



## WORKPLACE DIVERSITY MANAGEMENT AND RUSSIA LANGUAGE LEARNING: A STUDY OF RUSSIAN EMBASSY IN NIGERIA

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### ABSTRACT

This study investigates how diversity management affects Russian language instruction at the Russian Embassy in Nigeria. Data gathered from 50 Nigerian employees working in the Russian Embassy in Lagos and Abuja was used for this study and the sample size was not based on gender bias. Questionnaire was distributed randomly, and the data were analyzed using percentage and frequency, mean, standard deviation, Pearson's product moment correlation, and multiple regression analysis with the help of the Statistical Package of Social Sciences (SPSS version 23.0, 2020). According to the study's findings, diversity management significantly improved organizational learning effectiveness and the learning of Russian language in the Russian Embassy in Lagos and Abuja. The study's findings, which include a recommendation that the management of the Russian Embassy in Nigeria should make available a platform for the use of films, audios, music, or songs as learning tools for the Russian language, will motivate employees and subsequently improve their language skills. The study demonstrated that diversity management can improve organizational learning effectiveness, bring about competitive advantage, and enhance Russian language learning in Nigeria. Therefore, the management at the Russian Embassy in Nigeria will find this study useful.

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## 1. INTRODUCTION

Globalization-related increases in cross-cultural interaction and linguistic diversity have made it necessary to reevaluate multilingual practices and how they are managed in multicultural and plurilingual educational settings. For instance, Benteh-Rahman (2019) views the linguistic environment as a marketplace. According to him, the "linguistic market" is hierarchical and values different languages and linguistic proficiency differently. Additionally, the market value of various languages is influenced by a variety of factors, including the user's social standing and family background. In the twenty-first century, diversity and inclusion are crucial components of international business. UNESCO (2009) supports multilingualism, language learning, and the preservation of endangered languages. It implies that the long-term viability of cultural diversity depends on such policies. Employees with similar levels of knowledge tend to get along well together, and this defines their relationships. Employees with the same educational background easily form groups, which hinders the development of inclusion throughout the entire organization and causes segmentation. Work and functional experience are how the level of education and other employees' opinions are recognized.

A non-inclusive work environment is produced by the Russian Embassy in Nigeria's excessive reliance on internal hiring and staff members' unwillingness to consider alternative viewpoints. The Russian Embassy in Nigeria is plagued by a variety of issues, including attitude issues, inefficiency, nepotism and favoritism, disrespect for employee voice, a negative attitude toward organizational learning, and others that are not exhaustively listed here. This has led to a lack of dedication from Nigerian staff to the goals and objectives of the Embassy, absenteeism, a carefree attitude at work, arriving late and leaving early, a lack of dedication, insubordination, loitering, and animosity, as well as insufficient delegation of authority by some senior officers, all of which have had an impact on the effectiveness of the Embassy. It should be noted that encouraging employees with different viewpoints within an organization can reverse exclusionary trends and promote inclusion. According to Appiah and Adeyeye (2002), efficient diversity management encourages employees to learn new languages and increases their productivity. It is academically acceptable to study diversity and inclusion in fields like management, psychology, and sociology. In order to respond to this trend, organizations must adopt a diversity-valuing strategy (Cox & Blake, 1991). Diversity makes business sense, as Downey (2015) has succinctly stated. It has also been noted as a tool for producing superior creativity and quality decisions (Hekman, 2017). In this regard, nations like the United States have passed laws and policies intended to create an equitable working environment (Downey, 2015). Additionally, governments from a variety of countries have embraced legal frameworks pertaining to equality and diversity because of the potential competitive advantage that comes from a labor market with a high level of participation (Sharma, 2016).

