

Cultural Diversity and Performance of Cooperative Societies in Tertiary Institutions in Anambra State, Nigeria

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Abstract: *This study examined cultural diversity and the role it plays in determining the performance of cooperative societies in tertiary institutions in Anambra State, Nigeria. The research work used survey research design. The population of the study included all cooperative staff of the tertiary institutions within Anambra State where cooperative societies exist, with a total number of 100 staff. Complete enumeration technique was adopted for the study. The major research instrument was a structured questionnaire. The data collected were analyzed using both descriptive and inferential statistics. Hypothesis was tested at a 5% level of significance. The result indicated that there is a significant positive relationship between the variables and that a 90% change in growth of cooperative societies are as a result of changes in the employee gender diversity of the cooperatives studied ($R = 947$; $R^2 = 896$; P -value < 0.05). The study, therefore, concluded that indeed, cultural diversity has a great influence on the performance of cooperative societies in tertiary institutions in the studied area. Sequel to this, it was recommended that the management of the studied cooperatives needs to always initiate gender neutral programmes, as it will lead to growth and sustainability for the cooperative societies.*

Keywords: Cultural Diversity, Gender, Performance, Growth, Cooperative Societies, Tertiary Institutions and Anambra State

INTRODUCTION

People by nature are social individuals and have a need to belong to groups. Belonging to groups is important for self-confidence and gives meaning to life (Starren and Luijters, Drupsteen, 2013). These social groups, in the submission of Kumuldhra and Raji (2018), have great geographical, biological and historical differences and each group tends to create a distinct culture of its own. The different groups of human beings are distinguished by their ethnicity, lifestyle, attitudes, habits, traditions, religions, beliefs, customs, languages and philosophies (Starren et al, 2013; Kundu, 2001)

With the increase of globalization in the world, cultural diversity in the workplace has grown as a trend (Amadeo, 2013). According to Augustine, Nwaiwu, and Chikwe (2015), cultural diversity at the global level “comprises differences in race, ethnicity, language, nationality, religion and sexual orientation represented within a community.” People no longer live and work in an insular marketplace, they are now part of a worldwide economy with competition coming from nearly every continent (Gumede, 2018; Anjiri, 2018). For this reason, cultural diversity is now widely accepted by organizations as a way of creating competitive advantage (Stahl, Maznevsk, Voigt and Jonsen, 2010). This is mainly because they have the opportunity to utilize a vast array of knowledge, skills and abilities found in a diverse cultural workforce. In addition to that, “workers with diverse cultures enhance creativity and openness to change” (Akpoviro, 2018: 60). Therefore, organisations remain relevant in a competitive environment when they hire employees who represent its demographics and extensive cultural diversity (Martins, 2014).

Varner and Beamer (2011) affirm that “culture explains how people make sense of their world (87).” This definition is much in line with Faranani (2013) who sees “culture as a system of shared beliefs, values, customs, behaviours, and artifacts that members of society use to cope with their world and with one another, which are transmitted from generation to generation through learning.” These definitions connote that cultural diversity describes the presence of different cultures within a social system, which differ in values, norms and behaviours, implying that people of different cultures can be different from each other in many ways.

In many organizations, employee morale and satisfaction are related to identical groups or cultural affiliations (Okeke, Onyekwelu, Ojan and Obi, 2018; Okello, 2015; Mecheo, 2016). The amount of diversity in both formal and informal structures of organizations usually impact factors such as creativity, problem solving and intra organizational communications (Ang, Van, Koh, Templer, Tay and Chandrasekar, 2007). In connection with the above submission, Spencer-Oatey (2012: 131) avers that “how people feel and think about their jobs and their employers is greatly influenced by their cultural beliefs, norms and value system. What people believe about their opportunities in the work environment is of vital importance regardless of whether or not these beliefs are consistent with the facts, this is so, even in cooperative societies.

