Moderating Role of Organizational Culture on the relationship between Diversity, Equity, and Inclusion (DEI) and Performance Multinational Corporations: Proposed Framework

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Abstract

Diversity, equity and inclusion have become the topic of discussion today. Multinational Corporations are not left behind in trying to achieve competitive advantage through a diverse work force from different spheres of human endeavour. The main objective of this paper is to examine the moderating effect of organizational culture on the relationships between diversity, equity and inclusion strategies and performance of Multinational Corporations in Nigeria. This paper is conceptual paper and it's therefore, rely heavily on the consultation of previous studies on DEI, organizational culture and performance. The study found that there is a relationship between DEI strategies and performance of Multinational Corporations and also organizational culture moderate the relationship between DEI strategies and performance of Multinational Corporations in Nigeria. Therefore, the study recommends that organizations should ensure they give equal opportunity for all employees as it will boost their morale. Employees should be consulted while trying to make policies for the organization. Multinational Corporations should ensure inclusivity of culture in their dealings, equal and fair treatment should be given to all concerned employees.

Key words: Diversity, Equity, Inclusion, Organizational Culture, Organizational Performance, Multinational Corporations.

1.0 Introduction

International system in the world has make the work environment necessary to the need for organizations (private or public) and governments alike to develop businesses, administrations and cooperation across their national borders. As stated by Porter, (2003) Organization performance refers to the effectiveness of the organization in fulfilling its set goals in efficient manner. Organizational performance also is seen as delivery of service in an efficient and effective manner through customer satisfaction, and which lead to the profitability to the organization. The benefit of organizations prioritizing DEI cannot be over emphasized as it involved improvement of performance, increased innovation, and higher employee engagement and retention rates of employee. Though, implementing DEI strategies can faced many challenges, and it requires a long-term commitment from organizations to create a culture that prioritizes these strategies. Such commitments require a strong legal framework that enshrines tenets of the strategies in organizational work culture, building inclusive and strong leadership, and raising awareness among staff, training among others. Undoubtedly, a diverse and inclusive workforce is very essential to meet the demand for today's global economy (Udoyiu & Uko 2023). Diversity, equity and inclusion strategies have a strong significant impact on organizational performance. Multinational corporation priotizing them can be better positioned to achieve their goals and thrive in today's diverse marketplace (Okatta, et al, 2024).

The interconnected world of today has make organizations to be more frequently operating on a global scale, which necessitate effective cross-cultural management in the organization. This need arises from the diverse cultural backgrounds of the employees, which can present significant challenges in terms of decision-making and communication and ultimately to organizational performance. Practical issues such as improper communication, cross cultural misunderstandings, and differences ethics at work can lead to collaboration and bring conflicts within multinational teams. These problems underscore the benefit of understanding and managing cultural diversity to enhance global collaboration and organizational performance. From a theoretical standpoint, cross-cultural management has garnered substantial interest due to its implications for international business success (Erfan, 2024). Moreover, innovative outcomes and other expansion strategies, many of such organizations have attempted to expand their business based on global level. Thus, the global collaboration does not happen automatically, especially in the early years of organization operation. Statistically,

from 20,000 companies in 30 different countries showed that international selling companies had an average return on assets of negative 1% up to 5 years after their global expansion (Stadler et al., 2015). Although some of these failures may be due to other market or procedural issues, enhancing cross-cultural performance would make them diminish in such losses (Feitosa & Hagenbuch, 2022).

