

**WORKFORCE DIVERSITY MANAGEMENT AND
PERFORMANCE IN FOOD AND BEVERAGE
INDUSTRY IN LAGOS STATE, NIGERIA.**

BY

Ola OlusegunOYEDELE

14/ 27/ PBA 004

JULY, 2019

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BY

Ola Olusegun OYEDELE

14/ 27/ PBA 004

**BEING A Ph.D THESIS SUBMITTED TO THE DEPARTMENT OF
BUSINESS ADMINISTRATION AND ENTREPRENEURSHIP,
COLLEGE OF HUMANITIES,
MANAGEMENT AND SOCIAL SCIENCES,
KWARA STATE UNIVERSITY,
MALETE, NIGERIA
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF DOCTOR OF PHILOSOPHY (Ph.D.) DEGREE IN
BUSINESS ADMINISTRATION**


JULY, 2019.

CERTIFICATION

This is to certify that this thesis has been read and approved as meeting the requirements of the award of Doctor of Philosophy (Ph.D.) in Business Administration in the Department of Business Administration and Entrepreneurship, Kwara State University, Malete, Nigeria.

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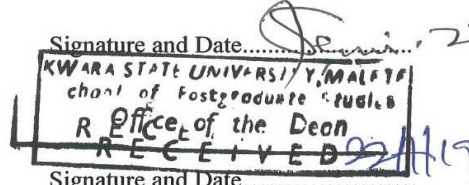
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DECLARATION

I, Ola Olusegun Oyedele (14/ 27/ PBA 004) hereby declare that this thesis entitled: **“Workforce Diversity Management and Performance in Food and Beverage Industry in Lagos State, Nigeria”** is a record of my research work. It has neither been presented nor accepted in any previous application for a higher degree. All sources of information have been specifically acknowledged.

In addition to the above, the research work has been ethically approved by the University Ethical Review Committee.

Ola Olusegun Oyedele


.....
Signature and Date 19/07/19

DEDICATION

This research work is dedicated to the OYEDELE'S, my immediate family.

ACKNOWLEDGEMENTS

My profound gratitude goes to God Almighty whose direction, guidance and providence have given me the grace to start strong and finish well in my post graduate journey thus far. Glory, honour and adoration to him alone.

My profound gratitude also goes to my supervisor who also doubles as the Dean, School of Business and Governance, Kwara State University, Malete in person of Dr. Issa Abdulraheem, who at every point in time redirects my paths and always encouraging and supporting me to be focused on the journey and I will like to place here on record that he never behave as a boss but gives me corresponding respects on issues in the course of my interactions over the years. May you also receive grace continually from the throne of grace and enjoy good promotion in your career and endeavours in life, Amen!.

Special thanks goes to my Co-Supervisor, Dr. Aminu Brimah for his love, and understanding, painstaking corrections in the latter days of my interactions in the course of thesis writing. I salute you Sir and will always respect you for being who you are to me and my career development. God bless you sir in all direction and be with you and family.

I equally appreciate the leadership skills and forthrightness of my Head of Department, Prof. K.S. Adeyemi for the opportunity given me to come up with my internal presentation and ultimately supervising the entire business team, you shall continue to lead us right sir and divinity will reward you more.

My special thanks also goes to Late Prof. S. O Otokiti and his entire family in Lagos, Ilorin and Ibadan for my acceptance, whole heartedly from the very first day of my programme till the later part of December 26, 2016 when he left this world for the life beyond. I pray that God will grant him “Baba” eternal rest. Amen!

Not leaving the stage without acknowledging the present Dean, school of post graduate, Kwara State University, Malete Prof. K.S Subair for his tutelage and guidance at the later stage of this research work. May God continue to enrich your wealth of wisdom Sir, amen.

I am also indebted to ever-dependable and committed scholar, business coach, leader of thought and lover of knowledge in Dr. M. O. Awodun for providing much aid-in-kind and transference of quality ideas and much needed guidance in the post graduate journey from the very first day in class of ECM 911 (Issues on Creativity and Innovation). He doubles as

myformer Dean of School of Business and Governance and also Course Instructor/Coach at the Global Collaboration Certificate Course of the X-culture International. I say a big thankyou Sir, and may God continue to lead you to greater success in your new capacity as the Chairman, Kwara State Internal Revenue Service (KwIRS).

My thanks also goes to my Senior Colleagues for their immense and valuable contributions in the course of writing my thesis. I am fully aware of your dedication, love and painstaking efforts on my work. Time and space will permit me to mention but a few of the faculty members such as; the Post Graduate Programme coordinator; Dr Abu Zekere, Dr. O. R Mustapha, (MBA Programme Coordinator), Late Dr. O. J. K Ogundele, Dr. BisayoOtokiti-Illori, Dr. Ibrahim. O. Lawal, Mr. Adebola, Mr. Phillips, Mr. AbiodunJonbadi and former PG Coordinator, Dr. Hakeem Ajonbadi. God bless you all.

My sincere appreciation also goes to my Dean, College of Management Sciences, Federal University of Agriculture, Abeokuta. Prof. A. O Salami for his words of encouragement and constant reawakening of my mind on the urgent need of this journey, thank you Sir, you are a worthy leader to follow. My thanks also find expression in the following member of faculty in my primary place of assignment, College of Management Sciences, Federal University of Agriculture, Abeokuta. The list is endless but to mention a few; Dr. P. I Ojeaga my current and acting Head of Department, Dr. S. T Akinyele (Former HOD, Entrepreneurial Studies), Dr. F. A. Ajagbe (“Ogabsuru”) who assisted me in no small dimensions, Dr. D.A.Oladejo, Dr. S. O Kajola, Former HOD Accounting, Dr. J. O Abiodun former HOD Business Administration, Dr. S. M. A Posu, Former HOD Economics, Dr.D.Fapetu (former HOD Banking and Finance), Dr. J. Olabisi former Deputy Dean, Prof. Biola Philips(Former Ag.Dean , Colmas, Funaab), Dr. Femi Akinbola, a friend, brother and colleague on the journey and all non-academic staff within my college of primary assignment.

Words will not fail me to mention the invaluable contributions of Prof. A. R. Bankole, Prof.Y.A.Dauda, Prof. (Mrs.)T. I.Fapohunda, Dr. K.I.Genty, Dr. S.O. Atiku, Dr. I.S.Kolawole, Dr. N. S. Alaka, Dr. R.O. Akewushola, Prof. B. Fajonyomi,(Former Dean,Faculty of Management Sciences, LASU), Dr. J. A. Fatile,Dr.O. Olateju, Dr.Doyin Hassan, Dr.YomiOlumoko, Dr. M. O.Aremo, Dr. I. Jayeoba and Dr. I.Oluwatoyin, all of Lagos StateUniversity, Faculty of Management Sciences, Ojo, Lagos.

Special thanks to Dr. TaiwoKasumu, who gave me a jerk-up into the world of Management Sciences especially at embracing a course of study which I now find myself today. I pray

that, you will always reap your rewards alongside your wife, Mrs. ModupeKasumu and your entire family.

My thanks also goes to my winning team and unit in the church, the Crowd Controlling Unit of the Winners Chapel International Church at Quarry Road, Abeokuta. I appreciate your love, prayers and understanding at most periods that I was away from the kingdom service. God bless you all.

My special thanks also goes to Prophet M.A.Adeseun, who keeps me in daily prayers and constant check. Your ministry will continue to blossom and your reward will not elude you Sir.

The league of friends such as Mr. Achere Martins and Dr. Tunde John Willoughby of ICON University, Dr. Adebayo Obanla of POMA University, Republic of Benin, Mr. Tunde Oyelami of Punch Newspaper Ilorin, Pastor Yinka Ekundayo of Solution Prayer Ministry, Egbeda, Lagos, Mr. Tunde Sotunde of Nigerian Breweries Abuja, Mr. Babatolu, Mr. Taofeek Agbatogun, and Mr. Femi Owuru, all of Accounting Department, Mr. Segun Oshadare, Dr. Segun Owoye and Dr. Ajayi of Banking and Finance Department, all of Colmas, Funaab. Miss. Nike Kasali of UAC Foods Nigerian Limited, Front Desk Officer Corporate Head Office, Ojota Lagos, Alhaji Habeeb Raheem and Mr. Jerry Ikunle of Nestle Nigerian Plc, HR Team. My special thanks also goes to Alhaji Idris Adamu Alfa, Nigerian Customs Services, and Mr. and Mrs. Ayo Akonni.

I like to finally appreciate selected firms used in the course of my programme for their patience, acceptance and opportunity given to me to interact at different times of visit in the course of gathering information. Such as; Nestle Nigeria Plc, Corporate Head Office, Ilupeju, Lagos, UAC Foods Nigeria Limited, Corporate Head Office, Ojota, Lagos and Cadbury Nigeria Plc, Corporate Head Office, Agidindigbi- Ikeja, Lagos.

I will not fail to mention the continuous effort of my immediate family starting from my wife and partner, Mrs. Oluwatoyin Omolara Oyedele and my children (Oreoluwa, Oluwafemi, Ireayomitomiwa and Ewaoluwa Oyedele) for the support and understanding in the past years on the journey. May his grace continue to abide with you all, Amen. Also my parents, Elder James Olufemi Oyedele and Mrs. Elizabeth Ayedun Oyedele for your prayers and continuous dedication and your love and affections all these years. My big brother, Pastor Steve Olakunle Oyedele (Regional Overseer in MFM Church, Ibadan, Oyo State) Mrs. Biola Abiola,

Mrs. YinkaOmoseebi and Mr. TundeOyedele (Teddy). I wish to thank you all for your immense contributions to my making in life. God bless you all.

Not leaving my ever-assisting students who at one point and other greatly fast track my work as part of my research assistants and team at both field stage and the secretariat work. Top of the list, is my ever-ready Departmental National Association of Entrepreneurial Studies students (NAESS) President, Mr. RidwanOpaleye and Miss Imran-OlokoFazia, who at every odd times will leave their own assignments and stick to my work to ensure I meet deadline for submission. I am indebted to you and appreciate you greatly, also the likes of Mr. Femi Oni Lawrence, Mr. Festus Akinfenwa, Mr. LanreBabalola, Mr. Badru Ibrahim, Mr. AramideOwolabi Samuel, Mr. Kelechi Charles, Mr. MutiuOyero, Miss. Tobi Osunlola, Mr. AdedejiMaleek, Mr. AdeyemiAlaye, Mr.Daniel Oyalakun, Miss. Eniola James. All of which are my present and past students atFunaab, I thank you all.

I also appreciate my in-laws, Elder Francis Olatubosun and Mrs. Grace Olatubosun for their constant prayers and love from the beginning of my programme up till now. God bless you.

ABSTRACT

Workforce Diversity is an inclusive term based on recognizing all kinds of difference. It is about valuing everyone as an individual. It recognizes that people from different backgrounds can bring fresh ideas and perceptions which can make the work done more efficient and products and services better, to offer outstanding customer service, and to sustain a competitive advantage especially in the Food and Beverage Industry in Nigeria. This ultimate faith forces managers to hold and understand the theory of workforce Diversity, its benefits and challenges. As such, this study examined the impact of workforce diversity management strategies towards organizational performance which focuses into the food and beverage industry within the larger manufacturing sector. The research also emphasizes on workforce diversity management strategies which contains the employee communication(EC) as a mechanism in reducing conflicts, talent availability(TA) and employee retention(ER), leadership initiatives(LI) and organizational success(OS) and organizational creativity(OCr) and product quality(PQ) which are the utmost critical variables amongst the others. The study employed primary data mainly for revalidation of results and inferential information from secondary sources. Primary data was harnessed from the views of managers and employees of the foods and beverage industries through questionnaire. The study adopted cross sectional research design and considered 3 multinational corporations in the food and beverage sector in Nigeria based on random sampling technique. The sample size constituted the lower, middle and senior level staff of the multinational Corporations at their headquarters and plants to achieve the objectives of this study based on the four hypotheses that were formulated. Both descriptive and inferential statistical techniques were employed. The statistical tools used included cross tabulations, Mean, Regression and Correlation analysis with the aid of SPSS computer packages. The results showed that employee communication (EC) have significant effect on organizational effectiveness (OE) (at $P=0.000$). It was discovered that talent availability (TA), has significant relationship on employee retention (ER)(at $P= 0.002$). It was also found out that leadership initiatives (LI) has a significant relationship with organizational success(OS) (at $P =0.000$). It was also observed that organizational creativity (OCr)has significant effect on product quality (PQ) (at $P =0.000$). In conclusion, the study reflected that Workforce diversity represents both a challenge and an opportunity for business and corporate entity. Hence, no organization in this dispensation of Globalization can survive without workforce Diversity. The study recommends that; organization ought to accord due priority for optimum utilization of strength of workforce diversity and institute measures to enhance commitment among the employees for improvement of organizational performance. Organizations should make workforce diversity management a core business value because diverse work teams bring high value to organizations and respecting individual differences will benefit the workforce by creating a competitive edge and increasing work productivity.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Management as a social discipline is concerned with the behavior of people. Hence, workforce diversity is the greatest challenge and at the same time the biggest chance for the 21st century managers. Diversity management is a strategy that promotes the perception, acknowledgment and implementation of diversity within the workplace. Workforce diversity has substantial implications for the management. The managers will be required to change their thinking from treating each group of workers alike to recognize differences between and among them and also implementing such rules towards encouraging creativity, improve productivity, reduce labour turnover and avoid any sort of favouritism. Successful management programs will ultimately make a big difference in the communication among employees and the overall productivity of the organisation. Today's firm needs to recognize and manage workforce diversity effectively (Bhagini & Swam, 2014).

In the past two decades, the growing diverse workforce in organisations has increased scholars' attention to the emergence of workforce diversity (Gupta, 2013). The realization of workforce diversity as an author of competitive advantage has become a reality in many organisations today and has generated tremendous amount of interest over the recent years among business leaders, governments and within the civil society (Kochan, Ely, Joshi & Thomas, 2002).

Childs, (2005) opines that any organisation that purports to be successful must have a boundless view of the workforce by ensuring that workforce diversity is upheld in its daily business conduct.

Today's workforce is increasingly becoming heterogeneous in nature due to the results of globalization (Kurtulus, 2012). When workforce diversity is not properly managed, there is a possibility for higher voluntary staff turnover, difficulty in communication and unfavourable interpersonal conflicts (Elsaid, 2012). The contrary leads to a more engaged workforce and subsequently improved organisational performance.

Organisations commit resources to diversity initiatives because they believe it is business exigent and good for the bottom line. Jayne & Dipboye, (2004). Konrad, (2003) has also stated that world economy would necessitate organisations to attract and retain a diverse workforce so that they can efficaciously deal with an increasingly diverse customer base amounting to

an increased market share. Organisations are discovering the importance to hire a workforce that reflects today's diverse society and a major competitive factor for them is to attract and retain the best human talent in the environment of current workforce demographic trends (Prietto, Phipps, & Osiri, 2009). If firms engage their diverse human talent in the right way, then it will be very beneficial for them because human diversity enhances the flow of new, creative and innovative ideas (Afzal, Mahmood & Sajid, 2013).

Richard, Barnett, Dwyer, and Chandwick, (2007), diversity is more contributive to performance in the service industry where organisational members come into contact with customers who prefer to be attended to and interact with similar others, than in manufacturing industry. Diverse workforce ensures a high level of performance and productivity for human talent and intellectual capital and provides business organisations with competitive advantage (Okoro & Washington, 2012). Organisations will only be successful to the extent that they are able to adopt and encourage workforce diversity, (Gupta, 2013). Workplace diversity can also generate conflicts between employees. These conflicts happen due to differences of perception, ideas, behaviors, interest, attitudes, religious and political differences and unjustified distribution of resources, (Elsaid, 2012).

Workforce diversity focuses on the differences and similarities that people bring into an organisation because we all live in a growingly multicultural society. Successful organisations realize the need for urgent action and are ready and willing to expend resources on managing diversity in the workplace. Related to globalization, diversity and social issues have had a social effect on the study and application of management and organisational behavior. In recent years, diversity had been treated as a legal concern; that is for well over 45 years it has been directly against the law to discriminate against anyone, on any basis. Now, organisations are more aware that diversity is not just something to deal with, but rather a reality to establish towards a more competitive outfit. Business globalization, preference for team spirit, to individual and the changing workforce demographics have made workforce diversity important for organisations (Taylor, 2001).

Organisations are aware of the importance of diversity in the workforce and challenging the effectiveness of workforce systems that are not diverse (homogenous workforce) (Human, 1996). The requirement to adopt human resource systems for workforce came up and many organisations passed through changes in employment relationship. Organisations were confronted to move away from observing employee headcounts to creating effective perspectives for managing diversity (Taylor, 2001). The realisation of the need for diversity is a crucial aspect of organisational performance and firms' productivity, not minding the

complexity, towards growth sustainability unless there are strategies that complement operations (Waiganjo, Mukulu&Kahiri, 2012).

Workforce diversity management is generally defined as the systematic and planned engagement by the organisation to recruit, reward and promote a different mix of employees (Bagshaw, 2004). The workforce diversity came up mainly to further the availability of equal opportunity philosophy that is aimed at ensuring that the organisation makes the most out of the differences from a diverse workforce rather than losing experts which might assist the organisation to be more efficient and effective (Bryan, 1999). The effectiveness of an organisation can be appraised using different criteria among which are; productivity, profits, growth, turnover, stability and cohesion (French, Wendell & Cencil, 1983).

Organisations that manage diversity and multi culturalism will have a competitive edge in the market because they create higher disposition and better relationship in the workplace. Moreover, the simple act of learning about other cultural practices affords the organisation to expand their reasoning in other field as well. Diversity in the workplace can be a competitive advantage instrument because perspectives can assist unique and imaginative approaches to problem-solving, thereby enhancing creativity and innovation which in turn, leads to better organisational performance (Allen et al, 2004).

Workforce diversity is a complex development to manage in any organisation. The management of workforce diversity as a tool to increase organisational performance cannot be overemphasised, especially with the current changes traversing across the globe. It is arguable that organisation that value diversity will emphatically gear up success and have future in this active global labour market (Jain & Verma, 1986). Workforce diversity management has become a crucial issue for both private owned organisation and government establishments. Its importance has mainly been brought about by the movement of labour due to globalization and the struggle for human right by certain minority group who feel barred from the employment sector. The increase locomotion and interaction of people from diverse background as a result of profitable economic and political system and the recognitions of human rights by all nations has put most firms under press to embrace diversity at the world of work.

Diversity bring with it the variety that needs to be raised, cultured and valued as means of enhancing organisational performance in the competitive world. For this reason profit and non-profit organisation need diversity to become more creative and open to change. Maximizing and exploiting on workplace diversity has become an important issue for management today. In the study facilitated by the Society of Human Resources Management

(SHRM) and Fortune magazine (2001) more than 75 percent of organisations under review have engaged in some type of diversity activity or initiative. Obviously, it is important to understand how work group composition determines team performance. However, researches on workforce diversity and its impact on performance claims that workforce diversity is as such good for organisations (Dessler, 2000; Rice, 1994; Sheridan, 1992). Also, Friedman & Amoo, (2002), noted that the collective knowledge of organisations can be enhance by including people with different cognitive content, training racial and cultural differences.

There is no single best way to manage employee diversity. In most cases, the system used by organisations is a function of pressure for diversity, the type of diversity in question, and managerial perspectives (Dass& Parker, 1999). Globalization is a force and it presents challenges to managing employee in deployment, knowledge and innovation dissemination, talent identification and development. The core reason for managing diversity is to improve productivity and competitiveness, to increase better working relationships among workers and to improve social responsibility as well as addressing legal matters (Wentling& Palma-Rivas, 1998).

Globalization has resulted in consistent rise of global corporations that has led the business to have diverse workforce with effective and efficient management. Diversity impacts the performance of an organisation and ineffective diversity initiatives induce conflicts that can arise due to misunderstandings amongst the culturally diverse employees (Hagg, 2016). Owing to globalization, organisation is necessitated to be open and accommodate to a diversified business environment (Alder & Gunderson, 2008)

1.1.2 Justification of Lagos State

The Lagos state economic profile is helpful in the composition of structure and effectiveness of governance in Lagos State across a wide range of fields. The profile includes; the physical characteristics, government business environment, demographics, economic structure, economic profile and performance, and cost of doing business in Lagos State among other things. The economic profile equally parades the key economic strengths in terms of sound infrastructure and strategic location in Nigeria and West African sub region.

Despite the movement of the Federal capital to Abuja in December 1991, Lagos continues to remain the commercial capital nerve of the nation, and economic hub of West Africa till date which ultimately becomes the premium and preferred destination for businesses and investments, and the fifth largest market in sub-Sahara Africa.

Nigeria's social, political and economic history and development will not be adequate without recourse to the key contributions of the state. Lagos played a major role and rose to

prominence after the British took over control of Nigeria in 1887 which exposed it to be more attractive and strategic to the British interest in the region. More importantly, Lagos was then exposed as the chief colony in 1914 and became the capital and protectorate of Nigeria before it attained independence in 1960. Food and Beverage sector remains most important sector of the economy owing to its immense contribution to production of goods and services within the industrial level. The sector is capital and labor intensive which serves as the bedrock of development in human and physical structures in all human spheres. The survey revealed that manufacturing sector accounted for a total sum of ₦3, 579, 463, 339, 251. 23 for 29.6% of the Lagos state GDP. (LSDP,2013)

Also, an enterprise and household survey conducted by the Lagos State Bureau of Statistics in 2010 indicated that the state GDP amounted to N12.091 trillion (US\$80.4 billion) in 2010 (or about 22 percent of the national rebased GDP in the same year. For the purpose of fiscal sustainability analysis, SGDP is estimated based on the assumption that the Lagos State's economy grew at the same rate as that of non-oil economy averaging 6.8 percent during 2010-14, thus the estimated Lagos GDP in 2014 is N20.376 trillion (US\$130 billion). The resulting ratios of revenue, expenditure, and deficit to SGDP used for fiscal analysis are remarkably low. The survey indicates that economy is vibrant and diversified, driven by non-oil activities dominated by a large manufacturing sector (30 percent of total), followed by transport and services (28 percent) and construction (20 percent) World Bank, (2015). The geographic area of any organisation is the summation of all conditions, events, and influences that revolve and impact organisations. It is true that the dynamic and constantly changing economic environment in Lagos State, Nigeria is an embodiment of macro-economic variables associated with the flow of production, distribution and consumption of goods and services. This then creates opportunities and threats for food and beverage sub sector of Nigeria.

Food and beverage manufacturing sub-sector is adjudged to be the bedrock of development of nations when viewed globally. This explains why most developing nations attach much attention to this sector in relation to the economic environment. This is not unconnected with the pertinent role of trade, investment and finance in a developmental process. The global network existence during the pre-twentieth century era was the developing nations were affected by anti-developmental vices, import substitution and export oriented industrialization process never offered expected outcome. Akpan, Ikon, Chukwunonye & Momoh (2016) in their work affirm that food and beverage sub sector in 2008 contributed 4.2 per cent to the GDP and 4.19 per cent in 2010.

However, in spite of the above position the food and beverage sub sector need to continually measure the contribution of the sector alongside infrastructure availability and manpower stock with a view to achieving optimal contribution.

1.2 Statement of the Research Problem

Workforce diversity management is increasingly being adopted in many Nigerian organisations. Although, there are cooperative efforts to commit into workforce diversity management in boosting workers morale and performance, yet organisations rarely attain their expectations. This is because acceptance of workforce diversity is very low among indigenous firms due to the fact that diversity ideologies are upcoming in most of the organisations.

Using the Social identity and Realistic conflict theory in the workplace, it opines that individuals exhibit a feeling that belongs to particular group in the society and that most people act in self-interest in the work environment with either formal or informal nature (Tajfel, 1982; Sherif, 1996;

Hoggs & Terry, 2000)

The breakdown of effective employee communication had resulted in difference of opinion in relationships within the workforce owing to personal interest which are highly unavoidable. If the differences can be managed and controlled, creativity and performance can be increased. Part of the problems faced in workforce diversity management are political influence, cultural differences, omission of talented workforce owing to bureaucracy and bottlenecks which affects total involvement in workforce diversity management of organisations (Yetes, 2016, Shen, Chande, D'Nelto & Monga, 2009, Amah, 2012, Akosi, 2014, Nwata, Umoh & Amah, 2016).

A talent availability that is expected to use full capabilities of workers is urgently required in the Nigerian organisations through the effective workforce diversity management strategies. Workable human resource policies and practices in embracing diversity of workforce is lacking in the assertion of (OSP, 2008). Losing quality talents automatically graduates into performance losses that have long term negative impact of the organization in context thereby leading to talent and productivity gaps within such organisations. It has been discovered that increasing economic growth in Nigeria is accompanied with pains and change of social norms to the extent of continuous rise of employee turnover rate. Continuous employee turnover should be looked into because of its adverse effect on both financial and threat to organizational growth leading to system vulnerability and risks. Finally, increasing employee

turnover will have a negative impact on firm's sustainability; hence talent availability is therefore required to solve the pending challenges at workplace (Manpower, 2008a, Veedior, 2008, Kotzian, 2009, Downe, Ioke, Yin Ho & Ayankunle, 2012, Adeleye, Nwachukwu & Fawehinmi, 2015, & Shaheeb, 2017).

Leadership initiatives of organisation in the past had paid lip-service as far as work force diversity management is concerned forgetting that, it is upon this pedestal that the success of business firms within local and international terrain could easily find its footing in achieving organisational success. Mentoring programmes for employees by leaders which should include feedback channels are not installed and the implementation of diversity programmes which requires leaders to inspire the workforce are conspicuously missing, hence, the view of (Weatling, 2000, Nwanne, 2016) is brought to bear in this study.