The International Co-operative Alliance (1995), a non-governmental organization, which is the umbrella organization for cooperatives worldwide, defines cooperatives as an “autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise”. By

implication, the purpose of a cooperative is to allow individuals to come together and pool their resources in order to reach a common goal which would be difficult for them to achieve as individuals. International Labour Organization, ILO (2007) affirms that cooperative is a vital issue in every community in this world. Places where it has been properly put into effective operation, its members have greatly achieved something from the system (Abdulkarim and Lawal, 2010).

Syed, Syed and Mehwish (2016) opine that education plays a vital role in the existence and development of a nation and that higher education is now the major concern for all stake holders of education. Tertiary institutions in Anambra state constitute universities (private and public), polytechnics, and college of education. Tiemo and Arubayi (2012) postulates that the staff of these institutions are from different parts of the country and as such have different cultures since Nigeria federal character principle on employment emphasizes equal representation of people from different sections of the country based on merit, political consideration and government discretion.

Cooperative Societies exist in many institution of these higher learning to enhance qualitative life for stakeholders through Co-operative Multi-purpose operations, timely provision of readily available/easily accessible financial solution and non-financial services such as educational upliftment, entrepreneurial development, advisory services and mortgage facilities leading to economic empowerment and freedom, poverty reduction, social well being and development, wealth creation and achievement of a brighter future. These special tasks are carried out by different individuals (worker's) who share common needs as highlighted by ILO (2007). Therefore, cooperatives play an increasingly important role in economic growth, cultural and social development of their members. It is against this backdrop that this study seeks to examine cultural diversity and the role it plays in determining the performance of cooperative societies in tertiary institutions of Anambra State, Nigeria, as a broad objective. But specifically, the study seeks to:

1. Determine the influence of employee gender diversity on the growth of cooperative societies in tertiary institutions within Anambra State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Cultural Diversity

Cultural diversity is a complex concept, and different researchers have submitted varying but connected interpretations of the concept. It can also be referred to as Multiculturalism which means a group of diverse individuals from different cultures or societies. Usually, cultural diversity takes into account language, religion, race, sexual orientation, gender, age and ethnicity (Kumudha & Jannet, 2018). Cultural diversity is a debatable, open-ended term, which generally refers to a reality of coexistence of diverse knowledge, beliefs, arts, morals, laws, customs, religions, languages, abilities and disabilities, genders, ethnicities, races, nationalities, sexual orientations, etc., of human beings. It could extend to the way people react to this reality and the way people choose to live together with this reality (Cong Lin, 2019).

Muckler (2018) posits that cultural diversity represents an inestimable added value for our social interaction, which results from the fact that we can choose from a variety of life plans, ways of acting and cultural practices. Cultural diversity should, therefore, be interpreted as enrichment rather than a threat. We should not be afraid of differences but should see it as an opportunity to learn from each other. The advantage of cultural diversity is that it opens up an incomparably wider range of style, options, instructions and design possibilities, which make the world more colourful.

Dimensions of Cultural Diversity

Following the varied interpretations of culture and cultural diversity, a number of studies have proposed varied dimensions of cultural diversity. In the words of Martins (2014), cultural diversity can be studied at the point of dimensions. The table below summarizes the dominant understanding of cultural diversity in various dimensions:

Primary dimensions	Secondary dimensions	Tertiary dimensions
Race	Religion	Disability
Ethnicity	Sexual orientation	Beliefs
Gender	Thinking style	Assumptions
Age	Geographic origin	Perceptions
	Family status	Attitudes
	Lifestyle	Feelings
	Economic status	Values

	Political orientation Work experience Education Language Nationality Culture	Group norms
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Source: R. Rijamapinina, T. Carmichael, (2005)

Cultural diversity can be categorized into three dimensions: primary, secondary and tertiary dimensions. Primary dimensions, such as gender, culture, social class, ethnicity, sexual orientation, race, age, and mental or physical abilities/ skills, determine fundamental perspectives of the world and the way people perceive themselves. They have the most significant influence on individual and group in the society and workplace. Secondary dimensions are less visible and sensible than the primary, such as educational background, religion, first language, family, status, work experience, income, communication style, and geographic location. They shape the self-esteem and self-definition of an individual. Tertiary dimensions are mostly the centre of individual identities, such as beliefs, assumptions, perceptions, attitudes, values, feelings and group norms. (Myro, 2017).

