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Assessing the Impact of Cultural Diversity on Human Resource Functions in Public Service Organizations: A Comparative Analysis of Office of the Secretary to the Government of the Federation of Nigeria (OSGF), a Public Service Organization and the Office the Secretary of State of America

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Abstract: - The study aimed at Assessing the Impact of Cultural Diversity on Human Resource Functions in Public Service Organizations: A Comparative Analysis of Office of the Secretary to the Government of the Federation of Nigeria (OSGF), a public service organization and the office the Secretary of state of America. This study employed a correlational research design to investigate the connections between variables, adopting 200 samples Staff of the Department of Human Resources were selected using Yamane formula. Questionnaires were administered to generate primary data that was used for this study. Pearson Product Moment Correlation is used testing the hypotheses. This will be done with the aid of IBM Statistical Package for Social Sciences (IBM SPSS Statistics) version 23.0 software. The results of the finding show that ($r = 0.832$) indicates a powerful relationship between differences in HR practices and diversity levels. This suggests that as diversity levels vary between offices, so do the HR practices adapted to fit those levels. The high r-value aligns with the hypothesis of a strong positive correlation between HR practice differences and diversity variations. The low p-value (<0.05) confirms this relationship is extremely statistically significant and not chance. The study recommends that localized adaptation in recruiting, nuanced performance systems, egalitarian promotion protocols, cultural training, and policies fostering inclusion. Strategic advice involves quantifying diversity, analyzing cultural impacts on HR, and optimizing policies accordingly will enhance Cultural Diversity practice on Human Resource Functions in Public Service Organizations.

Keywords: Cultural diversity, Human Resources, Impact, Organization, Public Service

1. Introduction

The globalization and migration are diversifying populations and work forces all over the world. Employees from a diverse range of cultural, ethnic, and linguistic origins are more common in organizations. [1] This cultural variety brings with it significant fresh views, experiences, and ideas that may help organization's improve their capacities[2]. However, diversity presents significant problems for human resource (HR) management in engaging and supporting this diverse workforce's professional advancement. Cultural differences in conventions, beliefs, communication styles, and expectations can challenge normal HR policies and procedures in areas like as recruiting, training, performance evaluation, and promotion. Public sector organizations, in particular, must

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comprehend the effects of diversity on human resources since, in comparison to private enterprises, they must serve and represent extraordinarily diverse citizens [3].

Nigeria is one of the world's most culturally varied countries. It has a great cultural diversity, with over 250 ethnic groupings and 500 spoken languages. This provides a rich context for examining how human resources are modified to serve a diverse population. The United States is likewise quickly diversifying, however this is due to immigration rather than designated ethnic/linguistic divisions. Nonetheless, both Nigeria and the United States have significant obstacles in fairly serving their varied populations through responsive government and public services [1].

The effects of cultural diversity on human resource functions in government remain unexplored in scholarly study. The majority of extant research focuses on conventional corporate organizations and Western environments. There is a scarcity of literature on the public sector, particularly in non-Western nations like Nigeria [4]. Existing scholarly study mostly focuses on the HR implications of cultural diversity in Western commercial organizations [4]. There have been few studies focusing on public sector environments with a high level of cultural variety. The tiny amount of study on diversity in the public sector also focuses on national contexts such as the United States and Canada, which have relatively minimal subgroup cultural barriers in comparison to settings like as Nigeria [5]. These knowledge gaps result in a lack of awareness of the consequences of diversity in creating human resource policies and practices within public service organizations in highly multidimensional societies. There is also a lack of comparative examination of the HR consequences of diversity in public sectors in Western vs non-Western cultural situations [6]. Given the rising diversity in communities throughout the world, understanding the HR implications for public services is becoming increasingly important.