Therefore, for organization to improve their expansion and thrive in today's business environment there is need for cross cultural employees with diverse teams with realm knowledge of equity, and inclusivity in the activity of the organisation. In order to mitigate the social inequality company ensure that they provides jobs, and also include people in particular leadership positions, especially the underrepresented individuals, this will be an inspiring to the next generation. The impact that diversity, equity and inclusion initiatives bring to the organizational development, as it focuses on their impact on organizational culture and organizational performance. Study by Anggoro, (2024) shows that these initiatives can be evaluated using various metrics to measure their effectiveness against factors such as organizational culture, employee engagement, and business results. When properly implemented, diversity and inclusion initiatives can have positive impacts in the workplace behavior and positive outcomes to the organization and can addressed equity issues and also increased organizational justice (Hoang et al., 2022). It is believed that organization do not operate on vacuum, employees are not separated from their society and culture since they are surrounded by the socio-economic environment. To remain competitive in today's business environment, management must hire and retain employees from diverse workforce and with the inclusivity and equity in their management (Salah, 2021).

In order to increase the performance of employees, a strong culture is very useful in the organization, it will lead to the accomplishment goal and improvement on the overall organization performance. As culture plays an important role in shaping the behaviours of employees in an organization. Cultures include belief, values and norms which influences the behavior of an employee and as work toward the performance of the organization. Gupta, (2013) is of the view that to be successful as organization there is need for such organization to embrace and encourage workforce diversity. The negative effects caused by the operations of MNCs in Nigeria are shown in the area of our cultural heritage. Indeed, these negative effects of foreign direct investment on the cultural and social well-being of Nigeria and other fewer developing countries is domineering presence of the MNCs in Nigeria is characterized as constituting a form of "cultural imperialism or

colonization of the society" (Gilpin, 1987), through which Nigeria and indeed, the rest of the developing countries lose control on the culture they have and on the social development of their people. Additionally, the multinationals corporations also undermine the traditional values of the society and introduce their values and norms through advertising and business practices, new values and tastes inappropriate to the Nigeria nation.

To safe guard their technology the multinational corporation jealously refuses to make use of competent staff. They instead used mere technicians who are at the last rung of productive process and simply assemble together what they knew not how it was produced. By implication Nigerians cannot learn from the technicians the intricacies involved in the production of the material or product. It is believed that multinational enterprises should always keep control of and improve their efficiency, effectiveness, and predictability among competitors, as well as market share, for maximum market growth (D'Souza *et al* 2020). Furthermore, the multinational corporation also used a skillful deceit by their employees, where qualified and competent indigenous staff are exposed to the technological know-how based on the type of production. Sometimes the type of technology exposed to is very sophisticated that they cannot be memorized. In some instances, the high capital outlay needed can simply embarrasses the nation in that they cannot afford it instead she prefers to implement it at all.

Globally, several studies have been conducted on the relationships between diversity, equity and inclusion and organizational performance (Okatta, et al, 2024; Basielo & Oliveira 2021), but to the best of my knowledge there is no study that use organizational culture as the moderating variable between DEI strategies and performance of multinational corporations in Nigeria. According to Jejeniwa, et al, (2024), the realization of full potential in diversity and inclusion requires more than just acknowledging differences, but it demands a proactive, strategic approach to fostering an organizational culture that actively embraces diversity and promotes inclusion in the organization. This involves implementing equitable policies and practices, facilitating open and inclusive communication, and cultivating leadership style that is committed to diversity and inclusion as core values for the betterment of the organization. Diversity, equity and inclusion plays a very critical role in culture and organizational performance (Okatta, et al, 2024). However, studies are very limited with the effects of diversity, equity and inclusion with organizational performance in Multinational Corporation in Nigeria. In line with the above problem that the current study tries to fill the gap by conducting this study on effect

of DEI strategies on the performance of multinational organization in Nigeria. Furthermore, this study is conceptual paper and therefore it's conceptualize the moderating effects of organizational culture (moderator) and its influences on the performance of Multinational Corporation.