Concept of Cooperative

Cooperation is considered the best possible alternative mode of organizing business to assure economic and social stability. Cooperation as a way of life continues to be a tradition in finding the solution to the socio-economic problems of people. (Masuku, Masuku, & Mutangari, 2016). Cooperatives are democratic, member-run and member-financed enterprises. They have been a model for bringing together people across all spheres of society in common economic and social interests. (Nguranga, 2013). ILO (2017) posits that it is derived from the word cooperate which means to work or act together or jointly for a common purpose or benefit.

Nilsson (2018) stipulates that a suitable starting point for analyzing the basic concept of cooperation is by understanding the concept of cooperatives. The literature is full of definitions of cooperatives. These diverge in many respects, while there are areas of agreement. Many of the differences can probably be explained by the authors in question having had a special kind of cooperation in mind when they elaborated their specifications, or cooperation within a specific industry or country. If these circumstances are removed, three factors remain that can be found in practically and theoretically based definitions:

- First, the user-owner principle: Persons who own and finance the cooperative are those that use it.
- Second, the user-control principle: Control of the cooperative is by those who use the cooperative through voting at annual and other membership meetings and through those who are indirectly elected board members.
- Third, the user-benefits principle: Benefits of the cooperative are distributed to its users on the basis of their use. The user-benefits principle is often stated as business-at-cost.

Cooperative Organization Performance

Waiganjo, Mukulu and Kahiri, (2012) note that in various organizations, performance may be measured in terms of its multiple objectives of profitability, employee satisfaction, productivity, growth among many other objectives. Advocates of the balanced score card performance management system have proposed a broader performance measurement approach that recognizes both the financial and non-financial measures including sales, profitability, return on investments, market share, customer base, product quality, innovation and company attractiveness. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, & employee stewardship.

Khan and Khan, (2011) assert that organizational performance depends on various factors including the contributions of human resource capital. This is because human resource in an organization plays an important role in growth and organizational performance. Measurement of performance is the cornerstone of business practice because it assists in evaluation of the achievement of fundamental business goals and sets the scope and direction of possible improvement actions (Okello, 2015). Research on performance has gone through many phases in the last decades. Initially, they were focused mostly on financial indicators but with time, the complexity of the performance measurement system increased by using both financial and non-financial indicators (Gavrea,

Ilies and Stegorean, 2011). Organizational performance may be measured in terms of its multiple objectives of profitability, employee satisfaction, productivity, growth among many other objectives. (Waiganjo, Mukulu and Kahiri, 2012). Measuring performance of cooperatives is determined by using financial ratio or non-financial indicators that best serve its purpose and objectives (Zelhuda, Suraya, Puspa, Fauzilah and Farah 2018). However, demonstrating performance measures according to the objectives of the firm is seen as an important key for success (Mulgan, 2010).

The review of literature concerning performance of cooperatives shows that in this type of organisation, there exist an unresolved question of performance measurement. The financial ratios, mostly based upon efficiency measures (profit / financial resources), do not seem adequate to estimate cooperative performances. Due to a specific double commitment of cooperative members, as grower-suppliers and member-owners of their patrons, cooperatives face a problem of dual performance objectives (short term remuneration for the growers, long term value creation for the owners) and find it difficult to establish balanced governance in order to solve this internal conflict of interests called “cooperative dilemma” (Antoine, Pierre and Mario, 2011).

