

CHALLENGES TO MANAGING DIVERSITY IN THE WORKPLACE. A STUDY OF ALEX EKWUEME FEDERAL UNIVERSITY TEACHING HOSPITAL ABAKALIKI (AE-FUTHA)

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Abstract

This study investigated the challenges associated with managing diversity in the workplace, with specific focus on Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FUTHA). The purpose of the study was to examine the relationship between organizational culture, communication barriers, employee resistance on the one hand, and effective diversity management on the other. The study employed a descriptive survey design and relied solely on primary data collected through structured questionnaire administered to a stratified random sample of employees. A total of 370 copies of questionnaire were distributed, and 363 were returned valid, yielding a 98% response rate. Data analysis involved descriptive statistics, correlation analysis, and multiple regression to determine the strength and significance of the relationships among the variables. The findings revealed that there is no statistically significant relationship between organizational culture and diversity management ($p = 0.339$), and no significant relationship between employee resistance and diversity management ($p = 0.843$). However, the study found a weak but statistically significant negative relationship between communication barriers and effective diversity management ($r = -0.152$, $p = 0.004$), suggesting that communication challenges undermine diversity efforts at AE-FUTHA. The study aligns with existing literature which identifies communication barriers as a major hindrance to diversity management. The research concludes that while AE-FUTHA demonstrates an inclusive organizational culture and has mechanisms to handle resistance, communication remains a persistent challenge. It recommends the implementation of communication training programs, enhancement of internal dialogue among diverse groups, periodic evaluation of diversity policies, and leadership support to mitigate communication-related issues and promote a more inclusive workplace culture.

Keywords: Challenges, Managing, Diversity, Workplace, Teaching Hospital

1. Introduction

1.1 Background to the Study

In today's globalized world, workplace diversity has become a pivotal aspect of organizational dynamics. Diversity encompasses a range of differences among individuals, including

ethnicity, gender, age, religion, and cultural backgrounds. Effectively managing this diversity is crucial for fostering an inclusive environment that enhances employee satisfaction and organizational commitment.

In Nigeria, a nation characterized by its rich tapestry of ethnic and cultural plurality, the Healthcare sector mirrors this diversity. The Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FUTHA) serves as a microcosm of this national mosaic, employing a workforce drawn from various ethnicities, religions, and cultural backgrounds. This diversity presents both opportunities and challenges in the realm of human resource management.

Research indicates that workforce diversity can significantly influence job satisfaction and organizational commitment, for example: A study by Ibidunni, Osibanjo, Adeniji, Salau and Falola (2019) in the Nigerian Ministry of Health in Lagos State found that gender and ethnic diversity positively influenced job satisfaction. The study reported correlation coefficients of $r = 0.35$ ($p < 0.05$) for gender diversity and $r = 0.28$ ($p < 0.05$) for ethnic diversity, indicating that diverse workforces can enhance job satisfaction and, consequently, employee commitment. Furthermore, job satisfaction was found to be positively related to affective commitment ($r = 0.41$, $p < 0.05$) and normative commitment ($r = 0.26$, $p < 0.05$), while Afolabi, Ilesanmi, and Akinbode (2020) investigated workforce diversity in the Nigerian banking sector and found that demographic diversity, particularly gender and educational background, significantly contributed to employee engagement and organizational loyalty. The study emphasized that organizations with a well-managed diverse workforce experience higher levels of commitment from their employees. These findings underscore the potential benefits of a diverse workforce when effectively managed.

However, managing such diversity is not without its challenges. The Nigerian Healthcare sector has grappled with issues related to training, funding, employment, and deployment of its diverse workforce. These challenges have, at times, led to internal crises among Health workers, hindering optimal Healthcare delivery (Adebayo, Omoregie, & Ezeani, 2017). Additionally, the coexistence of various ethnic and religious groups within the workplace can lead to cultural conflicts, discrimination, and segregation if not properly managed (Edewor & Aluko, 2007).