Additionally, some researchers have suggested that organizational culture should be studied in another context adding more sample will make the result more robust. Lina, (2024), suggested that other studies should focus on evaluating the long-term impact of diversity and inclusion initiatives on organizational culture. DEI stands for Diversity, Equity, and Inclusion. This is a critical aspect in the workplace, be it public or private, as it is essential to ensuring that staff of all races, genders, sexual orientations, socio-economic backgrounds, abilities, and other identities are included and supported in the work experience and career growth (Udoyiu & Uko 2023). Government and policy makers are responsible for creating a welcoming and inclusive environment for all citizens. It is in line with above that the study will examine the moderating role of organizational culture on the relationship between diversity, equity and inclusion strategies on the performance of Multinational Corporation in Nigeria. Therefore, the study is to examine the moderating role of organizational culture on the relationship between DEI strategies and performance of Multinational Corporation.

2.0 Conceptual Review
2.1 Performance of Multinational Corporation

The ultimate goal for the establishment of Multinational corporations (MNCs) is supplying countries lacking in capital with both physical and financial resources. This is Because of the growth of money, new jobs are created both directly and indirectly (Abimbola, 2015). In addition to product and market expansions and economic globalization, necessitate improved current technology-based research and development methods for businesses, as technology continues to supplement development (Parente, 2018). Multinational firms from the United States, Japan, and Europe discovered that a company's technical strategy shouldn't be self-sufficient but should embrace the superior kind. The technology used by multinational businesses as a portion in operating in the host nation can transferred to local suppliers in the form of products produce or entirely the production methods involved, or it can be the transfer of organizational structures. MNCs serves as vanguard of industrial development and investment opportunities, which help in setting an example for other businesses to follow (Kaymak, 2017). The

value chain ranging from suppliers to distributors to customers, they collaborate with tens of thousands of business partners. Additionally, there is an influence of billions of consumers' lives in the innovation of goods and services they create and advertise. The leveraging effect caused the MNCs to shift towards more sustainable, responsible, and inclusive value chains and hence contribute to realize the 2030 Agenda by establishing very sustainability standards, collaborating with others and establishing incentive in the entire system (Nsaku, 2023).

Alrowwad et al, (2020) view organizational performance as the extent to which the organization is able to achieve the goals and objectives set in its strategy. It was found that the organizational performance refers to the organization's administrative and practical effectiveness of the mechanism of using its resources in the interest of the organization (employees and stakeholders) (Le & Lei 2019). Organizational performance consists of performance in the areas of financial performance, operational efficiency, customer satisfaction, employee satisfaction, and or awareness of social responsibility (Arundel et al, 2019; Hawi et al., 2015). Singh et al (2021) argued that organizational performance can be influenced by organizational factors like strategy of the organization, culture of the organization, structure of the organizational, internal systems, leadership style and management of the organization. Wang, (2019) stressed that the action of measuring organizational performance is necessary in order to know at which level of progress or regression an organization is, and the measurement of the organization's performance includes both (financial performance and non-financial performance). Multinational corporations are into the transfer technologies, capital and the culture of entrepreneurship to host nations. They increase investment levels and income in the host countries; they promote improvement in their immediate environment; create access to high quality skilled manpower; improve the balance of payment of host countries by increasing their exports and decreasing the imports; they also help to stabilize the costs of factors of production. They stimulate domestic production and enhance efficiency and effectiveness in the production process; they receive positive responses from local operators (Onyewuchi & Obumneke 2013).

Nwabali (2017) conceptualized multinational corporations as "companies which seek to operate strategically on a global scale". In other words, it is a company, firm or enterprise that operates worldwide with its headquarters in a metropolitan or developed country. Hill (2005) views multinational enterprise as any business that has productive activities in two or more countries. Presently in Nigeria, several multinational corporations have been in operation for decades, and

these include AGIP Oil Company, Shell Petroleum Development Corporation (SPDC), Total, Finacle Nigeria Limited, Chevron, Coca Cola, Pepsi, and Unilever among others etc. One of the reasons why corporations operate is to make profit and to achieve this, they employ strategic management practices including the implementation of DEI strategies in their policies. As business entities in a competitive global business environment, multinational firms need to perform optimally and this could only be achieve through sound organizational culture.