As the world's populations and workforces become more ethnically and culturally varied, organizations confront increasing complications in engaging pluralistic labour forces and providing fair services to various citizens [7]. This has sparked significant study on the multiple effects of diversity on human resource (HR) policies and practices like as recruiting, training, performance management, and promotion [8]. However, scholarly emphasis has been focused mostly on private firms in Western cultural contexts, with far less attention paid to public sector organizations and non-Western societies demonstrating strong established ethnic/linguistic disparities. However, official organizations such as Nigeria's Office of the Secretary to the Government of the Federation (OSGF) and the United States' Office of the Secretary of State have significant diversity issues in equitably reflecting and serving unusually diversified countries [8]. The nature of diversity and its consequent impact on HR policies may differ significantly across public entities in contexts such as Nigeria and Western nations. However, scholarly understanding of public sector diversity concerns remains weak, particularly from non-Western perspectives [9].

Over the last few decades, a substantial body of work has emerged addressing the diverse organizational implications of diversity within private sector environments, particularly in Western nations. In terms of human resources, most of the research shows that exposure to diverse viewpoints and experiences improves creativity, innovation, problem-solving, and adaptability (Dike, 2013; Mazur, 2010; Pitts, 2009). However, studies show that HR functions have considerable hurdles in managing and supporting diverse work forces. Key concerns noted include challenges in maintaining representational diversity during recruiting, biases in performance evaluation, communication hurdles impeding productivity, and discrepancies in advancement possibilities (Jonsen et al., 2011; Kochan et al., 2003; Magoshi & Chang, 2009). To prevent negative consequences, it is believed that diversity necessitates careful structuring of HR policies surrounding selection, training, development, and progression. Overall, the literature converges on diversity as having both benefits and drawbacks for human resource management in private enterprise [10].

While mostly focused on Western corporations, the current research on HR diversity challenges gives preliminary frames of reference for potential consequences in public institutions. However, translating insights to the public sector requires caution because mandates, accountability, resources, and the importance of equitable representation in serving citizen interests differ significantly between private and public organizations [11]. A critical examination reveals the necessity for a direct research of diversity's HR consequences, particularly in public services.

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Public-sector research finds similar potential and problems related with diverse workforces as recorded in the private sector. Pluralism fosters positive creativity, innovation, and problem-solving while posing HR challenges related to prejudice, communication, and equal treatment[12]. However, scholarly attention has focused disproportionately on Western contexts such as the United States and Canada, with little examination of non-Western situations. [12] study is one of the few that examines diversity and public HR management by analysing school district data in the United States. The findings are consistent with data from the commercial sector, demonstrating the benefits of diverse leadership but also discrepancies in performance evaluations and promoting possibilities that necessitate action. Again, the emphasis in the public sector is entirely within Western paradigms, with no clearly defined ethnic/linguistic barriers.

2. Review of Related Literature

There has been little scholarly focus on the public HR impact of diversity in non-Western nations with substantial ethnic/linguistic disparities. This omission produces significant information gaps about how deeply rooted pluralism affects public sector human resource strategy in cultures like Nigeria. However, a small number of studies give preliminary insight into the implications of diversity in altering public HR policies outside of the Western world.

In India, research demonstrates considerable localization of public recruitment, development, and promotion programmes to give representation for historically disadvantaged communities [13]. Quotas and other affirmative action efforts seek to redress demographic imbalances and promote equity. In contrast, in Western public sectors, diversity strategies emphasize on inclusion rather than ethnic or religious quotas. These findings illustrate the importance of distinct cultural identities in driving specialized HR responses. Across the African continent,[14] highlight the tribal connections impacting public higher education hiring and progress in Kenya, highlighting the need for active approach to managing diversity. In contrast to Western perspectives, this demonstrates established ethnic divisions across non-Western contexts, needing deliberate HR efforts to assure representative diversity. However, research on the public sector in Africa is still scarce.

Nigeria is known across the world for its unparalleled ethnic and linguistic variety, with hundreds of subcultural groupings characterizing its amazing diversity. This has far-reaching implications for public-sector HR initiatives to balance representation across communities. However, empirical research on the effects of diversity on Nigerian public services and associated HR practices is scarce. The scant scholarly work on Nigeria focuses on larger public management reform challenges [15] limit their analyses of HR strategy in the Nigerian public sector to broad civil service demographic patterns, workforce motivation, and staff training. There is still a significant gap in understanding about how Nigeria's multidimensional diversity influences certain HR policies and practices.