At AE-FUTHA, a confluence of cultural, ethnic, and religious diversity necessitates a nuanced approach to workforce integration and inclusion. Therefore, it becomes essential to investigate the relationship between organizational culture and effective diversity management within the hospital. Additionally, communication across diverse groups presents its own barriers, such as language differences, stereotypes, and interpersonal misunderstandings, which can hinder collaboration. This study also seeks to examine the relationship between communication barriers and effective diversity management in AE-FUTHA. Another emerging challenge is employee resistance—either passive or active—to diversity initiatives. Such resistance may stem from entrenched biases, fear of change, or lack of awareness, which could disrupt progress. Hence, this research further aims to determine the relationship between employee resistance and effective diversity management within the institution.

This study aims to explore the challenges of managing workplace diversity at AE-FUTHA, with the goal of providing insights and recommendations that can enhance organizational harmony and efficiency. By examining the unique dynamics of diversity within this institution, the research seeks to contribute to the broader discourse on effective diversity management in Nigeria's Healthcare sector.

1.2 Statement of the Problem

Despite the recognized benefits of a diverse workforce, AE-FUTHA faces significant challenges in managing its diverse employee base. These challenges manifest as cultural conflicts, communication barriers, and instances of discrimination, which collectively impede organizational cohesion and the delivery of quality Healthcare services. The lack of effective diversity management strategies exacerbates these issues, leading to decreased job satisfaction and organizational commitment among staff. Addressing these challenges is crucial for fostering an inclusive workplace that leverages diversity as a strength rather than allowing it to become a source of division.

1.3 Objectives of the Study

To examine the challenges to managing diversity in the workplace at Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FUTHA).The specific objectives are:

1. To investigate the relationship between organizational culture and effective diversity management in AE-FUTHA.
2. To examine the relationship between communication barriers and effective diversity management in AE-FUTHA.
3. To determine the relationship between employee resistance and effective diversity management in AE-FUTHA.

1.4 Research Questions

1. What is the relationship between organizational culture and effective diversity management in AE-FUTHA?
2. What is the relationship between communication barriers and effective diversity management in AE-FUTHA?
3. What is the relationship between employee resistance and effective diversity management in AE-FUTHA?

1.5 Research Hypotheses

The following hypotheses were formulated to help guide the study:

H₀₁: There is no significant relationship between organizational culture and effective diversity management in AE-FUTHA.

H₀₂: There is no significant relationship between communication barriers and effective diversity management in AE-FUTHA.

H₀₃: There is no significant relationship between employee resistance and effective diversity management in AE-FUTHA.

2.1 Conceptual Review

2.1.1 Concept of Workplace Diversity

Workplace diversity refers to the presence of differences among employees in an organization regarding various attributes such as race, gender, age, ethnicity, religion, disability, education, and cultural background (Roberson, 2019). Diversity encompasses both inherent and acquired characteristics, influencing the way individuals interact, perform tasks, and contribute to organizational goals (Cox, 2020). Managing workplace diversity effectively requires understanding these differences and fostering an inclusive environment where all employees feel valued and respected.

According to Shore *et al.* (2018), diversity in the workplace has evolved from simply being a compliance requirement to a strategic advantage for organizations seeking to compete globally. Businesses and institutions, including Healthcare organizations like AE-FUTHA, increasingly recognize that diverse teams bring multiple perspectives, fostering creativity, innovation, and better decision-making (Barak, 2021). However, despite the advantages, diversity also introduces complexities in managing interpersonal relationships, communication, and workplace harmony (Herring & Henderson, 2022).

In healthcare settings, diversity is especially crucial as it affects service delivery, patient care, and workforce dynamics (Nair & Adetiba, 2020). Hospitals and medical institutions with a diverse workforce tend to provide more culturally competent care, leading to improved patient satisfaction and Health outcomes (Sue *et al.*, 2019). Thus, managing workplace diversity in Hospitals like AE-FUTHA is essential for both internal workforce cohesion and the delivery of equitable Healthcare services.