Giacomini, chief and Mazzoleni (2017) asserts that in co-operatives, members and donors have often far more diverse interests than shareholders in for-profit companies. The dimension of not-for-profit sector has increased in the last years. It includes a wide variety of organizations from charitable organizations, social service agencies, religious and fraternal organizations, health care societies and health organizations, educational organizations, environmental organizations, sports and recreational organizations, funding foundations, business and professional organizations, political parties and so on. Their purpose is to generate improvements in the lives of individuals and society as a whole. Some of these organizations may be considered as purely social impact-focused not-for-profit organizations, such as charities, while others may be primarily viewed as member-focused organizations, such as professional organizations. Co-operatives stay in the middle of these two options and deal every day with social and economic aims. In the last twenty years much attention has been devoted to developing performance measurement systems (PMS), which could encompass both non-financial and financial data.

Shamsuddin, mamood, Ghazali, sallah and Nawi, (2018) postulates that indicators for Cooperative performance measurement consist financial indicators and non-financial indicators. Financial indicators offer information regarding the financial status of firms and thus it helps the managers to make decision accordingly to improve the financial performance. Non-financial indicators that reflect the cooperative business operations include staff profile, community investment, members and environment (Beaubien and Rixon, 2012). Other indicators that can be measured, such as customer satisfaction, employ qualified employees, level of employees retention, shareholders satisfaction which is attributes to performance (Suklev and Debarliev, 2012).

Employee Gender and Growth (Membership Size) Dynamics

Gender:

ILO (2017) asserts that the Canadian cooperative alliance in shaping their strategy and approach to achieving greater gender equality in programs across Canada and around the world outlined a list of gender definitions which includes;

Gender: refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). Gender roles and expectations are learned. They can change over time and they vary within and between cultures. Systems of social differentiation such as political status, class, ethnicity, physical and mental disability, age and more, modify gender roles. The concept of gender is vital because, applied to social analysis, it reveals how women’s subordination (or men’s domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined nor is it fixed forever.

Gender Equality: Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Gender equality does not mean that men and women become the same, but that their opportunities and life chances are equal.

Gender Equity: Gender equity is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality.

Gender-Neutral: Gender-neutral programs are not specifically aimed at either men or women and are assumed to affect both sexes equally. However, they may actually be gender-blind.

Gender-blindness: means ignoring the different socially determined roles, responsibilities and capabilities of men and women. Gender-blind policies are based on information derived from men's activities and/or assume those affected by the policy have the same (male) needs and interests.

Gender-mainstreaming: is a process rather than a goal. Efforts to integrate gender into existing institutions of the mainstream have little value for their own sake. We mainstream gender concerns to achieve gender equality and improve the relevance of development agendas. Such an approach shows that the costs of women's marginalization and gender inequalities are born by all.

Resources: Resources are means and goods, including those that are economic (household income) or productive (land, equipment, tools, work, credit); political (capability for leadership, information and organization); and time.

Access: Access to resources implies that women are able to use and benefit from specific resources (material, financial, human, social, political, etc).

Gender Division of Labor is the result of how each society divides work among men and among women according to what is considered suitable or appropriate to each gender.

Control: Control over resources implies that women can obtain access to a resource as and can also make decisions about the use of that resource. For example, control over land means that women can access land (use it), can own land (can be the legal title-holders), and can make decisions about whether to sell or rent the land.

Equal Participation: making full use of women's and men's visions, competencies and potential. Empowerment is about people - both men and women - taking control of their lives; setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance.

Cooperative Growth Concept

Cook (2018) developed a five-phase framework on a life cycle explanation of cooperative longevity highlighting growth (membership size). The framework divides the evolution of a cooperative life cycle into five separate and sequenced phases.

Phase 1: Economic Justification

Economic justification, discusses reasoning behind the decision to enter into the costly process of determining whether collective action is justified. It includes the activity involving the recognition, understanding and manifestation of patron-enjoined collaborative action needed to address the socio-economic consequences of working together.

Phase 2: Organizational design

During the second phase, organizational design, producers determine the legal-business-organizational model that best fits their group's need. They also decide the rules of the game, responsibilities, benefits, penalties, adjudication processes, and their performance measure(s). Once economic justification motivates collaboration, producers begin to design the rules of the game to build and sustain cooperation. Assuming a cooperative organizational form is chosen, what follows is the embedding of cooperative principles into their articles of incorporation, the statutory documents, or their bylaws and practices.