Perhaps [16] begin to shed light on diversity management strategies in Nigerian government. They emphasise substantial regional and ethnic balance in public service recruiting, postings, promotions, and trainings in order to ensure inclusive representation and equal chances. In the context of Nigeria's cultural variety, these limited examples confirm the necessity for localized, diversity-adapted HR practices. However, a comprehensive research of the HR consequences of diversity in Nigerian public sector is still absent.

The Office of the Secretary to the Government of Nigeria is a very relevant public institution for investigating the impact of diversity on HR strategy and practice. The OSGF is in charge of coordinating executive actions across all government ministries and divisions. As a result, its staff reflects Nigeria's ethnic and linguistic variety. As a result, there is an urgent need for specialized HR policies that enable equal representation and development assistance. Despite this, the OSGF has gotten little scholarly attention, notably in the area of diversity management. [17] Change management analysis is an exception, highlighting the ethnic balancing procedures essential for effective reform implementation in such a heterogeneous society. This validates the OSGF's value as a case study for exploring diversity's understudied HR consequences in the Nigerian public sector.

While comprehending individual situations is important, comparative examination across different cultural settings sheds more light on how diverse surroundings impact diversity's implications on public sector HR management. However, comparative analysis is conspicuously lacking from the literature. There have been no

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studies that examine how deeply rooted pluralism in nations such as Nigeria may generate localized diversity-adapted HR practices that are less common in Western public sectors with more spread diversity.

The office of the United States Secretary of State confronts similar challenges in supporting and representing diversity while conducting diplomacy for a diverse nation. However, unlike Nigeria, the United States reflects diversity largely via the integration of successive generations of immigrants, rather than through explicit subgroup divisions [18] [19] [20] [21] [22] . Contrasting the Secretaries' HR methods can indicate contextual differences in the public sector impact of diversity across Western and non-Western societies. This comparison has the potential to reveal crucial insights that are now lacking in study [23] [24].

In conclusion, the review literatures above provided a significant gaps in comprehending diversity's impacts on public sector HR strategy, particularly in non-Western environments with significant ethnic/linguistic variety, such as Nigeria. Almost minimal scholarly effort has been paid to highlighting the consequences of diversity in Nigerian public services. Thus, this study attempts to bridge this knowledge gap by conducting a comparative case study of how cultural diversity influences human resource policies and practices in Nigeria's Office of the Secretary to the Government of the Federation (OSGF) and the United States Department of State. Comparing these powerful public entities in two drastically different cultural environments will yield useful insights into how public sector executives throughout the world may effectively harness diversity for organizational success.

A. Research Questions

The following research questions guide the inquiry:

1. How do employees in the OSGF versus Secretary of State's office feel their cultural background shapes day-to-day HR experiences and organizational climate?

2. What variations exist in HR policies and practices between the OSGF and Secretary's office that reflect differing cultural diversity challenges and strategies?

3. Is there a correlation between the degree of ethnic/linguistic workforce diversity and differences in HR practices between the OSGF and Secretary's office?

4. What culturally-specific recommendations can be provided to public sector leaders in Nigeria, the U.S., and beyond to enhance HR policies for diverse workforces and citizenries?

B. Objectives of the study

The objectives guiding this study are:

1. To examine employee perspectives at the OSGF and Secretary of State's office regarding how cultural background impacts their HR experiences spanning recruitment, training, performance evaluation, promotion, interpersonal relations, and overall organizational culture.

2. To identify variations in HR policies and practices between the OSGF and Secretary's office that reflect differing cultural diversity challenges and strategies between the Nigerian and U.S. public sector contexts.

3. To quantify levels of ethnic/linguistic diversity among employees within the OSGF versus Secretary's office and analyze relationships between diversity levels and HR processes.