Finally, diverse team through intense and continuous creativity to produce better organisational results, outcomes and product quality are evasive. Business organisations are continuously utilizing work groups as a strategy-structure mix in the pursuance of organizational objectives. This new direction in organizing work is based on flexibility, innovation, and quick decision making process within in a team-work arrangement. In an environment of increasing competitiveness, most organisations depend on workgroups to generate innovations necessary for sustained organisational success. (West & Anderson, 1996, Mumford & Licuana, 2004, Oluwadare, 2015; Onukwuli, 2016; Dimnowibi, Ekesiobi & Mgbemena, 2016; Okediji, Fagbougbe & Akintoye, 2017).

1.3 Research Questions

This study attempted to provide answers to the following questions

- i. To what extent is the influence of employee communication on organisational effectiveness?
- ii. What are the effects of talent availability on employee retentions?
- iii. How does leadership initiatives lead to organisational success?
- iv. To what extent does organisational creativity affect product quality?

1.4 Objectives of the Study

This study seeks to examine workforce diversity management and performance in food and beverage industry in Nigeria. The specific objectives are to;

- i. ascertain the influence of employee communication on organisational effectiveness;

- ii. evaluate the effects of talent availability on employee retentions;
- iii. establish the links between leadership initiatives and organisational success; and
- iv. assess how organisational creativity affect product quality.

1.5 Research Hypotheses

In line with the objectives of this study and to answer the various research questions, the following hypotheses which are indicated in their null are postulated between workforce diversity management and performance.

Ho₁: Employee communication does not significantly affect organization effectiveness

Ho₂: There is no significant effect of talent availability on employee retention.

Ho₃: Leadership initiative has no significant effect on organizational success.

Ho₄: There is no significant effect of organizational creativity on product quality.

1.6 Significance of the Study

The need to explore and study workforce diversity management and performance in food and beverage industries in Lagos, Nigeria was initiated by the recent globalization dictates which requires more and modern workforce that has varieties in its composition than the previous. Globalization concern has increased the mobility of workers across borders of countries, which has intensified the diversity related engagement.

Companies have also been affected by this change which is evident in the subsector that represents a particular nature of employment relationship different from public sector. Nevertheless, from the perspective of organisation theory, a national public bureaucracy, its condition of employment as well its employees are equally subjected to the tremendous pressures determining the fate of any complex organisation today. It is on this background that the position of workforce diversity management in improving the performance of the food and beverage sub-sector in the manufacturing industry becomes an urgent and pivotal agenda. It is also important to mention that stakeholders and development partners in developing economies are constantly expecting professional and efficient accountability benchmarks for the resources committed to development initiatives in Lagos, Nigeria.

There is therefore a concern need for organisation to adopt workforce diversity management strategically for organisational performance results as well the processes necessary to achieving the performance.

1.7 Scope of the Study

The research work focused on the relationship between Workforce Diversity Management and Performance in the Food and Beverage Industry within Lagos State. This was possible because the population of the study was limited to the top three performing food and beverage firms within the manufacturing organisations in Lagos State and also due to the reputation of Lagos State as the commercial hub of the nation and the fifth largest market in Africa.

1.8 Limitation and Delimitation of the Study

This study is limited by a number of variables. Some officials in the selected organisations resisted giving confidential information, which would have been sufficient to the study. However, the researcher convinced the respondents that research is intended to help them improve on their performance, and that, the data collected from respondents and management is strictly for academic and research purposes.

Limited time scope: there was too much pressure as a result of limited time for the researcher; yet, the study devoted most of its time on the research to meet the completion date.

Financial constraint: since this study requires money for printing and transport among others, the researcher however minimized the cost as lowest as possible.

Failure to interpret questions: some respondents failed to interpret some of the questions in the questionnaire. However, the researcher audited a pilot study and used research assistants who helped the respondents to interpret some questions.

Unwillingness to respond: the researcher encountered the problem of poor response by the respondents, this delayed the exercise, but through physical contact on many occasions by the researcher and the research assistants, the respondents were therefore motivated.

1.9 Operationalization of Research Variables

Examining “Workforce Diversity Management and Performance”, in the Food and Beverage Industry in Lagos State, Nigeria. Has the following constructs.

Dependent Construct: Performance in the food and beverage Industry in Lagos State.

Independent Construct: Workforce diversity management

The above is mathematically expressed as $Y = f(X)$

Where Y = Dependent Variable

X = Independent Variable

Y = Performance (P) in Food and Beverage Industries

X = Workforce diversity Management(WDM)

Therefore from this equation, the performance in the manufacturing sector would depend on the level of strategies at work on workforce diversity management introduces by the management of such organisations.

That is, $P = f(WDM)$

Where $P = Y$ and $WDM = X$

Then X and Y are disaggregated as follows:

$Y = (y_1, y_2, y_3, y_4,)$

y_1 = Organisational effectiveness (OE)

y_2 = Employee retention (ER)

y_3 =Organisational success (OS)

y_4 = Product quality (PQ)

Similarly, $X = (x_1, x_2, x_3, x_4)$

Where

x_1 = Employee Communication (EC)

x_2 = Talent availability (TA)

x_3 = Leadership initiatives (LI)

x_4 = Organisational Creativity (OCr)

Functional relationship between X and Y

$OE = f(EC, TA, LI, OCr) \dots\dots\dots$ Equation 1

$ER = f(EC, TA, LI, OCr) \dots\dots\dots$ Equation 2

$OS = f(EC, TA, LI, OCr) \dots\dots\dots$ Equation 3

$PQ = f(EC, TA, LI, OCr) \dots\dots\dots$ Equation 4

Figure 1.1 Operationalisation of Research variables



Source: Researchers Work (2019)

1.10 Definition of Terms

Workforce Diversity: workforce diversity is simply how diverse is the workforce. According to Okoro and Washington (2012) “workforce diversity enhances a high level of performance and productivity for human and intellectual capital and provides firms with competitive advantage in their elaborated markets. Organisations will only be successful to the degree that they are able to embrace and promote workforce diversity (Gupta, 2013).

Communication: Is essential in a workplace as it is the backbone of productivity and relationship for the achievement of the organizational goals (Mayhew, 2010). It is therefore necessary to consider ways on how to improve communication effectiveness especially in diverse workforce environment such requires understanding on how different persons perceive communication. Employers need to establish communication channels considering the different communication preferences of the workforce. It is easy to understand one another due to different communication styles (Holt, 2010). These misunderstanding can degenerate to poor office relations and misinterpretations that can disrupt business operations.

Creativity: The use of the imagination or original ideas, especially in the production of an artistic work. Creativity is the process of bringing something new into being. Creativity requires passion and commitment. It brings to our awareness what was previously hidden and points to new life. Creativity is the art of transforming new and imaginative ideas into reality. A product is creative when it is (a) novel, and (b) appropriate, (Sternberg & Lubart, 2014).

Performance improvement: is measuring the output of a particular business process or procedures, then changing the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure.

Performance improvement can be applied to either individual performance such as an athlete or organisational performance such as a racial team or commercial business.

Performance is a measure of the results achieved. Performance efficiency is the ratio between effort expended and result achieved. The difference between current performance and the theoretical performance limit is the performance improvement zone. (Wikiloves Africa, 2015).

Employee Turnover rate: A human resource measure which expresses the number of employees lost through firing, attrition and other means compared to the total number of employees in the organisation. The labour turnover index (sometimes referred to as the employee wastage index) is the traditional formula for measuring wastage. It has been described by the Chartered Institute of Personnel Development CIPD (2000) as the 'crude wastage method'.

Leadership Initiatives: The leadership of an organisation is charged with the responsibility of initiating and leading the dynamics of the organisations, fostering desired behaviors and ensuring that their policies and practices support the vision of the firm while being responsive to change. In diversity management, leadership initiatives are considered to be an element of effective diversification strategy of an organisation as espoused by (Marquis, Lim, Scott, Harrel & Kavanagh, 2008).

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

Jones and George (2011), assert that diversity are variations among people in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, capabilities and/disabilities. Currently, the case of diversity is applying high visibility in organisational discourse partly due to changes in workforce demographics (Armstrong & Mkamwa, 2010). Gupta, (2013) argues that overall workforce diversity enhances better decision making, higher creativity, innovation, and greater competitive advantage. Armstrong (2006), states that managing diversity is about verifying that all people exploit full potential and effort to the organisation. Wentling and Palmarivas, (2000) defines workforce diversity as including cultural factors such as race, gender, age, color, physical ability, ethnicity etc. The more comprehensive definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance, and economic status (Wentling & Palmarivas, 2000). The term diversity is used to depict how individuals differ by gender, ethnicity, age, physical abilities, lifestyle, and religion. Workplace diversity combines the meaning of diversity within a workplace setting (Elsaid, 2012).

Today, organisations are accepting a more inclusive definition of diversity that recognizes a spectrum of differences that influence how employees approach work, interact with each other or derive satisfaction from work (Daft, Kendrick & Natalia, 2010). Okoro et al, (2012) state that recruitment, management and maintenance of a diverse workforce ensures that the right alignment of skills and abilities are available in an organisation.

Workforce diversity has evolved from a focus on legally protected human attributes such as race, gender and age to a much clearer definition that includes the entire compass of human differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex and sexual orientation (Jayne & Dipboye, 2004).

2.1.1 Employee Communication in Workforce Diversity Management

Training employee to understand the thinking of others help them to look at issues not only through their perception and to help each other through cultural relocation as some might go through a culture shock.

Assigned mentors and taking care of partners that helps the new employee to easily get used to the system and to be a contributor, effective mentoring is important and using a person of high experience to mentor the new employee who might have come from a different background enables the person to fit in to the new culture. The mentor also helps in mediating in situations (National Integration Working Group for Workplace, 2011).

Practice of open-door communication where employees can feel free to go to meet their senior for advice and guidance. The use of representatives is commendable, but in the long run, there are some employees who have the feeling of not being adequately represented comes to bear. Those considered senior can also go to their juniors to ask about their opinions or concerns. In this way, communication gap is bridged thus making communication easier.

In company-wide communications, avoid jargons and slang as employee from outside might find it difficult to understand the company communication models. Metaphor usage differs across different cultures and what one means might be different from what the other party interpretes.

In communicating diversity messages, organisation should be able to inform employees why it is important to have an inclusive environment that is collective, the benefits they are likely to derive, the roles of employees and the patterns on how to enhance diversity at workplace. Key progress and achievements should also be communicated and updated on progress reports. It should also be passed on through different media, the link communication patterns needed to clarify the relationship that exist between diversity management and organisation's mission achievement, (National Integration Working Group for Workplace, 2011). Effective communication injects trust and establishes team-spirit between team members. Communication touches aspect of human activities. Business communication is any communication used to promote a product, service or organisation, with the intention of making sale. In business communication, messages are carried through various channels of communication, including internet, print (publication), radio, television, outdoor, and word of mouth.

Communication has been generally received by scholars and academics as the lifeblood of an organisation, because communication is needed for exchanging information, exchanging opinions, making plans and proposals, reaching compromise, executing decisions, sending and fulfilling orders and conducting sales (Blalock, 2005; Alyssa, 2006 & Kotler, 2006; amongst others). When communication stops, organized activity ceases to exist, and individual uncoordinated activities return in an organisation. So, communication in an organisation is as crucial as the blood of life.

Blalock (2005) posits that good communication matters because business organisations are made up of people, and as Robert Kent, former Dean of Harvard Business School puts it, “In business, communication is everything”.

Blalock (2005) identified three reasons why good communication is important to individuals and their organisations are: Ineffective communication is very expensive (i) the ability to communicate was rated as the most important factor in making a manager “promotable” by subscribers to Harvard Business Review; (ii) the changing environment and (iii) increasing complexity of the 21st century workplace make communication even more important. The continuous association that allows organisations to exploit the creative potential of a diverse workforce depends on communication and the world’s economy is becoming constantly globalized.

According to the management study guide (1998 – 2001), business communication involves constant flow of information. Feedback is an integral part of business communication. Organisations these days are very large and they involve a great number of people. There are various levels of position in an organisation. The greater the number of levels, the more difficult is the job of managing the organisation. Communication here plays a very crucial role in the process of directing and controlling the people in the organisation. There should be effective communication between superiors and subordinates in the organisation, between organisations and the society at large, between management and trade unions, etc. Communication is important for the success and growth of an organisation. Therefore, communication gaps should not be encouraged in any organisation.

Effective business communication helps in establishing the goodwill of an organisation. Hence, it is necessary that managers think before they communicate, be an active listener, be focused on your audience; and in your response, be brief and be gone. According to Alyssa (2006), the ability to communicate, and communicate well is one of the greatest factors in business success. You could be an excellent designer, but if you are unable to project your services and communicate effectively with clients and colleagues, then your potential is limited. The principal areas where communication is essential include: pitching potential clients; clients meeting; customer service; face-to-face networking; and marketing your business.

All human interactions are example of communication. In today’s business world, nothing can be achieved without effective communication with employers, employees, clients, suppliers, and customers. Business all over the world today is very challenging. To stay profitable in the highly challenging and competitive global market economy all factors at

production (i.e. men, machine and materials) should be prudently managed. Among the factors of production, human resource poses the greatest challenge because unlike inputs, employee management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Effective organisational communication plays an important role in this challenge.

Communication influences on the perception and opinions about persons, communities, organisations, governments, and even society. Communication as a managerial instrument frequently expected to share information with staffs, to coordinate activities, to reduce unnecessary managerial burdens, rules and subsequently to improve organisational performance (Eunju, 2009). Organizations are created to accomplish specific goals and for those goals to be achieved; the performance of workforce becomes very important (Balyan, 2012 & Ruth 2014).

It is crucial to note that for sustainability in employee organisational performance to be established, the concept of organizational communication have to be integrated. This is because lack of organizational communication network leads to workers dissatisfaction, disloyalty, negative emotions and disassociation. In the light of these, organizational communication network are instant remedies to actualize employees and organizational performance. In this period of business competing and trying economy, well organized and effective organizational communication is more important now (Akosi, 2014).

Balyan (2012) opines that organizations witness poor employee's performance as a result of inadequate employees communication, it begins to note the following problems; employees contribution on the job decreases; job dissatisfaction; emotional challenges; reduction in employee's jobs involvement, absence of willingness to work hard and submission among employees; worker receive poor pay packages and incentives; reduced production volume and quality; lack of improvement in sales and market shares of the organization; poor or nonprofit, all these leads to lack of progress and reputation for the organization. Employee today are differ in terms of values and needs than their counterparts in past decades because of their educational level and also for the fact that they have better information and communication strategy with the organization they work for. Today's workplace is characterized by longer working hours and more emphasis is placed on performance which makes the environment complex and highly competitive in perspective. Today's work environment puts greater pressure on employees and also calls for increased activity in the area of internal communication (Yates, 2006). Moreover, the problem with

internal communication in an organization starts from the lack of effective communication which affects the performance of organization.

2.1.2 Talent availability

As the quest for talent increases around the world, the issues on workforce diversity management has gained substantial interests and attention. Workforce diversity management has become increasingly popular and organisation evolving far beyond its origin as a tool to correct discriminating practices in the society and workplace. In Nigeria, institution internal processes to effectively handle diversity in the workplace are weak or non-existing. The concept of workforce diversity management is not widely embraced, as diversity and inclusion are yet to emerge on the radar screen of many business leaders (particularly in the public sectors). In spite of this, some forward looking organisations are embracing diversity to create an inclusive workplace (Adeleye, Nwachkwu & Fawehinmi, 2018).

This study brings to limelight key issues in workforce diversity management and performance in food and beverage industry in Lagos State, from where diversity is identified as a core corporate value, UAC, Food Nigeria Plc., Cadbury Nigeria Plc. and Nestle Nigeria Plc. that provides an interesting case study of how to develop and execute diversity management strategies.

Retaining and attracting the talent business need will require focus and energy on employee value repositioning, with greater flexibility to attract ever growing diverse talent. Downe, Loke, Yin Ho and Ayankunle, (2011) difficulties in talent acquisition and retention have been highlighted in succession of industry white papers (Pricewaterhouse Coopers, 2006, Vedioir, 2008, Manpower, 2018a) and academic studies (Ranan, Budhwar & Bala Subramanian, 2007, Kotzian, 2009).

The expansion of globalization has created limitless prospects for the business growth and development, but on the other hand, recruiting the right person, for the right job is becoming more strenuous (Downe, Ho & Loke, 2008). The heightened workforce challenges have been witnessed and many parties have been unable to keep up with talents skills supply as a result of the economic expansion that is required to obtain and transform has the type of skills needed by business (Yen et al, 2001; Syrett & Lamminman, 2004; The Economist, 2007). Learning and understanding, how to attract and retain these people are fundamental in talent management.

In today's competitive and ever-changing business world, retaining and developing talents is central concern of workforce. One reason is a typical characteristics of present workforce,

comprising of baby boomers(1946 -1960), Generation X (1961 -1980) and Generation Y (1981 -2000). Baby boomers are nearing retrenchment and Generation X will be retiring in another few years. A highly competitive business environment demands outstanding workforce performance. Human Resource department as a business function must assist management in understanding how workforce behavior and capabilities drives strategy execution. It is responsible for leading the organisations talent management strategies. The business strategies of an organisation drive the talent management strategies. Those talent-management strategies include attracting, selecting, engaging, developing, and retaining employees (Lockwood, 2006). A common course across these talent-management strategies is diversity, whose main root is diversity of thought.

Talent availability is a systematic process as well as organization's commitment to attract, engage, develop, retains top talents in an organization. It comprises of the work processes, activities, strategies, practices and system's that adapted toward developing and retaining a superior workforce. It is about having the right people, matched to the right jobs, at the right time and doing the right thing and in the right place (Devine & Powell, 2008). Talents are the core competence of any organization, although constitute small percentage of employees. Hasen, (2007) posits that talent refers to core employees and leaders that move the business forward. They are high fliers and motivate others to crave for superior performance. Lewis and Heckman (2006) suggest that talent availability involves identifying mission-critical values, competences and people needed in the current and future workforce; clarifying the methods that will be used to recruit, hire, develop, manage and retain high performing workforce.

Understanding the significance of and developing a diverse workforce as a key thing for hiring and retaining the best talents and achieving the desired performance level. This in-fact enhances the problem solving skills and ability of employees in organisations. Equal employment opportunity policy requires hiring and retaining workforce without favoritism on grounds of their race, colour, religion, gender etc., and upholding merit. Workforce diversity is a wider concept and includes all similarities and differences among employees. More flexibility in management is very necessary if the need of employees having diverse socio-cultural, ethnic, religious background, age, gender, mental and parental status were to be met. The word diversity is firstly understood as giving employment to minorities and positive action, but it is not restricted to this aspect only (Jayne & Dipboye, 2004). All organisations who attach high value to manage diversity are more successful and forward looking (Jain & Verma, 1996).

Organisations can succeed at diversity if the intentions to create, manage and appreciate the diverse workforce get full support of the top management (Hayes, 1999; Jackson, et al, 1992). The following are the HR policies/practices which would engender workforce diversity a success in any organisation.

Losing talents result in performance losses which can have long term negative effect on organisations especially if the exiting talent leaves gaps in a company's execution capability and human resource functioning which not only affect productivity but also possibly loss of workgroup cohesion and social good will. It has been noted that spectacular economic growth in India did not come without pain or change of social norms. Excessive labour turnover should not be taken lightly as it creates both financial costs and threats to the organisational growth and maturity by increasing the system vulnerability and risks. Labour turnover especially of key personnel subject enterprises to potential risks to their core competence and to the loss of key accounts. Both amount to loss of organisational performance and mounting up costs of personnel expenditure. Finally, excessive turnover will have a negative effect on the sustainability of the company.

Attracting, motivating and retaining knowledge workers have become important in a knowledge-based and globalised labour market, where changing knowledge management practices and global convergence of technology has specified the nature of work. While individualisation of employment practices and group-based work may provide personal and organisational flexibilities, synchronizing HR and organisational strategies for competitive advantage have become more conspicuous (Horwitz et al. 2003).

According to the Chartered Institute of Personnel Development (CIPD 2006), the changing statistics of the labour market, lasting skills shortages and employee demands for work-life balance have created a so-called 'war for talent'. In this 'war', successful organisations look to modify their strategies, policies and practices for the attraction, development, deployment and retention of talents that are vital for their business needs. Superior talent is progressively recognised as the peak source of sustainable competitive advantage in high performance organisations. Underlying to this direction is the rapidly changing business environment and the increasing need for globally aware managers and professionals with multi-functional smoothness, technological orientation, entrepreneurial skills, and the ability to operate in complex cultures, structures and markets (Chambers et al. 1998). At the same time, the signals are that attracting and retaining talented employees is becoming harder. In fact, a number of surveys suggest that many large organisations are already bearing a chronic shortage of talented people.

Similarly, Sparrow and Hiltrop, (1994) supported the growing problem of talent shortages in most European countries. In France, for example, the National Institute for Statistics and Economic Studies statistics show that the dimension of manufacturing organisations experiencing challenges in recruiting all categories of staff rose from 25 per cent in 1976 to nearly 50 per cent by 1989. According to Brewster and Bournois (1991), the greatest problems are in the managerial and technical labour markets, where the transferring of investment into new computers and machinery, increases in production capacity and new organisation methods have all been associated with a growing requirement for talented people.

Despite the fact that many managers provide their talented employees with competitive remuneration and stimulating work environment, organisations that could be referred to as employers of choice still experience continuous turnover of their talents. The current talent deficit is a reflection of the general shortfall of skilled labour and talent availability across skill levels.

This phenomenon calls for interventions which go beyond the sphere of influence of a single company. System (macro) level readjustments at national level are necessary in order to make adequate competitive factor as conditions in which human capital remains the most critical factor of today's business environment in India.

Continued education and investment has to be one of the India's national development strategy and priority. Short of such public investment, India will not be able to bridge its skill shortage. While the Indian institutes of management (IIMs) enjoy high academic recognition around the world, its annual output of 1,740 graduates cannot meet the demand of India Inc. which requires 2,735 additional managers each year for example (Vorhauser-Smith, 2012). A comprehensive work environment has proven to attract top talent people and as the result they have been able to hold back both employees and the Company's customers. Guthridge et al (2008) noted that buying power, particularly in today's global economy specifically in the 21st century, is constituted by people from all walks of life. More importantly, organisations that interact directly with the public are finding it progressively important to have the makeup of their workforces reflect the composition of their customer base.

Consequently, the study of Kerby and Burns (2012) warns that, businesses and companies that fail to foster inclusive workplaces experience have higher turnover rates than businesses that value a diverse workforce. The failure to hold back qualified employees results in avoidable turnover-related costs at the expense of a firm's profits. In addition, maintaining a diverse and discrimination-free work environment help businesses avoid these costs.

2.1.3 Leadership Initiatives in Workforce Diversity Management

Leaders in organisations need to empathise how workforce think and find ways to take advantage each individuals unusual thinking strengths if they want to optimise their contribution to the “organisations mission” (Diaz-uda, Medina &Schill, 2013). It is about what they think as much as it is about how they think. Leaders want divergent thinking, and their organisations desperately need thinkers of such calibre. Yet, most have not developed their intellectual capital releasing this creativity and organisational growth (Martin, 2012).

The leadership of an organisation is charged with the responsibility of actuating and leading the dynamics of the organisation, nurturing desired behaviors and ensuring that their policies and practices align with the vision of the organisation while being reactive to change. In managing diverse workforce, the leader should communicate. The changing workforce is one of the inquiries faced by organisations in the recent, past and most companies are not giving dissembling services as far as workforce diversity is concerned (Wentling, 2000). Additional benefits are also achieved when the leadership of the organization is diverse. Effective method of leadership development can enhance organisational productivity, profitability and sensitivity to performance if applied to a good number of persons in an organisation. A management leadership is considered to be a component of an effective diversification strategy of a company (Marquis, Lim, Scott, Harrel& Kavanagh, 2008).

Leaders in organisations are coming up with goals for diversity strategy, which are not limited to employees only but extended to various parties and the public. The leaders are expected to communicate the plans and talk about the plans of action and achievement in relation to the management of workforce diversity for the strategies identified and the company as a whole (McArthur, 2010). While carrying out the laid down plans, employees should be held answerable for their behaviors especially in diversity promoting behaviors that are adopted by the organisation. Some organisations have formulated diversity model behaviors for their employees in whom their leaders lead by example in order to give guidance and way forward to the rest for the realization of company goals (Code, 2007). The employees and all the other parties of the organisation must internalize the goals, including the public in general where leaders place value on diversity, their initiative programs to manage the diversity. Model behaviors like bringing in team building activities, rewarding employees for innovation and flexibility, encouraging employees to take possession of ideas becoming part of the leaders’ projects within organisations(Code, 2007).

These leaders also ensure that their recruiting, hiring and promotion systems appreciate workforce diversity among other criteria followed. Other initiative that leaders can adopt as shared by Wentling (2000) include having non—traditional work arrangement that can allow extra time and homework stations, training programs that is aimed at reducing stereotypes, increased cultural sensitivity within the organisation and developing programs that develop skills for working in a multicultural environment. Mentoring programs should be allowed for new employees and feedback channels established. Implementation of diversity requires leaders to encourage their employees to own the company's goals objectives and in their loyalty to achieve the goals, the employees should accept diversity of workforce (Office of State Personnel, 2008).