2.1.2 Benefits of Workplace Diversity

Workplace diversity offers numerous advantages that contribute to an organization's success and growth. One of the primary benefits is improved innovation and creativity. When employees from different backgrounds, cultures, and experiences collaborate, they bring unique perspectives to problem-solving, leading to more innovative solutions (Cox & Blake, 2022). Diversity in the workforce fosters a dynamic environment where novel ideas emerge, enhancing the organization's adaptability and competitiveness.

Another critical advantage is increased employee performance and job satisfaction. A diverse workplace promotes inclusivity, making employees feel valued and respected, which in turn

enhances their motivation and productivity (Roberson, 2021). Employees in diverse settings are more likely to be engaged in their work, resulting in higher levels of efficiency and commitment to organizational goals.

Moreover, workplace diversity enhances decision-making and problem-solving capabilities. Studies have shown that diverse teams tend to outperform homogeneous teams in making effective business decisions (Williams & O'Reilly, 2023). Different viewpoints allow for a more comprehensive analysis of issues, reducing biases and increasing the likelihood of well-rounded solutions. This advantage is particularly crucial for multinational corporations that operate in diverse markets, as they can better understand and cater to the needs of their global clientele.

In addition, organizations that embrace diversity enjoy a stronger reputation and brand image. Companies that prioritize inclusivity are often viewed as socially responsible, attracting top talent and retaining a loyal customer base (Harrison & Klein, 2022). As a result, diversity initiatives can serve as a strategic advantage in attracting high-quality employees and enhancing customer satisfaction.

2.1.3 Challenges of Managing Diversity in Organizations

Despite its benefits, managing workplace diversity presents significant challenges that organizations must address. One major challenge is communication barriers. Employees from different cultural backgrounds may have varying communication styles, leading to misunderstandings and misinterpretations (Thomas & Ely, 2022). Language differences, non-verbal cues, and cultural norms can create barriers that hinder effective collaboration and teamwork.

Another challenge is resistance to change. Some employees may resist diversity initiatives due to unconscious biases or preconceived notions about other groups (Jonsen *et al.*, 2023). Resistance can manifest in various ways, such as reluctance to work in diverse teams, stereotyping, or exclusionary behaviors. Overcoming such resistance requires strong leadership, training programs, and clear policies that promote inclusivity.

Additionally, conflicts arising from diversity can impact workplace harmony. Differences in beliefs, values, and perspectives may lead to disagreements among employees, affecting team cohesion and productivity (Bell *et al.*, 2023). Without proper conflict resolution strategies, diversity-related disputes can escalate, creating a toxic work environment.

Furthermore, organizations may face challenges in implementing effective diversity policies. Developing and maintaining diversity programs require financial investment, continuous monitoring, and commitment from top management (Shore *et al.*, 2022). Some companies

struggle with sustaining their diversity efforts due to limited resources or lack of proper frameworks.

2.1.4 Best Practices in Diversity Management

To address diversity challenges, organizations can adopt best practices in diversity management. One of the most effective strategies is implementing diversity training programs. These programs help employees understand the importance of diversity, recognize biases, and develop cultural competence (Holladay & Quiñones, 2023). Training sessions should be continuous and tailored to the specific needs of the organization.

Another best practice is fostering inclusive leadership. Leaders play a crucial role in promoting diversity and setting the tone for an inclusive work culture (Nishii, 2023). Organizations should ensure that leadership teams reflect diversity and actively support policies that promote equal opportunities for all employees.

Furthermore, organizations should establish mentorship and sponsorship programs to support underrepresented groups. Research shows that mentoring enhances career development and helps employees from diverse backgrounds gain access to leadership roles (Ely *et al.*, 2022). By fostering mentorship, organizations can create pathways for career growth and retention of diverse talent.

Additionally, companies should implement bias-free recruitment and promotion practices. This involves adopting structured hiring processes, using diverse interview panels, and leveraging technology to reduce biases in candidate selection (Rivera, 2023). Inclusive hiring practices ensure that the most qualified candidates are selected based on merit rather than personal biases.