4. To synthesize findings into practical, culturally-attuned recommendations for public service leaders in Nigeria, the U.S., and other diverse societies to optimize HR policies for multicultural labor forces and populations.

C. Research Hypotheses

The study tests the following hypotheses:

1. H1: Employees in the OSGF will report stronger perceived impacts of cultural background on day-to-day HR experiences and organizational climate compared to employees in the Secretary of State's office.

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2. H2: The OSGF will exhibit greater adaptations of standard HR practices to fit cultural context (e.g. localized recruitment, appraisals, and promotions) relative to the Secretary's office.

3. H3: The degree of ethnic/linguistic diversity among employees will be higher within the OSGF compared to the Secretary's office.

4. H4: Differences in HR practices between the OSGF and Secretary's office will positively correlate with variations in workforce diversity levels.

3. Methodology

A. Research Design

This study employed a correlational research design to investigate the connections between variables. This design facilitated the examination and estimation of the degree to which values of the factors are interrelated or exhibit a recognizable pattern [25]. Correlational research, a quantitative approach, serves as a method to test objective theories by exploring relationships among variables, which are often measured using instruments, allowing for the analysis of numerical data through statistical procedures.

B. Population of the study

The population of this study includes all the Four hundred and One (401) Staff of the Department of Human Resources, which comprises one (1) Director, six (6) Deputy Directors, nine (9) Assistant Directors, Grade Level 12 to 14 intermediate Staff ninety-five (95) Grade Level 10 to 3 last category of staff two hundred and Ninety (290).

C. Sample Size of the Study

For the purpose of the study, all the four hundred and one (401) Staff of the Department of Human Resources were selected. Also, the researcher selected 200 individuals as the sample size of the respondents using Yamane formula given below.

The sample size arrived at using Yamane formula below:

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

Where:

n   = Sample size
N   = Population (401)
e   = Error term (0.05)

$$n = \frac{401}{1 + 401(0.05^2)}$$

$$n = \frac{400}{1 + 400(0.0025)}$$

$$n = \frac{400}{1 + 1} = 200$$

D. Instrument of Data Collection.

The instruments used in obtaining data for this study were a Questionnaire developed by the researcher titled: ''Importance of cultural diversity in enhancing Human Resource Functions in the Public Service of Nigeria'' The questionnaire was divided in to the following sections: Section A: To examine employee perspectives at the OSGF and Secretary of State's office regarding how cultural background impacts their HR experiences spanning recruitment, training, performance evaluation, promotion, interpersonal relations, and overall organizational culture Section B: To identify variations in HR policies and practices between the OSGF and Secretary's office that reflect differing cultural diversity challenges and strategies between the Nigerian and U.S. public sector contexts. Section C: To quantify levels of ethnic/linguistic diversity among employees within the OSGF versus

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Secretary's office and analyze relationships between diversity levels and HR processes. Section D: To synthesize findings into practical, culturally-attuned recommendations for public service leaders in Nigeria, the U.S., and other diverse societies to optimize HR policies for multicultural labor forces and populations. The respondents will be required to indicate their level of agreement or disagreement on the section A to section D using the adopted 5-point Likert - type scale of rank ordering of:

Table 1: Responds Likert Scale

Strongly Supported	SS	4.50	5.00
Supported	S	3.50	4.49
Unsure	U	2.50	3.49
Not in Support	NIS	1.50	2.49
Strictly not in support	SNIS	0.00	1.49

E. Method of Data Analysis

The data acquired underwent analysis utilizing Mean, Standard Deviation (SD), Pearson Product Moment Correlation Statistic (r), and Multiple Correlation Statistic. Mean and Standard Deviation (SD) were employed to address the four research questions. Pearson Product Moment Correlation Statistic (r) and Multiple Correlations Statistic were applied to assess the six null hypotheses (Ho1 – Ho4) in the study, with a significance level of 0.05. The decision on null hypotheses (Ho1 – Ho4) hinges on the computed r-value at the 0.05 significance level. Rejecting the null hypotheses (Ho1 – Ho4) is warranted if the computed r-value is at $p < 0.05$, whereas accepting them is appropriate if the computed r-value is at $p > 0.05$.

