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IMPACT OF EMPLOYEE LANGUAGE DIVERSITY AND VALUE DIVERSITY ON ORGANISATIONAL PERFORMANCE IN ADAMAWA STATE UNIVERSITY, MUBI, NIGERIA

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Abstract

This study examined impact of employee language diversity and value diversity on organisational performance at Adamawa State University, Mubi, Nigeria. A cross-sectional survey approach was adopted, targeting a total workforce of 927 employees comprising 352 academic staff (38%) and 575 non-academic staff (62%). Based on Yamane's sampling formula, 281 participants were selected and distributed proportionally across the two groups. Data were gathered through the use of structured, closed-ended questionnaires, administered directly by the researcher, with the convenience sampling technique employed. The questionnaire was designed on a five-point Likert scale, drawing some items from prior empirical studies. Analysis was conducted using SPSS version 20.0, applying descriptive statistics and regression analysis with a 5% significance threshold. The findings indicate that language diversity exerts a strong and significant positive effect on organisational performance (β = 0.493, t = 8.115, p = 0.000), implying that embracing multiple languages fosters better communication, teamwork, and productivity. Furthermore, value diversity demonstrated a significant positive relationship (β = 0.140, t = 2.068, p = 0.040), showing that a mix of cultural and personal values, when effectively managed, enhances innovation and decision-making. The study concludes that cultural diversity has a notable

Keywords:
Employee, language, diversity, value, organizational performance.

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impact on organisational performance, especially through language and value dimensions. It recommends that university leadership should reinforce diversity policies by promoting multilingual initiatives and value-based inclusivity, while ensuring a respectful and tolerant environment for religious differences. Such efforts are vital for building an inclusive workforce that strengthens collaboration and institutional productivity.

Introduction

Organisational performance has become a central concern for organisations managers other stakeholders like policy maker and scholars due to its strong link with competitiveness, sustainability and survival in today's dynamic environment. Organisational performance is measured in terms of efficiency, productivity, profitability, employee satisfaction and ability to achieve strategic goals. For organisations to maintain high performance they most effectively manage internal and external factors that shape workplace dynamics. One key internal factor that has gained increasing attention in recent times is cultural diversity.

On a global scale, many organisations are increasingly embracing cultural diversity as a means of boosting performance. The spread of globalization has made diversity more pronounced across nations. In Africa, workforce diversity has repeatedly been highlighted, particularly due to the continent's long struggle against racial inequality and discrimination. Over time, the reduction of rigid cultural divisions has allowed African organisations to gradually integrate diversity, especially toward the close of the 21st century. Globalisation has also contributed to the rise of racial and ethnic heterogeneity within African countries (Patten, 2016). In this context, issues of diversity are often tied to cultural, social, and racial factors. South Africa presents a prominent case, where for many years, the workforce was segregated along racial lines. The adoption of a democratic, non-racial constitution in 2019 (Horwitz, 2002) guaranteed equal rights for both black and white citizens, influencing organisations to also adopt fair practices. Affirmative action legislation further encouraged institutions to implement diversity management frameworks, which significantly increased the number of black managers in the country.

Language itself develops over time through domain-specific terms, acronyms, and narratives that reflect both industry settings and the linguistic environment of a country (Brannen & Doz, 2019). While such specialised language is easily understood by insiders, outsiders without the same shared background may find it unclear. Moreover, speakers often attach hidden meanings to words exchanged in English, shaped by the linguistic systems and cultural interpretations of their native tongues (Kassis, 2021).

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Similarly, values play an important role in guiding decisions. Value-based decision-making tends to align with long-term aspirations and provides a broader foundation for addressing unfamiliar or complex circumstances. Unlike beliefs, values offer a more adaptable framework for navigating difficult choices. Hofstede (2019) asserts that cultural values shape how individuals think and behave, which in turn influences their overall performance. The influence of culture on organisational outcomes has been highlighted by various scholars (Warner-Søderholm, 2019). For example, research examining mergers and acquisitions has shown clear links between organisational cultural configurations and the financial returns generated from such transactions (Janson, 2016).

According to Weaver and Agle (2019), one of the main ways religion contributes to workplace well-being is by promoting steadfastness and resilience, while encouraging support systems among family and friends that sustain healthy routines and behaviours. The assertion of Weaver and Agle is relevant to Nigerian Universities which religion and cultural diversity do affect the performance of the staff, because tribalism an sentiment has been the other of the day.

