al. (2009), professionals must have a solid justification for their definition of performance as well as the measurements they will use to gauge it. Managers should consider all stakeholders, the degree of heterogeneity in the environment, resources, and strategic choices, as well as the time frame, when defining what is meant by performance.



Methodology

Study Design

This study on cultural diversity management strategies and organisational performance adopted quantitative research method to ensure empirical study of the subject matter. Also, the study adopted a random sampling technique inselect the transportation companies for this study, regardless of multitude of organisations that have been affected in one way or another. The data for the study were collected through the use of structured questionnaires, journal articles, textbooks, online magazines, newspaper reports and order relevant internet materials. This design was used for the present study as it enabled the researcher to obtain information from the respondents considered to be representatives of the entire population. Detailed information about the population was discussed in the later part of this chapter.

Population of the Study

The study population comprised of staff of 20 registered transport companies in Rivers State.

Sampling Technique/Sample Size

The sampling units used for the research work include 5 registered transport companies selected through simple random sampling technique. The researcher serially numbered the 20 registered transportation companies from 1-20 and automatically picked the first transportation company on the list while others were picked at an interval of four. Thus, the researcher administered the structured questionnaires in the 5 selected organizations until the sample size of 110 of the staff was met.

Study Areas

Table 3.1: Summary of Observation Unit of Staff in the Selected Transportation Companies in Rivers State

Town	Names of the Selected Organizations in Rivers State	Address of the Selected Organizations	No of Staff
1.	GUO Transport Co.	Port Harcourt	31
2.	City Roller transport company	Port Harcourt	30
3.	God is Good Motors	Port Harcourt	32
4.	Chisco Transport Nig. Ltd	Port Harcourt	28
5.	Peace Mass Transit	Port Harcourt	30
Total Population of the Staff			151

Source: Survey Data (2023)

Sources of Data Collection

This study used copies of questionnaire as a method of data collection from the respondent. Other sources include textbooks, journal articles, and other web materials.

Method of Data Collection



Data were collected through distribution of questionnaires to the respondents and were retrieved from the respondents after the filling of the questionnaires.

Research Instrument

The questionnaire was the instrument used for data collection for this study.

Results and Analysis

Table 1: Statistical Analysis of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	30	33.0	33.0	33.0
	Male	61	67.0	67.0	100.0
	Total	91	100.0	100.0	

Source: Survey Data (2023)

Table 1 shows the gender of ninety one (91) respondents from the five selected Transportation Companies in Rivers state, majority of the respondents were male with total of 61(67%)

Table 4.2: Statistical Analysis of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	12	13.2	13.2	13.2
	30-40	10	11.0	11.0	24.2
	40-50	46	50.5	50.5	74.7
	50 & above	23	25.3	25.3	100.0
	Total	91	100.0	100.0	

Source: Survey Data (2023)

Table 2 shows the age bracket of the respondents from the five selected Transportation Companies in Rivers state. Majority of the respondents 46 out of 91 respondents' were between 40-50 years of age.

Table 3: Statistical Analysis of Respondents by Number of Years Worked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	34	37.4	37.4	37.4
	10yrs&above	8	8.8	8.8	46.2
	5-10	49	53.8	53.8	100.0
	Total	91	100.0	100.0	



Source: Survey Data (2023)

Table 3 shows the number of years that the respondents' have worked in the five selected transport companies in Rivers State, 49 (53.8%), respondents representing the majority.

Hypothesis Testing

Hypothesis One

Ho₁: There is no relationship between cultural diversity and organisational performance

Research Question One: Do you agree that inadequate management of Cultural Diversity negatively affects the overall performance of your company?

Table 4.5: Percentage Analysis of Responses on Cultural Diversity and Organisational Performance of Selected Transportation Companies in Rivers State

S/N	Organisations	SD (%)	D (%)	U (%)	A (%)	SA (%)
1.	GUO Transport Co.	11.0	8.8	9.9	23.1	47.3
2.	City Roller transport company	7.7	6.6	4.4	34.1	47.3
3.	God is Good Motors	6.6	13.2	11.0	20.9	48.4
4.	Chisco Transport Nig. Ltd	5.5	12.1	15.4	31.9	35.2
5.	Peace Mass Transit	6.6	8.8	11.0	40.7	33.0

SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=strongly disagree

Source: Survey Data (2023)

Table 4.5 shows the respondents from God is Good Motors has the highest percentage of 48.4%, which strongly agree that inadequate management of Cultural Diversity negatively affects the overall performance of their company.

Hypothesis Two

Ho₂: There is no relationship between the strategies to managing cultural diversity and organisational performance

Research Question Two: Do you agree that adequate strategies used in managing cultural diversity in your organisations result to efficient performance of your company?

Table 4.6 Percentage analysis of strategies used in managing cultural diversity

S/N	Organisations	SD (%)	D (%)	U (%)	A (%)	SA (%)
1.	GUO Transport Co.	8.8	12.1	16.5	20.9	41.8
2.	City Roller transport company	6.6	7.7	17.6	31.9	36.3
3.	God is Good Motors	7.7	12.1	11.0	25.3	44.0
4.	Chisco Transport Nig. Ltd	13.2	7.7	14.3	36.3	28.6



5.	Peace Mass Transit	5.5	12.1	12.1	22.0	48.4
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SA=Strongly Agree, A=Agree, U=Undecided, D=Disagree, SD=strongly disagree

Source: Survey Data (2023)

Table 4.6 shows that respondents from Peace Mass Transit has the highest percentage of 48.4%, which strongly agree that adequate strategies used in managing cultural diversity in their organisation result to efficient performance of the company.

Discussion

The study revealed that cultural intelligence remains one of the most vital strategies to managing cultural diversity in organisations in order to attain overall performance of the firm. Cultural Intelligence develops with education, training, and experience. This malleability offers organisations and individuals the opportunity to better position themselves for global success. It is the capacity to manage cultural differences. It gives workers the willingness to collaborate with people of other backgrounds and perspectives. It also gives workers the capability to overcome explicit or unconscious bias and to persevere in trying cross-cultural situations. This is in line with Ng *et al* (2012).

The findings further revealed that intercultural interaction is of utmost importance in every organisation. The best way to show respect and admiration for employees' ethnic diversity is to accept their traditions and values. Avoid endorsing or promoting a particular culture at work, and make an effort to learn about the traditions of your employees. As it intertwines with Dyne and Ng *et al* (2012) postulations.

The study also found that in handling cultural diversity at work, effective team-building strategies are crucial. Team members will be more approachable and open to one another if they feel valued and appreciated, which could potentially increase the advantages of cultural competence. This concurs with (Butts, *et al*, 2012).

Conclusion

In a workplace with a diversity of cultures, many transportation businesses have recognised communication, employee productivity, and team development as the main performance factors. Team building is a crucial strategy used by management in a multicultural workplace to increase efficiency. A company's goal and objective can be accomplished with the aid of effective team building, cultural intelligence, and intercultural interaction, which can also promote a more positive, collaborating, and safe work environment. However, the study concluded that relationship exists between cultural diversity and organisational performance, and overall performance organisations will be achieved if the cultural diversity management strategies are being applied.

Recommendations



1. All staff of organisations should develop the willingness to collaborate with people of different cultural backgrounds and perspectives in order to overcome explicit or unconscious biasness.
2. The employees and management staff of organisations should employ team-building strategies in order to be more approachable and open to one another, potentially increase the advantages of cultural competence, and thereby achieve overall organisational performance.
3. *The top management should avoid endorsing or promoting a particular culture at work, and make an effort to learn about the traditions of other employees.*

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