In embracing workforce diversity, the diversity initiatives can be classified into five categories (Gott-Fredson, 1992). These are procedures to reduce ethnic and gender differences in companies, procedures to accept immigrants into a company, adopting changes in organisational structure to appreciate and avail the diversity in the workforce, changes in procedures' or climate to accommodate individual differences among employees and decentralizing problem solving to accommodate local idea and conditions. This involves leaders who are involved with their employees, communicating organisations purpose while encouraging enthusiasm and cooperation of employees to perform (Office of State Personnel, 2008). The Office of State Personnel (2008) identifies the first step to transforming and organisation to a diverse one is creating an inclusive environment that provides a conducive working environment to all. Wentling (2000) in her research established the methods for evaluating diversity management initiative, what she identified were conducting employee surveys to get their opinions on issues tracking employment data, retrieving annual performance management, allowing for feedback, having focus groups for discussion, setting standards, getting customers and informal employee feedback. The initiative put in place by leaders to manage workforce diversity should have method for measuring success (Phillips, 2011). The leaders should also take time to breakdown the skills level of employees and give them assignments that equate with their abilities and also to stretch them into developing their strength.

The US NRC advises that leaders should allow qualified employees to participate in leadership and development programmes that seek to improve their skills. The staff should also be provided with meaningful career planning, mentoring and developmental opportunities for exposure and hold focus groups to determine where there are major concerns within the organisation. The managers should be able to identify and address

diversity issues that arise and are considered barriers to development. In whatever capacity a leader should adopt important agenda to effectively communicate the diversity plan to workers so that frustrations will be a thing of the past. (Holt, 2010) The staff will get on board to contribute in achieving the set diversity plan goal. A great leader needs to come up with a list of what is to be achieved and laid down method of achieving them.

Other examples of initiatives benefiting employees are; engaging in long term planning, avoiding favouritism in recruitment and compensations, and implementing a code of conduct, ethics training programs, incorporating integrity in employees' performance evaluations, supporting employees training and education and work-family programs (Grow, Hamm & Lee, 2005).

2.1.4 Organisational Creativity

Organisations achieve continued competitive advantages through creativity and innovation, problem solving and flexibility through changes in their approach of managing cultural differences to advancing “diversity of perspectives” (Cox. & Blake, 1991). This is a major challenge because most executives who have risen through the rank did so by confronting the organisation culture. Creativity and innovation require stepping outside your comfort zone to a whole new world filled with loophole and uncertainty. Most executives are not prepared for this in reality, but for the business to grow, it will require new thinking and behaviours, on the part of the leaders and the people in the organisation (Kaplan, 2012). The status of each organisation in time to come will be less finance and marketing and more innovation, therefore, diversity of thought is a requirement, not a decoration.

In an increasingly competitive environment, factors such as innovation and quality management can bring about competitive advantage. A recent survey of the Boston Consulting Group found that innovation was among the top three strategic priorities for 71% of companies Slater, Mohr, &Sengupta (2014). This is in part owing to innovation's being able to provide unusual products and processes which create greater measure for consumers as well as financial benefits for the organisation Kim, Kumar &Kumar(2012). Other research suggests that quality management is a known driver of innovation in organisations. Quality management practices have also been connected with operational and financial performance allowing organisations to achieve a sustainable competitive advantage(Zeng, Phan & Matsui 2015) and Kim, Kumar &Kumar2012).Creativity has been argued to be a requirment for societal and economic growth (Florida, 2004), and has been suggested to be a key factor needed to deal with our 21st century business challenges (Dragoon, 2010).

In a 2010 global survey of more than 1500 CEOs conducted by IBM, creativity was rated as the most significant leadership factor for an organisation's future effectiveness and success. Creativity always has been viewed to be important in the arts, creative industries, research and development, and for knowledge workers. Recently however, organisations across industries that are not traditionally considered to be creative are starting to appreciate creativity, and recognize that creativity can be demanded in any job (Shalley et al. 2000). Thus, managers have begun to seek ways to heighten, enable, and sustain employee creativity. To this end, creativity is often counted to be an important resource that can occur at the individual, team, and organisational level (Woodman et al. 1993). Furthermore, this research supported the argument that creativity can emanates from all levels of the organisation (Shalley et al. 2000).

The study of creativity has developed significantly, from its early years of focusing on the "creative person," such as Nobel laureates and inventors (Simonton 1975; Zuckerman 1977), to examining factors in the work environment that can increase or curb creativity (Amabile, 1988; Tierney & Farmer 2002). Over the last three decades, there has been a growing body of work on organisational creativity that seeks to understand how social and contextual conditions affect both individual and group creativity (Gilson et al. 2015; Perry-Smith & Shalley 2014; Tierney & Farmer 2004). In the organisational creativity literature, the term creativity is used to describe both outcomes and processes. To date, most, but not all of the organisational literature views creativity in terms of outcomes, often called creative products, ideas, or solutions that are identified as being "refreshing and new" (Shalley et al. 2004).

However, creative outcomes and other effectiveness outcomes also are acknowledged to arise as the result of distinct creative processes, and these processes are declared as a separate and distinct form of creativity. In other words, creativity covers both the processes of developing fresh and useful ideas as well as the production of new and appropriate outcomes that can be leveraged toward innovation. To determine the creativity of an outcome, ideas, solutions, or products are often rated by subject matter experts (Amabile 1996), supervisors (Shin & Zhou 2003), or through verifiable measures such as the existence of research reports (Tierney et al. 1999), patents (Oldham & Cummings 1996), or the number of ideas generated (Goncalo & Staw 2006). In other words, an outcome that exists in various forms including plans, designs, budgets, and products regardless of the type of work can be rated as creative.

Creative processes as a phenomenon embraces the 'doing' whereby individuals (or teams) behaviorally, cognitively and emotionally define problems, create ideas, and attempt new or different ways of going about their work (Gilson & Shalley, 2004). Therefore, creative

processes are a collection of cognitive and behavioral steps that involve problem identification, searching broadly for diverse information, seeking out new patterns, linking ideas from multiple sources, creating solutions, and clarifying on the ideas developed. Furthermore, creative processes tend to be changing, in that they do not need to adhere to or follow a prescribed or linear path. In the global competitive business environment, employee creativity has been regarded as a unit for organisational innovation, which enhances an organisation's adaptability and growth (Tierney et al., 1999). As individual creativity is often played in a team context (Shalley, Zhou,& Oldham, 2004), it is important to understand theoretically and empirically how a member's social exchange relationships in his or her group, with both leader and group members, simultaneously impinge on the member's creativity.

Creativity and innovation are important causal factor of competitiveness, without which a nation or organisation hardly becomes competitive. Creativity is the thinking process involved in birthing an idea or a concept that is novel, original, useful or satisfying to its creator or to someone else. It is the mental and social process, assisted by conscious or unconscious understanding of generating ideas, concepts and association. (Oluwadare, 2015) as a country become more competitive and translate into the second stage of development known as efficiency driven stage, they must start to develop more efficient production process and gearup product quality (Onukwuli, Asogwa&Akam, 2016). As a country transits to the innovation driven stage, they produce new and different goods using most sophisticated production process and by innovating new ones.

In today's highly competitive environment, creativity has been used as benchmark for measuring success and competitiveness among individual organisations and nations (Okediji, Fagbougbe&Akintoye, 2017). Successful organisation and nations will continue to make progress as we get towards the end of the 21st century, meaning, without creativity, Organisations will never change and their employees would remain at a spot.

2.1.5 The Concept of Organisational Effectiveness

Effectiveness is a broad concept and is difficult to measure in organisations. It takes into thinking a range of variables at both the organisational and departmental level. It evaluates the extents to which the manifold goals of organisation are attained. It is difficult for manager to measure performance goals that are not accurate or measureable. However, performance measurement that is attached to strategy execution can help organisations reach their goals (Daft, 2003).

Organisational Effectiveness became more important and translated to being a concept from status of a construct (Henry, 2011). This concept related to issues such as the ability of an organization to get at and acquire resources to achieves its aims (Federman, 2006). Cameron (1978) pointed out that organizational effectiveness is the technique of the organization at having access to the essential resources. However, McCann (2004) noted it as the standard of the organisation's successful fulfillment of their purposes through core plans. Vinitwatanakhun's (1998) study illustrated that organizational effectiveness should focus on human resources and organisations and assist individuals to attain skills and self-esteem in order to control the new environment and find protection and support.

Organizational Effectiveness is a phrase used almost entirely by researchers. It is less widely used in texts for the individual non-profit manager or practitioner. Organizational Effectiveness was first found on organizational behavior theory of the 1950's. Organizational effectiveness is defined as a process of "fulfilling objectives without altering (an organisation's) means" (Ghorpade, 1971).

Effectiveness is the degree to which an organization realises its purpose (Bower, 1977). Management can be seen as a set of skills and decisions that add to an organisation's effectiveness. The concept of "scientific management" by Fredric Taylor in the early twentieth century laid the basis for the modern concept of organisational performance. Organisational performance shows the actual output or results of an organisation as measured against its proposed outputs (or goals and objectives). It is one of the most important variables in the field of management research today. Although the concept of organisational performance is very common in academic literature, its definition is not yet a universally accepted concept (Gavrea, Ilies & Stegorean, 2011).

Richard et al, (2006) view organisational performance as comprises three+ specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.), (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Specialists in many fields are preoccupied with organisational performance including strategic planners, operations, finance, legal, and organisational development. In recent years, many organisations have tried to manage organisational performance using the balanced scorecard methodology where performance is monitored and appraised in multiple dimensions such as financial performance (e.g. shareholder return), customer service, social responsibility, internal business processes and employee stewardship. (Richard et al, 2009).

Daft, (2000) defines organisational performance as the organisation's ability to accomplish its goals by using resources in a competent and impressive manner; effectiveness being the degree to which the organisation achieves a stated goal, and efficiency being the amount of resources used to realise an organisational goal. Allen, Dawson, Wheatley & White (2007) noted that, when defining firm performance, it is important to consider a broad or variety of organisational performance measures which include quality, productivity, market share, profitability, return on equity, customer base and overall organisation performance. The term performance was sometimes confused with productivity.

Waiganjo, Mukulu and Kahiri, (2012) note that organisational performance may be assessed in terms of its multiple objectives of profitability, employee satisfaction, productivity, growth among many other objectives. Proponents of the balanced score card performance management system have suggested a broader performance appraisal approach that recognizes both the financial and non-financial measures including sales, profitability, return on investments, market share, customer base, product quality, innovation and company attractiveness. Richard et al, (2009) explains that organisational performance includes the actual output or results of an organisation as measured against its intended outputs (goals and objectives). Kunze (2013), has defined organisational performance as consisting of both organisational and operational dimensions of performance.

Operational performance may also be measured in terms of employee productivity (ratio of sales to number of employees) as well as employee retention and variations. Research on performance has gone through many phases in the last three decades. Initially, they were focused mostly on financial indicators but with time, the elaborateness of the performance measurement system increased by using both financial and non-financial indicators (Gavrea et al, 2011). Fernandez, (2013) explained that enhanced employee diversity contributes positively in organisation and employee performance. An effective diversity management involves looking at cultural difference ideas, skills and abilities with a mutual goal of enhancing performance at individual and corporate level. Hayles & Mendez (2004) also noted that, compelling performance management can be a key determinant in the realisation of organisational goals.

2.1.6 Employee Retention

The biggest challenges that organisations are facing today is not only managing these diverse resources, but also retaining them. Securing and retaining skilled employees plays a significant role in any organisation, because employee knowledge and skills are pivotal to

organisations' ability to be economically competitive. Besides, continuously satisfying the employee is another challenge that the employer are facing today. The importance and sensitivity of the issue of retention to any organization in this present study tries to evaluate the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among workers (Mathimaran& Kumar, 2017).

Strategies on how to maximize employee retention confronted with problem of employee attrition, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and pay policy choice, however, must be sufficient for the precise diagnosis of the problem. Effective employee retention is a systematic effort by business owner to create and improve environment that encourages current employees to retain their employment by having policies and practice in place that address their diverse needs. A strong retention strategy becomes a powerful recruitment tool. Retention of key employee is crucial to the long term healthy state of any organisation.

Intelligent employers always realize the need of retaining the best talent. Employee retention matters, as organisational issues such as training time and investment, costly candidate search etc., are involved. Hence, failing to hold down key employee is a costly preposition for any organisation (Mathimaran& Kumar, 2017). Employee retention strategies helps Organisations provide effective employee communication to improve commitment and enhance workforce support for key corporation initiatives.

To keep employee and maintain high satisfaction, manager need to improve each of the three of employee retention strategies; respect, recognition, and rewards. Respect is esteem, special regard, or particular consideration given to people. Respect is the foundation of maintaining your employee.

Recognition and pay will have little effect if you don't respect employee. Recognition is defined as "special notice or attention" and "the act of comprehending clearly". Many challenges with retention and morale occur because management is not paying attention to peoples need and response.

Rewards are the surplus benefits you offer beyond the basics of respect and recognition that makes people worthwhile which drives them to work hard and to go beyond the expected.

The major challenges by most of the organisation today is not only managing their workforce but also retaining them. Therefore, attracting and retention of skilled workforce plays a critical role for any organization. Also the knowledge and skills of the employee are central

to the organisation ability to be economically competitive for growth and sustainability (Shaheeb, 2017). Employee retention refers to the hierarchical arrangements and practice utilized as a part of the organisation plans to keep key workers within the organisation. It is a business obligation to keep attractive worker with specific goals to meet business targets (Mittar, Sanni&Agarwal, 2014).

2.1.7 Organisational Success

Organisational must necessarily work in concert with different groups and categories of people, often called “publics” in order to attain, sustain and preferably, improve the bottom line in their operations. This is usually a product of goodwill and support for the relevant publics (Nwanne, 2016). This is where the idea of public relations being a major contributor to organisational success comes in because without intangible, yet potent, force of good will and support, no organisation could have a taste of success in a sustainable basis.

Hamal and Prahalad, (1994) suggested other dimensions in evaluating modern organization that is constantly and continuously changing. They are of the opinion that for company to survive in the long term, organisations must buy into creating the needs of their potential customers I time to come and also possess foresights to allow them dominate their business environment.

2.1.8 Product quality

Increasing level of competition among organisations has brought about rapid innovation and changes in the modern societies. Organisations that learn to search creativity for the future can transform themselves to advantage when they confront changing competitive environment (Teryima, Emakwu&Dewuga, 2016). Therefore, strategic planner must be able to identify the cause of change in technological and quality improvement that will influence organisational performance (Eke, 2004). Continuous attainment of customer’s satisfaction can be maintained via a battery of substructure tools, techniques and training. This involves the constant improvement of business processes which will lead to high quality products and service.

Kimes (2001) was of the opinion that quality has been detected as a mantra of the U.S lodging industry. In her studies, she maintained that numerous hotel properties have spent time and money on quality assurance, benchmarking, evaluating the cost of error, continuous improvement, and total quality management among other quality-related programmes and tactics. She affirmed that most quality-assurance endeavours, however it seems to establish

that quality would necessarily improve profitability. On the other hand, she maintained that quality does not always have a proportional impact on return on investment (ROI), the increase on market share may not necessarily influence ROI. However, scholars have found potent link among financial performance, product and service quality, and customer satisfaction at the organisational level.

2.1.9 Workforce Diversity

Workforce diversity is simply how diverse is the workforce? Are there several people with a combination of cultures, age, race, background, and etc? If there are many people that have dissimilarities. According to Moorhead & Griffin “Workforce diversity is basically concerned with the similarities and differences in such characteristics as age, gender, ethnic, heritage, physical abilities and disabilities, race and sexual orientation among the employees of the organisation”. As we enter the 21st century, workforce diversity has become an important business concern. In the so-called information age, the greatest assets of most organisations are now on two feet. Undeniably, there is talent intense. No organisation can open up to unnecessarily curtail its ability to attract and hold on to the very best employees accessible. Generally speaking, the term “work diversity” refers to strategies and practices that seek to include people within a workgroup who are considered to be, in some way, different from those in the dominant constituency.

Diversity has aggregate benefits to the organisation. One of the major values of diversity says that an organisation that has diverse employees has a better understanding of the worldwide marketplace. According to diversityworking.com, employers reported that their diverse organisations benefits from a collection of viewpoints, higher productivity and gain profit due to company cultures that allows employees to execute their highest ability. Employers may also acknowledge immediate profits of workplace diversity. Customers who speak different languages or come from overseas may demand customer service in their language. In business enterprises such as marketing and advertising, knowing what consumers across different environments want is crucial to success (Dike, 2013).

Patrick and Kumar, (2012) addressed such advantages of having diverse workforce in their study and confirms that, high level of productivity: when management takes the welfare of its workers at heart by means of giving them proper pay, health care and employee evaluation, it enables workers to feel that they belong to the company irrespective of their cultural affiliation by remaining loyal and hardworking which helps to increase organisations productivity and profit. Exchange of differences of ideas and team workforce: a single person

taking on manifold tasks cannot perform at the same timing as a team could; therefore each team member brings to the table different ideas and offers a unique solution during problem solving to effectively come to the best solution at the shortest possible time.

Diversity at the workplace creates an opening for employee's relationship with personal growth. When employees are being exposed to new cultures, ideas and perspectives, it can help each person to intellectually accomplish and have a clearer insight of their place in the global task and hence their own environments. Effective communication: workplace diversity can immensely strengthen an organisation's relationship with some specific group of customers by improving effective communication. A customers service personnel or representative can be matched up with the customers from their specific area or location, making the customer feel at home with the representative and thus with the organisation. Diverse experience: employee and their co-staff that emanate from a diverse background bring to the table some amounts of unique perception and knowledge during team work or group tasks. Grouping the diverse skills and knowledge of culturally distinct employees together can vastly benefit the company by strengthening the quality and productivity of the team to adapt to the changing conditions (Patrick & Kumar, 2012).

To address diversity issues certain questions are to be answered:

- What policies, practices, and ways of reasoning and within our organisational culture have differential impact on different groups?
- What organisational changes should be made to meet the needs of the diverse workforce as well as to exploit the prospects of all workers, so that organisations can be strategically positioned for the demands of the 21st century?

Most people accepted the golden rule that: "treat others as you want to be treated". The implicit presumption is that how you want to be treated is how others want to be treated but when you look at this proverb through a diversity view, you begin to ask a question: what does respect look like; does it appear the same for everyone? Does it mean saying hello in the morning? Or leaving someone alone? Or making eye contact when you speak? (Patrick & Kumar, 2012)

It depends on the individual. We may share similar values, such as respect or need for acceptance, but how we show those values through behaviour may be different for different groups or individuals. How do we know what different groups or individuals need? Perhaps instead of using the golden rule, we could use this platinum rule which state: "treat others as they want to be treated". Moving our coordinate system from what maybe our default view

(“our way is the best way”) to a diversity-sensitive perspective (“let’s take the best of a varieties of ways”) will help us to manage more effectively in a diverse workplace.

2.1.9.1 Organisational Role in Diversity

Managers have key role in transforming the organisational culture so that it can closely consider the values of our diverse workforce. Some of the skills needed are: an understanding and acceptance of managing diversity concepts; recognizing that diversity is drawn-out from every aspect of management; Self-awareness - in terms of understanding your own culture, identity, biases, prejudices, and stereotypes and willingness to challenge and change institutional practices that present barriers to different groups. It is natural to want a cookbook approach to diversity issues so that one knows exactly what to do. Unfortunately, given the many dimensions of diversity, there is no easy recipe to follow. Advice and strategies given for one situation may not work given the same situation in another context. Managing diversity means recognising people’s differences and embracing these differences as valuable; it enhances good management practices by preventing organizational conflicts.

Managing diversity is different from affirmative action but managing diversity focuses on maximizing the potentials of all employees to contribute to organisational goals. Affirmative action focuses on specific groups because of historical discrimination, such as people of colour and women. It also emphasizes legal necessity and social responsibility while managing diversity emphasizes business necessity. In short, while managing diversity is also concerned with acknowledgment that diversity must work for everyone (Cox, 1993).

2.1.9.2 Contributions of Diverse Workforce towards Organisation

- 1) Social Responsibility: Many of the beneficiaries of good diversity practices are from groups of people that are “disadvantaged” in our communities, there are certainly good reasons to consider workforce diversity as an exercise in good corporate responsibility. By diversifying our workforces, we can give individuals the “break” they need to earn a living and achieve their dreams.
- 2) Economy Payback: Many groups of people who have been excluded from workforce are consequently reliant on tax-supported social service programmes. Diversifying the workforce, particularly through initiatives like welfare-to-work, can effectively turn tax users into tax payers. So in this way it proves to be an economic payback and support the organisation.

- 3) Resource Imperative: The changing statistics in the workforce, that were heralded a decade ago, are now upon us. Today's employees' pool is dramatically different than in the past. It is no longer dominated by a homogenous group of white males, rather available talents are now overwhelmingly represented by people from a vast array of backgrounds and life challenges. Competitive organisations cannot allow discriminatory orientations and practices to block them from attracting the best and available talent within that pool.
- 4) Legal Requirement: many companies are under legislative authorisations to be non-discriminatory in their employment practices. Non-compliance with Equal Employment Opportunity or Affirmative Action legislation can result in fines and/or loss of contracts with government agencies. In the context of such legislation, it makes good business sense to utilize a diverse workforce.
- 5) Marketing Strategy: the buying power, particularly in today's global trade, is represented by people from all walks of life (ethnicities, races, ages, abilities, genders, sexual orientations etc.) To ensure that their products and services are designed to appeal to this diverse customer base "smart" companies, are hiring people, from those walks of life – for their specialized insights and knowledge. Similarly, organisations that interact directly with the public are increasingly important to the makeup of their workforces which ultimately reflects the composition of their customer base.
- 6) Business Communication Strategy: virtually all organisations are observing a growing diversity in the workforces around them – (their vendors, partners and customers). Companies that choose to retain homogenous workforces will likely find themselves increasingly ineffectively in their external interactions and communications. And an effective communication system developed in the organisation which helps the going concern to overcome their communication barriers.
- 7) Capacity-building Strategy: Disruptive change is the measure in the business environment of the 21st century. Companies that prosper have the capacity to effectively solve problems, ready to accept new situations, identify new opportunities and quickly capitalizing on them. This capacity can be measured by the range of talent, experience, knowledge, insight, and imagination available in their workforces. In recruiting employees, successful organisations recognize agreement to the status quo as a distinct disadvantage. In addition to their job-specific abilities, employees are increasingly valued for the unusual qualities and perspectives that they can also bring to the table. According to Rodriquez Director of Diversity for Microsoft, affirms that diversity is exemplified by

companies that “hire people who are different – knowing and valuing that they will change the way you do business.”(Bedi, Lakra & Gupta, 2014).

For whichever of these reasons that motivates them, it is bears that organisations that favor diversity in their workforces will have a distinct competitive advantage over those that do not. Furthermore, it is clear that the greatest benefits of workforce diversity will be experienced, not by the organisations that have learned to employ people in spite of their differences, but by the companies that have learned to employ people because of them(Bedi, Lakra & Gupta, (2014).

Talent shortage: Diversity management can reduce unwanted turnover and reduce absenteeism. In order to get the best out of the employee, organisations should not exclude any particular group by gender, race, or religion. The company will be excluding the person that is going to produce the next famous and successful product or someone who is going to contribute to another useful way in marketing, computing or engineering or elsewhere if eliminated.

Range of consumer need: in recent years, organisations have appreciated that they can serve different customer groups in many and different markets in the face of more diverse workforce even if the locality or home base of the organisation is located in a culturally indigenous market, there may be considerable customers that are located in other more diverse communities either in its home country or host country. In communities where other languages outweighs, organisations benefit from hiring employees who speak the prevailing languages. They could also have diverse workforce design product that attract diverse consumers.

Globalization: globalization can be defined as a process where organisation or business starts to operate in an international scale. Organizations are more open to internationalize their business activity they choose in an efficient location to operate. Prices of input vary all over the world, which attract companies to shift some of the product to countries with cheaper inputs such as labour in developing economies but are usually limited to such countries. Workforce diversity is a critical measure to organisations who seeks to establish them in their company policy (Globalization & Business, 2013).

Ignoring diversity issues costs time, money and sufficient. Some of the consequences can include unhealthy tensions; loss of productivity because of increased conflict; inability to attract and retain talented people of all kinds; complaints and legal actions; and inability to retain valuable employees, resulting in lost investment in requirement and training, Discrimination and promoting inclusiveness. Good management alone will not necessarily

help you work effectively with a diverse workforce. It is often difficult to see what part diversity plays in a specific area of management. The office of affirmative action, equal opportunity and diversity of experienced in providing help with training and advice on the variety of situation that occur, tailored to your specific environment (Bedi, Lakra & Gupta, (2014). To illustrate, the following two examples show how diversity is an integral part of management. The first example focuses on the area of selection; the second example looks at communication.

2.1.9.3 Issues Which Need To Be Focused

How do you make the job appealing to different type of workers?

How can recruitment be effective targeted to diverse groups?

How do you overcome bias in the interviewing process, questions, and your response?