Statement of the Problem

Adamawa State University, Mubi, reflects the growing cultural diversity found in many modern workplaces, with staff drawn from different ethnic groups, languages, religions, and value systems. While this diversity has the potential to enrich the institution, it also presents challenges when not effectively managed. Language differences can create communication barriers, varying value systems may lead to ethical and decision-making conflicts, and religious differences sometimes contribute to bias or exclusion. These issues have reportedly affected teamwork, cooperation, and alignment with institutional goals, ultimately influencing staff morale, commitment, and overall organizational performance (Emmanuel & Christopher, 2018; Edewor & Aluko, 2020).

Although research shows that well-managed cultural diversity can enhance innovation and problem-solving, poor diversity management often leads to conflict and disengagement (Cox & Blake, 2018). Scholars emphasize the need for deliberate inclusion strategies, noting that many Nigerian public institutions lack structured diversity policies and training frameworks (Friday & Friday, 2019; Garba, 2018). In the higher education sector, linguistic and religious differences among staff have also been linked to mistrust and weak collaboration (Ekanem & Ejom, 2020). Despite this, empirical studies focusing specifically on how language and values, influence employee performance in Nigerian universities particularly at Adamawa State University, Mubi remain scarce, as most prior research has focused on the private sector or on students rather than university employees (Agbodike et al., 2015).

However, few students have examined how language and values specifically affect organizational performance in Nigerian Universities. This study addresses this gap by focusing on Adamawa State University Mubi.

Objectives of the Study

The main objective of this study is to examine the impact of employee language diversity and value diversity on organisational performance in Adamawa state university, Mubi. While the specific objectives are to:

i. examine the impact of employee language diversity on organisational performance of Adamawa State University, Mubi;
ii. evaluate the impact of employee value diversity on organisational performance of Adamawa State University, Mubi

Research Hypotheses

The following research hypotheses were formulated for the study:

H_{01} : Employee language diversity has no significant effect on the organizational performance of Adamawa State University, Mubi.

H_{02} : Employee value diversity has no significant effect on the organizational performance of Adamawa State University, Mubi.

Concept of Employee Language Diversity

Language is the key to a person's self-identity. Language allows us to relate and understand each other (Imberti, 2021). Language is defined as a system of conceptual symbols that allows individuals to communicate (Imberti, 2021). It is an artifact of how thoughts are formulated as well as how they are communicated and discussed (Bartel, 2021). Language affects almost every aspect of life. It not only aids in communication but is also a link to an individual's identity (Lauring, 2008). It enables the person to express emotions, share feelings, tell stories, and convey complex messages and knowledge (Imberti, 2021; Lauring, 2008). The interplay between corporate language and natural or cultural languages is a critical challenge to business practice (Welch, Welch, & Piekkari, 2021). The language used by decision makers in a company both shapes and bounds what the company focuses on and how it articulates its strategic options (Brannen & Doz, 2019).

In this regard, language can facilitate and significantly limit strategic growth and performance of companies. Language barriers can be key factors that prevent information about the target market from reaching organisational decision makers (Brannen & Doz, 2019). Language is built over time around domain-specific usages of

words, acronyms and stories that often reflect the industry context and the national language environment in the country of origin (Brannen & Doz, 2019). While such specialized language is usually clear to insiders, it is not to outsiders who lack the shared experience of the former. Moreover, speakers attach invisible meanings to the information exchanged in english as they draw on the language systems and interpretive frames of their respective mother tongues (Kassis, 2021).

Concept of Employee Value Diversity

Value diversity refers to the set of acceptable standards that guide employee behavior within an organisation. When such standards are absent, workers may act according to their personal values, which may conflict with organisational expectations. This misalignment can result in poor decision-making that undermines organisational culture and ultimately hampers performance (Pettigrew, 2018). Scholars and practitioners commonly define values as a system of shared beliefs and assumptions among employees (Hofstede, 2021). These values play a central role in shaping how an organisation is managed and directed (Rosenblatt, 2022).

House, Javidan, Hanges, and Dorfman (2019) initially approached culture from a national perspective, but their research gradually expanded to organisational contexts. Hofstede, who had also begun with a national-level focus, later incorporated organisational dimensions. For example, House's Globe study (House et al., 2021) attempted to link national culture with organisational values, though Hofstede (2021) argued that such an extension was problematic and insufficient. According to Hofstede, cultural values must be assessed differently in order to accurately capture the underlying beliefs and practices that shape organisations. Subsequent scholars have therefore concentrated on identifying organisational values in greater detail at the corporate level (Schein, 2020).

