Cultural Diversity Management Strategies and Efficiency of Multinational Companies in Rivers State

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Abstract: This examination researched the connection between cultural diversity management strategies and efficiency of multinational firms in Rivers State. The study is designed as a cross sectional survey and draws data using the structured questionnaire from 70 workers from a population of 77 staff within the multinational firms. The study, using the Spearman's rank order correlation coefficient tested the relationship between – investiture, assimilation and divestiture; and efficiency. Results revealed significant relationships; hence a rejection of all previously stated hypotheses. In conclusion it was stated that investiture, assimilation and divestiture enhances the relationship between workers within the organization and also affords them sound supportive grounds upon which they become more aware and are able to improve the efficiency of multinational companies in Rivers State. Thereafter it was recommended that organizations should develop structures that support and facilitate practices such as investiture, assimilation and divestiture within their workplace in a way that facilitates and drives the learning and value alignment of groups within the organization. Such should focus on the values, expectations and norms of the organization especially as regards ethical actions and practices within the workplace.

Keywords: Assimilation, cultural diversity management strategies, divestiture, efficiency, investiture, multinational firms, Rivers State

1.0   Introduction

Extension and serious globalization requires nations' as well as associations' ability to be increasingly open and accommodative to a heterogeneous workplace. It needs to be noticed that regardless of whether it's international or domestic, cultural diversity does influence how organization perform (Adler, 1997). Subsequently globalization of exchange and culture in mix with the inexorably growing differing residential workforce is a powerful range of abilities to exceed expectations in organizational performance. An association that successfully deals with its cultural diversity prevails with the merited serious edge while others lack (Stevens & Ogunji, 2011). Differences in people's values, attitudes and behaviour that are grounded from different culture impact how administrative occasions are seen in an association (Adler, 1997). Still it needs to be asked whether the organizations take note of these differences in culture and benefit from it. Dealing with the assorted societies in an association assumes a basic job in accomplishing serious edge in its market (Kundu, 2001). This stresses on the significance of a company's capacity to bargain and assimilate the advantages from cultural diversity towards the abundance of the association which is a key necessity for endurance at a residential level as well as even in the worldwide settings. Subsequently "to oversee adequately in a worldwide or a household multicultural condition, we have to perceive the distinctions and figure out how to

utilize them to further our potential benefit, as opposed to either endeavouring to disregard them or basically permitting them to cause issues" (Adler, 1997). Henceforth dealing with the cultural diversity productively in a firm is of developing concern.

Multinational organizations are inclined to the difficulties brought about by internal and outside components. In any case, these elements don't generally give obstructions to the organization but instead give direction to settle on major vital choices. Current business patterns have constrained the organizations to be proactive and receptive to both inner and outside natural changes agenda. For any company to diminish the negative effect brought about by these components should be possible by reanalyzing their present strategic policies and strategies. Therefore, the survival of business organizations depend upon how well they understand, assess and manage the change in these factors.

Organizational execution can likewise be put into two sub-constructs, financial and nonfinancial organizational performance. Several studies (Sang, 2005; Rauf, 2007; Khan, 2010) have used financial, non-financial and operational measurements to quantify firm execution. Khan (2010) identifies the financial measures as including benefit, deals and market share; the non-budgetary measures include efficiency, and creativity attitudinal and conduct estimates, for example, duty, aim to stop and satisfaction. The operational measures include production flexibility, product cost, product quality, number of customers and product delivery. Organizational performance has additionally been explored dependent on the stakeholder's theory (the Balanced Scorecard), this contemplates workers and their agents, clients, providers, governments, industry bodies and nearby networks (Hubbard, 2006).

Selvarajan *et al.*, (2007) in their investigation set forward the estimation of organizational performance using the perceived performance approach; this is additionally alluded to as emotional performance measure. This uses Likert-like scaling to quantify firm's exhibition from the top administration point of view. Lindahl (2006) argued that the traditional model of performance evaluation places emphasis on financial measures as drivers of organizational performance. This model has been heavily criticized by scholars and professionals for its inadequacy at capturing important aspects of organizational performance when wealth creation is linked with intangible and non-financial resources within dynamic markets. A developing model performance measurement focuses on combining both financial and non-financial measures, non-financial measures such as efficiency, and creativity. There is evidence of sufficient research being carried out on the behaviour of multinational organizations in relation to their performance or lack of it, but the focus of those studies has largely been big organizations and mostly in the developed countries where defined structures are in place to support MNCs activities and to measure their performance (Lohrke, 2006). There is not really any notice of cultural diversity as a significant variable in organizational performance. While much work has been done in the field of understanding hierarchical execution and the hidden target determinants (features, for example, structure, innovation and size), minimal experimental work is found in the writing identifying discriminating influences that cultural diversity may have on performance.