It is widely held and undeniable that, like other embassies in Nigeria, the Russian Embassy in Nigeria is beset by a number of persistent issues that have a negative impact on everyday life in the country. After more than 50 years of operations, the Russian Embassy in Nigeria is still battling with efforts to eradicate some problems that have consistently posed a serious threat to the Embassy's identity, devotion, and selfless service. The majority of the young Nigerian men and women hired by the Russian Embassy in Nigeria came with the intention of learning

Russian. The roles and functions of the Russian language in the context of Nigeria continue to be crucial given the challenges of multilingualism and globalization (Chtukwube, 2010). The Russian language is used in a global context for business, media, academics, and diplomacy. As a result, speaking Russian can be useful, while being unable to learn it could be expensive, for example, when communities or nations lack mediators who are fluent in other languages. It is crucial in multilingual settings where it is impossible to access information on commerce, education, science, and technology without knowing foreign languages (Okoedion & Okolie, 2020). One cannot overstate how important it is for young Nigerians working at the Russian Embassy in Nigeria to learn and speak Russian language. This is due to the understanding that language is a fundamental component of human thought processes, perceptions, attitudes, self-expression, and worldviews. Language can be a tool for political and economic empowerment as well as for dominance, discrimination, exclusion, and inclusion. In order to build useful and long-lasting knowledge networks, language can also be a potent development tool (Okoedion & Okolie, 2020). Thus, it is believed that managing diversity plays a key role in the learning of Russian language at the Russian Embassy in Nigeria. Therefore, the empirical analysis of the role of diversity management on Russia language learning in Russian Embassy in Nigeria was the aimed of this study. Therefore, the specific objectives of the study are to:

1. Assess the relationship between diversity management and Russia language learning in Russian Embassy in Nigeria.
2. Explore the relationship between diversity management and organizational learning effectiveness in Russian Embassy in Nigeria.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Workplace Diversity Management**

It is the difference in people, which includes differences in age, physical abilities, religious beliefs, gender, and ethnicity (Okolie, 2019). Diversity also covers a wide range of personality distinctiveness. Thomas (1991) argues that diversity in the workplace encompasses more than just racial and gender diversity. Diversity can be summed up as the recognition, comprehension, acceptance, and value of individual differences in terms of age, class, race, ethnicity, gender, and disabilities. Diversity in the workplace focuses on the unique qualities that individuals bring to a company. It includes the perspectives and spheres of influence that employees bring to a company. Diversity, as seen in situations like this, is about learning from people who are different from you and may not share your perspective. Situations like these call for respect for everyone's basic human rights, for their dignity, and for their willingness to take in information from various viewpoints. When businesses enter societies with different approaches to managing diversity, they face difficulties. The operations and effectiveness of the organization are typically negatively impacted by this (Hekman, 2017).

Diversity comes in two different varieties. Age, ethnicity, gender, physical prowess or qualities, race, and sexual orientation make up the first primary dimension. Our fundamental worldview and self-image are shaped by the primary dimensions. Additionally, they have the greatest influence on social and professional groups. The second dimension, known as the secondary dimension, is made up of factors like educational background, geographic location, income, marital status, religious beliefs, and work experience. This dimension cannot be changed or influenced because it is simply a part of who we are. We can all be different and unique in our own ways because of this secondary dimension, which has an impact on our

self-esteem and self-definition (Okolie, 2019). In order to create an organizational environment where all diverse employees, regardless of their similarities and differences, can actively and effectively contribute to a company's or organization's competitive advantage, diversity management is the process of planning, directing, organizing, and applying all the comprehensive managerial attributes.

Sharma (2016) defines diversity management as an organizational initiative that emphasizes valuing differences in addition to non-discrimination and concerns about respecting every employee in the workplace regardless of their race, gender, or other characteristics. A culture that is inclusive of a work environment that fosters teamwork, participation, and cohesiveness is necessary for effective diversity management. Similar to this, inclusive behavior is the cornerstone of a diverse workforce's ability to function as a cohesive whole. In order to create a supportive organizational environment, diversity management policies and programs are created (Nwani & Okolie, 2022).

## 2.2. Benefits of Workplace Diversity Management

Management of workplace diversity benefits both the company and its employees. Effective workplace diversity management offers a host of potential advantages, including improved decision-making and problem-solving skills, increased creativity and innovation, which in turn promotes better product development and more effective marketing to a variety of customers. The ability to compete in international markets is made possible by diversity management (Okoro, 2012). Additionally, merely acknowledging diversity makes talented employees feel needed and welcome, which in turn increases their commitment to the organization and enables each of them to make a specific contribution to its success. Workplace diversity management has been shown to increase productivity, increase creativity and problem-solving skills, attract and retain talent, support team communication, increase market share, and attract more diverse customers. The advantages of workplace diversity management, according to Nwani and Okolie (2022), also include an increase in creativity and productivity, new attributes, new language skills, global understanding, new processes and solutions to challenging problems, greater ability, better market insight, stronger customer and community loyalty, innovation, and improved recruitment and retention. Effective workplace diversity management has numerous advantages, including but not limited to:

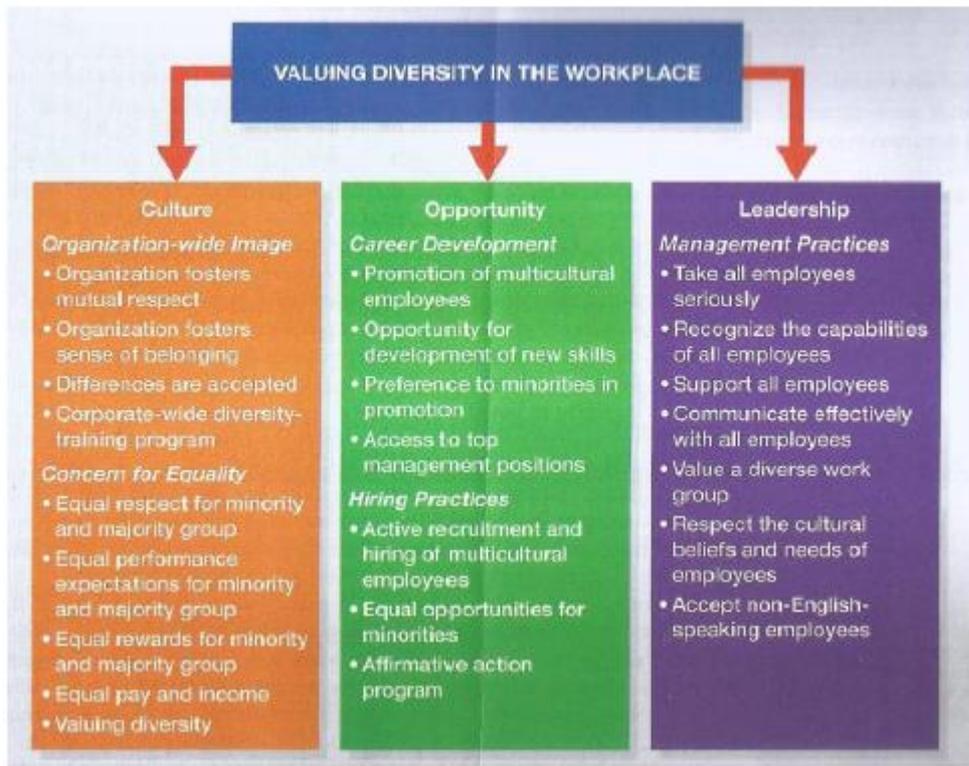
**Cost:** According to studies, low productivity, high absenteeism rates, and turnover rates are frequently associated with a lack of career advancement. These characteristics are frequently observed in cultural groups with high minority representation. The cost incurred by the organization increases as turnover increases. Having said that, if the HR manager can manage the minority group's behavior, a significant amount of money will be saved, and productivity will rise. Employee turnover will be greatly reduced if workers from different cultural backgrounds can work together harmoniously and are satisfied with the organization, saving the company a great deal of money that would have been spent on hiring new staff and providing training (Cox & Blake, 1991).

**Problem-Solving:** Due to technology and demographic change, the world is becoming more complex and unpredictable; to succeed in this type of environment, one needs experience and strong problem-solving abilities. Having a multicultural workforce gives an organization a greater advantage because it allows for the collection of ideas from various cultures and individuals. As a result of diverse work communities, decision-making and problem-solving become more effective because there are more perspectives and angles from which to examine the dilemmas (Farndale, Biron, Briscoe & Raghuram, 2015).

**Creativity:** Multicultural teams in organizations are more likely to develop unique ideas and abilities. People in this group are more likely to use their skills to solve problems and to think creatively because different cultures have different ideas. Diversity fosters innovation and creativity, which can be used as a good strategy for satisfying customer demands. A diverse group is able to bring ideas together to meet the needs of various markets because they are aware of the needs of various market segments. For instance, Muslims enjoy eating "halalmeat" (meat produced in a Muslim manner). If a restaurant has information from its staff to this effect, it may decide to designate a portion of its establishment as serving "halal" meat in order to appeal to the Muslim community in that area. This exhibits creative thinking (Okolie, 2019).