Concept of Organisational Performance

Waiganjo, Mukulu, and Kahiri (2019) define organizational performance as the extent to which an organization achieves its multiple objectives, which may include profitability, employee satisfaction, productivity, and growth. They emphasize that performance should not only be assessed through financial outcomes but also through broader dimensions, as proposed by the balanced scorecard approach. This method incorporates both financial and non-financial indicators such as sales, return on investment, market share, innovation, and employee stewardship.

Khan and Khan (2022) assert that organizational performance is influenced by several factors, especially the role of human resource capital. They argue that human resources are central to the growth and success of any organization, as they significantly contribute

to overall performance outcomes. Abu-Jarad, Yusuf, and Nikbil (2020) note that while different organizations prioritize different objectives, literature consistently points to financial profitability and organizational growth as the most widely used measures of performance. Richard et al. (2019) further explain that organizational performance involves measuring the actual results or outputs of an organization in comparison to its intended goals and objectives.

Job Efficiency

Job efficiency refers to the ability of employees to maximize output while minimizing the time and resources used in completing tasks. According to Aliyu and Okoye (2019), job efficiency is achieved when employees consistently meet performance standards using the least amount of effort and time. Ogbodo and Eniola (2021) argue that efficiency at work is measured not only by speed but also by the employee's ability to meet deadlines with minimal supervision. In the view of Fatile (2018), job efficiency involves precision, consistency, and optimal time management, particularly in resource-constrained environments like many African public institutions. Furthermore, Obisi (2022) emphasizes that job efficiency is strongly tied to adequate training, access to work tools, and employee motivation, especially within the Nigerian public sector.

Work Quality

Work quality reflects the extent to which an employee's output meets or exceeds job standards in terms of accuracy, relevance, and reliability. Olayanju and Taye (2020) state that high-quality work contributes significantly to customer satisfaction and institutional credibility, particularly in service sectors such as education and healthcare. According to Haruna (2016), quality of work is assessed by the degree of excellence in task execution, attention to detail, and the consistency of outputs. As Bako and Adamu (2022) observe, work quality is also influenced by employee morale, institutional support, and proper supervision, particularly in tertiary institutions. Additionally, Ogbaka (2021) posits that organizations that invest in quality assurance mechanisms and continuous improvement strategies are more likely to produce quality outputs from their staff.

Commitment

Commitment in the workplace is the emotional and psychological attachment that employees have toward their organization, which drives their willingness to contribute meaningfully to organizational goals. According to Ojo and Salau (2018), employee commitment is demonstrated through loyalty, dedication, and alignment with institutional values. Joseph (2019) highlight that committed employees are less likely to

leave the organization, show high levels of engagement, and take initiative beyond their job descriptions. As explained by Olowookere and Alao (2016), organizational commitment among African employees is often linked to perceived fairness, job security, and opportunities for growth. Furthermore, Taye (2019) assert that in environments where leadership is ethical and inclusive, employee commitment tends to flourish, improving performance and reducing turnover.

Impact of Employee Language Diversity on Organisational Performance

Language barriers frequently emerge in multicultural workplaces where individuals come from diverse cultural and linguistic backgrounds. These barriers influence not only interpersonal communication but also various dimensions of the service experience, making them particularly problematic in intercultural service encounters (Imberti, 2021). When individuals are unable to identify with members of other cultural groups, they may develop negative attitudes or stereotypes about those groups (Bartel, 2021). Ignorance of such differences can hinder effective interaction, as in cases where customers who do not speak the language used by an employee struggle to communicate their needs (Baker & Haretl, 2021).

Mambert (2021) highlights that language-related challenges remain one of the most pressing issues employees face in the modern workplace. For instance, in certain cultures, saying "no" directly is considered impolite; instead, individuals respond with "yes," which may only signal acknowledgment rather than agreement. To a native English speaker, however, this "yes" is likely to be interpreted as full understanding. Foreign-born employees often adopt such strategies to avoid embarrassment, even when they have not fully grasped the message. Such practices create opportunities for misunderstanding. Communication between speakers of different languages is therefore inherently challenging (Worman, 2006). Employees who are not fluent in the dominant workplace language may struggle to articulate their needs or respond appropriately to requests, often leading to miscommunication or the provision of incorrect information (Katz & Pesetsky, 2022). Customers, in turn, may become frustrated when they cannot clearly understand a worker's speech due to heavy accents or lack of fluency, prompting them to seek services elsewhere (Levinson, 2019).