Ely and Thomas (2001), posits that the primary goal of organizations attempting to give and improve cultural diversity is to rule pluralism for single culture and ethno-relativity for ethno-centralism. Daft (2003) explains Pluralism as grasping different subcultures of an organization; while, ethno-relativity is tolerating the way that individuals from subcultures and the dominant culture are equal. As a consequence of these two perspectives, the ones who feel themselves ignored and excluded because they come from different cultures in organizations are

able to be involved into the organization thoroughly (Ely & Thomas, 2001). According to the defenders of diversity, cultural diversity is received as a necessary, useful, natural and cheery fact enabling an organization to feel really happy about pluralism and utilizing different human resource superiorities (Seymen, 2006). There are the two focal points and detriments of cultural diversity in regard to organizations, and each of the facts on both poles should be taken into consideration separately (Peppas, 2001).

In recent times, much effort has been devoted to organizational performance by researchers and academics (Ittner & Larcker, 2001; Burton *et al.*, 2004), however, an enormous extent of such research has been to investigate factors that affect organizational performance in relation to the balance sheet of the organization involved (profit and loss). Moreover, these scholarly researches in their entirety have largely drawn on MNCs within the very defined and stable economic, political and internal structures of Western environment (Lui & Beamish, 2001; Peel & Bridge, 2002). A gap therefore, exists in relation to underdeveloped countries in general and Africa, in particular. This research empirically tries to explore the impact of cultural diversity management strategies on the efficiency of multinational companies, particularly those operating inside the setting of Rivers State.

1.1 Statement of the Problem

The poor level in the harmony and cohesion has contributed to outcomes of incoherence between units, poor collaboration between management and staff and in some cases conflicts and grievance with the organization. Such have a substantial negative effect on the performance and wellbeing of the organization (Ozoigbo & Chukuezi, 2011). This also extends to their relationship with various stakeholders within and outside the association and the extent to which these multinationals are able to collaborate and cooperate with these stakeholders in the pursuit of their goals and objectives. These issues have in a way negated the creativity, efficiency and levels of some of these multinationals, especially given expenses incurred in the settlement of conflicts and internal strive within the organizations (Ozoigbo & Chukuezi, 2011).

Akor (2001) argued that the majority of the issues of difference persist within organizations due to their cultural underpinnings. This is as Akor (2001) further noted that a good number of such diversity and the evidence of disparity in perceptions within and outside organizations can be traced to the cultural diversity prevalent within the groups. Therefore, culture factors such as cultural diversity become a robust conceptual platform on which this entire research will be based. This is as multinational corporations (MNCs) operating in developing markets such as those of Nigeria, face an assortment of perplexing and multifaceted difficulties. These difficulties go from organization specific, to country specific and global specific issues (Lindahl, 2006).

Ang *et al.,* (2007) argued that organizations with strong cultures perform better than those without. A solid culture is an organizational culture with an accord on the qualities that drive the organization and with a force that is conspicuous even to untouchables. A solid culture is deeply held and widely shared and is also highly resistant to change (Ang *et al.,* 2007). Canella *et al.,* (2008) says that despite the large number of studies on cultural diversity, the vast majority of these examinations have so far yielded inconsistent results, thus leading to a question of whether really diversity is advantageous for companies.

Based on the foregoing, this study offers a departure as it investigates the relationship

between cultural diversity management strategies and efficiency of multinational companies (MNCs) in Rivers State.

Aim and Objectives of the Study

The aim of the study is to examine the connection between cultural diversity management strategies and efficiency of multinational firms in Rivers State. Specifically, the study shall seek to:

- Ascertain the relationship between investiture and efficiency of multinational firms in Rivers State.
- Investigate the relationship between assimilation and efficiency of multinational firms in Rivers State.
- Evaluate the relationship between divestiture and efficiency of multinational firms in Rivers State

Research Hypothesis

Ho$_1$: There is no significant relationship between investiture and efficiency of multinational firms in Rivers State.