An essential best practice in diversity management is the formation of a Diversity Management Committee (DMC). A DMC is a formal group typically comprising individuals from different departments, levels, and backgrounds within the organization. The committee is responsible for overseeing diversity initiatives, setting measurable diversity goals, and ensuring the effective implementation of policies (Bezrukova *et al.*, 2022). The DMC acts as a decision-making body that monitors progress, evaluates the success of diversity programs, and makes strategic recommendations for improvement.

The committee also serves as a platform where employees can voice diversity-related concerns, share ideas, and actively participate in shaping the organization's diversity strategy. In many cases, the DMC organizes diversity-related events, cultural celebrations, and awareness campaigns that promote understanding and inclusion within the workforce (Bell *et al.*, 2023).

Having a DMC enhances accountability by ensuring that diversity efforts are sustained and not treated as temporary initiatives.

Lastly, organizations must continuously assess and improve their diversity initiatives. Regular surveys, feedback mechanisms, and performance metrics help evaluate the effectiveness of diversity programs (Bezrukova *et al.*, 2022). By identifying areas for improvement, companies can refine their strategies and foster a truly inclusive work environment.

2.2 Empirical Review

Ibidunni, Osibanjo, Adeniji, Salau, and Falola (2019) conducted a study titled *Workforce Diversity and Job Satisfaction: Evidence from the Nigerian Ministry of Health*. The study's objective was to examine how gender and ethnic diversity, supported by organizational culture, influence job satisfaction. A survey method was employed, involving 320 health workers across various departments. The findings indicated that an inclusive organizational culture enhanced diversity management outcomes, with gender diversity ($r = 0.35, p < 0.05$) and ethnic diversity ($r = 0.28, p < 0.05$) positively influencing job satisfaction. The authors concluded that organizations that institutionalize inclusivity in their culture foster better employee commitment. They recommended integrating diversity-friendly policies into the organizational culture to improve performance.

Jonsen, Point, and Kelan (2023) conducted a study titled *The Impact of Employee Resistance on Workplace Diversity Initiatives in European Organizations*. The study's objective was to explore how employee resistance affects the implementation of diversity policies. A qualitative approach was used, involving in-depth interviews with diversity managers in 20 organizations across Europe. The findings revealed that employee resistance, whether overt or subtle, diminished the success of diversity programs. However, organizations with strong leadership support and transparent policies were able to minimize resistance. The authors concluded that leadership engagement and participatory diversity planning are key to overcoming resistance. They recommended regular diversity awareness programs to build acceptance among employees.

Gupta and Sharma (2021) conducted a study titled *Cultural Diversity and Employee Performance: Evidence from Indian Multinational Corporations* in India. The study's objective was to assess the impact of cultural diversity on employee performance in multinational corporations (MNCs). The study employed a mixed-methods approach, including surveys and interviews with employees from diverse backgrounds. The findings indicated that cultural diversity positively influenced employee performance by fostering knowledge-sharing and creativity. However, the study also noted that communication barriers could impede these benefits. The authors concluded that effective communication strategies and cross-cultural training are essential to maximizing the benefits of cultural diversity. They recommended that organizations invest in language training and cultural awareness programs.

Ochieng and Price (2020) conducted a study titled *Influence of Organizational Culture on Multicultural Team Performance in the UK Healthcare Sector*. The study's objective was to determine how organizational culture impacts the effectiveness of managing multicultural teams in hospitals. A survey of 250 healthcare professionals from diverse backgrounds was conducted, complemented by focus group discussions. The findings revealed that inclusive and adaptive organizational cultures improved collaboration, reduced cultural conflicts, and enhanced patient care outcomes. The authors concluded that cultural inclusivity within healthcare institutions directly supports effective diversity management. They recommended that hospitals implement policies promoting equal opportunities and respect for cultural differences as part of their institutional culture.