Phase 3: Growth, Glory and Heterogeneity

Once the organizing phases are complete, the cooperative enters phase 3, which is designated the 'growth, glory, and heterogeneity' phase. the decision-makers now have to address the rate of growth or non-growth(increase or decrease in membership size), the glory and success achieved, and disagreement generated by the heterogeneity of preferences emerging as time passes. Because of broad and diffuse objective functions of a patron (user) owned and controlled entity embedded in the performance metrics, potential disruptive frictions result and need to be ameliorated if the cooperative is going to continue meeting member needs. The cooperative would therefore make decisions to avoid attainable compromise and subgroup frictions, engages in an introspective analytical process charged with determining what factors give rise to the collective decision-making cost frictions(eg gender related issues) and sometimes resultant factions.

Phase 4: Recognition and introspection (analysis period)

During this phase 4 analysis period, root causes of these friction/fraction disturbances are identified, usually emanating from a set of unique cooperative structural characteristics, Generic solutions are sorted, transparency practices which have the potential to regenerate the level of cooperative health are evaluated

Phase 5: Choice

Given the causes and potential solutions identified in phase 4, membership moves towards deciding the future of the cooperative in phase 5. The members have the following options: (a) exit through liquidation, merger, bankruptcy; (b) maintain the status quo with little or no change; (c) spawn and/or; (d) reinvention or significant overhaul. If the patrons reject the exit, status quo, or spawn options, reinvention or regeneration is chosen. Reinvention involves one or a combination of four major elements depending on the results of the analysis in phase 4. One or a combination of the following generic structural changes is deemed necessary to initiate a new life cycle: (a) modification to residual claim rights; (b) readjustment to control rights; (c) a significant change in the purpose of the cooperative or (d) a dramatic shift in cooperative culture and/or mindset.

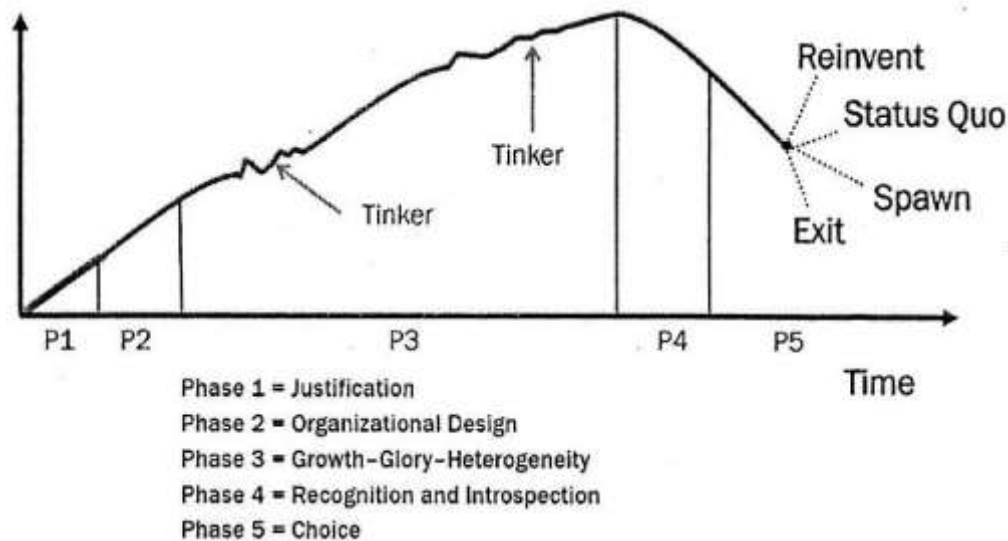


Fig.2.1: A life cycle explanation of cooperative longevity

Source: Micheal L. Cook sustainability (2018).