Language also plays a pivotal role in knowledge management. Knowledge is widely considered a strategic organisational resource that provides competitive advantage (Katz & Pesetsky, 2022). When communication fails, this knowledge remains underutilised (Argote & Cabrera, as cited in Lauring & Selmer, 2022). Welch and Welch (2008) caution that linguistic differences can significantly obstruct knowledge sharing, particularly in multicultural organisations where employees must navigate both linguistic

and cultural barriers (Lauring & Selmer, 2022). Al-Alawi (2021) stresses that effective organisational communication facilitated through frequent and structured opportunities for face-to-face interaction is essential for meaningful knowledge sharing. According to Katz and Pesetsky (2022), the flow of communication may be vertical or horizontal, depending on the organisation's structure, and it largely determines how information is distributed and shared.

Impact of Employee Value Diversity on Organisational Performance

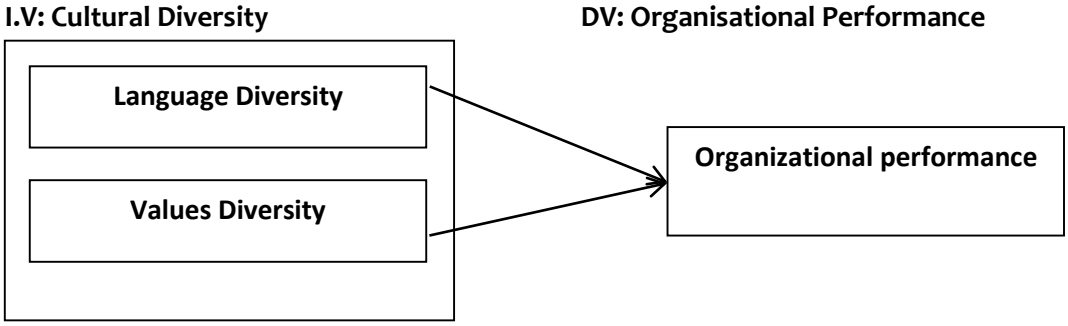
According to Brette and Weast (2019), individuals function as carriers of culture, with cultural values and norms manifesting themselves through human behaviour. Knippenberg (2000) explains that employees' goals and expectations regarding work are shaped by the cultural environments in which they live. Merrit (2000) describes these guiding principles as a moral compass, rooted in values, that influences how people interact with others and conduct themselves within society. Soares (2021) further notes that individuals lacking strong ethical values are more likely to engage in harmful practices that can undermine organisational effectiveness. While companies have limited influence over the values that employees develop prior to employment, they can still shape workplace behaviour through institutional mechanisms such as policies, codes of conduct, and organisational culture (Li, Lam, & Qian, 2021).

Knippenberg (2000) emphasizes that systems of rewards and sanctions provide organisations with tools for reinforcing desired behaviors, thereby encouraging employees to internalize values that align with institutional objectives. Through this form of behavioral conditioning, staff may modify their conduct to mirror what is rewarded within the organisation. Soares et al. (2021) caution, however, that a gap often exists between an individual's values and their actions. Such dissonance may stem from conscious decisions to disregard certain values in particular contexts, depending on how strongly the values influence personal identity and the prevailing organisational environment. Barrett (2021) distinguishes between decision-making based on beliefs, values, or intuition. Beliefs, he argues, are shaped by past experiences and traditions; while useful in familiar contexts, they are limited in their ability to address novel or complex problems. Values, on the other hand, provide more adaptive guidance in navigating new and uncertain situations, while intuition offers an instinctive response shaped by experience and perception.

The alignment of personal and organisational values is critical in driving performance outcomes. Knippenberg (2000) asserts that when employees perceive congruence between their individual values and those of their employer, a bond is established that fosters trust, loyalty, and mutual commitment. This alignment not only enhances job

satisfaction but also strengthens productivity and organisational efficiency. Similarly, Ringov et al. (2021) argue that shared values create workplaces that are flexible, less hierarchical, and more collaborative, with an enhanced capacity for collective action. When employees unite around a common vision as well as common values, performance outcomes are significantly improved, as shared purpose strengthens accountability and innovation. Soares (2021) adds that trust built upon shared values forms the foundation of effective relationships, both within teams and with external stakeholders. Barrett (2021) supports this by promoting value-based leadership, which fosters authentic decision-making and strengthens trust among employees and customers alike.

Conceptual Model



Source: Gitonga, D. G. & George, O. (2016).