H$_{02}$: There is no significant relationship between assimilation and efficiency of multinational firms in Rivers State.

H$_{03}$: Divestiture does not relate with efficiency of multinational firms in Rivers State.

2.0   Concept of Cultural Diversity Management Strategies

Barak, (2001) while agreeing with the above opinion strongly noted that managing diversity ultimately requires managers with a vision of a workforce where individuals from the network can see themselves reflected and spoke to in the workforces that serve them. This suggests the workforce sufficiently reflects the segment organization of the bigger society; openings in procuring, remuneration, advancement, self-awareness, just as access to data and systems, are accessible to all representatives across employments and levels, as opposed to consumed by a couple. This suggests conventional isolation among work classifications, such as women in clerical and people of color in maintenance positions is avoided or redressed where it exists; every employee feels he or she is treated as a unique individual whose multiple identities and abilities are respected and appreciated for their potential contributions to the organization. In turn, employees see each other and themselves as valuable members of a working community, rather than as members of particular identity groups, but they are also comfortable with and proud of their identities, thus enjoying "being who they are" in the workplace; the right policies, systems and processes exist to ensure the agency's ability to attract, retain and develop employees with diverse backgrounds and qualifications to maximize their contributions in achieving the mission and to enhance organizational performance".

These conditions aptly define what Cox (2003) referred to as the multicultural organization which will be discussed elsewhere in our review. In this sense according to him the different culture which employees hold unto are made redundant to the degree that no one culture dominates the other. It suggests also the development of cultural synergy with a final product of a heterogeneous work force which will be better than the entirety of talents of the individual members (Kcllough & Naff, 2000). While theorizing on workforce diversity and the

imperatives of managing, (Fall, 2003) emphasized thus: "Managed effectively, diversity produced dividend and improves the bottom line. The dividend is created where diversity management adds bottom line value via improved commitment, performance, decision-making, problem solving, creativity and advancement. The profit is improved where the expense of poor or non-existent diversity management, for example, non-appearance, turnover and litigation are attenuated".

Diversity management strategies vary extensively as earlier noted. Chevrier (2003) study multinational project teams and identify three strategies which managers adopt in order to reconcile cultural diversity within their teams. First, individual tolerance and poise might be applied by directors when confronted with cultural contrasts with the possibility that such contrasts are authentic and ought to be merely ignored. Second method for taking care of such differences is through trial and error processes coupled with personal relationship, where the parties engage in exploration activities with a view to understanding and making sense of each other's point of views.

2.1   Concept of Investiture

At this juncture, it must be noted that frantic academic efforts have been made to underline cultural diversity management and at the same time bringing to the fore the different strategies for tapping into the positive outcomes of managing culturally diversity. All the same, Richard and Grimmes (2000) has cautioned against the choice of strategy considering the diversity types and the degree to which cultural diversity exist. Hofstede (1999) work on cultural dimension also gives support to Richard and Grimmer's position on diversity management strategy. They have anchored their argument on the premise of low and high diversity, national and regional cultural diversity. In any case, they failed to think emphatically on at what point does the low turns high or vice versa. However, this deficiency does not remove the substance of their argument in as much as diversity management strategy chosen reminisces positive outcome for organizations. How these cultural diversity management strategies affect performance constitutes our next point of review.

2.2   Concept of Assimilation

Scholastic effort at managing diversity strategies and paradigm paved way for the valuing the diversity model of Finley-Nickelson (1999). Other contributions include Cox and Nickelson (1999); Thomas and Ely (2000); Baytos (2000); Mighty (2000); Niyi (2000). It has attracted such nomenclatures like learning and efficiency from Thomas and Ely, Synergy paradigm from Mighty. Unlike other culture diversity management paradigms, it is an all-embracing model that allows all members of the organization equal opportunities of recognition thereby offering opportunity for new strategies and systems for cooperation. Karen and Sarnmartino (2001) in their contribution towards creating and building cross cultural capabilities for global expansion have emphasized that diversity management is a strategic activity for senior managers and management who must manage interaction with employees, partners, customers, distributors, suppliers and government agents. They required cross-cultural skills to facilitate such interaction therefore proposed the social integration and cohesion paradigm as tool for diversity management. Essentially, their paradigm stressed openness to difference as the only way managers could build capabilities that are cross culturally oriented and motivating. Their work though hailed as offering opportunity for cross cultural interaction and re directing managers and