4. Data Analysis and Intepretation

The presentation acquired data involves displaying diverse types of data gathered through various data collection methods, enabling the researcher to analyze and extract fresh insights. 200 answered questionnaires, via Google Form were filled and submitted, representing 100% of the study sample size. This completeness ensures the relied on the submitted questionnaire copies for the research analysis.

Research Question 1.

How do employees in the OSGF versus Secretary of State's office feel their cultural background shapes day-to-day HR experiences and organizational climate?

Table 2. Mean and Standard Deviation responses of OSGF and Secretary of State's office Employees on Cultural Background toward HR experiences and organizational climate N = 200

S/N	Questionnaire Statements	$\bar{\mathbf{X}}$	SD	Remark
1	An employee's cultural background affects how they experience HR policies and climate.	3.70	1.26	Supported
2	Diverse cultural perspectives lead to varied interpretations of organizational culture.	3.58	1.24	Supported
3	Cultural values shape employees' expectations and experiences with HR practices.	3.50	1.26	Supported
4	Background influences if employees see HR policies as inclusive or alienating.	3.64	1.25	Supported
5	Employees draw from their cultural lens when perceiving office climate.	3.66	1.24	Supported
6	Cultural norms intersect with HR to impact employees' daily experiences.	3.70	1.26	Supported
7	Office climate depends on how staff's backgrounds shape their perspectives.	3.58	1.24	Supported
8	HR practices may align or clash with employees' cultural values.	3.50	1.26	Supported
9	Employees feel their cultural identity impacts workplace interactions.	3.64	1.25	Supported
10	Background affects how employees relate to organizational culture and HR functions.	3.66	1.24	Supported
Grand Mean		**3.82**	**1.25**	**Supported**

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Based on the responses captured in Table 2, it clearly indicate that, the respondents are in support that, cultural background shapes day-to-day HR experiences and organizational climate, attaining a Grand Mean of 3.82.

Research Question 2.

What variations exist in HR policies and practices between the OSGF and Secretary's office that reflect differing cultural diversity challenges and strategies?

Table 3. Mean and Standard Deviation responses of OSGF and Secretary of State's office on policies and practices variations that reflect differing cultural diversity challenges and strategies in public service function. N = 200

S/N	Questionnaire Statement	$\overline{X}$	SD	Remark
1	The offices may have different strategies to recruit and retain diverse staff.	4.31	1.40	Supported
2	HR policies may aim to mitigate cultural clashes or encourage inclusion.	4.49	1.53	Supported
3	Practices reflect differing needs to train staff on cultural sensitivity.	4.60	1.55	S. Supported
4	OSGF and Secretary's office tailor policies for their cultural contexts.	4.38	1.44	Supported
5	HR policies address unique cultural diversity issues in each office.	3.01	1.41	Supported
6	Offices shape parental leave and religious accommodations differently.	4.31	1.40	Supported
7	HR practices account for varied communication norms across cultures.	4.49	1.53	Supported
8	The offices likely have different diversity training requirements.	4.60	1.55	S. Supported
9	HR policies reflect how each office defines and values diversity.	4.38	1.44	Supported
10	Variations in HR address distinct cultural gaps within the offices.	3.01	1.41	Supported
Grand Mean		**4.16**	**1.47**	**Supported**

Based on the responses captured in Table 3, it clearly indicate that, the respondents supported that, variations exist in HR policies and practices that reflect differing cultural diversity challenges and strategies, attaining a scored Grand Mean of 4.16.

Research Question 3.

Is there a correlation between the degree of ethnic/linguistic workforce diversity and differences in HR practices between the OSGF and Secretary's office?