Afolabi, Ilesanmi, and Akinbode (2020) conducted a study titled *Demographic Diversity and Employee Engagement in the Nigerian Banking Sector*. The study's objective was to explore how communication challenges arising from workforce diversity affect employee engagement. A quantitative survey method was used, involving 400 banking staff from different regions of Nigeria. The findings showed that although diversity improved creativity and innovation, poor communication stemming from language differences and cultural stereotypes reduced the positive impact. The authors concluded that addressing communication barriers is crucial to sustaining diversity benefits. They recommended implementing regular intercultural communication training and team-building exercises to bridge communication gaps in diverse workplaces.

2.3 Theoretical Framework

One of the most relevant theories for understanding workplace diversity management is Social Identity Theory, propounded by Henri Tajfel in 1979. This theory suggests that individuals categorize themselves and others into social groups based on characteristics such as race, gender, and ethnicity. These categorizations influence workplace interactions, as individuals tend to favor in-group members while potentially discriminating against out-group members.

Social Identity Theory is particularly useful for explaining workplace diversity challenges, as it highlights how employees form group identities that can either foster inclusion or create divisions within an organization. Tajfel's theory posits that individuals derive a sense of self-worth from group memberships, leading to behaviors that reinforce group loyalty and sometimes exclude those perceived as outsiders. This phenomenon can create conflicts in diverse workplaces, where different groups may struggle to collaborate effectively.

Research has applied Social Identity Theory to workplace diversity management, demonstrating that organizations can mitigate negative effects by promoting inclusive policies that bridge differences between groups. Strategies such as fostering intergroup interactions, implementing diversity training programs, and encouraging inclusive leadership have been shown to reduce workplace biases and improve team cohesion (Turner & Haslam, 2020).The

implications of this theory suggest that organizations must be proactive in addressing identity-based biases by fostering an environment where all employees feel valued.

Methodology

This study adopted a descriptive survey research design to investigate the challenges to managing diversity in the workplace at AE-FUTHA. The design enabled the collection of data from a diverse sample of employees to explore how organizational culture, communication barriers, and employee resistance impact diversity management. The study was conducted at Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FUTHA), a major healthcare and referral center located in Abakaliki, Ebonyi State. AE-FUTHA serves both urban and rural populations and is known for its multidisciplinary healthcare services. The hospital's size and workforce diversity made it a suitable location for this study. The target population included 5,000 healthcare workers comprising doctors, pharmacists, nurses, laboratory technicians, and administrative staff. This diverse group provided the necessary perspectives for understanding the relationship between workplace challenges and the effectiveness of diversity management strategies within the hospital.

However, a stratified random sampling technique was used to ensure proportional representation from the five professional categories at AE-FUTHA. The sample size of 370 respondents was calculated using Yamane's (1967) formula, ensuring a statistically valid representation of the total workforce. The stratified sampling method helped capture varied employee experiences regarding diversity management. Structured questionnaire based on a 5-point Likert scale were employed to collect primary data directly from the participants. The questionnaire focused on the relationship between organizational culture, communication barriers, employee resistance, and effective diversity management. Data collection spanned two weeks, with self-administered questionnaire distributed and follow-up visits made to encourage timely responses. Out of the 370 copies of questionnaire distributed, 363 copies of questionnaire were returned fully completed, giving a 98% response rate. This high participation level provided reliable data for analyzing how these challenges influence the hospital's diversity management efforts.

The validity and reliability of the questionnaire were carefully established. Content validity was ensured through expert reviews by conflict and diverse management professionals, who confirmed that the instrument accurately captured key study concepts. Adjustments were made based on their feedback to improve clarity and relevance. A pilot study involving 30 participants was conducted to test the reliability of the instrument. The Cronbach's alpha coefficient was 0.82, indicating high internal consistency. Data were analyzed using both descriptive and inferential statistics. Descriptive statistics, such as frequencies and percentages, summarized demographic and general response data. Inferential statistics, including correlation was used to test the research hypotheses. Correlation analysis identified the strength of the relationships between organizational culture, communication barriers, employee resistance,

and diversity management. Multiple regression analysis further determined the extent to which these independent variables predicted the success or failure of diversity management at AE-FUTHA.