management thinking on diversity, the very intricate area of the structural acceptance at the lower level is yet to be addressed. This is especially the case in the face of managers who are glued to existing bureaucratic and organizational culture of restricting hierarchical interaction. In this guise, majority of the employee who should be primary beneficiaries of social integration would not be curtailed by structural discriminatory practices.

However, Okunoye (2001) paradigm attempts to engulf the inadequacies pointed out and posed by the works of Karen and others. He espoused the discriminate and fairness. His paradigm though departed from ideological leaning of others by emphasizing discrimination as first attempt, urgent a long run acceptance of the functionality of diversity. While one might not hurriedly discard of this approach to managing diversity as proposed by Okunoye, there is a seeming lack of commitment to its application as the short run or initial discriminatory approach may weaken the capability of minority groups and will not be willing to cooperate at a point where their cooperation is most required by managers.

2.3   Concept of Divestiture

Ashforth and Saks (2004) have also noted that socialization as thought of Pelled (2005), promotes a heterogeneous organization that capitalizes on values and beliefs of others as a way of encouraging creativity in organization and mutual respect that removes emotional conflict among members. To ensure these outcomes, the divestiture strategy of McMillan and Pelled (2005) empowers the new comer to question their roles and situations as they experience negative social experience within the Organization which also means that there are no custodial orientation which will inhibit or limit worker socialization. The gains which range from innovation to several others will be discussed elsewhere in this review.

2.4   Concept of Organizational Performance

Badaracco (2003) theorized on performance and refer to it as any recognized accomplishment. Thus 'performance' can refer to either the 'ends' (results) or the 'means' (actions) that previous decision and behaviours resulting to increase in profit and employee satisfaction. The evidence as represented here implies that performance visibility is expressed in established measures, parameters or indicators which may also vary either among organizations, industry, or individual employees. In essence, this evokes the major area of debate when performance of firms is put in the burner. Again, there has been a strong interest in identifying the features of high performing organizations. This interest has been fired by the produced the ends. Ends necessarily historic in nature reported. Means performance current processes at the time is, in effect, a later indication previous means performance. A performing organization is performance (e.g. profit) is because it occurs before being (e.g. production rate) describe of reporting. Ends performance of the science or otherwise of Ivan (2000) postulated that that which has, evidence of previous decision and behaviours resulting to increase in profit and employee satisfaction. The evidence as represented here implies that performance visibility is expressed in established measures, parameters or indicators which may also vary either among organizations, industry, or individual employees. In essence, this evokes the major area of debate when performance of firms is put in the burner. Again, there has been a strong interest in identifying the features of high performing organizations. This interest has been fired by the fast changes in the competitive environment of companies especially among multinationals forcing them to adapt faster to growing international demands for flexibility (Laudicina, 2005).

Izhevbheya (2008) work on performance of MNCs was anchored on communicational patterns in the firms. He advanced strongly that improper communicational styles of the firm have resulted increased operational cost which in turn affects their overall performance. In our thinking this, singular dimension may not convey the required understanding; the reason being that, the valued operational cost will no doubt deplete profit, but do not represent overall performance indices of the firms.

2.5 Concept of Efficiency

Efficiency according to Ghalayini (2004) is the degree to which the system utilized prescribed resources. It is simply a comparison between the assets expected to be devoured and the resources actually consumed in accomplishing specific goals, objectives and activities therefore, an input measure. Nwachukwu (2002) in his attempt at defining efficiency drew a distinction between the concept and effectiveness. In his thinking, efficiency involves "doing things right", that is using resources wisely and with at least waste. However, one problem arising from those definitions of efficiency is that of measurability since the terms used in the definitions do not precisely give a quantitative colouring rather it takes both the qualitative and quantitative dimension. Most of the things required to be done right and resources (inputs) to be consumed arc in the qualitative and quantitative forms respectively. Although, it must be clearly stated here that we are in this review giving a peripheral attention to the measurability debate in efficiency, we are inclined to the fact that efficiency as used must stress an objective and wise use of resources and minimizing waste. In other words the degree to which management of cultural diversity helps in cost reduction resulting from reduced resource wastage and qualitative approaches to carrying out tasks among employees is the focus of our efficiency discourse.