Language Diversity plays a significant role in shaping organizational performance, particularly in multicultural workplaces. It refers to the presence of employees who speak different native languages or dialects. When language diversity is properly managed, it can lead to innovation, creativity, and improved problem-solving due to the variety of perspectives it brings (Okoro & Washington, 2019). However, language differences can also pose challenges in communication, leading to misunderstandings, reduced teamwork, and lowered productivity if not effectively addressed (Adendorff, 2015). Thus, language diversity can either enhance or hinder organizational performance depending on how well it is managed.

Values Diversity involves differences in personal and cultural beliefs, ethics, and work priorities among employees. Organizations that embrace values diversity often benefit from broader perspectives in decision-making and increased adaptability to change (Adu-Pipim & Kanyirige, 2020). Such diversity encourages innovation and inclusivity. Nevertheless, it can also lead to conflicts or misalignment of goals when employees' values clash, resulting in tension and reduced organizational cohesion (Nkomo & Cox, 2019). Therefore, organizations must foster a culture of mutual respect and shared purpose to turn values diversity into a strength.

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) posits that firms achieve sustained competitive advantage by possessing resources that are valuable, rare, inimitable, and non-substitutable (VRIN), and this perspective underscores the strategic importance of internal capabilities such as human capital, organizational culture, and intangible assets (Barney, 1991). Within the RBV framework, cultural diversity particularly in terms of race, nationality, ethnicity, and educational background can constitute such a VRIN resource, providing distinct knowledge, perspectives, and problem-solving approaches that competitors cannot readily replicate (Barney et al., 2022). Empirical evidence supports the notion that diversity among top management teams enhances firm performance when moderated through mechanisms like socialization, indicating that RBV's expectation that heterogeneous knowledge resources improve outcomes holds true in practice (Mousa et al., 2020). Thus, cultural diversity aligns well with RBV's core tenet that unique internal resources such as a richly varied human capital base can be leveraged to produce superior organizational outcomes.

By mapping cultural diversity onto RBV's resource categories, one can argue that workforce heterogeneity serves as an intangible organizational resource, which, when combined with firm-specific routines and capabilities, enhances competitive positioning (Wernerfelt, 1984). For instance, board-level diversity in nationality, ethnicity, and education has been shown to significantly and positively impact firm accounting-based and market-based performance in contexts such as Pakistan, reinforcing the RBV assertion that such diversity constitutes rare and valuable human capital (Shahzad et al., 2022). At the same time, certain types of diversity such as age or educational background may have neutral or even negative effects on performance, reflecting that not all diversity dimensions automatically qualify as VRIN resources under RBV; their value depends on how they integrate with the firm's strategy and capabilities (Shahzad et al., 2022). This nuance highlights the RBV insight that resources must not only be unique but also properly aligned with other organizational assets and processes to generate sustained performance.

Despite the potential benefits, cultural diversity may sometimes yield adverse effects on firm performance, particularly when not adequately supported by organizational structures or strategy a phenomenon explained within RBV by misalignment between diverse resources and a firm's ability to integrate them effectively (García-Meca et al., 2015). For example, studies have found that cultural diversity on corporate boards can negatively affect firm performance measured by Tobin's Q and ROA, especially among independent directors, unless the firm's organizational complexity or degree of foreign operations mitigates such downsides (García-Meca et al., 2015). This outcome echoes

RBV's caution that possessing diverse resources is insufficient unless the firm has developed complementary capabilities such as dynamic integration, conflict management, and coordination mechanisms to harness them successfully (Barney et al., 2022). Hence, the RBV perspective underscores that the strategic advantage of cultural diversity hinges critically on a firm's capacity to absorb, activate, and integrate those varied human resources.

In contrast, in certain environments or markets, cultural diversity has been shown to positively contribute to firm performance, with board cultural diversity in Australia, for instance, significantly increasing Tobin's Q, indicating that when diversity is pair-matched with appropriate governance and context, it becomes a potent RBV-type asset (Nguyen et al., 2022). Moreover, cultural diversity supports internationalization and innovation by enabling firms to tap into varied external networks and knowledge systems, which aligns with RBV's extension toward dynamic capabilities and firm-specific advantages in global markets (Ali et al., 2023). The integration of stakeholder and knowledge-based views further indicates that cultural diversity, when channeled through collaborative innovation and diverse stakeholder relationships, amplifies a firm's capacity for creating unique value offerings that competitors cannot easily imitate (Ali et al., 2023). Therefore, RBV theory frames cultural diversity not only as a static resource but as a foundation for dynamic capabilities and innovation when firms build processes and structures that exploit the knowledge embedded in diverse human capital to drive performance advantage.