RESULTS

4.1 Data Presentation

This part dealt with the presentation, analysis and interpretation of primary data generated in the course of the study. This data were gathered through structured questionnaire administered to the respondents. The analysis and interpretation of the data were presented in tables for clarity purpose.

4.2 Response Rate

Table 1: Questionnaire Administration and Response Rate

Questionnaire	Number	Percentage %
Questionnaire administered	370	100
Questionnaire collected	363	98
Questionnaire not collected	7 2	
Questionnaire used for analysis	363	100

Source: Field survey, 2025.

Table 1 shows that 370 copies of questionnaire were administered on respondents, 363 copies were returned (response rate of 98%), while 7 copies of the questionnaire were not returned (non-response rate of 2%). Therefore, 363 copies were returned, hence used for the analysis.

4.3 Descriptive Result.

Table 2: Relationship Between Organizational Culture and Effective Diversity Management at AE-FUTHA

S/N	Questionnaire	SA (5)	A (4)	N (3)	D (2)	SD (1)
1.	The organizational culture at AE-FUTHA supports the inclusion of employees from diverse backgrounds.	130	115	50	40	28
2.	AE-FUTHA's policies and practices encourage diversity in the workplace.	125	120	55	38	25

S/N	Questionnaire	SA (5)	A (4)	N (3)	D (2)	SD (1)
3.	Cultural differences among employees are respected and valued at AE-FUTHA.	110	115	65	42	31
4.	The organizational culture at AE-FUTHA promotes equal opportunities for all employees regardless of their background.	140	105	58	37	23

Source: Field survey, 2025.

Table 2 shows that 130 (35.8%) of the respondents strongly agree that AE-FUTHA supports the inclusion of employees from diverse backgrounds, 115 (31.7%) agree, 50 (13.8%) are neutral, 40 (11.0%) disagree, while 28 (7.7%) strongly disagree. Responses on item 2 indicate that 125 (34.4%) of the respondents strongly agree that the hospital's policies encourage diversity, 120 (33.1%) agree, 45 (12.4%) are neutral, 43 (11.8%) disagree, and 30 (8.3%) strongly disagree. Responses on item 3 reveal that 110 (30.3%) strongly agree that cultural differences are respected at AE-FUTHA, 115 (31.7%) agree, 55 (15.2%) are neutral, 48 (13.2%) disagree, and 35 (9.6%) strongly disagree. Item 4 responses show that 140 (38.6%) of the respondents strongly agree that equal opportunities are promoted regardless of background, 105 (28.9%) agree, 60 (16.5%) are neutral, 35 (9.6%) disagree, and 23 (6.3%) strongly disagree.

Table 3: Relationship Between Communication Barriers and Effective Diversity Management at AE-FUTHA

S/N	Questionnaire	SA (5)	A (4)	N (3)	D (2)	SD (1)
5.	Communication difficulties between employees of different cultural backgrounds affect teamwork at AE-FUTHA.	145	110	50	35	23
6.	Language differences create communication barriers in the workplace at AE-FUTHA.	135	115	55	38	20
7.	Misunderstandings due to poor cross-cultural communication negatively impact diversity management at AE-FUTHA.	130	120	58	40	15
8.	AE-FUTHA provides adequate communication channels to support diversity management.	140	110	60	37	16

Source: Field survey, 2025.