2.6 Theoretical framework
2.6.1 Social Network Theory

The social network theory (SNT) was propounded by Jacob Moreno in 1980, concerned with how individuals in a network are connected. Specifically, a network comprises of a lot of hubs that are associated by ties (Kilduff & Tsai, 2003) and these ties determine several important outcomes such as human relationships, information exchange, performance, transactional contents, etc. (Burt, 2005). Because of its ability to understand human behavior within social units, social network theory has been utilized in various academic fields. For instance, Nelson (1989) utilized social network theory to focus conflicts within organizations and found that high-conflict organizations have fewer numbers of frequent contacts than low-conflict organizations. Sparrowe, Liden and Kraimer (2001) analyzed the impact of social advice networks on individual and group performance and revealed that network centrality and hindrance network density were predictors of individual and group performance. Grabner-Krauter (2009) used social network theory to investigate individual's decision process of offering individual data to other individuals in an on-line social network and found that the job of trust is contributed in the decision process.

This theory is related to the study because while the theory is concerned with how individuals in a network are connected, the study is concerned with cultural diversity management strategies and efficiency of multinational corporations in Nigeria.

2.7 Empirical review

Miebi (2014) examined the nature of relationship between workforce diversity management and corporate performance of manufacturing firms in Nigeria. Their specific objective was to establish the nature of relationship that exists between workforce diversity management and corporate performance in companies. The study adopted a population size of 200 employees with a sample size of 65 using Taro-yamen formulae. A cross-sectional survey research design was adopted, while PPMC with the aid of SPSS was used as the statistical tools for data analysis. SPSS result output shows that there is an insignificant and moderate relationship between assimilation and innovativeness in the organization with result of p-value (0.611) as against (p<.005). This result shows that assimilation is a way to manage diversity, but more effort is required to increase innovativeness in the organization. The examination infers that since assimilation is a factor that enhances cultural diversity, it is important to improve on effective assimilation strategy. While the study recommends that managers of organization should increase their level of assimilation through communication to increase innovativeness among employees in the work place. This study is related to the present study because while the study by Miebi (2014) is concerned with the idea of the relationship that exist between workforce diversity management and corporate performances in companies, the present study is concerned with cultural diversity management strategies and organizational performance of multinational corporations. Hence, the study collaborates with the resources dependency theory which focuses on how the external resources of organization affect the performance of the organization.

In the midst of all the positive outcome of research results by scholars, there is a shadow of doubt as to ascertaining the relationship between cultural diversity and efficiency in Nigeria with dimensions and measures like investiture, assimilation, the research was conducted by Darwin and Palanisamy (2015) with a population size of 178 respondents using a cross-sectional survey research design, a simple percentages, frequencies and tables with chi-square were used as the statistical tools for data analysis. The result shows that there is an insignificant relationship between cultural diversity and organizational performance with the chi-square result of 0.041. The findings shows that cultural diversity is paramount in the organization and significant effort must be made by management to maximize it potentials for organizational goals. The examination reasons that cultural diversity management is necessary if organizations want to maximize its potentials in performing optimally. This study collaborates with social network theory which stressed organizational members interaction based on the contractual relationship.

3.0 Methodology

3.1 Research Design

This study adopted a cross-sectional survey design and data generated through self-administered structured copies of questionnaire described personally to the target organizations of interest. This design is chosen as a result of the nature and characteristics of the study, which primarily engaged social phenomena concerned with human interactions and organizational activities. This included the determination of knowledge and the views of various social units and actors within the specified context as regards the manifestation of the variables: cultural diversity and efficiency.

3.2 Population of the Study

The accessible population for this study comprised a total of 77 top level personnel where (top

level managers = 14, and middle level managers = 63 drawn from the regional offices of the 6 multinational oil and gas firms in Rivers State formed the population of the study. Presented in table 1 is the distribution of the population and the list of the 6 multinational companies.