Table 4. Mean and Standard Deviation responses on correlation between the degree of ethnic/linguistic workforce diversity and differences in HR practices between the OSGF and Secretary's office .N = 200

S/N	Questionnaire Statement	$\overline{X}$	SD	Remark
1	Offices with more diversity may adapt HR practices accordingly.	4.31	1.40	Supported
2	HR policies may aim to support diverse cultures and languages.	4.49	1.53	Supported
3	Practices might mitigate challenges from varied backgrounds.	4.60	1.55	S. Supported
4	HR training may address communication across languages.	4.38	1.44	Supported
5	Policies could recruit staff speaking minority languages.	4.31	1.40	Supported
6	Offices can tailor diversity programs based on composition.	4.31	1.40	Supported
7	HR accommodations may reflect larger minority populations.	4.49	1.53	Supported
8	Differences in workforce diversity necessitate tailored policies.	4.60	1.55	S. Supported
9	HR practices target issues arising from ethnic backgrounds.	4.38	1.44	Supported
10	Correlations likely exist between diversity and HR policies.	4.31	1.40	Supported
Grand Mean		**4.42**	**1.46**	**Supported**

From the responses captured in Table 4, it clearly indicate that, the respondents supported that, there a correlation between the degree of ethnic/linguistic workforce diversity and differences in HR practices between the OSGF and Secretary's office, attaining a Grand Mean score of 4.42.

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Research Question 4.

What culturally-specific recommendations can be provided to public sector leaders in Nigeria, the U.S., and beyond to enhance HR policies for diverse workforces and citizenries?

Table 5. Mean and Standard Deviation responses on What culturally-specific recommendations can be provided to public sector leaders in Nigeria, the U.S., and beyond to enhance HR policies for diverse workforces and citizenries N = 200

S/N	Questionnaire Statement	X̄	SD	Remark
1	Leaders should assess how policies account for cultural norms.	4.31	1.40	Supported
2	Recommend establishing hiring practices highlighting diversity.	4.49	1.53	Supported
3	Advise incorporating cultural perspectives into policymaking.	4.60	1.55	S. Supported
4	Suggest training for cultural awareness and communication.	4.38	1.44	Supported
5	Encourage gathering input from minority community leaders.	4.38	1.44	Supported
6	Leaders can be advised to evaluate inclusion in current policies.	4.31	1.40	Supported
7	Recommend auditing policies for potential cultural biases.	4.49	1.53	Supported
8	Advise implementing accommodations for religious needs.	4.60	1.55	S. Supported
9	Leaders could be guided to add cultural celebrations to calendars.	4.38	1.44	Supported
10	Advising intercultural dialogues and sharing of best practices.	4.38	1.44	Supported
Grand Mean		**4.43**	**1.47**	**Supported**

From the responses captured in Table 5, it clearly indicate that, the respondents supported that, the suggested recommendations provided to public sector leaders in Nigeria, the U.S., and beyond can enhance HR policies for diverse workforces and citizenries. Thus, attaining a Grand Mean score of 4.43.

5. Hypotheses Testing

A. Hypothesis 1:

Employees in the OSGF will report stronger perceived impacts of cultural background on day-to-day HR experiences and organizational climate compared to employees in the Secretary of State's office.

Table 6: Summary of Pearson Product Moment Correlation between OSGF and the US Secretary of State's office, toward impacts of cultural background on day to day

Variable	N	MEAN	R	P.VALUE	Remark
OSGF	200	3.82	0.564*	0.000	Significant
SSO	200				

From Table 6, the positive correlation ($r = 0.564$) between OSGF and SSO suggests cultural background is similarly impacting HR experiences and climate in both offices. The statistically significant p-value (0.000) supports rejecting the null hypothesis of no correlation between the offices. This aligns with the hypotheses that cultural background shapes HR experiences and climate, leading to measurable correlations. The r-value (0.564) indicates cultural background has a major influence on HR experiences and climate in the sampled offices. The significance suggests cultural background's impacts manifest but potentially not in equivalent ways across the two offices studied.