In the contemporary business of today diversity, equity and inclusion in the workplace has become an increasingly prominent topic in organizational literature, more importantly within the context of multinational corporations (MNCs). As the global business landscape continues to evolve, Multinationals Corporation continue to face a myriad of challenges and opportunities in managing their diversity effectively.

2.2 Diversity in the workplace

Diversity, in its broadest sense, encompasses the variety of unique attributes, experiences, and backgrounds that individuals bring to an organization. This includes not only visible differences such as race, gender, and age but also less visible attributes, including socio-economic background, education, personality, and cognitive style (Jejeniwa, et al 2024). Diversity in the workplace refers to incorporating individuals with diverse backgrounds, perspectives, abilities, and traits into an organisation. This concept has gained significant traction in recent years as organisations recognize the numerous benefits of a diverse workforce. Diversity in the workplace has been shown to have numerous positive effects on both individuals and the organisation, so its importance cannot be overstated (Ferdman & Deane, 2014). The way organizations define diversity has evolved over the decades. The focus on diversity has progressed from looking at traditional demographic categories—such as race and ethnicity, gender, and age—to focusing on a variety of attributes that reflect the different backgrounds and experiences that personnel bring to the organization (Lim, et al, 2008).

Diversity in DEI however does not relate to the individuals as a diverse person, but to the composition of groups, teams, and organizations, which is what may make it a diverse company for example. Diversity is an associative idea that reveals itself in the composition of teams, groups, and organizations. It is usually measured on the basis of a collective whole.

2.3 Equity in the workplace

Equity refers to the awareness of the benefits and impediments creating unequal starting places for people, as well as tackling and mitigating that disparity. The concept accepts that different people have different experiences, needs, and opportunities and thus gives people what they need as individuals. Equity in the workplace is a fundamental principle that entails treating all individuals equally, without discrimination or prejudice. It encompasses many principles and values designed to ensure that the entire employees are treated fairly and equitably, regardless of race, gender, age, religion, or other personal characteristics. It is not possible to overstate the significance of workplace equality, as it promotes a positive work environment that fosters mutual respect, trust, and teamwork, ultimately resulting in increased productivity, employee satisfaction, and profitability (Kiradoo, 2018). Equity is associated with fair or just treatment of people, recognizing that individuals have had different life experiences and come from circumstances that might either better prepare them for success or curtail their exposure to opportunities that could help them succeed in an organization. Equity, thus, focuses on fairly treating individuals based on their needs (Espinoza, 2007).

2.4 Inclusion in the workplace

Inclusion refers to the practices and cultures that enable all individuals to feel valued, respected, and fully engaged within their workplace (Jejeniwa, et al 2024). Inclusion is the function of making an individual feel like a part of a collective or a group, making members feel valued, and affording them the same opportunities and rights. The difference will exist in a diverse workforce, it is the act of inclusion that takes the idea further by seeing how individuals, from team members to customers and end-users can feel cherished and included in the organizations' policies, physical set-ups, processes, products, and services and even more. Inclusion brings about belonging on the part of individuals. Belonging is associated with feelings of support and security individuals derive from the sense of inclusion, acceptance, and identity via membership of certain groups or places. Inclusion in the workplace refers to fostering a welcoming and diverse work environment where every employee feels valued, respected, and appreciated. It is an essential component of contemporary workplace culture, and its significance has increased in recent years as more people have become aware of the benefits of diverse workforces. Inclusion in the workplace can boost employee morale and productivity and improve a company's bottom line (Gelfand et al., 2009). Ferdman (2017) broadly defines

inclusion as when "people of all identities and many styles can be fully themselves while also contributing to the larger collective, as valued and full members."