Dezo and Ross (2012) contend that heterogeneous groups (in terms of gender) provide different perspectives and bring different views and experiences that inform leadership and managerial roles and lead to high quality decisions at this level. The authors go further to postulate that the mere presence of a woman having congruent information on the issue at hand may stimulate a broader and a deeper deliberation of alternative in the top management team

Gender diversity in organizations increase creativity and innovation (Mitchell, 2013), proper representation of gender makes it easy for cooperative societies to penetrate their markets with innovative ideas and products that would attract potential members. Busolo (2017) stipulates that while most top leadership and management in most firms are dominated by men, an inclusion of women in such teams make them not only become diverse but also improves the quality of the leadership and top-level management alongside the organization growth. Gender-related corporate social responsibility (CSR) practices are receiving increasing attention from all stakeholders, as the commitment to achieving equal opportunities for women has become a top priority thus management of organizations that want to remain successful in the contemporary gendered world must appreciate gender diversity and integrate it within their corporate strategy. As such, achieving gender balance in the organizational workforce must be considered as a sustainable strategy for not only attaining a competitive advantage, but for establishing a distinctive organizational culture and reputation, which adds to the corporate external image as well. This factor can positively or negatively influence the growth(membership size) of the cooperative.

METHODOLOGY

The research work used survey research design to carry out the study. The reason for using survey research design is to enable proper study of the variables involved in the study. Anambra, a state in South-eastern part of Nigeria is the area of the study. The population of the study is made up of all cooperative staff of the tertiary institutions within Anambra State where cooperative society exist with a total number of 100 staff. Complete enumeration technique, also called Census method was adopted for the study. The source of data used for conducting the research is mainly primary. The major research instrument was a structured questionnaire. The research

instrument was validated using a translational validity so as to ensure face and content validity. In order to ensure the reliability of the instrument, Cronbach Alpha test was adopted using an average of the total items at 0.05% level of significance. The result of the reliability test was 0.83, which was adjudged to be high. Descriptive and inferential statistics were deployed in the analysis of data collected from respondents; the descriptive statistics tools involve frequency and simple percentage to measure the demographic characteristics of respondents, measures of central tendency (mean) was used to analyze responses to questions relating to research objectives. The inferential statistics deployed for the study is regression analysis. The hypothesis was tested at a 5% level of significance.

PRESENTATION OF RESULTS AND ANALYSIS

Descriptive Statistics

The features of the sample and the responses to the questions relating to the objectives were determined using Descriptive Statistics in the form of frequencies and percentages. It is very important to have a good understanding of a study; especially of the characteristics of the variables in that study through the use of descriptive statistics.

Table 1: Gender of Respondents

No	Biographic	Frequency	Percentage	Total
1	Year of Establishment			
	1991 —2001	12	12%	100
	2001 —2010	33	33%	
	2011 —2020	55	55%	
6	Cooperative Work Experience			
	1-5 years	65	65%	
	6-10 years	25	25%	
	11-15 years	6	6%	
	16 and above	4	4%	
7	Gender			
	Male	64	64%	100
	Female	36	36%	
8	Educational Qualification			
	FSL.C(b)SSCE	45	45%	100
	OND/NCE	32	32%	
	HND/B.Sc	15	15%	
	M.Sc and above	8	8%	

Source: Field Survey, 2021

From the submitted data in Table 4.1, the demographic characteristics of the respondents are presented. It could be seen that 12 of the 100 respondents said their cooperative are established in 1991 —2001, 33 said theirs was established in 2001 —2010 while 55 said theirs was established in 2011 —2020. The Table also shows that there is variation in the number of years the samples have spent in the organizations. In other words, the years of experience of the samples in the various institutions differ as spread across the years situated for elicitation. From the data collated, 65 respondents have worked for the studied cooperatives for between 1-5 years. 25% of the respondents indicated that they have worked in the cooperatives for between 6-10 Years. From the collated and presented data, 6% of the 100 samples have worked for a period of 11-15 years in their various cooperative institutions while only 4% of the sample stated that they have spent a minimum of 16 years in their various cooperative organizations. From the Table 4.1 also, it could be seen that the male employees across the cooperative organizations are more than the female. The male employees stand at about 64% while the female employees stand at 36%. There are more Bsc/Msc degree holders as employees in the various cooperative organizations than any other category of degree holder. Almost half (45) of the members of the staff of the various cooperative organizations are Bsc/Msc holders. The second categories of workers in the analysis are those with HND certificates. They stand at 32% in the Table. Those that hold OND and NCE stand at 15% and 8% respectively.