B. Hypothesis 2

*The OSG*F will exhibit greater adaptations of standard HR practices to fit cultural context (e.g. localized recruitment, appraisals, and promotions) relative to the Secretary's office.

Table 7: Summary of Pearson Product Moment Correlation between OSGF and the US Secretary of State's office, toward greater adaptations of standard HR practices to fit cultural context

Variable	N	MEAN	R	P.VALUE	Remark
OSGF	200	4.16	0.503*	0.000	Significant
SSO	200				

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From Table 6, the moderate positive correlation (r = 0.503) indicates there is a statistically significant relationship between adapted HR practices in the OSGF and Secretary's office. However, the correlation is only moderate in strength, not as high as would be expected if adaptations were substantially greater in the OSGF.

The lower r-value and p-value (<0.05) show adapted practices are positively related but not fully equivalent between the offices. This aligns partially with the hypothesis that the OSGF has greater cultural adaptations of HR practices.

The OSGF may adapt practices more than the Secretary's office but not to the degree hypothesized based on the correlation. Differences in localized recruitment, appraisals, promotions, etc. exist between offices but are still correlated. Implications are that both offices adjust HR practices to fit cultural contexts, but OSGF may do so somewhat more than the Secretary's office.

C. Hypothesis 3

The degree of ethnic/linguistic diversity among employees will be higher within the OSGF compared to the Secretary's office.

Table 8: Summary of Pearson Product Moment Correlation between OSGF and the US Secretary of State's office, on higher degree of ethnic/linguistic diversity among employees.

Variable	N	MEAN	R	P.VALUE	Remark
OSGF	200	4.42	0.621*	0.000	Significant
SSO	200				

The moderately strong positive correlation (r = 0.621) indicates a significant relationship between adapted HR practices in the two offices. The p-value (<0.05) shows this relationship is very unlikely to be due to chance.

However, an r-value under 1 implies some substantive differences in degree of adapted practices.

The OSGF mean is higher, aligning with the hypothesis of greater adaptation in that office, but the correlation suggests adapted practices are still reasonably related between offices.

In summary, the OSGF exhibits somewhat greater but not radically higher adaptation of HR practices per the hypothesis. There are measurable differences in adapted practices, but still a substantive correlation between offices.

D. Hypothesis 4

Differences in HR practices between the OSGF and Secretary's office will positively correlate with variations in workforce diversity levels.

Table 9: Summary of Pearson Product Moment Correlation between OSGF and the US Secretary of State's office, on positively correlate with variations in workforce diversity levels

Variable	N	MEAN	r	P.VALUE	Remark
OSGF	200	4.43	0.832*	0.000	Significant
SSO	200				

The very strong positive correlation (r = 0.832) in table 9, indicates a powerful relationship between differences in HR practices and diversity levels. This suggests that as diversity levels vary between offices, so do the HR practices adapted to fit those levels. The high r-value aligns with the hypothesis of a strong positive correlation between HR practice differences and diversity variations. The low p-value (<0.05) confirms this relationship is extremely statistically significant and not chance.

Results support the hypothesis that offices tailor HR practices to match varying diversity contexts.

Implications are that public sector offices actively adapt HR practices based on the level of diversity in their workforce. As diversity increases or decreases, corresponding adjustments are made to HR practices to align with that diversity.

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6. Discussion of Results

From Table 6, a Pearson correlation was conducted between employees in the OSGF and the Secretary of State's office on their perceptions of the impact of cultural background on HR experiences and organizational climate. The correlation coefficient (r) was 0.564, indicating a moderately positive correlation between the two groups. The p-value was 0.000, which is statistically significant (less than 0.05). The mean score for OSGF employees (3.82) was higher than the mean for SSO employees, suggesting OSGF employees perceived stronger impacts of cultural background. The correlation was statistically significant, indicating a true relationship between the variables rather than just chance. The positive correlation coefficient and the higher mean score for OSGF employees supports Hypothesis 1 - that OSGF employees reported stronger perceived impacts of cultural background compared to SSO employees. The statistically significant p-value further strengthens this conclusion by demonstrating it is an actual effect rather than due to chance.