**Good Brand Image:** Each organization wants to have a positive brand image in order to draw in and keep customers. Having a diverse workforce is one way to build a positive brand image; this will increase employee trust, boost the company's reputation, and spur growth (Donnelly, 2015).

**Organizational Flexibility:** It is more likely for the company to adapt to changes later in the business environment because diversity management within the organization has already changed some operating methods in a more flexible and tolerant direction. Additionally, studies have shown that cultural minorities, who tend to be more adaptable than homogeneous cultural groups, can easily complete multilateral and ambiguous tasks (Okolie, 2019). Consequently, managing diversity is a concept that acknowledges the advantages of diversity, as depicted in the diagram below.



Source: Bohlander & Snell (2007).

### 2.3. Challenges of Workplace Diversity Management

Assimilation for any member outside of the dominant group is one of the biggest obstacles an organization faces when attempting to adopt a more inclusive environment; Simons and Vazquez (1993) studied the interaction between power, ideology, and discursive acts which serve to reinforce the hegemonic structure of an organization. In actuality, everything (including organizational symbols, rituals, and stories) works to uphold the dominant group's position of power. A challenging tension arises between the socially constructed organizational norm and the acceptance of cultural diversity when organizations seek to hire or promote individuals who are not members of this dominant group into management positions. Instead of being accepted for their differences, these people are frequently mentored and coached to adopt the necessary traits for inclusion in the privileged group. Such assimilated people frequently lack the chance to express themselves. Performance within the organization could eventually suffer as a result (Okolie, 2019).

The management of a diverse population presents another difficulty for businesses looking to promote a more diverse workforce. Managing diversity involves more than just recognizing individual differences. Sharma (2016) argues that managing and motivating a highly diverse workforce can be challenging for a number of reasons. Miscommunication within an organization is a significant problem. However, there are certain competencies that support the growth of effective communication in a variety of organizational settings. Self-awareness, empathy, and strategic decision-making are some of these abilities. Self-monitoring is the ability to communicate awareness of one's behavior and how it affects others, as well as the

willingness to change that behavior in light of that awareness. Making strategic decisions implies that the channels and means of communication used to reach organization members as well as the contents of messages conveyed are carefully chosen. The environment is created where marginalized groups have no voice because each person interprets messages differently and determines meaning based on their particular standpoint and without being willing to accept a different standpoint (Nwani & Okolie, 2022).

Multinational organizations must deal with diversity management due to the shifting demographics of the workforce, the overall effects of globalization, and the rise in social sensitivity to ethical issues. Organizations from all over the world have attempted to manage diversity, but have encountered difficulties because stereotypes are ingrained in people's cultures and there is resistance to change. The reality that people differ in many ways, both visible and invisible, including age, gender, marital status, social standing, disability, sexual orientation, religion, personality, ethnicity, and culture, is acknowledged by workforce diversity (Nwani & Okolie, 2022). It's possible that different countries have different issues with diversity. While discrimination against women is the oldest and most widespread diversity issue in the world, people are divided by religion and ethnicity in India and the Middle East, and household status separates off-farm migrants from urban residents in China. Rural migrants frequently face discrimination at work and in society, as well as contempt from urbanites. In Western nations, such as the USA, the EU, Australia, New Zealand, and South Africa, where there are numerous international migrants, multiculturalism has always been the most significant aspect of diversity (Okolie, 2019). Effective management of workplace diversity faces a number of difficulties, including but not limited to:

**High Cost of Diversity Management:** When an organization seeks to manage the diverse workforce effectively, it must go through mandatory diversity training, during which managers, employees, and supervisors learn the best ways to interact with clients and employees. This increases job satisfaction but can sometimes be very expensive. There are many diversity management programs available today, and organizations can select one depending on the size of the business and the number of employees. Some training programs have high participation and travel costs (Okolie, 2019).

**Myriad Accommodation:** Mutual respect is the foundation of workplace diversity, but managing diversity can be challenging for employers who must make accommodations for every diverse worker's request. If the organization's diversity is so great that it necessitates hiring a full-time staff to keep track of accommodating employees' needs, some employee work restrictions, such as race, religion, country of origin, and gender, can occasionally be overwhelming. For instance, some Muslim workers may choose to forgo working on Fridays because it is a designated day for prayer. Employers must plan ahead in these situations so that someone can cover their shift if necessary (Donnelly, 2015).