Responses to Questions Relating to the Objective

Research Question One: What is the influence of employee gender diversity on the growth (membership size) of cooperative societies in tertiary institutions within Anambra State?

Table 2: Responses on Employee Gender Diversity and Growth of Cooperative Societies

S/N	Questionnaire Items	SA	A	N	D	SD	Mean
Employee Gender Diversity							
1	There is equal representation of male and female staff in the cooperative	26	32	19	23	0	3.61
2	Fair treatment is given to all employees whether they are male or female	23	30	20	24	3	3.46
3	Gender neutral programs are carried out at interval in the cooperative	19	29	8	32	12	3.11
4	Women are involved in the cooperative decision making as much as men	15	35	17	20	13	3.19
Growth of Cooperative Societies							
5	We will have more members if equal opportunity is given to all without minding gender.	30	45	4	14	7	3.77
6	Believing in equality and fairness will increase our membership strength	55	25	5	15	0	4.20
7	More people will like to join our cooperative if they know that they will not be cheated based on gender.	19	59	7	3	12	3.70
8	My cooperative makes sure people are treated equally, irrespective of gender.	18	33	11	29	9	3.22

Source: Field Survey, 2021

Testing the Hypotheses

Three hypotheses were proposed in connection with the research questions and objectives. These questions and objectives have been analyzed based on the responses and variations in the responses. The following Hypotheses were formulated and tested to examine the influence of the different aspects of cultural diversity variables on the performance of the selected cooperative societies.

Hypothesis 1

Employee gender diversity has no influence on the growth of the cooperative societies.

Table 3: Model Summary One

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.895	1.467

a. Predictors: (Constant), EGD

Source: Field Survey, 2021

Table 4.8 shows the regression model summary for employee gender diversity and influence on the growth of the cooperative societies. The result shows the correlation coefficient in form of R and coefficient of determination in form of R Square (R^2). The R signifies that employee gender diversity has a positive influence on growth of cooperative societies, while the R^2 indicates that a 90% change in growth of cooperative societies are as a result of changes in the employee gender diversity of the cooperatives studied.

Table 4: ANOVA One

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1816.966	1	1816.966	844.605	.000 ^b
	Residual	210.824	98	2.151		
	Total	2027.790	99			

a. Dependent Variable: GROWTH

b. Predictors: (Constant), EGD

Source: Field Survey, 2021

Table 4.8 reveals the ANOVA of the regression analysis carried out. It shows the F statistics and the p-value in the form of sig. From the result, it shows that employee gender diversity has a statistically significant influence on the growth of the cooperative societies in Anambra State ($F = 844.605$, $p\text{-value} < 0.05$). Therefore, the alternate hypothesis is accepted.

Conclusion

The cooperatives in Anambra State, like any other organization in Nigeria, have seen an increase in different cultures over the years, from varying dimensions. Different researchers have stated that cultural diversity variables are some of the many issues brought about by the various cultures that exist in the work place. Some of these studies have observed that these issues brought about by cultural diversity have a significant impact on how the organisations perform and how employees work with each other to the growth of the organizations. After analyzing the data collected empirically, the study concludes that indeed, cultural diversity have a great influence on the performance of cooperative societies in tertiary institutions of Anambra State, Nigeria.

Recommendations

Following the findings of the study, the study recommends that:

- a) The management of the studied cooperatives needs to always initiate gender neutral programs such as setting up goals for increasing gender ratio, set up training and mentoring for women, create network groups, introduce maternity benefit programs, even paternity leave that leads to men partaking in care giving aspects, thereby making it easier for women to return to work. As all these will lead to growth and sustainability for the cooperative societies.

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