2.5 Organizational culture

Organizational culture defined as a sequence of norms, values, basic assumptions, and beliefs constructed by group members to cope with adaptation and integration issues that influence the behavior of employees within the organization with the more profound value of culture. (Schein, 2010). Organizational culture as underlying values, protocols, beliefs, and assumptions which are well-rooted in the structure of the organizations held by organizational members that demonstrate and strengthen those basic principles (Denison & Mishra, 1995). One of the important factors to influence the competitive strength of the firm is organizational culture (Schimmoeller, 2010). According to Schein (1990), "A basic pattern of assumptions that a cluster has created, exposed or established in knowledge to handle with its challenges of outer variation and interior mix, and that have operated admirably sufficient to be estimated substantial, thus, to be instructed to new individuals as the correct method to notice, reflect, and sense corresponding to those complexities". The organizational culture becomes significant for the organization itself (Indrasari, 2017). According to Hofstede (1991), the Culture of an organization is the attitude of persons inside the organization or out of the organization which separates them from each other. According to Wang (2019) defined organizational culture as a shared system of values, beliefs, ideas and attitude that shape the organizational behavior. Culture helps the organization in transforming the thinking of employees (Rao & Holt, 2005) and acts as a competitive advantage for an organization (Aggarwal & Agarwala, 2021; Shah et al., 2021). Organizational culture is believed to impact on the communications, coordination and cooperation of members in an organisation. It has also been asserted that culture is an autonomous variable and determines human nature (Vredenburgh & VanFossen, 2010).

3.1 Organizational Justice Theory

Workplace related factors such as fair treatment, equality, remune ration, rewards, recognition, workplace culture play a critical role and boosts employees to perform better which subsequently leading to employee commitment and organizational performance in the long run ((Johnson, 2012). Organizational justice (OJ) is a theory that plays a pivotal role in executing key decisions with respect to allocation

of role and responsibilities, opportunity for promotion and fringe benefits to the employees. Organizational justice got high significance in the current originations for its sustainable growth. Enough research indicated the significance of organizational justice links to employee commitment towards the organization success. Organizational justice in other terms explained as the fairness policies towards employee welfare. It is focused on certain norms and conditions conducive towards employees and to the organization. This certainly enhances employee morale and encouraging them to perform better with the roles and responsibilities assigned to them. It is based on the fairness treatment employees feel positively or negatively towards their work and to the organization. In order to remain committed and sustain in the long run of the organization (Yeşil & Dereli, 2013). Organizational justice has three major components but for this study we are going to deal with interactional justice as one of the component of organizational justice theory as it deals with the interaction among the employees of the organization towards achieving a common goal. It also how the employees are treated and perceived by the superior and subordinates to fulfill their tasks (Bies & Moag, 1986). It is through which the dignity of employees are treated in performing a task or an assignment. And which the employers on the other hand are expected to show honesty and fairness in discharging their duty. When there is fairness and honesty the employees will fill are treated with equity and inclusivity in doing their tasks and have the believe of them treated without any differences and this will ultimately boost the morale of the employees which in the long run have an effect on the boosting the performance of organization as a whole.

4.1 Empirical Review of DEI and Performance of Multinational Corporation

The study of Goldman and Zhang (2022), specifically examined the DEI and the productivity of employees working in organization practicing DEI strategies, the study found that employees respond positively to firms putting social issues like DEI at the forefront of their human resources platform. In order to examine influence of diversity management and performance, Alshemmari and Al Monawer (2024) in their study Relationship between Workplace Diversity and Innovation and Its Influence on Organizational Performance they found that diversity and inclusion are source to competitive advantage when fully utilized. They believe that embracing diverse perspectives enhances innovation, leading to better organizational outcomes and this in turn lead to organizational performance.

Therefore, its highlights the importance of managing diversity and inclusion for competitive advantage in multinational organization.