Empirical Review

Rashim and Suman (2022) examined workforce diversity and employee performance in IT companies. Their exploratory study was grounded in both literature review and field data collected through structured questionnaires administered to 200 respondents. Statistical techniques such as correlation analysis and ANOVA were used to test the effects of age, gender, and education diversity on employee performance. The findings revealed that workforce diversity, when properly managed, becomes a source of organisational strength that enhances productivity and overall performance. However, the study also highlighted the importance of managerial interventions to ensure that diversity is not left unmanaged, as poor handling could weaken collaboration and efficiency.

Similarly, Padam (2022) investigated the impact of workforce diversity on employee performance in commercial banks in Nepal. A total of 125 questionnaires were distributed across 20 sampled banks, with 99 valid responses used for analysis. Using SPSS, the study examined gender, age, education, and ethnic diversity as explanatory variables. Results revealed that all four diversity dimensions were positively associated with employee

performance. This suggests that diversity, when effectively leveraged, can enrich creativity, expand perspectives, and improve service delivery in the banking sector. The study recommended continuous investment in diversity management practices as a strategic tool for strengthening employee outcomes.

Ndunge and Deya (2022) focused on diversity management strategies and performance of national security institutions in Kenya. Using stratified sampling, 71 senior and middle managers participated in the study. Both qualitative and quantitative methods were used, with SPSS employed for regression analysis. Findings indicated that targeted recruitment, career-focused leadership, diversity training, and needs assessment were strongly associated with improved institutional performance. The authors recommended institutionalizing inclusion training and leadership development as tools for enhancing cohesion in security organisations.

Kemunto (2021) assessed employee cultural diversity and organisational performance in Oilybia-Kenya. Findings showed that religion, values, and language diversity influenced performance in both positive and negative ways. For example, while cultural values enhanced teamwork and commitment, religious diversity sometimes created conflict. The study recommended balanced policies that promote inclusivity without undermining organisational goals.

Finally, Himani (2018) investigated diversity and performance in Gujarat's IT, FMCG, and telecom industries. Using advanced statistical tools such as CFA and SEM, the study found that age, tenure, education, and work experience diversity positively influenced performance, whereas gender, religion, and regional diversity had negligible effects. The study also identified a "glass ceiling" for women, highlighting structural barriers in career advancement.

METHODOLOGY

The study adopted a survey research design in the form of a cross-sectional study. A cross sectional survey design was chosen because it's suitable for collecting data from academic and non-academic staff of Adamawa state University, single point in time. This design allows comparison of perceptions across staff categories without manipulating variables. The population comprised of staff (352 academic and 575 non-academic) Adamawa State University, Mubi.

Population Distribution

Level	Staff`	Percentage(%)
Academic staff	290	**34.0%**
Senior non-teaching staff	460	**54.0%**
Junior academic staff	102	**12.0%**
Total	852	100%

(ADSU, Establishment Unit. 2025).

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The target population for this study comprised the entire staff strength of Adamawa State University, Mubi, which consists of both academic and non-academic staff. The total staff population stood at 852 employees, distributed across the two categories of university personnel. Specifically, the academic staff accounted for 290 individuals, representing 34.0% of the total population, while the senior non-academic staff made up 460 individuals, representing 54.0% of the population and 102 constituted junior academic staff representing 12.0%. This stratification reflects the organizational structure of the University, where academic staff play the central role in teaching, research, and community service, whereas non-academic staff are primarily responsible for administrative, technical, and support services that ensure the effective functioning of the institution.

According to Saunders, Lewis and Thornhill (2009), a sample is a part of the entire population that is studied to obtain information on the whole. Whereas, Yamani (1964) formula used to draw the sample size for the study, which is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$N = 852$$

$$n = \frac{852}{1 + 852\,(0.05)^2}$$

$$n = \frac{852}{1 + 852\,(0.0025)}$$

$$= \frac{852}{3.13}$$

$$= 272$$

Therefore, the sample size for this study is 272.

Apportionment of Sample Size

Level	Staff`	Percentage(%)
Academic staff	93	**34.0%**
Senior non-teaching staff	146	**54.0%**
Junior academic staff	33	**12.0%**
Total	272	100%

Source: Field Survey, 2025.

Therefore, the sample size for this study is 272 with addition of extra 13 samples to guard against non-response by the target respondents making a sample size of 285.