Strategies adopt a manage diverse work force

1. Specify the need for skill to work effectively in a diverse environment in the job, for example: “demonstrated ability to work effectively in a diverse work environment”
2. Focus on the job requirements in the interview, and assess experience but also consider transferable skills and demonstrated competencies, such as analytical, organisational, communication, coordination.
3. Make sure that good faith efforts are made to recruit a diverse prospective employee pool.
4. Prior experience does not necessarily mean effectiveness or success on the job.
5. Use a panel of interview format.
6. Ensure that the committee is diverse, unit affiliation, job classification, length of service, variety of life experiences, etc. to represent different perspectives and to eliminate bias from the selection process.
7. Run questions and process by them to ensure there is no unintentional bias.
8. Ensure that appropriate accommodations are made for disable applicants.
9. Know your own biases.
10. What stereotypes do you have of people from different groups and how well they may perform on the job? (Patrick & Kummar, 2012).
11. What communication style do you prefer? Sometimes what we consider to be appropriate or desirable qualities in a candidate may reflect more about our personal preferences than about the skills needed to perform the job ‘fair treatment’ is not

equal to 'same treatment'. Many people think that 'fairness' means 'treating everyone the same'.

12. How well does treating everyone the same work for a diverse staff? For example, when employees have limited English language skills or reading proficiency, even though that limit might not affect their ability to do their jobs, converting important information through complicated memos might not be an effective way of communicating with them. While distributing such memos to all staff is "treating everyone the same" this approach may not communicate essential information to everyone. A staff member who missed out on essential information might feel that the communication process was "unfair".

A process that takes account of the diverse level of English language and reading proficiency among the staff might include taking extra time to be sure that information in an important memorandum is understood. Such effort on the part of supervisors and managers should be supported and rewarded as good management practices for working with a diverse staff (Patrick & Kummar, 2012).

2.1.9.4 Managing diverse workforce in organisation

Organisations can succeed at diversity if the drive to create, manage and value the diverse workforce has the full backup of the top management (Hayes, 1999; Jackson et al., 1992). The following are the considerations which would make workforce diversity a success in an organisation:

- The organisation should delegate this work to a senior manager (Jackson et al., 1992). The organisation should associate concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards (Clascio, 1998).
- The organisation should make such a working environment as well as increase the motivation, satisfaction, and commitment of the diverse employee.
- Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. Identify desirable and undesirable behaviours that must be based upon performance feedback discussions involving a diverse workforce.
- The strategy must be established on the will of the human resources, strength, and culture of the organisation (Hayes, 1999).

- Managers must understand their firm's culture first and then carryout diversity strategies according to that culture (Hayes, 1999).
- Training and development programs will improve the skills in dealing with the day to day diversity complexities. This will help managers to be aware on how power relations impact on stereotypes of groups and on perceptions of individual and their expectations.
- Communicating intercultural values will aid managing a diverse workforce. An individual will be able to understand how cultural and ethnical differences shape the conflict process and coming up with conflict settlement strategies. There and then, managers will be able to negotiate outcomes with cultural differences in mind.
- Mentoring programs through involvement of experienced advisers to help others for a period of years. This mentor should be able to advise employees on the whole concept of workforce diversity and the reasons why diversity should be managed at the workplace.
- Assessment of one's beliefs about work values, being able to identify work values of others from different cultural backgrounds and checkup of the leadership efforts from a multicultural perspective.
- Creation of the support system, to reduce isolation and discrimination that can be done through the encouragement of a formal system and informal networks.
- Language competence, here lack of language skills in multicultural environments is a significant barrier to building a multicultural organisation.
- Present a clear business case for diversity initiatives and link them with changing demographics and social changes. This gives diversity a context that enhances understanding.
- Capitalize on the existing diversity within the organisation by ensuring that you include both senior and line managers in the diversity training courses as well as employees from different functions and departments.
- Ask participants for examples from their own experience where they have not been treated fairly or with mutual respect. This helps to personalize the programme, so people see that diversity is a concept with something in it for them.
- Finally the diversity training, this would create the awareness of what the concept of workforce diversity is and the provision of certain information needed to create

behaviour i.e. changes that are required to effectively manage and work within a diverse workforce (Bagshaw, 2004).

WorkforceDiversity in organisations has its advantages however, below are some disadvantages of workforce diversity. Many people feel threatened by working with people of a different age, sex, or culture.

Firstly, there is an increase in the cost of training. This increase comes from costs associated with seminars, programmes and lectures given to encourage diversity in the organisation. These types training are given to all levels of staff within the organisation. It teaches employees how to accept the personalities and ideas or thoughts of others. These programs also teach one how to deal with conflicts and bias in a professional and civil manner (White, 1999). A weakness of diversity in the workplace is increase in conflicts. Conflicts arise when two or more individuals or groups do not see eye to eye on a particular situation. In regard to diversity, conflicts arise largely due to inexperience. Bias feelings or uncomplimentary comments cause a lack of acceptance. This can produce negative inducements such as ethnocentrism, stereotyping and cultural clashes” (White, 1999). Employers will work harder to gain acceptance by creating the solution or invention first. This can be the case when managers adjust competing goals, promote the representative manner, stand behind the minority group member, and act when resources are plentiful and cultural differences are low or well understood (White, 1999).

Secondly, Increase in employee’s turnover and absenteeism are another demerit of having diverse workplace. Research has shown that turnover rate for African Americans in the US workforce are 40 percent greater than whites. Another study by Corning Glass stated that between the years 1980 – 1987, the turnover rate of women in a professional job was two times higher than males. Women also have 58 percent higher absentee rate than men. Yet, another study shows that a person, who is not a member of the “inner group”, will be one of the first to leave an organisation (White, 1999). While others contradicts the idea that flextime reduces these rates; however absenteeism and turnover can cost a company up to and over \$3 million annually (White, 1999).

Thirdly, Mismanaged diversity can have long-reaching impacts on employee satisfaction and productivity. Workers who perceive themselves as valued members of their organisation are hardworking, involved, and innovative. Unfortunately, minority-group members due to mental representation, ethnocentrism, and prejudice, mismanagement of diversity in the form of denied access or unfavorable treatment can have counter consequences, such as curbing workers’ abilities and motivation. This will lead to lower job performance and therefore,

when organisation ignores the existence and importance of workforce diversity, conflict will emerge and neither the business entity nor its employees will realize their full potential (Goetz, 2001).

2.1.10 Historical Background of Organisations

2.1.10.1 Brief Overview of Cadbury Nigeria Plc

Cadbury Nigeria started operations in the 1950's as an enterprise setup to source cocoa beans whilst at the same time prospecting for chances to serve local consumer markets with their celebrated Cadbury products. An initial packing operation setup in the early 1960's grew rapidly into a full-fledged manufacturing operation. The Company was incorporated as a limited liability company in January 1965, when the Company's current 42-hectare manufacturing plant was also opened. Its shares were listed on The Stock Exchange on 26 November 1976 (Annual Report, Cadbury, 2016).

The core business of the establishment is in two divisions, namely confectionery and food drinks, which are manufactured in a committed facility within the plant site in Lagos.

The establishment has grown to become one of the leaders in the confectionery and food drinks business within Nigeria, with a portfolio of branded offers that are directed to meet real needs of consumers. The Company's quality brands are enjoyed throughout Nigeria as well as in the establishments export markets in West Africa. This rich inheritance has been carefully nurtured over the years.

The Company's star brand in the food drinks business is Bournvita, which holds a substantial market share in the Nigerian market. In addition, the brand offers nutritional benefits that help to supplement the dietary intake of consumers. The major brands in the Company's confectionery business include Tom-Tom and Butter-mint, for sale in Nigeria, and Hacks and Ahomka Ginger, which are exported to nearby countries. Each brand has grown to become a household name and each holds a firm market share in their respective sections. Cadbury Nigeria has a 93% shareholding in SCPCL, a company located in Ondo State which processes cocoa beans into cocoa butter and liquor aimed at international markets, as well as cocoa powder for domestic consumption. The Company's entire cocoa powder requirement is sourced from SCPCL. (Annual Report, Cadbury, 2016)

2.1.10.2Future Plans

Following a major strategic evaluation in 2008, the Company has started an extensive restructuring exercise to bringback its path to profitable growth. The establishments has also identified significant growth possibilities from its core brands, Bournvita and Tomtom, as they appeal to a very wide range of Nigerian consumers having been available in the market place for almost four decades. A review of the establishment's route to market started in 2008, with a thorough evaluationof its active distributor partnerships and operational procedures.This has resulted in a strong and regenerated distribution channel with additional partners, a new key account bodyand a growing retail sales team building distribution and display.

Research on Nigerian consumers systematically endorses the popularity of the establishment's famous brands. In this regard, the organisation is committed to a plan of continuous improvement and modernization that has already seen a number of remarkable innovations over the last year. This commitment to innovation and redevelopment will also be maintained in the future.

The planned review also focused on opportunities to improve efficiency and quality of products through a disciplined approach to international standards and investing in infrastructure basedprojects. This approach is expected to yield both productivity benefits as well as provide opportunities to streamline production processes and align the factory for future growth. (Annual Report, Cadbury, 2016)

2.1.11.1Nestlé Nigeria: Fact File

2.1.11.2Nestlé in Nigeria: History

The first execution sales of Nestlé products in Nigeria date back to the beginning of the 20th century. This was through local importers who placed their orders directly with British trading companies active in the country.Imports were at first irregular, but became steady from the 1920s when Nestlé decided to formally organize the importing and distribution of products.

In 1961, one year after Nigerian independence, “Nestlé Products (Nigeria) Limited” was officially established. This marked the beginning of the Nestlé operations in Nigeria as a locally based subsidiary of Nestlé.(Annual Report, Nestlé, 2016)

2.1.11.3 Nestlé in Nigeria: Today

- Nestlé's activities in Nigeria is close to over 59 billion Naira (CHF 457 million)
- 3 factories: Agbara Manufacturing Complex, Flowergate and Sagamu interchange.
- 1 Distribution Centre: Otta Distribution Centre
- A wide range of brands and products

Infant cereals: Nestlé Nutrend, Nestlé Cerelac (Maize).

All Family Cereal: Nestlé Golden Morn

Beverage drink: Nestlé Milo

Confectionary: Nestlé Choco-milo

Bouillon: Maggi Cube, Maggi Chicken, Maggi Crayfish, Maggi Mix'py

Table Water: Nestlé Pure Life

Coffee: Nescafé Classic, Nescafé Cream 3-in-1, Nescafé Breakfast

Full cream milk: Nestlé Nido

- Nestlé Nigeria is part of Nestlé's Central and Africa Region (CWAR) which is headquartered in Accra (Ghana) (Annual Report, Nestlé, 2016)

2.1.11.4 Our Products

- The establishment continues to heavily buy into the development and progress in the nutritional chart of all its products. It also maintains to reduce the salt, sugar, trans-fat, saturated fat and artificial colorings which they contain.
- Using science-based solutions, itsought to improve the quality of life through food and diet, adding to the health and wellness of consumers, including those with particular nutritional needs and those at the 'base of the income pyramid' offering products with accessible portion sizes and higher nutritional economic value, at lower prices.(Annual Report, Nestlé, 2016)\

2.1.11.5 Our People

- People are the organisation's most important assets.
- Our investments in training and professional development which give our people higher incomes, and ultimately provide Nestlé with the skilled employee we need.
- Our overriding principle is that each worker should have the opportunities and support they need to fulfill their prospects in a safe and fair workplace where they are listened to and valued, and where diversity and equality are esteemed.

- Nestlé as an establishment offers a wide range of training activities at local, regional and global level, including on-the-job training, internet-based training programmes and class-based tutelage.
- In the year 2010, Nestlé Nigeria's staffs participated in 53 overseas courses, 156 external local training and different in-house training programmes to sharpen their skills. (Annual Report, Nestlé, 2016).

2.1.11.6 Creating Shared Value Initiatives

Creating Shared Value is the fundamental way Nestlé operates globally in which the establishment creates long-term value for shareholders and the society. This is not different in Nigeria. At Nestlé, we equally analyzed our value chain and determined the areas of greatest prospect for joint value improvement with the society, are Nutrition, Water and Rural Development.

2.1.11.7 NutritionNestlé Healthy Kids Global Programme

- Our programme at Nestlé aims to buildup nutrition, health and wellness of children aged 8 to 14 through propereating, greater physical activity and other key health measures such as hygiene.
- Our programme was rolled out in Nigeria in early 2011. The initiative was implemented in selected primary schools in Lagos and Ogun states on a pilot-phase.
- Our instructional materials used – was Healthy Kids Teachers' Manual and Healthy Kids Pupils' Manual– which was submitted to Ministries of Education and Health in Lagos and Ogun States for inputs and final approval.

2.1.11.8 Rural Development

Our rural development programmes, providing local employment and encouraging sustainable production practices, we did not only seek to protect the supply and quality of our raw materials, but also to have a positive, long-term effect on the local economy and standard of living of rural people. By linking farmers to markets and backing them to improve quality and ensure supply, farmers are able to accomplish higher margins at farm level.

This increase cash flow to the rural areas – which is part of our important contribution to rural development – and we also provide direct employment opportunities in rural areas.

Our organization, Nestlé reaches out to local farmers in Nigeria through the following programmes:

2.1.11.9 Grains Quality Improvement Project

- One of our priorities in this area was reduce the high levels of mycotoxins in cereals, dried fruits and nuts. Mycotoxins can lead to significant nutritional and economic losses in grains and legumes for farmers. Up to 30% of cereal crops were lost to mycotoxins contamination, caused largely by humidity and poor drying and storage practices. Besides, this natural, fungus-based contamination can cause immune system suppression, impaired development in children and liver damage both in humans and animals.
- To improve the quality of grains used in the manufacturing of our cereal-based products – Nestlé Cerelac, NestléNutrendand Nestlé Golden Morn. Nestlé therefore launched the Grains Quality Improvement Project in conjunction with the International Institute of Tropical Agriculture to reduce mycotoxin contamination levels in grains by 60% in Nigeria, Ghana and Cote d'Ivoire.
- In Nigeria, 4,000 farmers have so far been trained (including agricultural extension agents, farm village heads, grain suppliers and transporters).

2.1.11.10 Nestlé/UNAAB Soybean Popularization Project

The Nestlé/ UNAAB (University of Agriculture Abeokuta) Soybean Popularization Project has produced a selection of high-yielding, disease resistant soybean crop for local farmers, thereby providing regular income and reducing rural poverty. As part of the implementation of the project, the project team regularly visits the farmers in south west region to appraise the status of the crop, and to counsel on farming practices, harvesting technique and other handling processes.

In addition to such capacity-building efforts and agricultural extension activities, soybean threshing machines were donated to make the production process more efficient and less difficult.

Another central component of the Project is the Farm Family Health initiative which is aimed at increasing the consciousness on good health and nutritional practices among farm-families. More than 500 local farmers currently benefited from the project and over 780 tonnes of soybeans have been produced from high quality seeds (Annual Report, Nestlé, 2016).

2.1.12 UAC of Nigeria Plc.

UAC of Nigeria Plc has a complete and wide range history of successful enterprise that pre-dates the geographical space called Nigeria. The story of the establishment early days can be traced to the activities of European traders and commercial activities. The Company has developed through a series of mergers and acquisitions and restructurings as the various business owners sought to enthrone profitable and lasting enterprises. One of the most important developments in the organisations history was the setting up of the Royal Niger Company, which was chartered between 1672 and 1750 to manage the territory that would later become Nigeria.

In 1879, the United African Company was established following the merger of four Companies trading up the River Niger: Alexander Miller Brother & Company, Central African Trading Company Limited; West African Company Limited and James Pinnock.

Following the intense competition among the European nations in the 1880s, The National African Company Limited was created to take over the assets of The United African Company. In 1886, The National African Company Limited was Chartered and Limited when the British Government issued it a Charter after the Berlin Conference.

In 1889, The African Association was incorporated by the merger of eight firms that were working in the Oil Rivers area. In 1892, The Royal Niger Company brought in Captain Lugard (later to be known as Lord Lugard) to help protect its interest in Nigeria. Lord Lugard would later become the first Governor-General of Nigeria.

Following the revocation of the charter, Royal Niger Company changed its Company name to The Niger Company Limited in 1900.

In 1919, The Niger Company Limited was bought by Lever Brothers Limited. That same year, The Miller Brothers Limited and the African Association United merged to form the African and Eastern Trade Corporation.

On March 3, 1929, The United Africa Company was created by the joint agreements of The African and Eastern Trade Corporation and the Niger Company (Owned by Lever Brothers Limited). UAC was first incorporated in Lagos, Nigeria under the name Nigerian Motors Ltd on April 22, 1931 as a wholly-owned subsidiary of the United Africa Company Ltd. (a subsidiary of Unilever), which later became UAC International. The Company's name was modified to United Africa Company (Nigeria) Ltd on 23rd July 1943.

It became The United Africa Company of Nigeria Ltd on 1st February, 1955 and started acquiring, over a period of five years, a large part of the business of UACI. In 1960 C.W.A. Holdings Ltd, England also a subsidiary of Unilever, acquired UACI's interest in the company. The name was changed to UAC of Nigeria Limited on 1st March, 1973. In

compliance with the Nigerian Enterprises Promotion Act 1972, 40 percent of the company's share capital was acquired in 1974 by Nigerian citizens and associations and in accordance with the provisions of the Nigerian Enterprises Promotion Act 1977, an additional 20 percent of the UAC's share capital was publicly offered in 1977, increasing Nigerian equity participation to 60 percent. The name UAC of Nigeria Plc was adopted in 1991.(Annual Report, UAC, 2016)

In 1994, following the divestment of 40% interest in the Company by Unilever PLC, the Company became a wholly-owned Nigerian Company. The transformation of UAC from a trading enterprise into a leading manufacturing concern, even though it took root in the 1980s, was given serious force in 1990s, following the departure of the company from its trading businesses. In early 2000, UAC further commenced a series of business restructuring with a thorough portfolio evaluation and switch of focus to value-adding operations. This has led to an era of focused growth on the foods, real estate, logistics and automobile sectors. Today, UAC of Nigeria Plc (UAC) is a leading broadened company, operating in the food and beverages, real estate, paint and logistics sectors of the economy.

The enterprise has been active on the Nigerian economic landscape since 1879. UAC's brand portfolio includes leading brands such as Gala Sausage Roll, Mr. Biggs, Village Kitchen, Snaps, Fun Time Coconut Chips, Supreme Ice cream, Delite Fruit Juice, Swan Natural Spring Water, Gossy Warm Spring Water, Dulux, Grand Soya Oil, Grand Groundnut Oil, Vital Feeds and Livestock Feeds. The population of Lagos, Nigeria and the states around the country are becoming more broadened causing organisations to become more diverse as well (Fernandez, 1993; Norton & Fox, 1997). Demographers have reported that the future employee population will include an increased number of women, more minorities, varieties of ethnic background, more aging employees, and people with different fashion (Schraeder, 1999).

People from many diverse groups will be working together to keep businesses running competitively throughout the world (Bass & Parker, 1996; Gasorek, 1998). Only companies that have cultures that support diversity will be able to hold back the talents necessary to remain competitive (Trandis & Bhawak, 1994). Increase in competition and demographic changes have persuaded many business leaders that diversity should be an essential part of their business strategy (Cox, 1993; Jackson & Avaroz, 1992; Thomas, 1992; Annual Report, UAC, 2016).

2.1.13 Employee Diversity Cases in Selected Organisations.

2.1.13.1 Employee Diversity case in Nestle Nigeria plc.

Our success is founded on our people. We treat each other with respects and dignity and behave everyone to support a sense of personal responsibility. We recruit competent and propelled employee who respect our values. We provide equal opportunities for our staff's development and advancement; we protect our employee's privacy and do not encourage any form of harassment or discrimination.

The long term success of the company depends on its capacity to attract, retain and develop employees that able to ensure its growth on a continuing basis. We provide equal opportunity in our recruitment drive. The Nestle policy is to hire people with personal attitudes and professional skills enabling them to develop a long-term relationship with the company. As at 31 December, 2016, our employees are made up of male and female from all parts of the country. Every employee is given equal opportunity for promotion purely on the basis of merit.(Annual Report, Nestle, 2016)

2.1.13.2 Employee Diversity case in Cadbury Nigeria Plc

2.1.13.2.1 Our People

In Cadbury Nigeria Plc, our people are our greatest asset. The collective commitment of our employee has been helpful to the sustained improvement of our business performance. These dedicated, diversified and cross functional talents in Cadbury Nigeria Plc are equally diffuse through our Executive Leadership team, Management level and Non-management cadre.

To enable this talent pool deliver on current challenges and position our business for the future, we always endeavour to adjust our policies, processes and practiced to the very best of international standard in employment practices. To this end, we continue to receive assistance from the Mondelec International Group to ensure that our staffs are empowered to achieve their best both for the organisation and for themselves. We were also able to bring in additional talents into our business by recruiting tested managers (locally and internationally) who have added extra driving force to our performance-driven, value-led culture.(Annual Report, Cadbury, 2016)

2.1.13.3 Employee Diversity case of UAC of Nigeria Plc.

UAC of Nigeria is a leading diversified company with operations in food and beverages, real estate plant and logistics sectors of the economy. UAC has remained a foremost and active participant in the Nigeria economic landscape since 1879.

Human resources rules employment policy, employee welfare, health and safety in our company are a signature to the rules of UN Global Compact of Environmental Sustainability and Business Practices. Our business policies and practices are in line with the principles of the UN Global Compact in the areas of human rights labour, environment and anti-corruption, it is the policy of the company that there is no favouritism in the employment of all categories of people in terms of gender, race, ethnic origin, tribe, religion or creed except where otherwise stated by laws. Ours is an equal opportunity company. (Annual Report, UAC, 2016)

2.1.13.4 Self-Efficacy and Employee Creativity.

Social cognitive theory did not only shed light on the conditions that are conducive to self-efficacy, but also emphasize self-efficacy as the central psychological mechanism for human agency (Bandura, 2001). Human agency is characterized by four core areas namely:

- 1) Intentionally setting goals and planning a future course of actions
- 2) Anticipating the likelihood of different actions producing desired outcomes and preventing harmful ones
- 3) Self-regulating motivation and affect to execute the planned course of action
- 4) Self-reflecting to evaluate one's abilities and the adequacy of one's thoughts and actions.

Bandura (1997) argued that a basic, pervasive mechanism underlying the core features of human agency is people's beliefs in their competence to exercise some measure of control over their own functioning. Bandura further pointed out this: "Unless people believe they can produce desired results and forestall damaging ones by their actions, they have little courage to act or to persevere in the face of challenges. Whatever other factors may operate as leaders and motivators, they are founded in the core belief that one has the power to produce effects by one's actions". Therefore, social cognitive theory suggests that self-efficacy is the holding mechanism for human agency in creativity, which involves heavy and continuous investment of individuals' efforts in courses of action confronted with uncertainty and potential setbacks. Indeed, self-confidence has been identified as a key personal characteristic that relates to employee creativity (Barron & Harrington, 1981).

Ford (1996) also postulated in his theoretical model of creativity that, for workers to be creative at work they must hold confidence in their ability to accomplish creative assignments successfully and they must have avenues of perseverance, which allow them to increase their creative endeavors when facing difficulties and failures. This argument corroborates social cognitive theory, according to which the strong sense of personal mastery is associated with enhanced self-efficacy is a crucial motivation in goal setting, goal commitment, initiation of efforts, persistence in efforts, and coping with challenging situations (Bandura, 2001).

Individuals with higher self-efficacy beliefs are thus more likely to adhere to a challenging goal of changing the status quo and creating new and useful ideas, put more effort in the pursuit of this chosen goal, and persevere in the course of actions, even in the face of difficulties and failures (Bandura, 1986), because self-efficacy “reduces vulnerability to stress and depression in difficult situations and strengthens resiliency to adversity” (Bandura, 2001). Empirical evidence has shown that employees who rate high in self-efficacy proactively exhibit creative solutions, enjoy creativity related activities, and maintain actual creative levels in their work (Tierney & Farmer, 2004). Research findings have also showed that elevated self-efficacy is a sustainable force that drives individuals to keep performing creative work (Tierney & Farmer, 2002).

Accordingly, using social cognitive theory to merge the social exchange and creativity literatures, we argue that high-quality leader-member exchange and team-member exchange can contribute to the development of a team member’s self-efficacy, which, in turn, leads to his or her creativity. The roles of leader-member exchange and team-member exchange differentiation in the development of self-efficacy in groups can be understood from a social comparison perspective based on social cognitive theory. Individual employee processes external informational suggestions to form efficacy beliefs in part via comparative evaluation of his or her situation relative to those of others (Bandura, 1997; Gist & Mitchell, 1992). Such social comparison is an “important element of social interaction” (Brickman & Bulman, 1977: 150). In addition, people are quick to assess their own abilities and successes against those of social contacts in general and of similar others in particular (Blanton, Buunk, Gibbons, & Kuyper, 1999; Festinger, 1954).

Research in social cognitive theory has mentioned that the role of secondary modelling in self-efficacy appears to be particularly salient when individuals make comparisons with models that share similar backgrounds and do familiar tasks (Bandura, 1986). In a group setting, members possess the same membership, maintain regular association, are exposed to similar organisational resources, and work in conjunction on relevant tasks (Seers, 1989; Tse et al.,

2008). Consequently, team members tend to mutually compare the quality of their relationships with supervisor and peers. The experience of comparing with teammates may affect how a team member reacts to social exchanges with supervisor and peers in judging his or her own capability (Bandura, 1982).

2.2 Theoretical Review (Diversity Theories)

2.2.1 Social Identity Theory

In recent years, the social identity approach have begun to provide an integrative conceptual focus for a revival of interaction among social psychologist in a group phenomenal and for a dynamic linkage of social cognitive and inter group processes (Hogg & Abrams, 1999, Moreland et al, 1994).