Samuel and Mebom (2022), study examine the relationship between dimensions of workforce diversity such as gender, age, and cultural diversity and measures of corporate performance such as customer retention, profitability, and market share. The study found out that gender diversity enhances customer retention. Having a mixture of male and female staff gives multinational corporations the advantage of managing and retaining its customers. It was also concluded that age and cultural diversity enhances corporate performance in terms of market share and profitability respectively.

H1: There is no significance relationship between Diversity and performance of Multinational Corporation

H2: There is no significance relationship between Equity and performance of Multinational Corporation

H3: There is no significance relationship between Inclusion and performance of Multinational Corporation

4.2 Organizational culture and performance of Multinational Corporation

Organizational culture influences the attitudes and behavior of the employees because the assumption of the literature on the subject is that organizational culture has a direct relationship with performance (Galves & García, 2011; Tarba et al., 2019). Moreover, resource-based view of the organization emphasized that organizational culture is a fundamental source of competitive advantage (Coyne, 1986). The existing literature on the topic emphasized that different cultures have different effects on performance. Mudanya and Oloko (2022) studied the Role of organizational culture on performance of commercial banks in Malindi sub county, Kenya, and the study found that organizational culture has impact on the performance. Empirical findings from the study of Kundu, et al, (2018) highlighted that valuable efforts to promote organizational diversity by hiring and retaining diverse workforce were positively related to perceived organizational performance. The results further indicated that the perceptions of employees regarding ability and performance of female, minority, differently abled, and socially disadvantaged workforce positively contributed to perceived firm performance of organization. Furthermore, Mariana (2024) in an exploratory study of organizational culture and organizational performance, concluded that effective implementation of diversity and inclusion can improve organizational justice and employee well-being, with

practical implications for the development of more inclusive and equitable human resource management policies and practices.

Organizational culture was found to have different effects on performance. The adhocracy culture (flexibility) traits of the organization are the leaders in production, who consequently motivate employee's attitudes, behaviors and risk-taking capabilities, which had a positive impact on organization development and output (Zeb *et al* 2020).

H2: There is no significance relationship between organizational culture and performance of Multinational Corporation

4.3 Organizational Culture as a Moderator

The effect of organization culture on performance as continued to generate controversies among scholars and practitioners because of the vagueness of organization culture in some establishments in Nigeria. First, there is a lack of, or in some companies, existence of vague vision statement that can help orient their employees among other stakeholders. We see culture as the shared norms and values of a social system which shows a society, and lie beneath its food, clothes, art and architecture, ways of greeting, working together and ultimately ways of communicating in the society (Tayeb, 2003). Furthermore, Hofstede (2010) defines culture as the collective programming of the mind based on values that distinguishes one group or category from another group. According to Hofstede (1991), the Culture of an organization is the attitude of persons inside the organization or out of the organization which separates them from each other.

Organizational culture is a set of different value system which can help an organization to run itself and run a successful business. Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization. Organizational culture can also be describe as a sequence of beliefs, norms, values and basic assumptions constructed by group members to cope with adaptation and integration issues that influence the behavior of employees within the organization with the more profound value to the culture (Schein, 2010). Organizational culture is a set of day-to-day norms and practices within the work environment as seen and observed by those employees who work in the organization (Choueke & Armstrong 2000).

According Greenberg and Baron (1995) viewed organizational culture as a framework of beliefs, norms, attitudes, values and behaviors of organization's employees and their beliefs, which are commonly shared inside the organization by

its participants. Organizational culture is also considered a conventional stable arrangement of beliefs and norms, which are commonly held by a group or departments within an organization (Kotter & Heskett, 1992). Hence, (Salah 2021) posit that there is relationship between cultural diversity and performance of organization.