In this study, stratified sampling technique was employed to ensure fair representation of the two categories of staff in the sample. Using proportional allocation, the sample size was apportioned according to the relative percentage of each group, thereby guaranteeing that both academic and non-academic staff were adequately represented in the study in line with their actual proportion in the population.

The study employed a structured questionnaire as the primary tool for data collection. A closed-ended questionnaire was considered most appropriate because of its ability to generate precise, comparable, and quantifiable responses from participants within a relatively short time frame.

In addition, inferential statistics were applied to test the study hypotheses and establish relationships between the independent and dependent variables. Specifically, regression analysis was employed to determine the extent to which the independent variables (language diversity and value diversity) influenced the dependent variable (organizational performance). Multiple regression analysis was employed to determine the effect of language and religious diversity (independent variable) on organizational performance (dependent variable) of 5% level of significance.

Therefore, the model specification for this study is presented as follows:

OP = F(LD, VD)…… (1)

Stating the function in notation we have

$OP = a + \beta_1 LD + \beta_2 VD + \mu$)……..(2)

In this study, regression analysis was employed to determine the effect of language diversity and value diversity on organizational performance in Adamawa State University, Mubi. The regression model is specified as follows:

$$OP = a + \beta_1 LD + \beta_2 VD + \mu$$

Where:

OP = Organisational Performance (dependent variable)

LD = Language Diversity (independent variable)

VD = Value Diversity (independent variable)

a = Constant (intercept term)

β_1, β_2, = Coefficients of the independent variables, which measure the magnitude and direction of the effect of each predictor on organizational performance

μ = Error term, which accounts for other factors not included in the model but that may influence organizational performance

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The model assumes that the independent variables (LD, VD, and RD) are linearly related to the dependent variable (OP).

DATA PRESENTATION, ANALYSIS AND FINDINGS

A total of 285 copies of questionnaire were distributed; 272 were successfully returned and valid, representing 95.4%, while 13 were not returned, representing 4.6%. The high response rate was achieved because questionnaire were administered and collected in person and respondent were assured of confidentiality.

The following null hypotheses were tested:

H_{01}: Employee language diversity has no significant effect on the organizational performance of Adamawa State University, Mubi.

H_{02}: Employee value diversity has no significant effect on the organizational performance of Adamawa State University, Mubi.

Table 1: Model summary of Impact of Employee Language Diversity and Value Diversity on Organizational Performance

Variables		Coefficient	Std. Error	T-Values	P-Values	Hypotheses	
1	(Constant)	11.628	1.934	6.013	0.000		
	LD	0.493	0.053	8.115	0.000	Rejected	H01
	VD	0.140	0.051	2.068	0.040	Rejected	H02
	R	0.595					
	R^2	0.354					
	Adjusted R	0.347					
	F-Stats	49.047					

a. Dependent Variable: OP

(Source: Computed using SPSS 21. 2025)

The results presented in Table 1 summarize the regression model assessing the impact of employee language diversity and value diversity on organizational performance at Adamawa State University (ADSU), Mubi. The Pearson correlation coefficient indicates that the bivariate relationship between employee language diversity and value diversity and organizational performance is strong and positive (r = 0.595), suggesting that increases in diversity are generally associated with improvements in performance outcomes. The coefficient of determination (R^2 = 0.354) shows that employee language diversity and value diversity accounts for approximately 35.4% of the variation in organizational performance, while the remaining 64.6% can be attributed to other factors

not captured in the model. This demonstrates that although employee language diversity and value diversity is an important explanatory variable, organizational performance is also shaped by a range of additional internal and external influences.

The analysis of variance (ANOVA) further confirms the robustness of the model. The F-statistic ($F = 49.047$, $p < 0.05$) indicates that the regression model is statistically significant, implying that the independent variables language diversity and value diversity jointly predict organizational performance in a meaningful way. This establishes the overall validity of the regression model in explaining the relationship between employee language diversity and value diversity and organizational performance.

A closer look at the individual coefficients reveals that language diversity exerts the strongest influence on organizational performance ($\beta = 0.493$, $t = 8.115$, $p < 0.000$). This finding suggests that the way employees communicate across linguistic differences significantly shapes teamwork, decision-making, and knowledge sharing, all of which directly contribute to organizational effectiveness. Value diversity also demonstrates a significant positive effect on organizational performance ($\beta = 0.140$, $t = 2.068$, $p < 0.040$). This implies that the diversity of personal and cultural values among employees contributes positively to institutional outcomes, likely by fostering ethical behavior, creativity, and inclusiveness.