2.2.1.1 Social Identity and Self-Categorization

The social identity perspective contains a number of compatible and interrelated divisions and emphasis, in social comparison, intergroup relations, and self-enhancement motivation (often simply called social identity theory (Tajfel & Turner, 1979) and a later cognitive emphasis by J.C Turner and his colleagues on the categorization process (called self-categorization theory; J.C Turner et al, 1987). Social identity theory and self-categorization theory have been extensively appraised as an integrated whole elsewhere (e.g. Hogg, 1996a, 2000a, 2001; Hogg & Abrams 1988, 1999, Hogg, Terry & White, 1995; J.C. Turner, 1999).

2.2.1.2 Social Identity and Intergroup Relations

Tajfel (1972) introduced the idea of social identity to explain how people conceptualize themselves in intergroup contexts, how a system of social categorization. “Creates and defines an individual’s own place in society”. He defined social identity as “the individual’s knowledge that belongs to certain social group membership” (Tajfel, 1972). Because teams only exist in relation to the other groups, they desire their descriptive and evaluation characteristics, and thus their social meaning, in reference to other groups. Furthermore, social identity is self-evaluative and desires its value from the evaluative positive distinctiveness for one’s own group. Intergroup relations involve a process of competition for positive identity. Turner, (1975) opines that groups and their members need to enhance positive outcomes and positive social identity. The specific way this occurs is administered by people’s subjective understanding of the psychological porosity of group boundaries and the stability and legitimacy of status relations between groups (Tajfel & Turner, 1979).

This aspect of social identity theory has an important impact on social psychology (Ellemers, 1993; Hogg & Abrams, 1988).

2.2.2 Social Categorization Theory (SCT)

Social categorization theory, by (Turner, 1987) opines that people belong to many different social groups (e.g. nation, employer, or school) and predicts that individuals sort themselves into identity groups based upon important characteristics and that they act in agreement with their categories and favor contexts that affirm group identity (Hogg & Terry, 2000). In consequence, dissimilar individuals are less likely to collaborate with one another compared to similar individuals. In this way, social categorization may disrupt the expression of task-relevant information because of possible biases towards in-group members and negative prejudices towards out-group members. (Knippenberg, Kieff & De-Dreu, 2007). This is a theory of the self, group processes, and social cognition (Turner et al., 1987) which resulted from research on social identity theory. It is concerned with differences in self-categorization (in the level, content, and meaning of self-categories). It focuses on the distinction between personal and social identity. Social-categorization theory seeks to show how the onboarding, higher-order processes of group behavior can be explained in terms of a redirection in self-perception from self-categorization in terms of personal identity to self-categorization in terms of social identity.

2.2.3 Social Role Theory

Social Role Theory (SRT) is established on the notion that one's action; behaviors dispositions and desires are determined by a set of specific socially determined roles.

Social Role Theory constructs a set of socially acceptable norms and expectation that people internalize as they become more aware. People internalize as they become socialized. People can then choose to either accept those norms or act against them (Eagly, 1987, Eagly & Wood, 2012).

2.2.3.1 Authoritative Roles

Social role theory also points out that distribution of power and authority within society is a matter of tradition. In some cultures one's age determine authority while in the other, younger people will take over position of power/authority after others reach a certain age.

2.2.3.2 Role Switching

Throughout one's life one can play a variety of roles, that are determined by the expectations and social contexts in which one finds oneself. At work a worker can play the role of a boss or subordinate based upon which co-worker the person is associating with, just as a worker can play the role of drinking badly with friends in a bar and then home to play the role of an husband to his wife.

2.2.3.3 Stereotypes

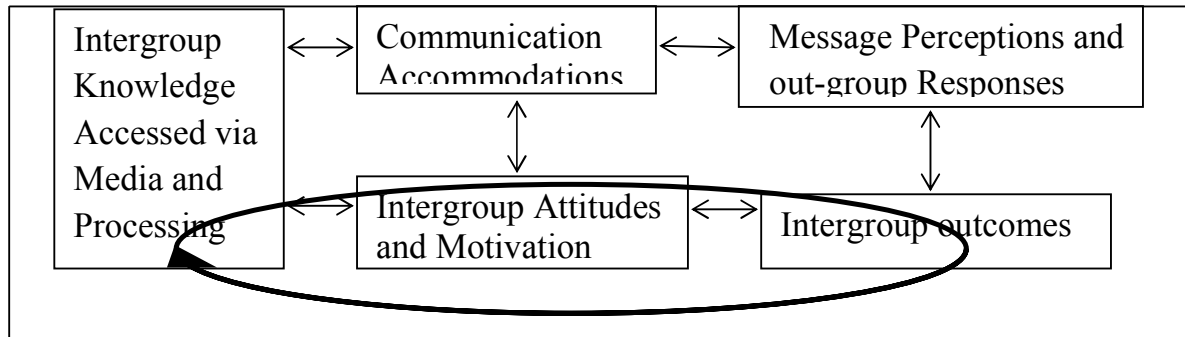
Stereotypes are majority the result of expectations. A stereotype is usually the result of pre-conception developed on the notion of discriminatory attitudes. One can "act out" a stereotype, but then one is not functioning within a particular social role, but obviously "acting". Generally, roles are legitimate when they are married to functions.

2.2.4 Communication Accommodation Theory (CAT)

Communication Accommodation Theory (CAT) is a framework that epitomises the reasons for, and consequences arising from, speakers coming together toward and diverging away from each other (Gallois, 2008, Giles & Ogay, 2006). Typically, recipients generally receive, while Convergent move along favorably. This accommodation conveys respect and effort that, in turn renders considerable responses, such as liking and altruism. For recipients, the effects of intergroup accommodation can also generalize to broader and more positive emotions about the entire culture and team to which the merge belongs. Naturally, the consequences of these are interactional satisfaction that can provide a range of other social payoffs, such as general pleasure as being in the culture and with its people that desire to revisit at a later time, the fostering of business deals in the future, and so forth. It must be settled in mind that any cultural group that is made up of quite heterogeneous sub groups and members must hold in duly differing values, beliefs and various ways of expressing their identities. In other words, meeting up with people from another culture does not mean you will engage a monolith. Then when you accommodate, you will want to be sensitive to the inevitable variability of people even within a single cultural group. (Gallois & Callen, 1997)

Intergroup Model of Accommodative Processes.

Fig 2.1 Intergroup Model of Accommodative Processes



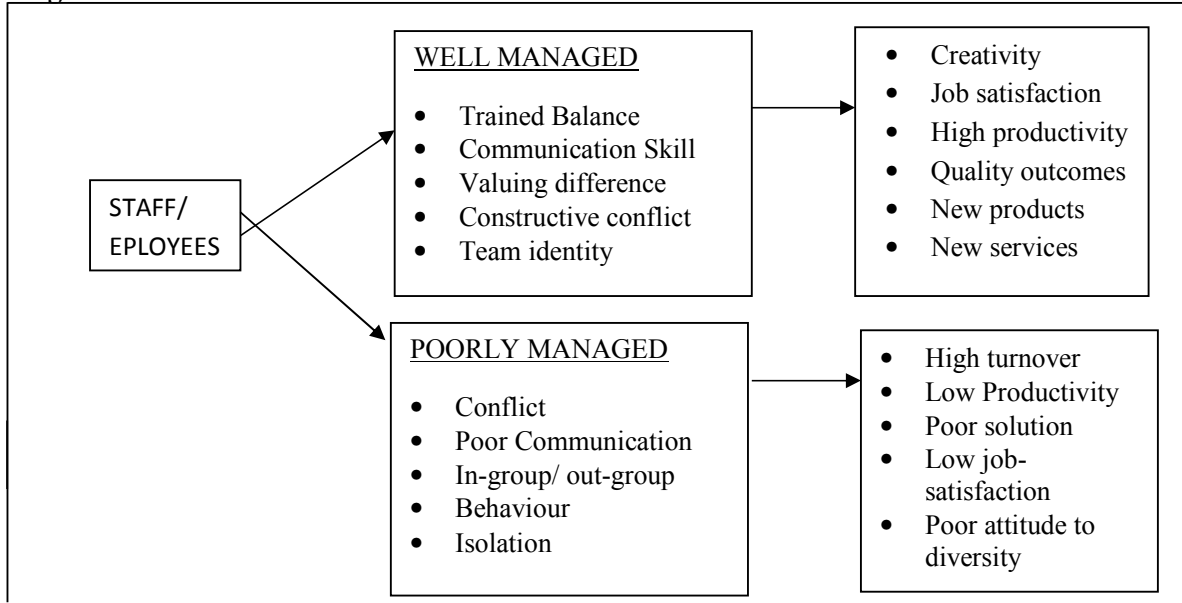
Source: Adapted based on Communication accommodation theory (Gallois, 2008; Giles & O'Garra, 2006).

The model depicted in fig 2.1 is a summarized way of schematizing the argument developed in the theory, starting with the top left box; a person needs to garner knowledge about the out groups being visited, and relates this to in group ways of interacting. Such knowledge can be gained by direct face-to-face interactions, various observations of, and even imagined contact without group members (Turner, 2010). Intergroup contact can come by way of conversation with, and observations of, the host culture through its media, literature, and knowledge of its history (Harwood, 2010).

Interestingly, few intercultural communication programmes are devised to provide potential vacationers (and business people) with records in stores of the groups involved let alone from both cultures perspectives (Cargile & Giles, 1996). Enriched by this intergroup knowledge, more positive attitudes toward the out-group and increased motivations to be communicatively involved with them can be engendered (as well as perhaps new insights evoked about a person's in group). These intergroup attitudes and instaurations then allow a person to be better placed to make adequate communicative accommodations to the out group and manage accommodative dilemmas, be it in terms of key words, phrases, and so forth. In the ideal world, the out group will recognize these accommodations'. The arrows in cycles as in the case of inter-cultural satisfaction provide future, and perhaps more extensive, accommodations as well as satisfaction encouraging the pursuit of further intergroup knowledge.

2.2.3 Model of the impact of management on the performance of diverse work teams

Fig 2.2



Source: Managing Diverse Work teams: A business model for Diversity Management. pp9.

2.2.5 Resource Based View Theory

Resource based view (RBV) Theory views organisations as comprising a variety of resources generally including four categories viz; physical capital, financial capital, human capital, and corporate capital, (Barney & Clark, 2007). The characteristics of resources held by firms can contribute and determine their level of performance (Yang & Konrad, 2013). Resources that allow a company to implement its strategies are viewed as valuable and rare can be a source of competitive advantages (Barney & Clark D, 2007) and those that are valuable, rare, and inimitable can be a source of sustained competitive advantage (Barney & Clark, 2007). Moreover, to achieve a sustained competitive advantage, a firm needs to have the ability to fully exploit the prospects and stock of its valuable, rare, and irreproducible resources. Such ability and potential often resides in the diverse characteristics of its workforce.

Barney (1986, 1991) summarized four empirical indicators of the potential of firm resources to generate sustained competitive advantage in a VRIN model signifying V= Valuable, R= Rare, I= Imperfectly Imitable and N= (Non)-Suitability. The resource-based view (RBV) as a basis for the competitive advantage of a business's lies primarily in the application of a collection of valuable tangible or intangible resources at the disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these

resources are heterogeneous in nature and not perfectly mobile (Peteraf, 1995). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable with great effort (Barney, 1991). If these conditions hold, the bundle of resources can sustain the firm's above average returns. The VRIO and VRIN model also constitutes a part of RBV. Considering diversity as resources to organisations can therefore be supported by the resource based view theory.

2.2.6 Strategic Choice Theory

Strategic-choice theorists noted that usually top executives make decisions that influence the organisational outcomes and performance. Roberson & Park, (2007) stated that low to moderate levels of leader racial diversity may weaken strategic decision made through decreased communication and increased conflict among organisational leaders, thus negatively influencing firm performance. Effective strategic choice requires the exercise of power and that organisational members possesses the discretion to act in their own free will. Thus CEOs are believed to have substantial direction in shaping their organisation (Finkelstein & Hambrick, 1996). The argument that demographic diversity is behaved to be connected with cognitive abilities that expand a team's informational resources and increases its problem solving capacity was advanced by (Dutton & Duncan, 1987). Thus within the environment of top management teams, diversity widens the range of cognitive perspectives needed to recognize strategic opportunities and consider various strategic choices or principles and tenets of integrating workforce diversity in all levels of an organisation for maximum results.

Table 2.1 Summary of Theoretical Contributions

Theory	Author	Year	Contributions
Communication Accommodation Theory (CAT)	Gallois Giles & Ogay	2008 2006	<ul style="list-style-type: none"> The accommodation conveys respect and effort that, in turn renders appreciative responses such as liking and altruism.
Resource Based view theory	Yang & Konrad Barney & Clark	2013 2007	<ul style="list-style-type: none"> RBV theory views organisation as consisting of a variety of resources in 4 categories: physical capital, financial capital, human capital, and

			<p>corporate capital.</p> <ul style="list-style-type: none"> • Used as a source of competitive advantage if combined.
Strategic Choice Theory	Robertson & Park	2007	<ul style="list-style-type: none"> • Top executives make decisions that influence organisational outcomes and performance • Low to moderate levels of leavers racial diversity may weaken strategic decision making through decreased communication and increased conflict among leaders • Discretion of all members to act in their own free will.
Theory of Social Identity	Hoggs& Abrams Tayfel& Turner	1991 1979	<ul style="list-style-type: none"> • Integrating conceptual focus for a revival of interaction among social groups • Dynamic linkage of social cognitive and inter group processes
Social categorization Theory	Hoggs& Terry Turner	2000 1987	<ul style="list-style-type: none"> • People belong to many different social groups • Individuals sort themselves into identity groups based upon salient characteristics • Dissimilar individuals are less likely to collaborate
Social Role Theory	Eagly& Woods Eagly	2012 1987	<ul style="list-style-type: none"> • Grounded on the notion that behaviors, disposition and desires are determined by a set of specific socially determined roles • People become internalized as they

			become socialized
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2.3 Empirical Review

Various study has been carry out on workforce diversity management and organizational performance. These studies have shown different result ranging from positive, negative and no correlation at all. The present study review the empirical result of the previous study carried out in developed countries, developing economies and the studies done in Nigeria in other to clearly identify the gap in literatures.

2.3.1 Empirical Review in Developed Countries

Generally speaking, the term “workforce diversity” refers to policies and practices that seek to include people within a workforce who are considered to be in some way, different from those in the prevailing constituency. In context, here is a quick overview of scholastic contribution on the subject matter.

In the study of inclusive and harmonious work places conducted by the Ministry of Manpower (MOM, 2010) 87% of companies’ review agreed that workplace harmony was important to business outcomes. Research has shown that a well-managed diverse teams out perform homogeneous teams as they tends to be more creative and effective at problem solving. However, when diverse teams are not managed well, communication and trust can break down resulting in lower performance. Greater employee engagement leads to reduced turnover. A 2008 study by Gallinger Management Group in the United-States revealed that engaged employee had 51% lower turnover on average. Han’s. F. and B. Pte Limited operate a chain of bakeries full service restaurant and cafes in response to labour shortages and other operational challenges, Han’s diversity management strategy has brought business success within a span of three years, the productivity of Han’s workers has increased by 40% and the net earning per wage dollar have more than doubled. Han’s deputy general manager also shared that having an inclusive workplace boost employee engagement- staff absenteeism is extremely low and staff turnover has dropped five folds between 2006 - 2009.

The information and decision making perspective is presented by Cox & Blake (1991), who suggested this perspective as a theoretical means of understanding the links between organisational diversity and organisational effectiveness. They observed that up to that time, the literature available had asserted a link between organisational diversity and organisational effectiveness (Cox & Blake 1991). However, issues of these studies had actually proposed or

tested a casual mechanism associated with this link, instead leaving this issue open to interpretation.

The information processing and decision making perspective effectively covers the cognitive resource diversity theory, which views that the cognitive resources of each group member contributes to the overall success of the team; therefore, a diversity of the cognitive resources promote creativity and decision making capacity (Horwitz, 2005). There is evidence from a wide variety of team types, including flight crews and virtual teams support which validates the framework of understanding diversity in teams (Guzzo & Dickson, 1996). However, this framework is often only explored in the team context and does not move beyond the team into the organisation as a whole (Van-Knipperberg & Schippers, 2007).

Cox and Blake (1991) however proposed that cultural diversity would impact six direct aspect of organisational effectiveness including the ability to attract human resources, cost, the issues of innovation, creativity and problem solving, the marketing advantages of a diverse workforce, and organisational flexibility. These six elements were revealed in terms of the major literature of the period. For the information and decision making perspective, the most relevant level studied by the authors were innovation and creativity, problem solving capacity, and organisational flexibility. The authors' argument regarding these three perspectives can be summarized as follows.

Creativity and innovation can be assisted by “diversity of perspectives and less emphasis on conformity to the norms of the past” (Cox & Blake, 1991). Which will increase ability of the organisation to create and innovate. The problem solving argument holds that better decisions would be produced through more perspective inherent in culturally different problem solving groups. (Cox & Blake, 1991) and finally, the flexibility argument indicate that multicultural management practices would result in changes that the system will become less determinant, less standardized, and therefore more fluid” (Cox & Blake, 1991). These changes are likely to increase the ability of the organisation to react to changing environments.

Cadrain (2008) discusses why organisations are embracing diversity and argues that embracing diversity is a positive motivational tool that can attract and retain the best employee as well as increased the level of organisational competitiveness. The success of any organization heavily relies on the ability to manage a diverse workforce that can bring innovative idea, perspectives and views to their workplace. The challenge of work diversity can be turned into converted to organisational assets if an organisation is able to capitalize on diverse talents. With the mixture of talents of diverse cultural backgrounds, gender, ages, and

lifestyles, an organisation can respond to business opportunities more rapidly and creatively (Cox, 1993).

Organisations can succeed at diversity if the initiatives that create, manage and value diverse workforce has the full backing of the top management (Hayes, 1999). Many of these business organisations have identified the importance of maintaining a workforce that truly reflects the diverse nature of the contemporary society of the twenty-first century. An important element of any successful organisational intervention is the senior management commitment to the intervention. Diversity is not different because organisational barriers to diversity are often systemic subtle, and deeply entrenched in the organisation (Lyness, 2002), leveraging diversity for the benefit of the organisation. These empirical evidences notwithstanding, the controversy whether or not there is a positive connection between workplace diversity and organisational performance still persists.

Armstrong, Flow, Guitirin, Liu, Maccurtain and Mwakamma, (2010) reviewed the evidence for managing workplace diversity and there are also adverse implications. They argued that there is a scarcity of robust research examining the impact of diversity upon organisations, which has raised questions about the existence of any relationship between workplace diversity and organisation performance. The enterprise benefits of workplace diversity have been widely argued ever since the idea was received. And, even now, there is an ongoing debate as to whether there is indeed any discernable enterprise benefit (Mulholland, Ozbilgin, & Worman, 2005).

2.3.2 Empirical Review in Developing Countries

Ferner, Almond and Colling (2005) affirmed that the concept of diversity is noted in a domestic American policy agenda with a predominant emphasis on gender and cultural diversity and its management is understood in wide range varieties of ways across countries which make the cross – national transfer process even more challenging.

Zaidi, Saif and Zaheer (2010) found out that differences in workgroup are key drivers in making more innovation and effectiveness decision. Other dimensions of workforce dissimilarity are also need to be studied. In their research, they adopted a survey based empirical study of employees of private banks in Pakistan.

Mitchell (2013) empirically identified the specific diversity initiatives used by 16 organisations that successfully managed diversity in developed countries. This framework is reviewed in order to provide information both on broad and specific understanding on how organisations are effectively managing diversity.

2.3.3 Empirical Review in Nigeria

Abdulraheem, (2014) Cited, Sippola, 2007, Allen, 2008) opined that managing diversity is a means of utilizing and maximizing the individual practice by effectively managing and valuing differences and by creating a culture and atmosphere of respect as a responsible employer in access – and legitimacy approach. He further argued that, diversity in its many forms can be source of strength in organisations, but in order to capitalize upon its prospects, there might be a commitment to exploring difference, fostering understanding and attending to difference by providing possibilities for learning and working together.

Shonubi and Akintaro (2016) observed that, all interested parties in organisation communicate with a widely divided workgroup that should be encouraged good listeners, with immediate actions that must be accomplished and also effective feedback as major mechanism for effective organisational performance.

The discriminatory attitude, lack of cooperation and individual unique identity of some employees in the workplace has been exhibited by workers in diverse organisations. Consequently, this attribute weakens morale and ultimately lead to negative performance index. This is because departmental goals are pursued at the detriment of broad organizational goals and objectives. Corporate profitability declines because the core values of diversity are not properly harnessed (Salami, 2010).

Also, in Nigeria the subject matter of work diversity is becoming a major issue as it has changed drastically in the last two decades. Balogun (2005) diversity has for long been part of organization and management discourse but how it was perceived in the past is substantial different from the way it is currently viewed. In line with this Idowu (2012), there has been increased attention devoted to the factor of workforce diversity in organizational success since the 1990s. Thus, emerging studies and adopting work diversity “business case” in practice discussed for the acceptance of its importance in achieving positive organizational outcomes. This connotes that a “more diverse workplace will increase organizational effectiveness”.

Table 2.2 Summary of Empirical Contributions

Author/scholars	Year	Contributions
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Cox & Blake (a)	1991	<ul style="list-style-type: none"> Proposed that there is a link between organisational diversity and organisational effectiveness
Cox & Blake (b)	1991	<ul style="list-style-type: none"> Proposed that cultural diversity would impact six direct aspect of organisational effectiveness including the capacity to attract HR's, cost, the issues of innovation, creativity and problem solving, the marketing advantages of a diverse workforce and organisational flexibility.
Hortwitz	2005	<ul style="list-style-type: none"> Cognitive resources of each team member contributes to the overall success of the team, therefore, a diversity of the cognitive resources promote creativity and decision making capacity.
Cadrain	2008	<ul style="list-style-type: none"> Firms embraces diversity for positive motivational tool that can attract and retain the best employee as well as increase the level of organisational competitiveness. Success of any organisation relies on the ability to manage a diverse workforce that can bring innovative idea, perspectives and views to their work

Author/scholar	Year	Contributions
Ministry of Manpower (MOM)	2010	<ul style="list-style-type: none"> Affirms that well managed diverse teams outperform homogeneous teams as they tend to be more creative and effective at problem solving. When diverse teams are not managed well, communication and trust can break down. Greater employee engagement leads to reduced

		turnover
Kurtulus	2012	<ul style="list-style-type: none"> • Today's workforce is getting more and more heterogeneous due to the effects of globalization.
Elsaid	2012	<ul style="list-style-type: none"> • When workforce diversity is not managed properly, there will be a potential for higher voluntary employee turnover, difficulty in communication and destructive interpersonal conflict
Okoro& Washington Gupta	2012 2013	<ul style="list-style-type: none"> • Organisations would only be successful to the extent that they are able to embrace and encourage workforce diversity.
Bhagini& Swam	2014	<ul style="list-style-type: none"> • Today's organisation needs to recognize and manage workforce diversity effectively. Workforce diversity is the issue of people, focus on differences and similarities that people bring into an organisation. We all live in an increasingly multicultural society
Abdulraheem	2014	<ul style="list-style-type: none"> • Opins that, managing diversity is a means of utilizing and maximizing the individual potential by effectively managing and valuing difference. • Creating a culture and atmosphere of respect as a responsible employer.
Adeleye, Nwachukwu & Fawehinmi	2015	<ul style="list-style-type: none"> • The concept of workforce diversity management is not widely embraced as diversity and inclusion are yet to business leader particularly in the organized private sector.

Nwanne	2016	<ul style="list-style-type: none"> • Organisation must necessarily work in concert with different groups and categories of people, often called “ Publics” in order to attain, sustain and preferably, improve the bottom line in their operations
Mathiamaran& Kumar Shaheeb	2017	<ul style="list-style-type: none"> • Highly trained skillful employees that are diverse play an important role in any organisation, because employees knowledge and skills are key to organisational ability to be economically competitive.

2.4 Gaps in Literature

Existing literature in this field has continuously and repeatedly discussed on areas of diversity such as sex, race, colour, background orientations, ethnicity and gender imbalance at workplace.

Furthermore, majority of studies done in this line were more of qualitative methods in approach. This was what motivated this study to go in the opposite direction, by embracing the qualitative method of analyzing the topic and area of study considered here.

There are few research that has been done on strategies adopted by firms in Nigeria to manage their diverse workforce given the growth of business at the global level. Thus, this study therefore seeks to bridge the gaps by reviewing strategies to be adopted by leading Nigerian corporations in linewith the global best standards and practices.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter described the methodology and framework used in achieving the stated objectives of the study and how the research hypotheses were empirically determined.

This chapter also focused on the procedures of data gathering and analysis employed in the study. The research instrument and the methodology used in this study were identified. The research method presented in this chapter was related with the statement of the problem and objectives of the study, sample size determination, sampling techniques and procedure, sample frame, sources of data and data collection, research instrument and design, validity and reliability of the research instrument.

3.2 Research Design

The study adopted a descriptive survey research design of ex-post facto type because the researcher doesn't intend to manipulate the independent variables. In getting data for the purpose of this study, the researcher adopted a multiple method approach that is, the use of structured questionnaire, personal interview, and other documented evidence (annual reports) etc.

This was necessary in order to adequately explain the interplay between workforce diversity management strategies and organisational performance in the Nigerian Food and Beverage Firms. A cross-sectional approach was used to collect data, utilizing the principles of concurrent transformative mixed methods in which higher priority was given to quantitative data.