**Communication Issues:** Diversity in the workplace may have a negative effect on internal communication. Effective communication can be hampered by it, which could lead to a drop in productivity and weaken teamwork among employees. Coworkers' orientation periods and a person's initial impressions can be challenging to manage when cultures clash, despite the fact that spending time with employees and getting to know them helps reduce and in some cases eradicate communication barriers over the long term (Okolie, 2019).

**Incorporation Issues:** It is impossible to completely influence social integration at work. It is frequently a natural process that cannot always be controlled for people to form exclusive social groups. Therefore, there are often some informal divisions among employees in organizations, which make it difficult for different employees to interact with one another after work and during downtime. Although this situation doesn't seem fundamentally incorrect, it can hinder team knowledge sharing, which lowers productivity (Donnelly, 2015).

**Discrimination:** Discrimination by managers and employees is one of the major drawbacks of working with a diverse workforce. It might be a concealed aspect of a poorly run workplace. When a worker experiences discrimination, it interferes with his ability to perform well, distorts the perception of equity, and creates legal problems (Okolie, 2019).

## **2.4 Russian Language Learning**

Russian is a world language whose influence on international politics and diplomacy, scientific research, technology, and industrial development is widely acknowledged. It served as the Lingua Franca of the former Soviet Union. There have been few studies conducted in Nigeria and other African nations, most notably Ghana and Uganda, to identify and analyze the difficulties associated with teaching and learning foreign languages, particularly Russian, in Africa. The following were listed by Chukwube (2010) as barriers to learning Russian in Nigeria: Lack of qualified lecturers, the exorbitant cost of the educational program at the Pushkin Institute, the inability of the Nigerian government to sponsor lecturers for refresher courses at the Pushkin Institute in Moscow, the absence of a Russian cultural center in Nigeria, and a lack of motivation on the part of both lecturers and students are all contributing factors. Okoedion (2019) makes the following arguments: the government's attitude toward languages, a lack of knowledge and interest, an inadequate supply of teaching resources and self-evaluation tools, a shortage of lecturers, and the closure of Lagos' Russian Cultural Center. Students who take the course consequently frequently claim to be enrolled in other courses and occasionally feel embarrassed to admit they are taking it. However, Nigeria must be a vital member of the global village where multilingualism is a requirement for survival. We also cannot downplay the significance of major European languages in the curriculum of Nigerian universities, whose main goal is to prepare and provide the much-needed manpower for the development of the country as well as for the maintenance of its administrative machinery, given the leadership role that Nigeria has to play in international politics and diplomacy due to its population, natural resources, economic power, and political influence (Chukwube, 2010).

Some people need to use Russian on a much larger scale than just as part of their academic studies or for a specific purpose. Today, there are more connections between Africa and Russia in the areas of economy, education, commerce, and culture. This epitomizes the idea of globalization that the world is a small village, and it has compelled and piqued the interest of both the federal and some state governments of Nigeria to encourage many of their citizens to participate in sponsored programs (Waliyullahi, 2016). This should produce the specialists the country needs in a variety of fields, including interpreters and translators (Odunuga, 2005). Russian is a language that some highly regarded individuals in Nigeria who studied in the former Soviet Union have recently encouraged their children and dependents to learn, particularly those who work in the Russian Embassy in Nigeria.

## 2.5 Workplace Diversity Management and Russia Language Learning

The management of workplace diversity has the potential to enhance the commitments, involvement, and psychological satisfaction of Nigerian citizens working at the Russian Embassy in Lagos and Abuja. It establishes the groundwork for employees' job satisfaction, counteracts unfavorable behaviors, and encourages native employees to learn Russian in social and emotional contexts. To meet the educational and multilingual needs of Nigeria's local and international communities, the Russian Embassy there was founded. The Russian Embassy serves as a hub for educators and students from various linguistic and cultural backgrounds. Therefore, where workers of various nationalities and cultures are employed, effective diversity management would encourage Russian language learning. Russian language instruction can prepare workers for higher education on a global scale. Given its prominent international position, the Russian Embassy in Nigeria is particularly noteworthy when it comes to promoting access to a universal language while recognizing regional dialects.