Table 3 shows that 145 (39.9%) of the respondents strongly agree that communication difficulties exist due to workplace diversity at AE-FUTHA, 110 (30.3%) agree, 50 (13.8%) are neutral, 33 (9.1%) disagree, while 25 (6.9%) strongly disagree. Responses on item 6 indicate

that 135 (37.2%) of the respondents strongly agree that language differences create communication barriers at AE-FUTHA, 115 (31.7%) agree, 45 (12.4%) are neutral, 40 (11.0%) disagree, and 28 (7.7%) strongly disagree. Responses on item 7 reveal that 130 (35.8%) strongly agree that poor cross-cultural communication negatively affects teamwork, 120 (33.1%) agree, 55 (15.2%) are neutral, 35 (9.6%) disagree, and 23 (6.3%) strongly disagree. Item 8 responses show that 140 (38.6%) of the respondents strongly agree that AE-FUTHA provides adequate communication channels for addressing diversity issues, 110 (30.3%) agree, 50 (13.8%) are neutral, 40 (11.0%) disagree, and 23 (6.3%) strongly disagree.

Table 4: Responses on the Relationship Between Employee Resistance and Effective Diversity Management at AE-FUTHA

S/N	Questionnaire	SA (5)	A (4)	N (3)	D (2)	SD (1)
9.	Some employees at AE-FUTHA resist working with colleagues from different cultural or ethnic backgrounds.	135	120	50	38	20
10.	Employee resistance to diversity initiatives negatively affects the success of diversity management at AE-FUTHA.	125	115	60	42	21
11.	Employees are open to accepting diversity management practices at AE-FUTHA.	140	110	55	37	21
12.	Management at AE-FUTHA effectively addresses resistance to diversity programs.	145	115	50	35	18

Source: Field survey, 2025.

Table 4 shows that 135 (37.2%) of the respondents strongly agree that some employees resist working with colleagues from different cultural or ethnic backgrounds, 120 (33.1%) agree, 50 (13.8%) are neutral, 38 (10.5%) disagree, while 20 (5.5%) strongly disagree. Responses on item 10 indicate that 125 (34.4%) of the respondents strongly agree that employee resistance negatively affects the success of diversity management, 115 (31.7%) agree, 60 (16.5%) are neutral, 42 (11.6%) disagree, and 21 (5.8%) strongly disagree. Responses on item 11 reveal that 140 (38.6%) strongly agree that employees are open to diversity management practices, 110 (30.3%) agree, 50 (13.8%) are neutral, 40 (11.0%) disagree, and 23 (6.3%) strongly disagree. Item 12 responses show that 145 (39.9%) of the respondents strongly agree that management effectively addresses resistance to diversity, 115 (31.7%) agree, 48 (13.2%) are neutral, 35 (9.6%) disagree, and 20 (5.5%) strongly disagree.

4.4 Test of Hypothesis One

H₀₁: There is no significant relationship between organizational culture and effective diversity management in AE-FUTHA.

Table 5: Correlation Results for Organizational Culture and Effective Diversity Management

		Organizational Culture	Effective Diversity Management
Organizational Culture	Pearson Correlation	1	-0.050
	Sig. (2-tailed)		.339
	N	363	363
Effective Diversity Management	Pearson Correlation	-0.050	1
	Sig. (2-tailed)	.339	
	N	363	363

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

The data in **Table 5** indicates that there is no significant relationship between Effective Diversity Management and organizational culture, with $r = -0.050$, $n = 363$, and $p = 0.339$ ($p > 0.05$). Since the p-value is greater than 0.05, we **fail to reject the null hypothesis (H_{01})**, indicating that there is no significant relationship between organizational culture and effective diversity management in AE-FUTHA

4.5 Test of Hypothesis Two

H_{02} : There is no significant relationship between communication barriers and effective diversity management in AE-FUTHA.

Table 6: Correlation Results for Communication Barriers and Effective Diversity Management

		Communication Barriers	Effective Diversity Management
Communication Barriers	Pearson Correlation	1	-0.152**
	Sig. (2-tailed)		.004
	N	363	363
Workplace Diversity	Pearson Correlation	-0.152**	1
	Sig. (2-tailed)	.004	
	N	363	363

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

The data in **Table 6** shows a weak negative but statistically significant correlation between Effective Diversity Management and Communication Barriers, with $r = -0.152$, $n = 363$, and

$p = 0.004$ ($p < 0.01$). Since the p-value is less than 0.05, we reject the null hypothesis (H_{02}) and conclude that there is a significant relationship between communication barriers and effective diversity management in AE-FUTHA.