3.3 Population of the Study

A total number of thirty two (32) food and beverages quoted and registered firms were found to be in the industry as presented in Table 3.2 on page 87. The population for this study comprised of management staff and non-management staff of the top three leading food and beverage firms in Lagos State, which includes; UAC Foods Nig. Plc, Cadbury Nig. Plc and Nestle Nig. Plc based on their track records of product competitiveness, return on investment, high share capital, shareholders' fund and customers' rating in the market place (World Bank, 2015).

A multi-stage sampling techniques of proportional representation and stratified sampling techniques were adopted in determining the sample size of four hundred (400) employees from the entire population of one thousand, nine hundred and ninety nine (1999) of the three (3) leading food and beverage firms in Lagos (Lagos State Development Project, 2013&World Bank Report, 2015) using Slovin, (1992) & Marcorr, (2017) method of sample size determination and calculator.

3.4 Sample Size Determination (SSD)

The entire population of the three leading food and beverage firms of UAC Foods Nig. Plc, Cadbury Nig. Plc and Nestle Nig. Plc are as follows;

Table 3.1 Population/Sample size of selected firms

UAC Foods Headquarters Lagos	Nestle Nigeria Plc Headquarter, Lagos.	Cadbury Nigeria Plc. Headquarters Lagos
Management staff = 100	Management Staff = 171	Management staff = 400
Non- management staff =250	Non-management Staff = 216	Non-management staff = 951
Total workforce = 350	Total workforce = 387	Total workforce = 1351
(70 Respondents)	(60 Respondents)	(270 Respondents)
Management Staff = 18	Management Staff = 15	Management Staff = 68
Non-management Staff = 52	Non-management Staff = 45	Non-management Staff = 202
Source; UAC Foods HR Department 2018	Source; Nestle Nigeria Plc, HR Department 2018.	Source: Cadbury Nigeria Plc. HR Department, 2018.

Slovin, (1992) provided a formula which was considered the easiest and the most convenient to use in determining the size of the sample as;

$$n = \frac{N}{1 + Ne^2}$$

Where n = sample size

N = population size

e = desired margin of error(0.05)

SSD here therefore =

Where n =?

N= 1999

e= 0.05

$$n = \frac{1999}{1 + 1999(0.05)^2}$$

$$n = \frac{1999}{2.2985}$$

$$n = 399.82$$

$$\approx n = 400 \text{ employees}$$

Marcorr sample size determination was used to further confirm if the Slovin sample size determination was indeed correct.

Determine Sample Size

Confidence Level:

Confidence Interval: (%)

Population:

Sample Size:

Find Confidence Interval

Confidence Level:

Sample Size:

Population:

Percentage: (%)

Confidence Interval: (%)

Source: <http://www.macorr.com/sample-size-calculator.htm>

3.5 Sources of Data Collection Techniques

Measurement in research means assignments of numbers or qualitative attributes to objects using some specified rules (Asika, 1991). This study adopted an ordinary scale. These are scales with order, but no distance nor specific origin. The researcher made use of questionnaire as an instrument for data collection from the respondents which was on a Likert's five point rating scale, ranging from (1) strongly disagree to (5) strongly disagree. The reason for adopting Likert's rating scale is that, it is very easy to construct and interpret. The measurement instrument adopted for this study included; workforce diversity management scale (WDMS), performance scale (PS), Employee communication scale (ECS), Talent availability scale (TAS), Leadership initiative scale (LIS), Organisational creativity scale (OCrS).

3.6 Sample Frame

In this research, the sample frame comprised of the leading three food and beverage firms in Lagos, namely; the UAC Foods Nig. Ltd., Cadbury Nig. Plc. and Nestle Nig. Plc. within Lagos State, South West, Nigeria which is believed to be the fifth African largest market.

Table 3.2 List of firms in Food and Beverage sector within the area of study

S/N	NAMES	ADDRESS	YEAR OF ESTABLISHMENT

1.	Abel Sell Limited	1, Cocoshen Close, By Alade Market, Allen Avenue	1982
2.	Ablecream Nigeria Limited	40, Abitu Avenue, Calabar	2006
3.	British American Tobacco	35, Idowu Taylor Street, P.M.B 21032, Victoria Island, Lagos.	1951
4.	Cadbury Nigeria PLC	Lateef Jakande Road, Agidingbi Ikeja, Lagos Nigeria	1965
5.	Chi Limited	14, Chivita Avenue, Ajao Estate, Apakun Oshodi, Lagos	1980
6.	Dangote Flours Mills Plc	8, Rycroft Street, off Liverpool Road, Apapa, Lagos	2006
7.	Dangote Sugar Refineries Plc	Mandanlola house, 42/44 Warehouse road, Apapa, Lagos	2005
8.	Dansa Foods Ltd	Mywo Tedi road, Volkswagen, Lagos	1994
9.	Deli Foods	14, Block 8, Ilasamaja Industrial Scheme, Apapa-oshodi Expressway, Ilasamaja, Lagos, Nigeria	1998
10.	Dufil Prima Foods Plc.	44, Eric Moore road, Surulere, Lagos	2001
11.	Fumman Agricultural Products Industries Limited	22 John Olugbo Street, Off Unity Road Ikeja	1990
12.	General Foods And Sweets Manufacturing Ltd	Plot 267a Etim Inyang Crescent, Victoria Island, Lagos	1994

13.	Givanas Group of Companies	18/20 Burma Road, Apapa, Lagos, Nigeria	1993
14.	Glaxosmithkline Consumer (NIG) Plc.	1, Industrial Avenue, Ikeja, Lagos	1971
15.	Golden Pasta Company Ltd	47, Eric Moore road, Iganmu, Lagos	1960
16.	Golden Penny Foods	1, Golden Penny, Wharf Road, Apapa, Lagos	1960
17.	Guinness Nigeria plc.	24, Oba Akran Avenue, Ikeja Lagos	1962
18.	Honeywell Flour Mills	2 nd Gate bye-pass, Tin-Can Island Port, Apapa, Lagos	1972
19.	Nestle Nigeria Plc.	22-24, Industrial Avenue, Ilupeju Industrial Estate, Mushin, Lagos	1961
20.	Nigerian Bottling Company Plc.	A.G Leventis building, Iddo house, Herbert Macaulay way, Lagos	1951
21.	Ok Foods Ltd	Plot 6, Oshodi Industrial Estate, Lagos	1989
22.	Ragolis Waters Limited	64, Lagos Road, Ikorodu, Lagos	1982
23.	Rite foods limited	40, opebi road, adebola house, ikeja, lagos	2007
24.	Sabeanat Nigeria Limited	11, Akinsanya Street, Off Isheri Road, Ojodu, Lagos	1992
25.	Sara Foods Limited	184/185, Happy Home Avenue, Kirikiri Industrial Estate, Apapa	2001
26.	Seven bottling Company Plc.	247, Moshood Abiola Way, Ijora, Apapa, Lagos.	1986
27.	Sona breweries plc.	Lagos-abeokuta exp. Way, idi mangoro, lagos	1980

28.	Standard Flour Mills Limited	15, Creek Road Apapa, Lagos	1986
29.	Tantalizers Nig. Plc	117, Allen Avenue, Ikeja, Lagos	1997
30.	UAC Foods Nigeria Ltd	Km 16, Ikorodu Road, Ojota, Lagos	1943
31.	Vital Products Plc	Plot 22a Cocoa Industrial Road, Ogba	1996
32.	Worldwide Industrial Ventures Limited	29c, Kofo Abayomi Street, VictoriaIsland, Lagos	1996

3.7 Research Instruments and Design

A structured questionnaire (Appendix A), was developed to gather data from the employees of the three leading firms considered within the food and beverage industry in Lagos. The research instrument was divided into three sections of A, B and C. Section “B” to “C” were adapted in form of a Likert scale, which had five-point scale of “Strongly Agree (SD)” as 1; “Disagree (D)” as 2; “Undecided (U)” as 3; “Agreed (A)” as 4 and “Strongly Agree (SA)” as 5 and the C part as the same as the B part for easy understanding of the instrument. Respondents were to indicate their perception with respect to the way workforce diversity management affect performance in their respective organisations.

Section A: This section contains questions on the biographical data of the respondents with respect to gender, age, highest education qualification, period of service in the organisation, job status and ethnic grouping.

Section B: This section contains items on the objectives of the research study, which concerned Workforce Diversity Management and Performance. There are four items in each variable. The variables included in this section are, Employee Communication, Talent Availability, Leadership Initiatives and Organisational Creativity.

Section C: This section contains items such as, Organisational Effectiveness, Employee Retention, Organisational Success and Product Quality. Respondents are required to respond to questions in a self-administered quick-answer structured questionnaire. The use of mainly structured questionnaire is to enhance uniformity of employee responses bearing in mind the degree of variation in perception of Workforce Diversity Management and Performance.

3.8 Sampling Techniques

A combination of proportional representative and stratified sampling techniques was used in this study. The stratified sampling technique uses strata and stratum. This sampling was adopted because the population was divided into homogenous groups or class strata.

3.9 Reliability of the Research Instrument

Reliability has to do with the consistency, stability, and dependability of measuring instruments adopted for the study. To test the reliability of the instrument, the researcher carried out a pre-test on sixty (60) respondents randomly selected across all the three selected food and beverage firms in Lagos, Nigeria to test the reliability of the instruments before field administration. This was necessary to ensure items consistency, ease of understanding and questions sequence appropriateness. This was further assessed with the use of Cronbach's alpha to determine the alpha reliability.

Fig. 3.9.1 Composite Reliability Statistics for Internal Consistency of Research Variables

S/N	Variables	Number of Questions Per Element	Cronbach Alpha Reliability Statistics
1	Employee Communication	5	0.747
2	Talent availability	5	0.728
3	Leadership initiatives	5	0.703
4	Organisational Creativity	5	0.702
5	Organisational effectiveness	5	0.742
6	Employee retention	5	0.712
7	Organisational success	5	0.701
8	Product quality	5	0.700
9	Composite Reliability	40	0.7168

Note: The internal consistency reliability evaluates individual questions in comparison with one another for their ability to give consistently appropriate results.

3.10 Validity of the Research Instrument

Validity is the degree to which a measuring instrument measures what it is designed to measure. This study took into cognizance three forms of validity; content validity, criterion related validity and construct validity. To validate the research instrument, the instruments were done using experts opinion and academic knowledge in the field of study.

3.11 Method of data Analysis

Based on the overall objective of the study, four (4) hypotheses were formulated and tested using Multiple Regression and SPSSVersion 20. The choice is based on the analysis of the nature, direction and significance of bi-variation relationships and to examine the effects and the magnitudes of the effects of more than one independent variable on one dependent variable using the principles of correlation and regression in the workforce diversity management as it affects or performance. Likewise, responses of the respondents on the specific objectives of the study were analyzed using SPSS Version 20 because of its ability to manage, analyze and handle robust survey data as well as producing graphical visualization of data. Percentage distribution, frequency table, and the demographic distribution were also presented.

3.12 Ethical Considerations

The research ensured anonymity of the respondents by ensuring confidentiality of the respondents and the data provided. This was done through assurance that the information they were provided will be purely for academic purposes and that their identity will not be disclosed to anyone. This was highlighted in the introductory part of the questionnaire. All the sources of literature have been acknowledged through citations and referencing. Lastly, objectivity was considered during report writing to avoid personal bias.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is concerned with the presentation, analysis, and interpretation of data gathered from the responses to administered questionnaires. It also includes an empirical testing of hypothesis made about this study and each of their interpretations. It should be noted that Statistical Package for Social Science (SPSS) was used for analysing frequencies and testing research hypotheses.

4.1 Presentation of Data

This study targeted 400 respondents; questionnaires were distributed to all targeted respondents from Cadbury Nig PLC, Nestle Nig PLC and UAC Foods Nigeria Ltd. However, out of 400 questionnaires distributed, only 370 copies of questionnaires were fully filled and returned. This contributed to 92.5% response rate. The findings which are contained in this chapter are based on 92.5% response rate.

Table 4.1.1 Analysis of Response Rate

Questionnaire	Respondents	Percentage (%)
Returned	370	92.5
Not Returned	30	7.5
Total Distributed	400	100

Author's Fieldwork Computation, 2018

4.2 Frequency Distribution of the Respondents' Demographic Characteristics

The frequency distribution of the respondents' demographic characteristics is presented in table 4.2 below. The table shows that out of the three hundred and seventy (370) respondents, 196 (53.0%) are male, while 174 (47.0%) are female. Also, there are 207 HND/BSc holders (55.9%), 82 M.Sc and M.BA holders (22.2%), PhD 5 (1.4 %), while Others 76 (20.5%) and by implication, the respondents have high BSc educational qualifications.

In addition 15 employees (4.1%) have in the organisations between 1- 5years, 6 -10years 110 (29percent), 11 -15years 137 (37percent), 16 -20years 92 employees (24.9percent) and above

20years 16 employees (4.3percent). Again, out of the three hundred and seventy (370) respondents, 48 (13percent) 51 years and above, 180 (48.9%) are between 41 and 50 years of age, 133 (35.9%) are between 31 and 40 years, and 9 (2.4) are between 20 and 30 years. By implication most of the respondents are between the age of 41 and 50 years.

More importantly, out of the 370 respondents, 129 (34.6%) are top level managers; 191 (51.6%) are middle level managers while 50 (13.5%) are lower level managers. By implication, we have more of middle level managers as respondents in the sample.

Table 4.2 Frequency Distribution of the Respondents' Demographic Characteristics

Characteristics(N=370)	Category	Frequency	Percent	Cumulative%
Gender	Male	196	53.0	53.0
	Female	174	47.0	100.0
Educational Qualification	BSc	207	55.9	55.9
	MSC/MBA	82	22.2	78.1
	PHD	5	1.4	79.5
	OTHERS	76	20.5	100
Age	20-30	9	2.4	2.4
	31-40	133	35.9	38.4
	41-50	180	48.9	87.0
	51 -60 years above	48	13.0	100.0
Period of Service	1 -5years	15	4.1	4.1
	6 -10years	110	29.2	33.8
	11 -15years	137	37.0	70.8
	16 -20years	92	24.9	95.7
	Above 20years	16	4.3	100.0
Management Cadre	Lower level	50	13.5	13.5
	Middle level	191	51.6	65.1
	Top level	129	34.6	100.0

Source: Author's Fieldwork Computation, 2018

4.3 Descriptive Statistics of the Respondents' Perceptions

The Descriptive Statistics of the Respondents' Perceptions is presented in table 4.3 below. Concerning organizational communication, we have information from 370 respondents; the range of organizational communication is from 2 to 5 points, with a mean of 4.31 and standard deviation of 0.392. By implication, the respondents, on average, agreed with questions on organizational communication. Concerning talent availability, we have information from 370 respondents; the range of Talent Availability is from 2 to 5 points, with a mean of 4.12 and standard deviation of 0.440. By implication, the respondents, on average, agreed with questions on talent availability. Concerning Leadership Initiatives, we have information from 370 respondents; the range of Leadership Initiatives is from 2 to 5 points, with a mean of 4.00 and standard deviation of 0.515. By implication, the respondents are, on average, agreed with questions on Leadership Initiatives. Concerning Organisational Creativity, we have information from 370 respondents; the range of organizational creativity is from 2 to 5 points, with a mean of 4.05 and standard deviation of 0.479. By implication, the respondents are, on average, agreed with questions on leadership initiatives. Concerning, Organisational Effectiveness we have information from 370 respondents; the range of organizational effectiveness is from 2 to 5 points, with a mean of 4.05 and standard deviation of 0.604. By implication, the respondents, on average, agreed with questions on organizational creativity. Concerning, Employee Retention, we have information from 370 respondents; the range of employee retention is from 1 to 5 points, with a mean of 4.09 and standard deviation of 0.535. By implication, the respondents, on average, agreed with questions on employee retention. Concerning, Organisational Success, we have information from 370 respondents; the range of organizational success is from 2 to 5 points, with a mean of 4.21 and standard deviation of 0.443. By implication, the respondents, on average, agreed with questions on organizational success.

Concerning, product quality, we have information from 370 respondents; the range of product quality is from 2 to 5 points, with a mean of 4.10 and standard deviation of 0.444. By implication, the respondents, on average, agreed with the questions on product quality.

Table 4.3 Descriptive Statistics of the Respondents' Based on Variable Questions					
Mean of Variables	N	Minimum	Maximum	Mean	Std. Deviation
Organisational Communication	370	3	5	4.31	0.392
Talent availability	370	2	5	4.12	0.440
Leadership initiatives	370	2	5	4.00	0.515
Organisational Creativity	370	2	5	4.05	0.479
Organisational effectiveness	370	2	5	4.05	0.604
Employee retention	370	1	5	4.09	0.535
Organisational success	370	2	5	4.21	0.443
Product quality	370	2	5	4.10	0.444
Valid N	370				

Source: Author's Fieldwork Computation, 2018

4.5 Data Analysis Based on Hypotheses

The hypotheses of the study are: (1) employee communication, talent availability, leadership initiative and organizational creativity does not significantly affect organization effectiveness.;

(2) There is no significant effect of employee communication, talent availability, leadership initiative and organizational creativity on employee retention; (3) There is no significant effect of employee communication, talent availability, leadership initiative and organizational creativity on organizational success; (4) There is no significant effect of employee communication, talent availability, leadership initiative and organizational creativity on product quality. To test these hypotheses and achieve the objectives of the study, multiple regression analysis was used. Multiple regression is based on correlation but allows a more

sophisticated exploration of the interrelationship among a set of variables. It makes a number of assumptions about the data which are

1. Normality: It is assumed that the dependent variable is normally distributed (i.e. organizational effectiveness co-efficient).
2. Multicollinearity: It is assumed that the independent variables (Workforce diversity employee communication, talent availability, leadership initiative and organizational creativity) are not highly correlated.
3. Homoscedasticity: It is assumed that the variation among observations is even.
4. Linearity: It is assumed that the relationship between dependent and independent variables is linear.

4.5.1 Test of Normality

A normal curve could be drawn to test for normality of the dependent variable (i.e. organizational performance coefficient which are represented by organizational effectiveness, employee retention, organizational success and product quality). Fig 4.4.1.1 to 4.4.1.4 presents a normal curve of organisational performance co-efficient scores. Many of the parametric statistics assume that the scores on each of the variables are normally distributed (i.e. follow the shape of the normal curve). In this study, the scores are reasonably normally distributed, with most scores occurring in the centre, tapering out towards the extremes.

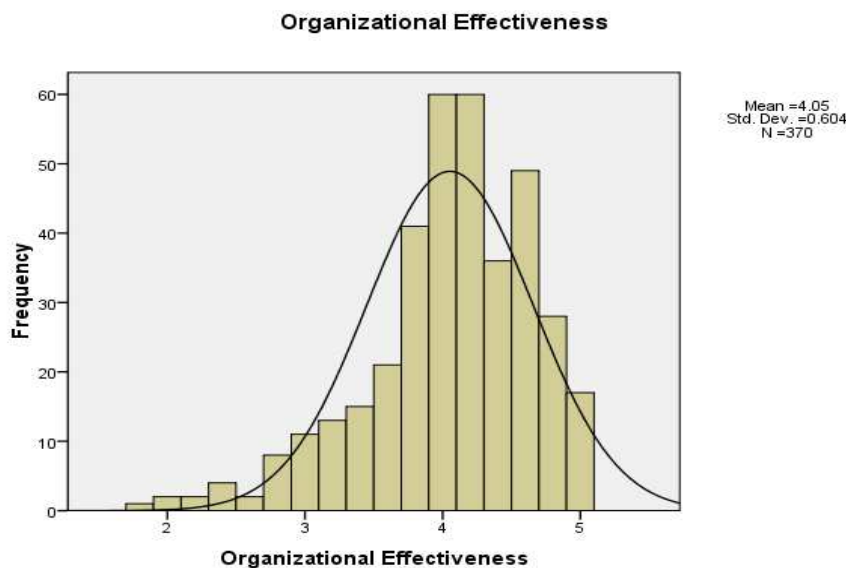


Fig 4.4.1.1: Histogram of organizational effectiveness

Source: Author's Fieldwork Computation, 2018

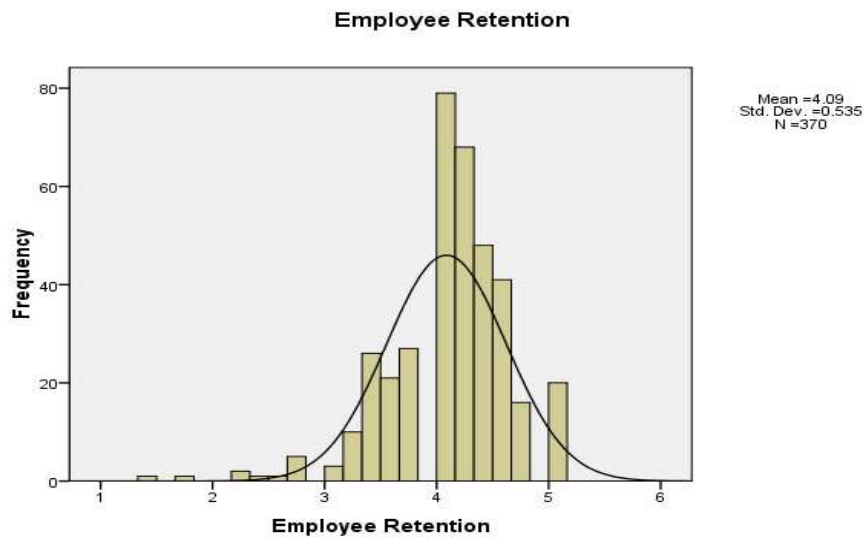


Fig 4.4.1.2: Histogram of Perceived employee retention Scores

Source: Author's Fieldwork Computation, 2018

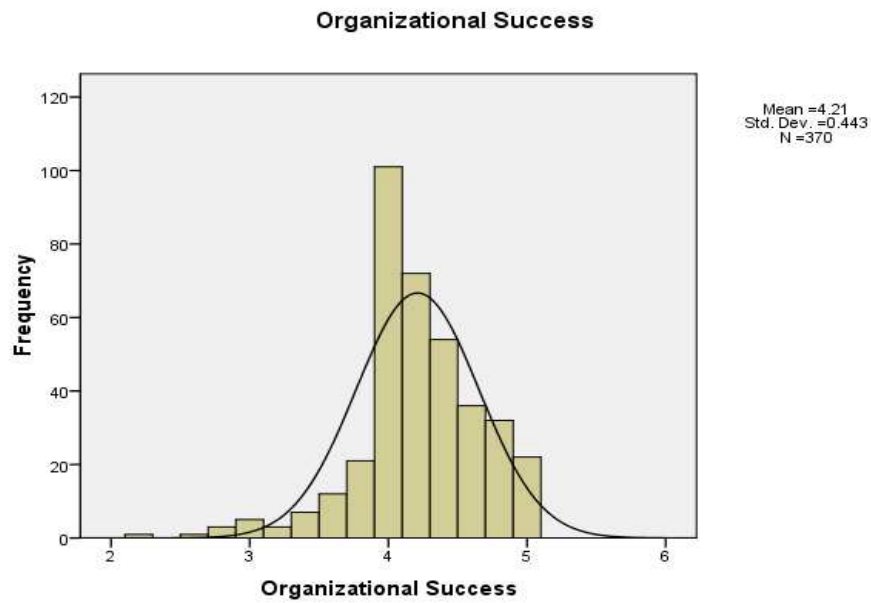


Fig 4.4.1.3: Histogram of Perceived organizational success Scores

Source: Author's Fieldwork Computation, 2018



Fig 4.4.1.4 Histogram of Perceived product quality Scores

Source: Author's Fieldwork Computation, 2018

4.5.2 Test of Multicollinearity

Multicollinearity exists when the independent variables are highly correlated (that is $r = .7$ and above). Tabachnick and Fidell (2001) suggested that you 'think carefully before including two variables with a bivariate correlation of, 0.7 or more in the same analyses. There is need to consider omitting one of the variables. To check for multicollinearity, bivariate correlation was conducted in Table 4.3 below. In the table, the highest correlation was .544. It shows low multicollinearity problem among Workforce Diversity variables (employee communication, talent availability, leadership initiatives and organizational creativity). Therefore, all the variables are retained.

Table 4.4.2.1:Correlations among Workforce Diversity Variables					
		Employee Communication	Talent Availability	Leadership Initiatives	Organisational Creativity
Employee Communication	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	.370**			
Talent Availability	Pearson Correlation	0.369	1		
	Sig. (2-tailed)	0.00			
	N	370	370		
Leadership Initiatives	Pearson Correlation	.442**	.444**	1	
	Sig. (2-tailed)	.000	.000		
	N	370	370	370	
Organisational Creativity	Pearson Correlation	.478**	.447**	.460**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	370	370	370	370
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Author's Fieldwork Computation, 2018

4.5.3 Test of Homoscedasticity and Linearity for Hypothesis One

A scatter plot could be drawn to test for homoscedasticity and linearity of the relationship between dependent variable (i.e. organizational effectiveness, employee retention, organizational success and product quality) and independent variable (i.e. employee communication, talent availability, leadership initiatives and organizational creativity). Fig 4.4.3.1, 4.4.3.2, 4.4.3.3 and 4.4.3.4 present the output of scatter plots. From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by employee communication, talent availability, leadership initiatives and organizational creativity experience high levels of organizational performance factors which include organizational effectiveness, employee retention, organizational success and product quality.

On the other hand, employees with less affected by employee communication, talent availability, leadership initiatives and organizational creativity have much higher levels of organization performance factors. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).