The sustainability of cultural diversity over the long term depends on language policies. Different multilingual discourses give the term different meanings. According to dominant ideologies, one must be fully proficient in multiple languages before being referred to as multilingual (Blommaert, Collins, & Slembrouck, 2005). According to Ludi (2000), a person is considered to be multilingual if they regularly use their languages and have the ability to switch between them as needed. In general, though, the term can be used to describe (i) the phenomenon of a community of speakers who are able to learn and use multiple languages, as well as (ii) the ability of an individual to use two or more languages, often at varying levels of proficiency. A multilingual person is one who is able to communicate in more than one language, whether it be through productive means (such as speaking, writing, or signing) or receptive means (such as listening, reading, or perceiving). A functional definition of "multilingualism" refers to how a multilingual person is able to change languages as needed and adapt their language choice to a given context, regardless of the balance of their language competencies (Ludi, 2000).

Nigeria is a multilingual society, and societal multilingualism focuses mainly on how different languages interact in a community that accepts speakers of different languages. When more than one language is spoken in a society, many of the speakers are themselves bilingual or multilingual, but some may only speak one language from the group of languages. Effective diversity management at the Russian Embassy in Nigeria can promote various multilingual communication techniques that help multilingual people interact in multilingual settings. To be employable in the present and the future, Nigerian employees at the Russian Embassy need a multilingual education. An internationally minded learner is multilingual if they speak several languages. According to Gynne and Bagga-Gupta (2013), the use of language in organizational settings includes the use of oral, written, and other semiotic resources. Language encourages the construction and negotiation of meaning in addition to the dynamic and social use of various linguistic features.

The Russian Embassy in Nigeria is viewed as an institution that symbolizes the connection between the citizen and the state; diversity management takes into account can organizational values that are shared by the majority of workers; and makes workers feel

either proud of themselves as professionals - or as unconfident, for not being able to act in a highly professional and competent manner when performing their duties. In order to fully understand multiculturalism in Nigeria and Russia, workers and bureaucrats must actively contribute to fostering racial diversity in society and increasing public acceptance of diversity and multiculturalism. It is important to realize that bureaucrats will have the power to accelerate policies if they are in charge of making decisions and carrying them out after they have been launched. The approach they take will depend on how they personally and professionally view and accept the "nationality question" and ethnic diversity. By encouraging Russian language study at the Russian Embassy in Nigeria, effective diversity management will reposition the Embassy as a place that Nigerian employees can have faith and confidence in. Without a clear diversity policy, organizations forfeit their chance to hire highly qualified diverse employees. Neglecting diversity management may have an effect on the company's productivity and profits; it may manifest itself in absenteeism, training, communication, and potential conflicts. It might have an effect on corporate social responsibility, which is related to how an organization is perceived.

According to their own perspectives, the majority of organizations adopt diversity at their workplace or organization in order to become more innovative and adaptable. Given how the workplace is changing, management has recently recognized that increasing and improving workplace diversity is a crucial issue. Since managing diversity in organizations is still difficult, managers often study the managerial techniques required in a diverse workplace and get ready to mentor others in their organizations on how to respect cultural differences and treat everyone with dignity. Although diversity knows no organizational boundaries and has no restrictions, it poses a significant challenge to many organizations. The Russian Embassy in Nigeria, however, does not manage diversity per se; rather, it manages the unfavorable effects of unwelcome diversity, including the fight against racism and discrimination.

### **3. METHODS**

The study, which is both empirical and theoretical, uses primary and secondary data to support its claims. The case study approach was employed. According to Berg (2004), the case study method is a procedure for methodically gathering sufficient information about a specific person, social setting, social group, or event. With the help of this technique, the researcher will be able to learn more about how an individual or social group behaves or performs in actual situations. Questionnaires were the research tools used in this study, and 57 Nigerian employees of the Russian Embassy's Lagos and Abuja offices provided the data. We had a response rate of 87.7% out of the 57 questionnaires that were distributed, and 50 of those were retrieved and examined. There were 50 respondents, 27 of whom were men and 23 of whom were women. Since the questionnaire was given out at random, there was no gender bias in the sample size. Statistical Package for Social Sciences (SPSS version 23.0, 2020) was used to analyze the data, which included percentage and frequency, mean, standard deviation, Pearson's product moment correlation, and multiple regression analysis. These are thought to be appropriate for the nature of this research. For the study, the following null hypotheses were developed and tested at 0.05 levels of significance:

**H<sub>1</sub>:** There is no significant relationship between diversity management and Russia language learning in Russian Embassy in Nigeria.