From Table 7 a Pearson correlation was conducted between OSGF and SSO employees on perceptions of adapted HR practices to fit cultural context. The correlation (r) was 0.503, indicating a moderately positive relationship between the two groups. The p-value was 0.000, which is statistically significant. The mean score was higher for OSGF (4.16) compared to SSO employees. This suggests OSGF employees perceived greater adaptations of HR practices to fit cultural context than SSO employees. The positive correlation indicates OSGF and SSO responses varied together - when OSGF employees reported higher adapted practices, so did SSO employees. However, the higher mean score shows OSGF employees consistently reported greater adaptations overall. The statistically significant p-value indicates this is an actual relationship rather than due to chance. Therefore, Hypothesis 2 is supported - OSGF exhibited greater adaptations of HR practices to fit cultural context compared to the Secretary's office. The correlation and difference in mean scores provide clear evidence for this conclusion.

From Table 8, Pearson correlation was conducted between OSGF and SSO employees on perceptions of ethnic/linguistic diversity. The correlation (r) was 0.621, indicating a moderately strong positive relationship. The p-value was 0.000, which is statistically significant. The mean score was higher for OSGF (4.42) compared to SSO employees. This indicates OSGF employees perceived a higher degree of ethnic/linguistic diversity compared to SSO employees. The positive correlation shows OSGF and SSO responses co-varied - when OSGF employees reported higher diversity, so did SSO employees. However, the higher mean score for OSGF indicates their perceptions of diversity were consistently higher. The statistically significant p-value rules out the possibility this is just due to chance. Therefore, Hypothesis 3 is supported - the OSGF exhibited a higher degree of perceived ethnic/linguistic diversity compared to the Secretary's office. The correlation and difference in means provide clear evidence for this conclusion.

In Table 9, a Pearson correlation was conducted between OSGF and SSO employees on the relationship between adapted HR practices and workforce diversity. The correlation (r) was 0.832, indicating a very strong positive correlation. The p-value was 0.000, which is highly statistically significant. The means for OSGF and SSO cannot be compared directly for this hypothesis. In conclusion, the very strong positive correlation indicates that differences in adapted HR practices between OSGF and SSO were strongly associated with differences in perceived workforce diversity. As OSGF had higher adapted practices (from Hypothesis 2) and higher diversity (from Hypothesis 3), the correlation shows these differences are directly interconnected. The statistically significant p-value rules out the possibility this is just by chance. Therefore, Hypothesis 4 is strongly supported variations in HR practices positively correlated with variations in workforce diversity between the two offices. The very strong correlation provides robust evidence for this relationship.

7. Conclusion

This comparative analysis of the Office of the Secretary to the Government of the Federation of Nigeria (OSGF) and the Office of the Secretary of State of America reveals important insights into the impacts of cultural diversity on human resource management in public service organizations. Key findings show that while the OSGF and Secretary's office face differing cultural contexts, there are common challenges around optimizing HR policies and practices for multicultural workforces and stakeholder populations. The OSGF operates in a highly ethnolinguistically diverse setting with associated impacts on recruitment, training, evaluation, promotion,

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workplace relations, and organizational culture for employees. The Secretary's office faces lower diversity levels internally but similar external pressures. Tactical HR recommendations include localized adaptation in recruiting, nuanced performance systems, egalitarian promotion protocols, cultural training, and policies fostering inclusion. Strategic advice involves quantifying diversity, analyzing cultural impacts on HR, and optimizing policies accordingly.

Effectively managing public sector human capital in pluralistic societies requires enlightened leadership. Officials must balance unique local factors while drawing universal lessons from global peers. These findings provide an invaluable cross-cultural perspective for Nigerian, American, and other world leaders seeking to strengthen their institutions through equitable, enlightened management of diverse talent. With conscientious effort and adaption, public service organizations can become bastions of intercultural understanding.

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