Based on the above, the following proposition is proposed:

H3: Organizational culture moderates the relationship between DEI strategies and performance of Multinational Corporation

5.1 Methodology

The study is purely conceptual review with proposed framework to be studied and therefore the study reviewed articles and publication that relate to the proposed framework. A systematic review of literature and publication from scholarly articles and Google scholar of the dependent variable (performance of Multinational Corporation) and the independent variables (diversity, equity and inclusion). In addition, the moderator (organizational culture) was also reviewed. As argued by Fink, (2019), this type of review allow the researcher to conduct an in depth analysis of the topic of discussion and also make the researcher to synthesize the already published work produced by researchers, scholars and practitioners.
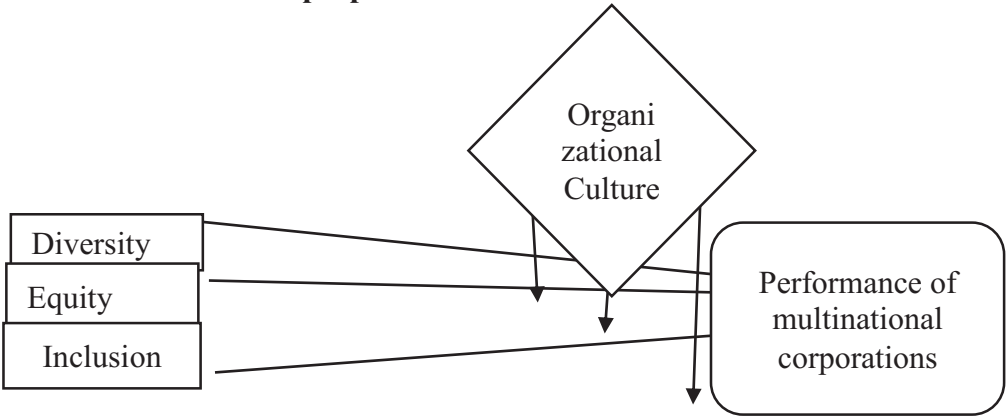
6.1 Research Framework proposed

Fig 6.1 proposed framework

7.1 Result and Findings of the reviewed concept

Based on the reviewed literature on the diversity, equity and inclusion strategy, it was found that the study variables have a great impact in changing the work dynamics in the workplace. It is also believed that diversity in the workplace allow multinational corporation of work with people from diverse background especially in our today modern business setting where different categories of employees can be employed from different ethnic, cultural, and religious beliefs and this can as well improve on the performance of the organization, this was found in the of Al Monawer (2024) that; to achieve organization performance and stay competitive in today business world organization need to include people from diverse background. The study also found that employees in organization feel value and respected if they are include and they are shown equity in discharging their duty and by doing so they can contribute to the organization more which in the long run will boost the performance of the multinational corporation as stated in the study of Jejeniwa, et al (2024); Kiradoo, (2018).

Furthermore the study found that the organizational culture can be used as a moderator between the diversity, equity and inclusion and performance of Multinational Corporation as posited by Kundu, et al, (2018) that organizational culture has a valuable effort in improving organizational performance. Based on the conceptual and empirical studies reviewed by the study it was suggested by Lina 2024; Udoyiu and Uko 2023.

8.1 Conclusion and Recommendation

Based on the literature reviewed is it conclude that there is relationship between organizational culture and the performance of multinational corporations, the literatures reviewed on diversity management, equity and inclusion all shows that these strategies if fully implemented will yield a positive impact on the performance of the organization. It is also believed that organizational culture will moderate the relationship between DEI strategies and performance of the corporation. Since there is a positive relationship between organizational culture and organizational performance in most of the literature reviewed. This will allow the organization to retain their customers and as well increase on the efficiency and profitability of the firms in Nigeria.

Therefore, the study make the following recommendation:

1) Multinational corporation should endeavour to employ people from different background, this will allow them to have experience from different levels

2) Multinational corporation should that they employ staff from different gender, cultural background and give equal opportunity and treatment, this will make them bring the best in them and make the organization unique

3) Multinational organization should ensure that they do not restrict their employment strategies to their immediate host communities rather they should try to give room for people other tribes/language, cultures and religion to view their selection objectively.

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