**H<sub>2</sub>:** There is not significant relationship between diversity management and organizational learning effectiveness in Russian Embassy in Nigeria.

#### 4. RESULT AND DISCUSSION

##### Results of the survey

The demographics of the respondents are depicted in Table 1. The survey had 46% male respondents and 54% female respondents. Their age and service timing indicate that they were qualified respondents who could better understand the meaning and application of diversity management for Russian language learning and organizational learning effectiveness.

**Table 1: Respondents' demographics of the Study**

S/N	Variables	Category	Frequency	Percentage
1	Gender of Respondents	Male	23	46.0
		Female	27	54.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>
2	Job status of Respondents	Junior staff	18	36.0
		Supervisory cadre	11	22.0
		Middle management	7	14.0
		Senior management	8	16.0
		Top management	6	12.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>
3	Age of Respondents	21-30 years	3	6.0
		31-40 years	21	42.0
		41-50 years	10	20.0
		51-60 years	9	18.0
		Above 60 years	7	14.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>
4	Marital status of Respondents	Single	17	34.0
		Married	24	48.0
		Divorced	6	12.0
		Widowed	3	6.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>
5	Educational Qualification of Respondents	College degree	5	10.0
		National diploma degree	7	14.0
		Higher national diploma degree	11	22.0
		Bachelor of science degree	15	30.0
		Master, doctoral/professional degree	12	24.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>
6		1-5years	10	20.0

S/N	Variables	Category	Frequency	Percentage
	Work experience of Respondents	6-10years	15	30.0
		11-15 years	11	22.0
		16 years and above	14	28.0
		<b>Total</b>	<b>50</b>	<b>100.0</b>

Source: Researchers' fieldwork (2023)

Each construct's mean, standard deviation, and Cronbach Alpha values were shown in Table 2. The mean values for all constructs, diversity management, Russia language learning, and organizational learning effectiveness, are close to the means' values, and the standard deviations are very small, indicating that diversity management is important in Russia language learning and organizational learning effectiveness. Similarly, Cronbach values for diversity management, Russian language learning, and organizational learning effectiveness are 0.53, 0.850, and 0.847, which are greater than 0.7 and fall within the acceptable range, demonstrating that the questionnaire was reliable for data collection.

**Table 2: Mean, Standard Deviation and Cronbach Alpha of the Constructs**

Constructs	Number of respondents	Mean	Std. Deviation	Cronbach Alpha
Diversity management	50	3.4875	.6305	.853
Russia language learning	50	3.4591	.6265	.850
Organizational learning effectiveness	50	3.6354	.6410	.847

Source: SPSS Output, 2023

**Testing of Hypothesis**

The table 3 below shows the strength of the correlation among the constructs of the study.

**Table 3: Correlation of the Study**

S/N	Scales	1	2	3
1	Diversity management	1		
2	Russia language learning	.502	1	
3	Organizational learning effectiveness	.481	.487	1

Source: SPSS Output, 2023

There was a significant relationship between diversity management and Russian language learning, with  $r = 0.502$ . Similarly, organizational learning effectiveness was strongly correlated with diversity management, with a correlation value of  $r = 0.481$ . According to the findings, diversity management has a significantly positive relationship with Russian language learning and organizational learning effectiveness. The findings also revealed a significant relationship ( $r = 0.487$ ) between Russian language learning and organizational learning effectiveness. Because correlation does not imply causation, a multiple regression analysis was performed to confirm the impact of diversity management on Russian language learning and organizational learning effectiveness.

**Table 4 Multiple Regression Analysis**

Model		Unstandardized Coefficients		T	Sig.	R2
		B	Beta			
1	(Constant)	-2.673		-1.802	.079	.417
	Russia language learning	.457	.244	1.856	.029	
	Organizational learning effectiveness	.469	.280	2.103	.047	

a. Independent Variable: Diversity management

Source: SPSS Output, 2023

The multiple regression analysis depicts the strong relationship between diversity management and Russian language learning and organizational learning effectiveness. The adjusted R Square coefficient of 0.417 indicates that diversity management has a 47% impact on Russian language learning and organizational learning effectiveness. Similarly, all of these constructs had P-values less than 0.05, i.e. ( $P < 0.05$ ). Based on the statistics presented above, it is easy to conclude that diversity management has a significant positive impact on Russian language learning and organizational learning effectiveness. The coefficient of .457 indicated that a 1% increase in diversity management resulted in 45.7 (%) percent increased in Russia language learning, while the coefficient of .469 indicated that a 1% increase in diversity management resulted in 46.9 (%) percent increased in organizational learning effectiveness at the Russian Embassy in Nigeria.