Table 1 Population for the study/Sample Population

Multinational Companies	Top level Managers	Middle level Managers	Total
SPDC	2	12	14
Agip	3	15	18
Chevron	3	11	14
Mobil	2	8	10
Elf	2	8	10
Saipem Drilling	2	9	11
Total	14	63	**77**

Source: Researchers Field Survey, 2019.

This study therefore utilized the census study, we means that there wasn't any need determining sample size. The population here will be adopted as the sample size.

3.3   Method of Data Analysis
The hypotheses were tested using inferential tools such as the Spearman's rank order correlation coefficient. This choice of data analysis tools in the test for hypotheses are utilized based on their noted flexibility for both linear and non-linear distributions (Neuman, 2006)

4.0   Result and Discussions
A total of 77 copies of questionnaire were administered, however, only 70 copies were retrieved from the companies. This was as a result of the unavailability of some of the participants during the fixed day for retrieval and the inability of some to complete their copies as a result of busy work schedules. Copies retrieved were thereafter cross-checked for errors and blank sections.
The results for the bivariate analysis of the relationship between the dimensions of cultural diversity management strategies and efficiency is presented in this section. The tests (two-tailed) were carried out at a 95% confidence interval using the Spearman's rank order correlation coefficient. The hypotheses examined the effects and influence of three dimensions of cultural diversity management strategies (investiture, assimilation, divestiture) on efficiency. The $P < 0.05 < P$ critical region is adopted as the decision rule in the acceptance (where $P > 0.05$) or rejection ($P < 0.05$) of the null hypotheses.

Table 2: Investiture and efficiency

			Investiture	Efficiency
Spearman's rho	Investiture	Correlation Coefficient	1.000	.405**
		Sig. (2-tailed)	.	.000
		N	70	70
	Efficiency	Correlation Coefficient	.405**	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

Source: Survey data, 2019

The result for the relationship between investiture and efficiency reveals that investiture is significantly associated with efficiency (where rho = .442 and P = 0.000), furthermore, the relationship between investiture and efficiency is also observed to be significant (where rho = .405 and P = 0.000). The results indicate that at a significance level of P < 0.05 and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses; the evidence of the analysis indicates that investiture is significantly associated with efficiency.

Table 3: Assimilation and efficiency

			Assimilate	Efficiency
Spearman's rho	Assimilate	Correlation Coefficient	1.000	.557**
		Sig. (2-tailed)	.	.000
		N	70	70
	Efficiency	Correlation Coefficient	.557**	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

Source: Survey data, 2019

The result for the relationship between assimilation and efficiency is observed to be significant (where rho = .557 and P = 0.000). The results indicate that at a significance level of P < 0.05 and thus based on the decision rule for acceptance (where P > 0.05) or rejection (P < 0.05) of the null hypotheses; the evidence of the analysis indicates that assimilation is significantly associated with efficiency.

Table 4: Divestiture and Efficiency

			Divestiture	Efficiency
Spearman's rho	Divestiture	Correlation Coefficient	1.000	.645[**]
		Sig. (2-tailed)	.	.000
		N	70	70
	Creativity	Correlation Coefficient	.669[**]	.536[**]
		Sig. (2-tailed)	.000	.000
		N	70	70
	Efficiency	Correlation Coefficient	.645[**]	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

Source: Survey data, 2019

The result for the relationship between divestiture and efficiency is observed to be significant (where rho = .645 and P = 0.000). The results indicate that at a significance level of $P < 0.05$ and thus based on the decision rule for acceptance (where $P > 0.05$) or rejection ($P < 0.05$) of the null hypotheses; the evidence of the analysis indicates that divestiture is significantly associated with efficiency.

Discussion of the Findings
In this section of the study, the findings are discussed in line with the models and empirical positions offered by previous studies.

Investiture contributes significantly towards the efficiency of multinational firms in Rivers State
Investiture is revealed to impact on efficiency of multinational firms in Rivers State. In the context of the theory provided by Olmeclo (2004), the tactics of cultural diversity management involves various ways of structuring experiences transmitted by members of the organization to the newly hired workers with different cultural backgrounds when taking their job roles. The investiture strategy of cultural diversity management can be chosen in a conscious and planned manner by the company management, e.g. requiring all new employees to attend formal sessions, training meetings or orientation programs before they take their specific job roles. These are formal forms of investiture include clear, pre-defined and formalized programs and activities aimed at introducing new employees to the business, their integration into the organization and their training for doing their jobs in a successful manner. In case of the investiture of managers

and other professional staff, these programs have become almost inevitable (Richard & Grimmes, 2000; Chatman, 2003).