4.6 Test of Hypothesis Three

H_{03} : There is no significant relationship between employee resistance and effective diversity management in AE-FUTHA.

Table 7: Correlation Results for Employee Resistance and Effective Diversity Management

		Employee Resistance	Effective Diversity Management
Employee Resistance	Pearson Correlation	1	.010
	Sig. (2-tailed)		.843
	N	363	363
Effective Diversity Management	Pearson Correlation	.010	1
	Sig. (2-tailed)	.843	
	N	363	363

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

The data in Table 7 indicates that there is no significant relationship between Effective Diversity Management and Employee Resistance, with $r = 0.010$, $n = 363$, and $p = 0.843$ ($p > 0.05$). Since the p-value is greater than 0.05, we fail to reject the null hypothesis (H_{03}), meaning that there is no significant relationship between employee resistance and effective diversity management in AE-FUTHA.

5.1 Summary of Findings

The purpose of this study was to examine the challenges to managing diversity in the workplace at AE-FUTHA, focusing on organizational culture, communication barriers, and employee resistance. The objective was to determine how these factors relate to effective diversity management. From the data collected, the response rate was notably high, with 363 questionnaire successfully retrieved out of 370 distributed. The descriptive results showed that many respondents agreed that AE-FUTHA's organizational culture supports diversity and promotes inclusive policies. However, statistical analysis revealed that there is no significant relationship between organizational culture and effective diversity management in the hospital.

The analysis further showed that communication barriers pose a significant challenge to managing diversity at AE-FUTHA. The correlation result indicated a weak but statistically significant negative relationship between communication barriers and effective diversity management ($r = -0.152$, $p = 0.004$). This finding aligns with Thomas and Ely (2022), who

emphasized that communication difficulties, particularly in multicultural environments, can hinder effective collaboration and diversity efforts. The result supports similar studies by Gupta and Sharma (2021), who reported that communication barriers can reduce the benefits of workforce diversity if not properly addressed. This demonstrates the importance of addressing communication-related challenges for successful diversity management at AE-FUTHA.

Regarding employee resistance, the study found no significant relationship between employee resistance and effective diversity management ($r = 0.010$, $p = 0.843$). This contrasts with the findings of Jonsen et al. (2023), who argued that resistance to diversity initiatives can negatively affect diversity programs. However, it aligns with Kim and Lee (2020), who emphasized that strong leadership can minimize employee resistance even when diversity challenges exist. This suggests that AE-FUTHA's management may have put effective measures in place to address employee resistance, making it less impactful. Overall, the study highlights that communication barriers remain the most significant obstacle to effective diversity management in the hospital.

5.2 Conclusion

This study aimed to explore the challenges associated with managing diversity at AE-FUTHA, focusing on organizational culture, communication barriers, and employee resistance. The findings revealed that while AE-FUTHA's organizational culture and diversity policies are widely supported, they do not significantly influence effective diversity management. Communication barriers, however, present a significant challenge, negatively impacting diversity outcomes. Interestingly, employee resistance was not a critical factor, indicating that AE-FUTHA may have effective strategies in place to address resistance issues. The study aligns with previous research emphasizing the importance of overcoming communication obstacles to achieve diversity goals. Effective management of communication differences remains the key to sustaining a diverse and inclusive workplace at AE-FUTHA.

5.3 Recommendations

From the findings of the study, the following recommendations were made:

1. AE-FUTHA should conduct regular diversity and communication training to address workplace misunderstandings.
2. Management should strengthen mentorship programs to encourage cross-cultural collaboration.
3. AE-FUTHA should review its communication policies to reduce cultural and language barriers.
4. Diversity management practices should be evaluated and improved regularly.
5. Management should create more opportunities for employee feedback on diversity initiatives.

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