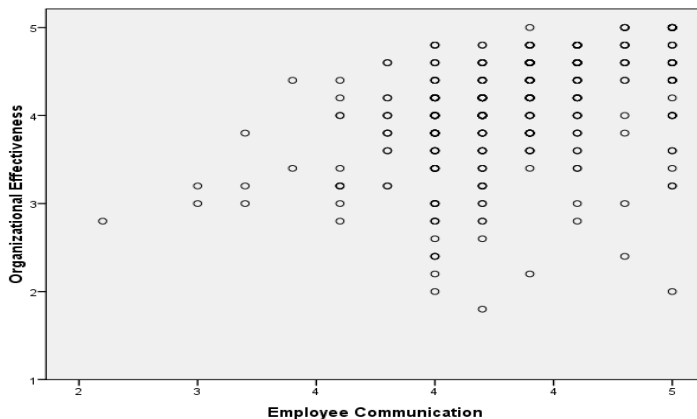


Fig 4.4.3.1.: Scatter Plot of Perceived employee communication and organizational effectiveness Scores

Source: Author's Fieldwork Computation, 2018

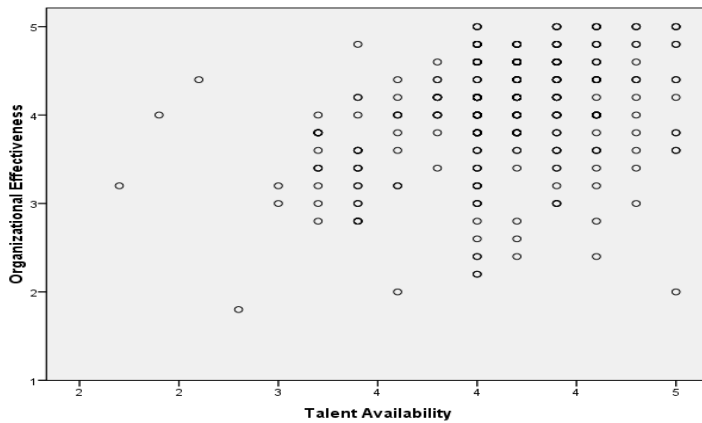


Fig 4.4.3.2.: Scatter Plot of Perceived talent availability and organizational effectiveness Scores

Source: Author's Fieldwork Computation, 2018

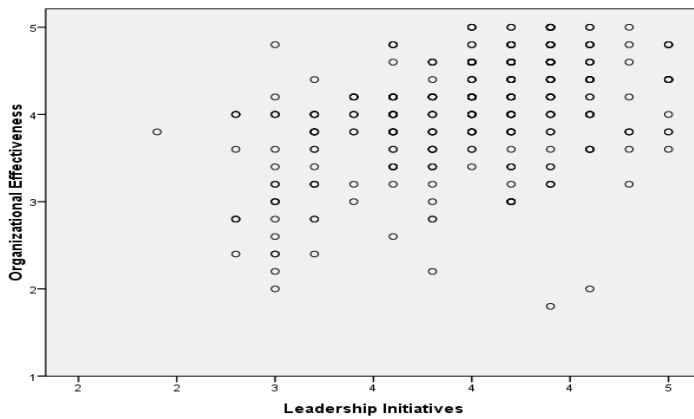


Fig 4.4.3.3.: Scatter Plot of leadership initiatives and organizational effectiveness Scores

Source: Author's Fieldwork Computation, 2018

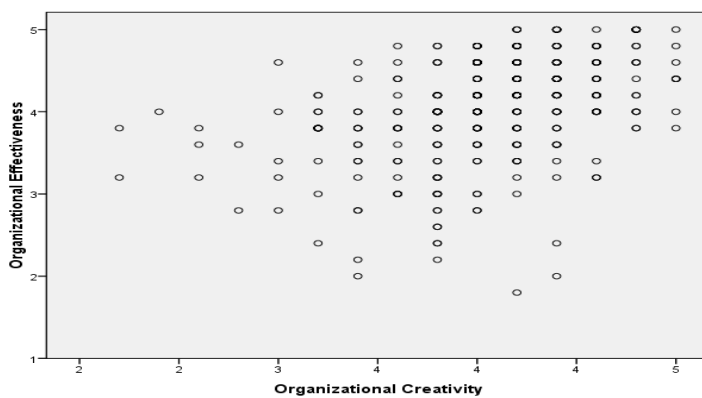


Fig 4.4.3.4.: Scatter Plot of organizational creativity and organizational effectiveness Scores

Source: Author's Fieldwork Computation, 2018

4.4.3.1 Test of Hypothesis One

H₀₁: Employee communication, talent availability, leadership initiatives and organizational creativity does not significantly affect organizational effectiveness.

Standard multiple regression was used to explore the effects of employee communication, talent availability, leadership initiatives and organizational creativity does not significantly affect organizational effectiveness. Preliminary analyses were performed to ensure no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity.

The result of regression as contained in Table 4.4.3.1: ANOVA, shows that the F-test was 37.023, significant at 1 percent [$p < .000$]. This showed that the model was well specified.

Table 4.4.2.2 ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.792	4	9.698	37.023.	.000 ^a
	Residual	95.610	365	.262		
	Total	134.402	369			
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives						
b. Dependent Variable: Organisational Effectiveness						

Author's Fieldwork Computation, 2018

Also, the result of regression as contained in Table 4.4.3.2: Model Summary, shows that the R Square gave a large value of 28.9 per cent. This means that the model (which include employee communication, talent availability, leadership initiatives and organizational creativity) explained about 28.9 per cent of the variance in perceived organizational effectiveness.

Table 4.4.2.3 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537 ^a	.289	.281	.537 ^a
a. Predictors: (Constant), employee communication, talent availability, leadership initiatives and organizational creativity				

Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 4.4.3.3 Regression Coefficients, tests the four hypotheses of this study. From the output below, there was positive relationship between perceived employee communication and perceived organisational effectiveness such that a unit increase in perceived employee communication scores caused about .322 unit increase in perceived organisational effectiveness scores which was statistically significant at 1 per cent with

the aid of the p value (0.000). Based on the result, the null hypothesis is rejected; thus, there was positive relationship between employee communication and organisational effectiveness. Also, although, there was positive relationship between perceived Talent availability and perceived organisational effectiveness such that a unit rise in perceived talent availability scores induced about .113 unit rise in perceived organisational effectiveness scores which was statistically not significant at 1 per cent going by the p value (0.114). Based on the result, the null hypothesis is accepted; thus, talent availability is not affected by organisational effectiveness.

More importantly, there was positive relationship between perceived leadership initiatives and perceived organisational effectiveness such that a unit rise in perceived leadership initiatives scores induced about .261 unit rise in perceived organisational effectiveness scores which statistically significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is rejected; thus, there was relationship between leadership initiatives and organisational effectiveness.

Furthermore, there was positive relationship between perceived organisational creativity and perceived organisational effectiveness such that a unit rise in perceived organisational creativity scores induced about .227 unit rise in perceived organisational effectiveness scores

which was statistically not significant at 1 per cent going by the p value (0.001). Based on the result, the null hypothesis is accepted; thus social there was relationship between organisational creativity and organisational effectiveness.

Table 4.4.2.4 Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.240	.336		.715	.475
	Employee Communication	.322	.081	.209	3.951	.000
	Talent Availability	.113	.071	.083	1.583	.114
	Leadership Initiatives	.261	.063	.223	4.139	.000
	Organizational Creativity	.227	.069	.180	3.297	.001
a. Dependent Variable: Organisational Effectiveness						

Author's Fieldwork Computation, 2018

4.5.4 Test of Homoscedasticity and Linearity for Hypothesis Two

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by employee communication, talent availability, leadership initiatives and organizational creativity experience high levels of organisational performance factors which include organisational effectiveness, employee retention, organisational success and product quality. On the other hand, employees with less affected by employee communication, talent availability, leadership initiatives and organizational creativity have much higher levels of performance. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).

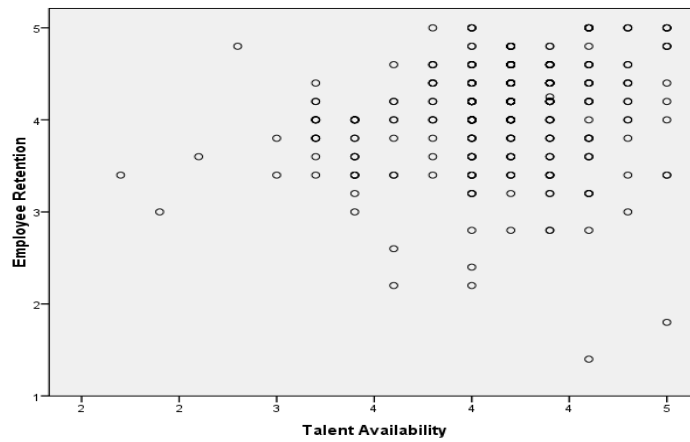


Fig 4.4.4.1.: Scatter Plot of talent availability and employee retention capacity Scores

Source: Author's Fieldwork Computation, 2018

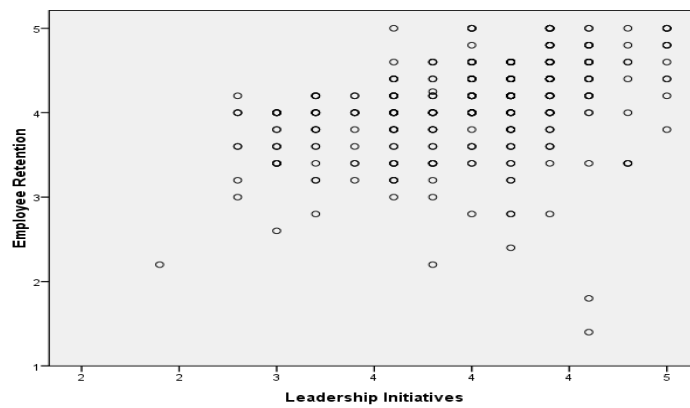


Fig 4.4.4.2: Scatter Plot of leadership initiatives and employee retention capacity Scores

Source: Author's Fieldwork Computation, 2018

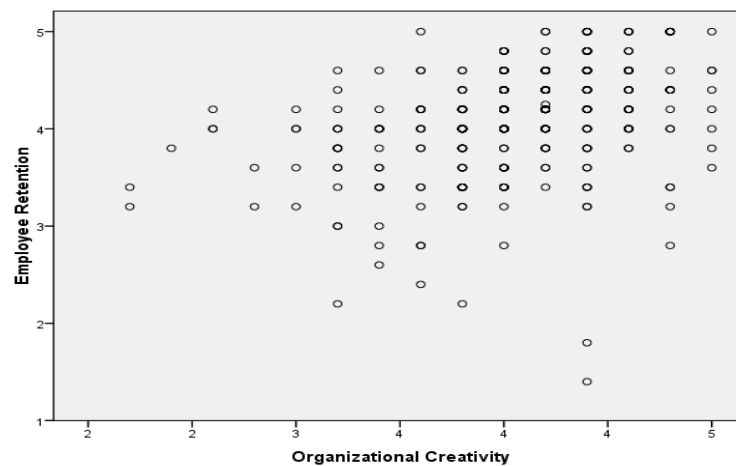


Fig 4.4.4.3.: Scatter Plot of organisational creativity and employee retention capacity Scores

Source: Author's Fieldwork Computation, 2018

4.4.4.1 Test of Hypothesis Two

Ho₂: There is no significant effect of employee communication, talent availability, leadership initiatives and organizational creativity on employee retention.

Standard multiple regression was used to explore the effects of employee communication, talent availability, leadership initiatives and organizational creativity on employee retention.

The result of regression as contained in Table 4.4.4.1: ANOVA, shows that the F-test was 25.500, significant at 1 percent [$p < .000$]. This showed that the model was well specified.

Table 4.4.2.5 ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.060	4	5.765	25.500	.000 ^a
	Residual	82.517	365	.226		
	Total	105.577	369			
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives						
b. Dependent Variable: Employee Retention						

Author's Fieldwork Computation, 2018

Also, the result of regression as contained in Table 4.4.4.2: Model Summary, shows that the R Square gave a large value of 21.8 per cent. This means that the model (which includes employee communication, talent availability, organisational creativity and leadership initiatives) explained about 21.8 per cent of the variance in perceived employee retention.

Table 4.4.2.6 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				

1	.467 ^a	.218	.210	.475
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives				

Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 4.4.4.3.: From the output below, there was no positive relationship between perceived employee communication and employee retention capacity such that a unit increase in perceived employee communication scores caused about .155 unit decreases in perceived employee retention capacity score which was statistically not significant at 1 per cent with the aid of the p value (0.041). Based on the result, the null hypothesis accepted; thus, there was no relationship between employee communication and employee retention.

Also, although, there was positive relationship between perceived talent availability and perceived employee retention capacity such that a unit rise in perceived talent availability scores induced about .032 unit rise in perceived employee retention scores which was statistically significant at 1 per cent going by the p value (0.002). Based on the result, the null hypothesis is rejected; thus talent availability affected employee retention.

More importantly, relationship between leadership initiatives and perceived employee retention was shown such that a unit rise in perceived leadership initiatives scores induced about .291 unit increases in perceived employee retention capacity scores which is statistically significant at 1 per cent going by the p value (0.000). Based the result, the null hypothesis is rejected; thus, there was relationship between leadership initiatives and employee retention. Furthermore, there was positive relationship between perceived organisational creativity and perceived employee retention capacity such that a unit rise in perceived organisational creativity scores induced about .220 unit rise in perceived employee retention capacity scores which was statistically significant at 1 per cent going by the p value (0.001). Based on the result, the null hypothesis is rejected; thus organisational creativity affects perceived employee retention.

Table 4.4.2.7 Coefficients^a				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.493	.312		4.785	.000
	Employee Communication	.155	.076	.114	2.055	.041
	Talent Availability	.032	.066	-.026	-.477	.002
	Leadership Initiatives	.291	.059	.280	4.971	.000
	Organizational Creativity	.220	.064	.197	3.447	.001
a. Dependent Variable: Employment Retention						

Author's Fieldwork Computation, 2018

4.4.5. Test of Homoscedasticity and Linearity for hypothesis Three

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by employee communication, talent availability, leadership initiatives and organisational creativity experience low levels of organisational success.

On the other hand, employees which are less affected by employee communication, talent availability, leadership initiatives and organisational creativity brings about higher levels of organisational success. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity).

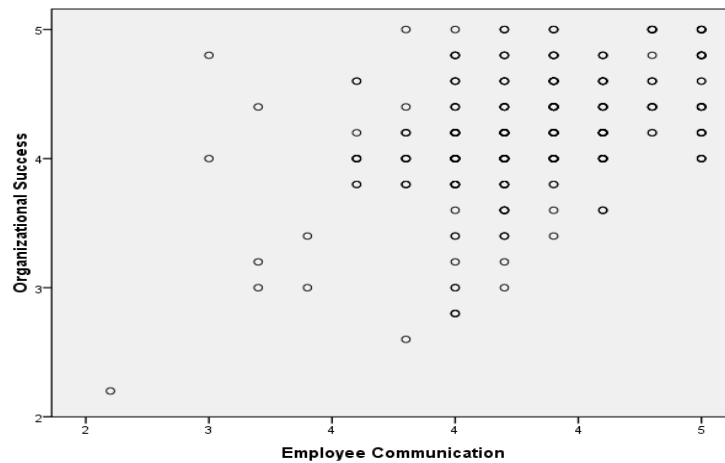


Fig 4.4.5.1.: Scatter Plot of employee communication and organisational success Scores
Source: Author's Fieldwork Computation, 2018

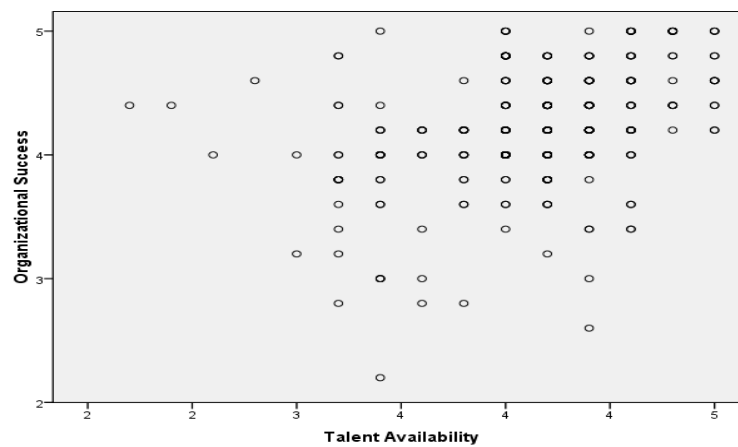


Fig 4.4.5.2.: Scatter Plot of talent availability and organisational success Scores
Source: Author's Fieldwork Computation, 2018

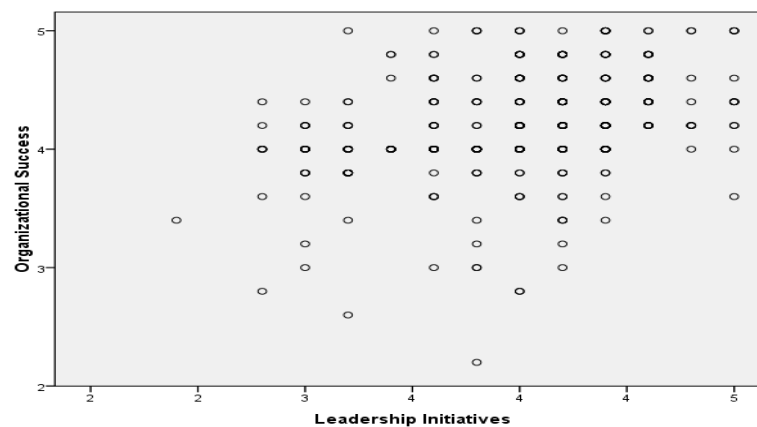


Fig 4.4.5.3.: Scatter Plot of leadership initiatives and organisational success Scores

Source: Author's Fieldwork Computation, 2018

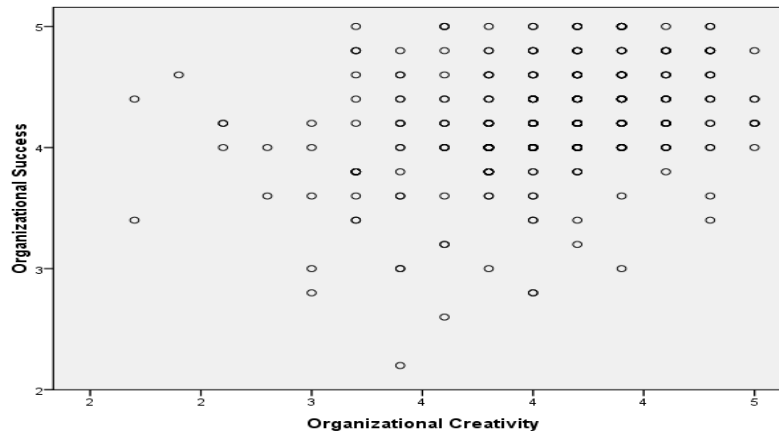


Fig 4.4.5.4.: Scatter Plot of organisational creativity and organisational success Scores

Source: Author's Fieldwork Computation, 2018

4.4.5.1 Test for Hypothesis Three

H₀₃: There is no significant effect of employee communication, talent availability, leadership initiatives and organisational creativity on organisational success.

Standard multiple regression was used to explore the effects of employee communication, talent availability, leadership initiatives and organisational creativity on organisational success. The result of regression as contained in Table 4.4.: ANOVA, shows that the F-test was 37.073, significant at 1 percent [$p < .000$]. This showed that the model was well specified.

Table 4.4.2.8 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.894	4	5.223	37.073	.000 ^a
	Residual	51.427	365	.141		
	Total	72.321	369			
a. Predictors: (Constant), employee communication, talent availability, leadership initiatives and organisational creativity						

b. Dependent Variable: Organisational Success.			
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Author's Fieldwork Computation, 2018

Also, the result of regression as contained in Table 4.4.5.2: Model Summary, shows that the R Square gave a large value of 28.9 per cent. This means that the model (which includes Organizational Creativity, Talent Availability, Employee Communication and Leadership Initiatives) explained about 28.9 per cent of the variance in perceived organisational success.

Table 4.4.2.9 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				
1	.537 ^a	.289	.281	.375
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives				

Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 4.4.5.3: Regression Coefficients, tests the third hypothesis of this study. From the output below, there was no positive relationship between perceived employee communication and organisational success such that a unit increase in perceived employee communication scores caused about .392 unit decreases in perceived organisational success scores which was statistically not significant at 1 per cent with the aid of the p value (0.062). Based on the result, the null hypothesis is accepted; thus, there was no relationship between employee communication and organisational success.

Also, although, there was positive relationship between talent availability and perceived organisational success such that a unit rise in perceived talent availability scores induced about .226 unit rise in perceived organisational success scores which was statistically significant at 1 per cent going by the p value (0.000). Based on the result, the null hypothesis is accepted; thus talent availability affects organisational success.

More importantly, there was positive relationship between leadership initiatives and perceived organisational success such that a unit rise in perceived leadership initiatives scores induced about .093 unit increase in perceived organisational success scores which is statistically significant at 1 per cent going by the p value (0.000). Based on the result, the null

hypothesis is rejected; thus, there was relationship between leadership initiatives and perceived organisational success.

Furthermore, relationship between perceived organisational creativity and perceived organisational success was shown in below table such that a unit rise in perceived organisational creativity scores induced about -.007 unit decrease in perceived organisational success scores which was statistically not significant at 1 per cent going by the p value (0.889).

Based on the result, the null hypothesis is accepted; thus organisational creativity did not affect perceived organisational success.

Table 4.4.2.10 Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.254	.246		5.089	.000
	Employee Communication	.390	.060	.345	6.536	.062
	Talent Availability	.226	.052	.225	4.315	.000
	Leadership Initiatives	.093	.046	.108	2.014	.005
	Organizational Creativity	-.007	.050	-.008	-.139	.889
a. Dependent Variable: Organisational Success						

Author's Fieldwork Computation, 2018

4.4.6. Test of Homoscedasticity and Linearity for hypothesis four

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by employee communication, talent

availability, leadership initiatives, organizational creativity experience levels of corporate performance. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity)

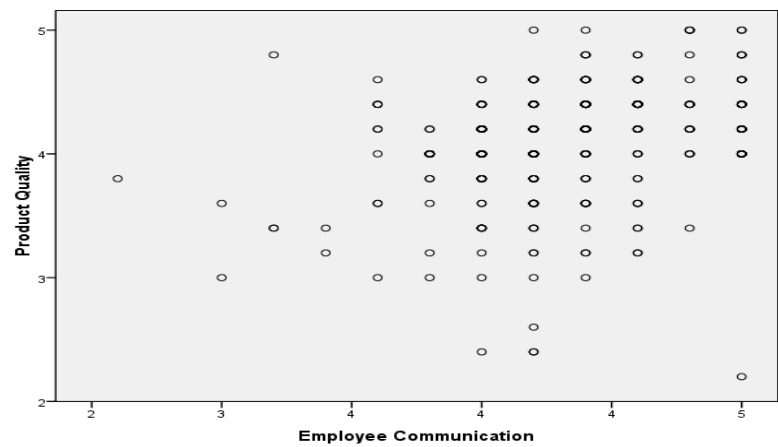


Fig 4.4.6.1.: Scatter Plot of employee communication and product quality Scores

Source: Author’s Fieldwork Computation, 2018

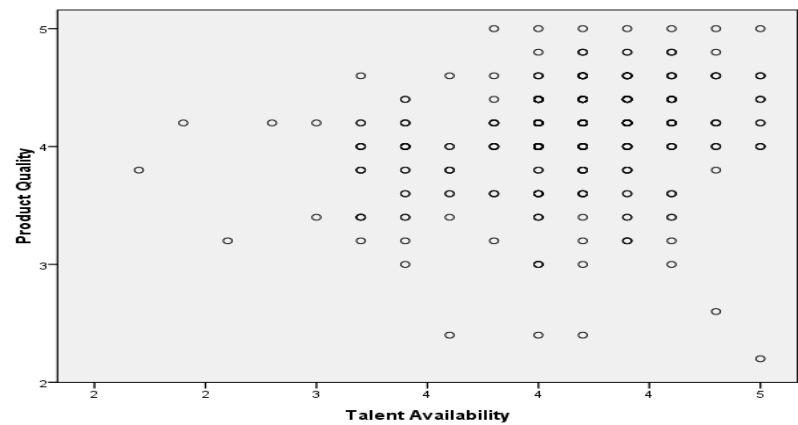


Fig 4.4.6.2.: Scatter Plot of talent availability and product quality Scores

Source: Author’s Fieldwork Computation, 2018

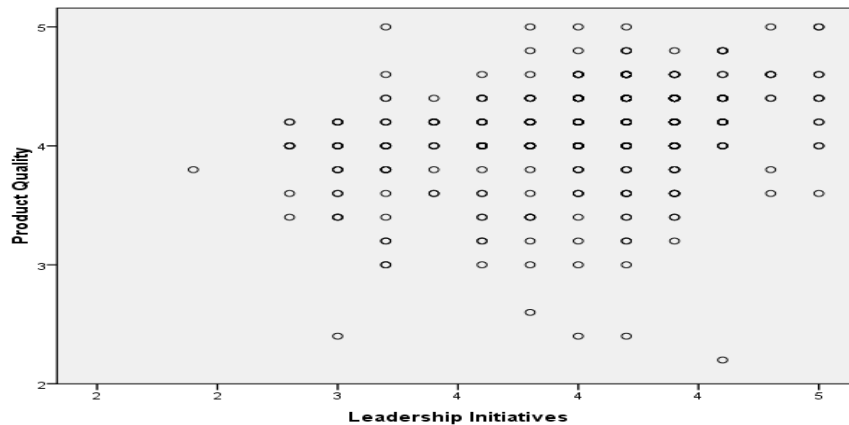


Fig 4.4.6.3: Scatter Plot of leadership initiatives and product quality Scores

Source: Author's Fieldwork Computation, 2018

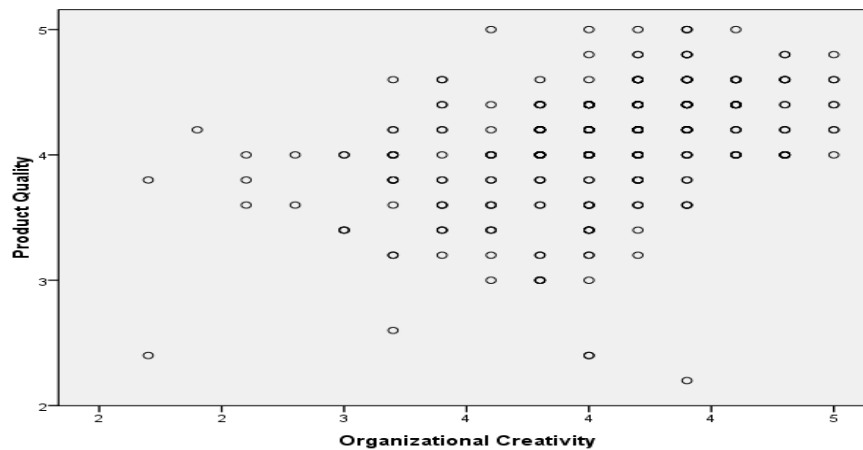


Fig 4.4.6.4: Scatter Plot of organisational creativity and product quality Scores

Source: Author's Fieldwork Computation, 2018

4.4.6.1 Test for Hypothesis Four

Ho₄: There is no significant effect of employee communication, talent availability, leadership initiatives and organisational creativity on product quality.