Summary of Findings

The findings of the study can be summarized as follows:

i. The analysis reveals that **language diversity** exerts a significant and positive influence on the organizational performance of Adamawa State University, Mubi. The regression results show a strong positive coefficient ($\beta = 0.493$), supported by a high t-value ($t = 8.115$) and a highly significant p-value ($p < 0.000$). This confirms that the relationship is both statistically and practically significant. In other words, organizations that embrace language diversity are more likely to benefit from improved communication, collaboration, and overall performance.

ii. The study further finds that **value diversity** also has a significant and positive effect on organizational performance. Although the relationship is not as strong as that of language diversity, the coefficient ($\beta = 0.140$) and t-value ($t = 2.068$) indicate a moderate but meaningful contribution, with a statistically significant p-value ($p < 0.040$). This suggests that when differences in personal and cultural values are properly managed, they enrich the work environment, enhance decision-making, and foster organizational growth.

Discussion of Findings

The study's first major finding is that **language diversity significantly enhances organizational performance** at Adamawa State University. With a strong coefficient ($\beta =$

0.493) and highly significant test statistics, this result aligns with previous studies that emphasize the importance of linguistic inclusivity in the workplace. This supports the Resource-Based View (RBV) which posits that unique employee attributes such a linguistic diversity on be leverage on organizational resources to enhance performance (Barney, 1999). Adu-Pipim and Kanyirige (2020) note that language diversity improves cross-cultural communication, strengthens interpersonal relationships, and fosters inclusiveness in academic institutions. Similarly, Odogwu (2021) observes that multilingual environments provide a richer pool of perspectives, which enhances problem-solving, creativity, and innovation. At ADSU, the ability to accommodate multiple languages likely strengthens harmony among staff and students, reduces miscommunication, and creates an enabling atmosphere for improved efficiency and productivity.

The second key finding is that **value diversity has a significant, though moderate, positive impact on organizational performance**. With a coefficient of $\beta = 0.140$ and a p-value below the conventional significance level, this result underscores the importance of cultural and personal values in shaping organizational behavior. Akinbode (2018) argues that value diversity fosters creativity, mutual respect, and adaptive learning, particularly in environments that encourage inclusiveness. Similarly, Nwachukwu and Chladkova (2019) emphasize that differences in values, when properly managed, enrich organizational culture and contribute to better institutional outcomes. For ADSU, the presence of diverse cultural values among employees may promote innovation, strengthen ethical standards, and enhance the quality of decision-making processes, all of which improve institutional performance.

Conclusions

The study concludes that cultural diversity is an important determinant of organizational performance, although its effects differ across various dimensions. The findings establish that language diversity exerts a strong and statistically significant positive influence on organizational performance. This demonstrates that institutions that embrace linguistic inclusivity by recognizing and respecting multiple languages within the workplace benefit from enhanced communication, improved collaboration, and enriched creativity, all of which contribute to higher performance outcomes.

The results further show that value diversity has a meaningful and positive effect on organizational performance. This indicates that organizations which acknowledge, respect, and integrate diverse personal and cultural values into their operations are more likely to foster inclusivity, adaptability, and innovation. When properly managed, value diversity enhances decision-making processes, strengthens team dynamics, and ultimately promotes overall productivity. Conversely, the study finds that religious

diversity does not have a statistically significant effect on organizational performance in the context examined. While the regression results suggest a positive coefficient, the lack of statistical significance implies that religious diversity, though central to employees' cultural identity, does not directly influence organizational performance metrics. This suggests that while religion is important for personal meaning and identity, its effect on workplace outcomes may be indirect, possibly moderated by other organizational or social factors.

Recommendations

Based on the above findings, the study come up with the following recommendations;

i. Adamawa State University management should create policies that promote multilingualism in administrative and academic processes. This could include supporting staff training in commonly spoken languages within the university community, developing multilingual communication platforms, and encouraging inclusive participation in meetings and decision-making. Such measures will strengthen collaboration, reduce communication barriers, and further enhance organizational performance.

ii. Adamawa State University should invest in diversity management programs that encourage respect, tolerance, and appreciation of different cultural and personal values. Workshops, team-building exercises, and cross-cultural training should be introduced to ensure that diverse perspectives are integrated into problem-solving and innovation. Properly harnessing value diversity will foster creativity, enrich decision-making, and sustain institutional growth.

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