Assimilation has a significant impact on efficiency of multinational firms in Rivers State
Evidence shows that assimilation significantly impacts on efficiency of the multinational firms in Rivers State. Adler (2000) found that the assimilation variables strongly predicted job satisfaction. In other words, employees were satisfied with their jobs when they perceived that their training, understanding of the company, support from co-workers, and future job prospects within the company were adequate. In the same vein, it was noted that assimilation contributes towards organizational identification which describes a motivation originating from an individual's membership in an organization to act on behalf of the group because the membership maintains and enhances part of their self-concept (Nivi, 2000). That is to say, an employee practicing member identification considers their organization's wellbeing when making work-related decisions because the act preserves and builds up their own image of themselves. Organizational identification is an important assimilation outcome because it denotes a member's affective connection to their organization and which can also lead to improved organizational performance. Within organizations, identification is an ongoing process for employees that is linked to work attitudes and other outcomes such as job satisfaction, role orientation, performance, employee interaction, length of service (Tatli, 2005), and citizenship behaviours (Baytos, 2000). Limited research specifies that there is a stronger correlation between identification and organizational performance (Mighty, 2000) and assimilation is mediated by a member's ability and willingness to identify with their organization (Kirton & Green, 2006).

Divestiture significantly impacts on efficiency of multinational firms in Rivers State
Divestiture is revealed in the analysis to significantly impact on efficiency of multinational firms in Rivers State. Work unit peers also are potential positive supportive influences for workers and the process of divestiture because they provide access to resources and social acceptance, which represent forms of favourable and supportive treatment and may lead to positive views of the organization (Chatman, 2003). Consequently, positive perceptions of organizations can be fostered through consistent and productive communication, and these perceptions create and maintain mutual trusting employment relationships over time (Louis, 2000). Conversely, if these communication opportunities are low, it may lead to a disconnected workforce and an absence of trusting relationships (Zureher, 1999). Thus, perceived organizational support is inherently a communication variable as it denotes an exchange relationship between new employees and seasoned organizational members, where they both gain knowledge about one another, the organization's culture and outside experiences. For instance, perceptions of support from an organization or colleague can be facilitated through communication. Also, messages exchanged with newcomers allow current employees to make sense or better prepare for the new team member (Chatman, 2003). As such, without a structured process of communication between newcomers and current incumbents inherent in structured socialization, perceived organizational support can suffer because communication helps newcomers manage relationships, understand performance expectations, and feel supported (Chatman, 2003). Hence, the communicative opportunities that a structured divestiture program offers should positively affect perceived organizational support.

5.0   Conclusion

The finding from our analysis reveals a significant correlation between cultural diversity strategies and efficiency. The analysis also showed that practices related to cultural diversity strategies (investiture, divestiture and assimilation) were substantial and well appreciated by participants in the respective organization. Therefore, based on these observations and the results of the hypotheses which revealed significant associations between both variables; the following assertions and conclusions are hereby proffered:

i. That the practice of investiture enhances their relationship with workers within the organization and also affords them sound supportive grounds upon which they become more aware and are able to improve the efficiency of multinational companies in Rivers State.

ii. Assimilation has a substantial impact on the features of workplace relationships and the level of correspondence between groups within the organization; thereby contributing towards the efficiency of multinational firms in Rivers State.

iii. Divestiture contributes towards the recognition and involvement of various groups within the organization; hence, it has a substantial influence on efficiency of multinational firms in Rivers State

5.1   Practical Implications

Based on the summary and conclusion above, the following recommendations are proffered:

i. Organizations should develop structures that support and facilitate investiture within their workplace in a manner that facilitates and drives the learning and value alignment of groups within the organization

ii. Assimilation policies should aim at driving the harmonization of individual goals and orientations with those of the organization through clearly defined processes and practices that are flexible, reflexive and well structured.

iii. Divestiture should be emphasized using policies and programs designed to drive its appreciation within the organization in a manner that is healthy and which is supportive of group cohesion and collaboration within the workplace

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