Standard multiple regression was used to explore the effects of employee communication, talent availability, leadership initiatives and organisational creativity on product quality. The result of regression as contained in Table 4.4.6.1: ANOVA, shows that the F-test was 22.950, significant at 1 percent [$p < .000$]. This showed that the model was well specified.

Table 4.4.2.11 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.618	4	3.654	22.950	.000 ^a
	Residual	58.121	365	.159		
	Total	72.738	369			
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives						
b. Dependent Variable: Product Quality						

Author's Fieldwork Computation, 2018

Also, the result of regression as contained in Table 4.4.6.2: Model Summary, shows that the R Square gave a large value of 20.1 per cent. This means that the model (which includes Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives) explained about 20.1 per cent of the variance in perceived product quality.

Table 4.4.2.12 Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				
1	.448 ^a	.201	.192	.399
a. Predictors: (Constant), Organizational Creativity, Talent Availability, Employee Communication, Leadership Initiatives				

Specifically, the result of regression as contained in Table 4.4.6.3: Regression Coefficients, tests the fourth hypothesis of this study. From the output below, a unit increase in perceived employee communication scores caused about .137 unit increase in perceived product quality scores which was statistically not significant at 1 per cent with the aid of the p value (0.031). Based on the result, the null hypothesis is accepted; thus, there was no relationship between employee communication and product quality.

Also, from the table below a unit rise in perceived talent availability scores induced about .032 unit decrease in perceived product quality scores which was statistically not significant

at 1 per cent going by the p value (0.570). Based on the result, the null hypothesis is accepted; thus talent availability does not affect product quality. More importantly, a unit rise in perceived leadership initiatives scores induced about .090 unit increase in product quality scores which is statistically not significant at 1 per cent going by the p value (0.069). Based on the result, the null hypothesis is accepted; thus, there was no relationship between leadership initiatives and product quality. Furthermore, there was positive relationship between perceived organisational creativity and perceived product quality such that a unit rise in perceived organisational creativity scores induced about .274 unit rise in perceived product quality scores which was statistically significant at 1 per cent going by the p value (0.000). Based on the result, the null hypothesis is rejected; thus organisational creativity affected product quality.

Table 4.4.2.13 Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.915	.262		7.311	.000
	Employee Communication	.137	.063	.121	2.164	.031
	Talent Availability	.032	.056	.031	.568	.570
	Leadership Initiatives	.090	.049	.104	1.822	.069
	Organizational Creativity	.274	.054	.295	5.096	.000
a. Dependent Variable: Product Quality						

Author's Fieldwork Computation, 2018

4.5 Discussion of Findings

In this section, the highlights of the findings are discussed. The exposition follows the four hypotheses formulated and tested in the study.

4.5.1 Discussion of Findings of Hypothesis One

The finding has shown that there exist a positive relationship between influence of employee communication and organizational effectiveness. It indicates that when employee communication increases, organizational effectiveness increases and vice versa. Open communication among the employees and top management helps increase the organisational effectiveness. This is consistent with the findings of National Integration Working Group for Workplace (2011); Akosi, (2014), Nwata, Umah & Amah, (2016) who suggested that the practice of open-door communication where employees can feel free to go to meet seniors for advice and guidance increases organizational effectiveness.

In other words this research finding is tangential to past findings of scholars that have discovered that employee communication and its procedures have the tendencies to raise the level of organisation effectiveness.

4.5.2 Discussion of Findings of Hypothesis Two

The positive relationship and effect between talent availability and employee retention depicts that as talent availability increases, employee retention also increases. When talents with diverse workforce are readily available in the organisation it helps bring about increase in their retention. This is in line with the findings of (Vorhauser-Smith, 2012, Adeleye, Nwachukwu & Fawehinmi, 2015, Mathimarah & Kumar, 2017) which affirmed that continued education investment has to be one of the India's national development strategy and priority.

Short of such public investment, India will not be able to bridge its skill shortage. Workforce diversity management has become an increasingly popular and powerful strategy for talent management and retention in leading organisations, evolving far beyond its origin as a tool to correct discriminatory practices in the society and workforce. Hence, talent availability has the tendencies to improve employee retention.

4.5.3 Discussion of Findings of Hypothesis Three

The findings of the study further revealed a positive relationship between Leadership initiatives in the workforce diversity management and organisational success which indicates that as leadership initiatives in the workforce diversity increases, the level of organisational success increases. This is in agreement with the study of McArthur (2010) which posits that leaders are expected to communicate the strategies and talk about the business goals and achievement in relation to the management of workforce diversity for the strategies identified and the company as a whole. While implementing the strategies, employees should be held

responsible for their behaviors especially in diversity promoting behaviors that are adopted by the organisation.

Organisations must therefore work in agreement with different groups and categories of people to attain, sustain and consciously improve the bottom line in their operations towards organisational success.

4.5.4 Discussion of Findings of Hypothesis Four

The positive link between organizational creativity and product quality indicates that as organisations become creative in their business practices and dealings, the more quality product they produce. This is in agreement with Kimes (2001) who opined that quality has long been a mantra of the U.S lodging industry and that continuous improvement, and total quality management among other quality-related would necessarily improve profitability.

Also, Onukwuli, Asogwa and Akan, (2016); Okediji, Fagbougbe and Akintoye, (2017) affirm that as organisation transits to the innovative – driven stage when they produce new and different goods using most sophisticated production process thereby innovating new ones.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The preceding chapter while drawing on the primary and secondary research outcomes account for how workforce diversity management has impacted on performance in food and beverage firms in Lagos, Nigeria. While drawing on this relationship, this chapter informs how the findings have agreed with the extant literature. Furthermore, it showcases its inferences to the management thus bringing forth some feasible recommendations for improvement. The chapter also describes the gap and restrictions that are associated with this study. Finally, the chapter brought out other opportunities for further research discovered during the study.

5.1 Summary

One of the critical and interesting issues of this dispensation, in the study of organizational behaviour is the impact of workforce diversity management in understanding performance. In the current competitive and global situation, the common understandings in organisations, those practicing diverse workforce performs well than those who do not accept and practice it.

Workforce diversity describes the employee's specific similarities and differences. It views for individualism that comprises age, working environment, gender, perception, ethnicity, marital status, region, work experience, sexual alignment, income, nationality with each other, support organizational essential values (Kilololo, 2005). Adeleye, Nwachukwu and Fawehinmi, (2015) is of the opinion that organisation which attach, more significance to diversity are more effective and highly successful.

Managers and change agents inside the organisations are majorly answerable for the achievement of diversity programmes as they are committed to guarantee that the strategy realization. The utmost essential issues of workforce diversity are to report the complications of judgment in relations to working environment, age, language, efficiency and effectiveness, relevance to the job and ethnicity. There will be a possibility for personal clashes, biases and reasons not to communicate effectively when diversity is not properly managed.

Generally, organisation will be seen to be effective, profitable, successful, and increasingly performing if management accurately manages the diverse staff in the food and beverage sector. This will raise the organisations performance and brings about great impact on the national economy at large.

5.1.1 Theoretical Findings

- i. **Social Identity Theory:** This theory Emphasizes on a number of compatible and components in terms of social comparison, intergroup relations and self-enhancement motivations. The idea of social identity developed how people conceptualize themselves in intergroup situations. Hence, it creates and defines individual's own place in Society (Tajfel, 1972).
- ii. **Social Categorization Theory (SCT):** Turner (2000) suggested that people belong to many different social groups. It predicts that individual organises themselves into identity groups that is based upon salient features and that they act in accordance with their categories and favour contexts that affirm group identity. This means that dissimilar individuals are less likely to collaborate with one another compared to similar Individuals within a diverse workforce.
- iii. **Social Role Theory (SRT):**The theory is founded on the idea that any one in action; behavior dispositions are determined by a set of specific socially determined roles. SRT constructs a set of socially acceptable norms and expectation that people internalize as they attain socialization stage.
- iv. **Communication Accommodation Theory (CAT):** Communication Accommodation Theory (CAT) is a model that digs into the reasons for, and consequences arising from, speakers meeting toward and moving away from each other (Gallois, 2008, Giles & Ogay, 2006). This accommodation conveys expresses respect and effort that, in turn renders appreciative responses, such as liking and selflessness. For recipients, the impressions of intergroup accommodation can also be generalized to broader and more positive feelings about the entire culture and group to which the converser belongs.
- v. **Resource Based view theory:** RBV theory views organization as consisting of a variety of resources in four (4) categories: physical capital, financial capital, human capital, and corporate capital (Yang & Konrad, 2013) and concludes that organisations usually uses this as a means of competitive advantage if combined.

5.1.2 Empirical Findings

- i. Cox and Blake (1991); Daft, (2003) & Amah, (2012) established that there is a connection between organisational diversity and organisational effectiveness. The study also pronounced that cultural diversity would impact six direct aspect of

organisational effectiveness including the capacity to attract HR's, cost, the issues of innovation, creativity and problem solving, the marketing advantages of a diverse workforce and organisational flexibility.

- II. Hortwitz , (2005)& Nwanne, (2016) found that cognitive resources of each team member adds to the overall success of the team, therefore, diversity of the cognitive resources promote creativity and decision making capabilities.
- III. According to the study of Cadrain (2008); Mathiamaran and Kuwar, (2017)affirms that firms embraces diversity for positive motivational tool that can attract and retain the best worker as well as increase the level of organisational competitiveness.Success of any organization relies on the ability to manage a diverse workforce that can bring innovative idea, perspectives and better views to their work
- IV. Ministry of Manpower (2010); Akuneye, Lasisi, Omoniyi and Shodiya, (2014)jointly affirms that well managed diverse teams outperform uniform teams as they tend to be more creative and effective at problem solving.When diverse teams are not managed well, communication and trust can break down, butgreater employee engagement leads to reduced turnover and ultimately guarantees their availability.

5.2 Policy Implications

Findings of the research will add to the knowledge and understanding of the subject of workforce diversity management and its influence on organisational performance. This study is therefore significant in the sense that it will;

- i. Support and enrich SIT theory and development of a framework of workforce diversity management in the organized private sector, especially the food and beverage firms in Lagos, Nigeria.
- ii. Generate greater awareness among private organisations of the importance of having a proper and practical workforce diversity model as a vehicle to organisational performance.
- iii. Assist managers and supervisors to operate from an informed standpoint when dealing with workforce diversity in relation to firm's performance.
- iv. Assist policy makers, consultants and advisors in the area of workforce diversity management and its influence on performance of organized private industry in food and beverage sub-sector of the manufacturing industry.
- v. Contribute to the literature of workforce diversity management on performance in Nigeria firms that could be of great use to body of knowledge.

5.3 Conclusion

Workforce diversity represents both a challenge and an opportunity for corporate entity. An increasingly growing number of progressive organisations are realizing the needs for valuing diversity in the workforce, so as to ensure strategic exploitation of human resources for the accomplishment of planned goals (Gupta, 2014; Ruth, 2014; Mathimaran & Kumar, 2017). The extent to which managers recognize diversity and its potential merits and demerits resets an organisations approach to managing diversity. No organization in this time and age of globalization would survive without workforce diversity management. It is expected that organisations should allow strategies to enhance workforce diversity in their overall task and responsibilities.

The challenge comes in when these groups cannot be similar or equal in terms of attributes accorded to them. Identifying with a particular group heightens the relationship between members of such teams. Members of a group can also feel that they cannot connect with those who do not belong to their group (Kinyanjui, 2013; Adeleye, Nwachukwu & Fawehinmi, 2015). In organisations different groups also occur among the workforce and these can be due to gender, race ethnic background, disability and education. This diverse workgroup creates room for competition that normally arises from self-interest or protecting the interests of a particular group within a workforce. The schemes used to manage this diversity are vital to utilizing the full potential of all the members of the workgroup without creating conflicts. It is the responsibility of the management to recognize and evaluate their diversity and come up with conditions that will enhance effective workforce diversity for the benefit of the organisations.

There are some evidences to suggest that positive attitudes toward diverse others increase the likelihood of successful diversity management (Sawyer et al, 2005; Muhammad. 2011). Researchers have already begun to develop ideas that will move in a more proactive ways such as diversity climate (Mickay et al, 2007) and inclusiveness (Janssens & Zazoni, 2007, Robertson, 2006). The study believes that future diversity research should continue in these and other new directions that can further assist to the ability of managing diverse people to promote individual, group and organizational success.

Not surprisingly, developing diversity plans solely in response to legal pressure is likely an ineffective means of exploiting the potential benefits of workforce diversity. In this sense, the study highlighted the need for organizational leaders to be more fully aware and effectively

managed by diversity policies, at the very least, ensuring such strategies actually align with employee's expectations.

Our findings illustrate that employees must believe that these policies are not only present, but also effectively enforced; managers must also demonstrate a clear-cut commitment to workforce diversity. When these features are present, diversity management policies serve as a device for clarifying organizational goals and increasing individual's job satisfaction, both factors contribute to organizational performance (Edmund et al, 2012; Hayles & Mendex, 2014).

All interested stakeholders in organizational communication should be encouraged to be good listeners, immediate actions must be accomplished and executed with communication and also effective feedback and follow up process must succeed effective organizational communication (Shonubi & Akintaro, 2016).

Attracting qualified professionals and retaining highly skilled workforce in times of tight labour market conditions requires high quality and case by case solutions which go beyond the board and often indiscriminate use of financial incentives especially since this strategy is used by all the rivals as well (Yiu, L & Samer, R, 2014, Mathiamaran & Kumar, 2017).

Successful organisations are becoming more adaptable, resilient, and quick to change directions as well being customer centered. These organisations are hiring more diverse workforce to withstand global challenges and to face extensive competition which allows us to see the importance of workforce diversity on organizational performance. Focused and successful diversity plans must address organizational culture change to create work environment that nurtures teamwork, participation and cohesiveness which positively affect performance. Team building and group diversity training also enhances mutual cooperation, reduces role conflicts and increase sharing among the diverse workforce. In addition, efficient communication enhances information sharing among workers which ultimately increases organizational effectiveness.

5.4 Recommendations

With regards to the lack of knowledge on the part of organizational leaders about workforce diversity management, organisations should sponsor their managers to attend workshops and annual conferences; regular internal training and emails should create awareness when the need arises

Managers need to communicate more to employees, to give the workers the room to confide in them with their challenges.

Managers should be prepared to change some of the company's approaches when the diversity management techniques adopted are not working effectively but before doing so, the reason for the change must be communicated effectively.

Moreover, managers should adopt excellent management principles to guide themselves on their decision making process and also, the company should give tangible reasons as to why managers and employees should accept the changes and new developments as at when due.

In the most of extensive literature, the present study brings out that diverse workforce and committed work environments could be sighted as a collaborative means of bearing on organizations' commitment and other employee attitudinal outcomes. If the employees perceive coherences connecting the diversity and committed work environment at their workplace, an expected positive response will emerge from them.

Employee commitment and satisfaction can be achieved by ensuring relevant diverse workforce practices and providing sound and conducive work environments. The workers express negative attitudes only when they are treated unfairly and the employee's attitudinal outcomes may be negative as well as in positive forms. The negative and positive forms are dependent on diverse workforce practices such as committed work practices; conducive work environments. Diverse workforce management positively affects the organisations which includes the ability to attract new employees, welcomes their creativity with more flexibility in the system and enhancing their quality (Cox, 2014).

It is therefore recommended that; organization ought to accord due respect for optimum utilization of strength of workforce diversity and create measures to enhance commitment among the employees for improvement of organizational performance.

Organisations should make workforce diversity management strategies a core business value because diverse work teams brings high value to organisations and valuing individual differences will benefit the workforce by creating a competitive edge and increasing work productivity. Therefore, it is also recommended that the board's commitment is vital to pronounce diversity and inclusion as core corporate business values (Lieber, 2010).

Organisations aiming to come up with innovative strategies in workforce diversity should engage an effective employee communication strategies by providing the relevant structures that will facilitate efficient, precise and relevant communication among the diverse categories of employees.

Organisations should encourage and sustain each employee's performance by motivating and allowing them to use their discretions. The leadership should also provide directional and strategic leadership initiatives that are crucial in managing workforce diversity.

Organisations should equally build successful diversity structures which will create management infrastructure to support the existing hierarchy and permanent or dedicated groups such as employee networks with top-level backing through communication network (Sayers, 2013).

5.5 Contribution to Knowledge

The existing literature is often confusing on the subject matter of workforce diversity management and organisational performance, but this study had put a search-light and a beam on the realities of the need to effectively manage the workforce that is diverse against the other dimensions.

Also, submitting the following conclusions in line with human resource implications that organisations in the 21st will ultimately survive and context successfully in the challenge of competitiveness if diversity management tenets are religiously followed and such will deliver organizational effectiveness, employee retention, organizational success, product quality and ultimately corporate performance.

5.6 Suggestion for Further Study

Future research may adopt a comparative perspective by conducting empirical studies using sector-specific and industry-specific samples on workforce diversity management strategies especially in the public sector of the Nigerian economy.

This research does not consider the other dimensions of diversity like physical ability, sexual orientations, educational background, marital status, geographic location and work experience. Moreover, the study is based on the human resource implications as it concern diversity of workforce.

Future study must therefore consider the dimensions of workforce diversity strategies and their impact on performance. Also, the results should be tested empirically. Furthermore, effectively managed workforce can yield huge and positive results to this end and this research has provided some insight that can help management to avoid the problems on diversity management.

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KWARA STATE UNIVERSITY, MALETE
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Appendix I: Research questionnaire for management, middle and lower cadre's staff

Dear respondent,

My name is **Ola Olusegun Oyedele**, a Ph.D student of Kwara State University, Malete. As part of the requirement for the award of this degree, I am carrying out a research aimed at examining the **Workforce Diversity Management and Performance in Food and Beverage Industry in Lagos State, Nigeria** using your organisation as selected.

I therefore kindly seek your view in regard to the subject under study. I assure you that any information provided will be purely use for academic purpose specifically in writing

academic research report for the award of the said degree. The findings of this study will be handled with utmost confidentiality. I will be so grateful if relevant information is given.

Thank you for your cooperation, time and effort.

Ola Olusegun Oyedele

Researcher

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender: Male ☐ Female ☐
2. Kindly indicate your age group: Less than 21 years ☐ 21-30 years ☐
31-40 years ☐ 41 years and above ☐
3. Please indicate your level of education: Secondary certificate ☐ Diploma ☐
Bachelor's degree ☐ Post Graduate Diploma ☐
Master's degree ☐ Ph.D. ☐ Others ☐
4. Kindly indicate the period of service in your organization: Less than 1 year ☐
1-5 years ☐ 6—10 years ☐ 11-15 years ☐
Over 15 years ☐
5. Please indicate your job position / department: _____
6. Please indicate your ethnic group: Expatriate ☐ Hausa ☐ Igbo ☐ Yoruba ☐

SECTION B: WORK FORCE DIVERSITY MANEGEMENT AND PERFORMANCE

Kindly give your view about workforce diversity management and performance by indication your level of agreement with the following perceived statement in relation to managing workforce diversity at your work place.

SA-strongly agree, A-agree, U-undecided, D-disagree, SD-strongly disagree

	Employee Communication	SA	A	U	D	SD
		5	4	3	2	1
8	Communication amongst employees enhances future growth and development for organisational sustainable competitive advantage.					
9	Diverse workforce that effectively communicate will enjoy the advantages of strength, talents and eliminate					

	barrier in talent developing full potentials.					
10	Effective communication is essential as it is the backbone for productive and relationship towards organisational success.					
11	Employees need to establish communication channels considering the different communication preferences of the diverse workforce.					
12	Effective communication builds trust and team spirit amongst organisational members.					
	Talent Availability	SA	A	U	D	SD
		5	4	3	2	1
13	My organisation has good programs in place for us which serves as our motivating force on the job.					
14	Monetary incentives and career advancement enhances talent availability in our organisation.					
15	Talents respond to the norms of their social networks inside and outside of the organisation.					
16	HR managers provides assistance to top and line management to attract and retain quality staff and ensure their capability are well utilized.					
17	Losing talents and employees result in performance losses which have long term negative effect on organisation.					
	Leadership Initiatives	SA	A	U	D	SD

		5	4	3	2	1
18	Mentoring programs is on top gear for all employees (expatriate and local) for deliverables towards organisational success.					
19	Our leaders lead by example in order to give guidance and direction to the rest for the realization of organisational success					
20	Our leaders place value on diversity and initiate programmes to manage the workforce diversity to firm's advantage.					
21	Leaders in my organisation are always coming up with goals for diversity strategy which are not limited to workforce but extended to stakeholders and the public.					
22	Leadership initiatives here had supported the vision of the organisation while being responsive to constant change.					
	Organizational Creativity	SA	A	U	D	SD
		5	4	3	2	1
23	My organisation celebrates different ideas and offers a unique perspective during problem solving sections that leads to improved product quality.					
24	Employees are encouraged by the organisational leaders to participate in developing and implementing plan of creativity.					
25	The success of workforce diversity management programmess depend largely on shared responsibility					

	of creativity within my organisation.					
26	Our diverse workforce is adjudged innovative, flexible and productive as we offer broad perspectives on issues which also appeal to customer base.					
27	Creativity of employees is essential and important for organisational product quality in a diverse work environment.					

SECTION C: Please tick the boxes appropriate regarding: ‘Organisational Performance in Food and Beverage Industry in Lagos State, Nigeria’

SA-strongly agree, A-agree, U-undecided, D-disagree, SD-strongly disagree

	Organizational Effectiveness	SA	A	U	D	SD
		5	4	3	2	1
28	Training of international employees early and often by doing orientation sections so that they are absorbed into the system culture is essential for firm’s competitive advantage.					
29	Cohesive team work and spirit enhances team and organisational effectiveness					
30	Cohesive team work and spirit enhances team and organisational effectiveness					
31	My organisation manages workforce diversity using the balanced scorecard methodology in respect to the firm’s effectiveness.					
32	My organisational productivity, market share, profitability, return on equity and customer-base, all are part of performance measure.					

	Employee Retention	SA	A	U	D	SD
		5	4	3	2	1
33	Constant talent shortage will lead to loss of work team cohesion and social goodwill.					
34	The current talents in the organisation is a reflection of the general availability of skilled labour/talent supply across skill levels.					
35	Continued education and training is a sure investment that will build the bridge on skill shortage.					
36	Labour availability leads to increased organisational effectiveness and reduced mounting costs of the expenditure.					
37	Continued training is one of the sustainable factor for employee retention					
	Organizational Success	SA	A	U	D	SD
		5	4	3	2	1
38	My organisational effort to support and contribute to partnering organisation growth and strategy has led to organisational success					
39	Leaders develops programmes that increases skills for working in a multicultural environment.					
40	There are procedures to reduce ethnic and gender difference in our organisation and to also accommodate immigrant into the company.					

41	Response of workforce is a key player in the success of success initiatives					
42	Employees' empowerment has a special significance due to connection and consistency it has with several important matters towards organizational success.					
	Product Quality	SA	A	U	D	SD
		5	4	3	2	1
43	Our organisational product quality is a source of competitive advantage in the food and beverage industry in Nigeria.					
44	Our brand continually satisfies the expectations/needs of the teaming customers and the public.					
45	Our products are adjudged to conform to design and specifications in the face of our customers.					
46	Quality products make an important contribution to long-term revenue and profitability of my organisation.					
47	Employees creativity and firms dynamic capabilities is a function of the organisational operation which we witness here.					

APPENDIX II: Nestle Quality Policy



APPENDIX III: UAC Foods Policy Statement



APPENDIX IV: UAC Foods Core Values