This study was conducted to determine the effects workplace diversity management had on organizational learning effectiveness and Russian language learning at the Russian Embassy in Nigeria. The study's conclusions show that diversity management helps the Russian Embassy in Nigeria learn the Russian language and improve organizational learning. The study's findings demonstrated a significant positive relationship between diversity management and organizational learning effectiveness at the Russian Embassy in Nigeria as well as learning of the Russian language. This supported the argument made by Gynne and Bagga-Gupta (2013) that language encompasses the use of verbal, written, and other semiotic resources related to work done in organizational settings. Language encourages the construction and negotiation of meaning in addition to the dynamic and social use of various linguistic features. The sustainability of cultural diversity over the long term depends on language policies. Workplace diversity management has the potential to increase the behavioral, cognitive, and social intelligences, commitments, involvement, and psychological satisfaction of Nigerian citizens working in the Russian Embassy in Lagos and Abuja. It can also increase employee job satisfaction, reduce unfavorable behaviors, and encourage native employees to socialize and emotionally prepare themselves to learn Russian. Therefore, in workplaces where people from various nationalities and cultures are present, effective diversity management would encourage the study of Russian. Russian language instruction can prepare workers for higher education on a global scale.

Diversity management needs to be strengthened in order to increase the effectiveness of operations, communication, and interpersonal interactions. Additionally, new communication techniques need to be developed. To make the organization's diversity management strategy more real and useful in the workplace, it should be broken up into smaller, more specific components. Therefore, diversity management should be incorporated into all practices, processes, structures, and planning for the Russian Embassy in Nigeria. Contrary to expectations, the Russian Embassy in Nigeria was still largely unfamiliar with diversity management, despite the fact that the Embassy had been taking steps to incorporate it into their operations. Learning about how diversity management can be used to give an organization a competitive advantage will improve organizational learning effectiveness and the ability to learn Russian.

It is very important to note that there hasn't been a lot of conclusive research done on diversity management and learning Russian. As a result, the value of earlier research has been objectively assessed in order to investigate the topic. The cited theory might be more applicable in some circumstances than in others, but this should not be taken as fact until more conclusive research has been conducted. In this case, the researchers advise organizational management to exercise discretion when choosing a specific course of action after carefully weighing the research findings. Additionally, it should be noted that the study's findings are a reflection of the organization that participated, so it would be incorrect to assume that they apply to all organizations. The study also recommended that larger-scale empirical research be done in the future. The motivation of workers toward the Russian language in the modern Nigerian workplace must also be investigated.

## 5. CONCLUSION AND RECOMMENDATIONS

According to the study's findings, diversity management can improve organizational learning effectiveness at the Russian Embassy in Nigeria as well as create a competitive advantage. Maintaining a tolerant environment and, by extension, preventing racism, is difficult. The Russian Embassy in Nigeria hopes that this study will help them find more opportunities to benefit from diversity management. According to the study's findings, the following suggestions were made:

1. The management of the Russian Embassy in Nigeria should offer a platform for using films, audios, music, or songs as Russian language learning aids as this will inspire employees and subsequently improve their language abilities.
2. When everything is in its proper place, people won't have any excuses for not giving it their all to help the organization achieve its stated goals and objectives. Therefore, to encourage employees' language learning, the management of the Russian Embassy in Nigeria should also take the needs of the populace into account by offering good service conditions, a competitive salary, and a welcoming workplace.
3. The administration of the Russian Embassy in Nigeria needs to put more effort into offering a language lab and library. To improve Russian language learning at work, lab equipment like a laptop, DVD player, TV, or projector should be available.
4. The management of the Russian Embassy in Nigeria should be aware of cultural and personal differences at work, emphasize the need to remove bias in areas like hiring and selection, training and development opportunities, employee compensation, and promotion, and focus on individual differences rather than group differences.

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