Do Human Resource Diversity Management Issues Increase Productivity in Nigeria?

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Abstract: *No two humans are alike. Gender, race, social and psychological characteristics are some of the characteristics that distinguish staff according to perspectives and prejudices. In the Nigeria today's business word, emphasis are placed mostly on motivation and compensation in managing workforce with little diagnosis of implications of recent emerging workplace human resources diversity issues such as on the overall productivity of firms. This work against the identified gaps, therefore, investigates the effect human resources diversity on the overall productivity of multinational enterprises (MNEs) in Nigeria. The study ascertains the impact of various HRDM issues on the employees' sense of belongings; examines the effectiveness of these HRDM practices on employee outputs of MNEs; and as well investigates the consequences of HRDM practices on the attainment of work goals. In order to actualize the key objectives, the study employed survey design. Data was collected through a self-administered questionnaire from a number of 207 respondents who were staff of selected multinational firms in Rivers, Lagos, Oyo and Ogun States Nigeria. SPSS was employed to aid the data analysis. Having analyzed the data, the study found out that HRDM issues affected positively on the employees' sense of belongings. It also discovered that HRDM practices contributed to the attainment of work goals among selected MNEs. Guided by the findings, the study recommended that MNEs in Nigeria need to encourage the use of common language in the organization among the employees The work also offers that there is need for open channels of communication between both the employees and employers in large firms due to the wide diverse of their workforce.*

Keywords: *Diversity, Human Resource Practices, Employees Output, Work Goals.*

INTRODUCTION

In recent years, the coordination of firms value chain activities and the need to be responsive to different preferences of customers across the globe in order to achieve enhanced productivity, cross fertilization, synergy and efficiency has led to the emergence of diverse human resource (Cavusgil, 2015).The increased desire for economic success and relevant developments that requires increase interaction among people from different cultural backgrounds, and belief systems has also led to diverse human resource in organizations. The global integration and interdependence between nations has also permanently broken the walls that hindered the mobility of labour, goods and services through deregulation, globalization and technological advancement. In the past, countries claim to be ethnocentric in their approach by having homogeneous race at work. This economic fact has also led to the realization of employee's expertise as valuable and dynamic living assets from different geographical locations of the world (Jacobs & Jones, 1995). Organizations need to hire effective and efficient work force irrespective of their diverse nature in order to handle competitions and survival in the market place.

The researcher noted that the inherent rich business opportunities in Nigeria as a result of her estimated population of 170million people, low cost of labour and natural resources like tin, coal, limestone, lead, iron ore and petroleum has also attracted diverse human resource to Nigeria. Though, the huge wage disparity and conditions of service between Nigerian workers and foreign workers shows evidence of high level of discrimination. Nigerian workers in these organization asserts that majority of the job tasks are performed by them; while the foreign workers with low tasks performance gets more reward and promotions than them. The Management of this organizations observed the grievances and agitations of the Nigerian workers and in responds beefed up security around the expatriate workers and their family. These have increased the cost of doing business for these organizations in Nigeria.

The researcher also noted that Nigeria work force today is filled with high level of diversity. This includes people of all races; gender: male and female; people of different ages; physically challenged workers; social class workers with varying important and different cultures; foreign employees; part timers; Lesbian, Gay, Bio-Sexual workers and Trans-sexual workers (LGBT); HIV/AIDS workers; dual-career couples; education, skills and mobile workers. These people make diverse contributions and collaborate as a family toward the achievement of set goals and objectives for the organization (Betchoo, 2015).

Human Resource Diversity Management (HRDM) could be defined as a process of understanding, acknowledging, accepting, valuing and celebrating differences among people with respect to their race, age, ethnicity, sexual orientation, and spiritual practices, class, physical and mental ability (Esty, et al., 1995).HRDM practices are effort put in by organization which is aimed at managing human resource equally and fairly (Shen, Chanda, D'Netto & Monga 2009).

Organizations that are committed to diverse work force are aimed at harnessing a pool of individual unique qualities, while viewing the combination of differences as potentials for growth rather than opportunities for conflict (Betchoo, 2015).There are increasing needs for organizations to embrace human resource diversity for effective growth and team building by capitalizing on the strength of each employee. Most organizations in Nigeria today are enforcing government regulations on diversity rather than embracing diversity.

Kerby and Bones (2012) stated that nations work force are becoming more diverse, having people of colour, Gay, Trans gender and more women entering into the labour force; making vital contribution to the economy and also making the organizations more footed in the market place. The increased emphasis on the importance of cross-functional teams, global marketing and multinational business operation has helped the growth of diverse work force in Nigeria. Though improper management of human resource diversity could posed challenges of hostile business environment, divisive-ridden cultures and very expensive legal battles (Aghazadeh, 2004). Consequently, these have led to high labour turnover, strike, low productivity, glass ceiling, breakdown of law and order; kidnapping and youth restiveness in Nigeria (Omofonmwan & Odia, 2009).

The major objective of organizations is to maximize profit through enhanced productivity. Productivity is determined by the efficiency and effectiveness of an organization. Productivity in economic terms is defined as the ratio of the relationship between input and output.

Appropriate implementation of HRDM practices will improve collaboration and interaction with people from different backgrounds and also the ability to understand and make better decisions; increase profitability, experience sufficient flexibility, organizational learning, knowledge creation, enhanced corporate image, enhance equal employment opportunity, inclusiveness and development of organizational environment that is geared toward meeting the increasing needs of the organization, employees; and other stake holders (Shaw 2002; Goodman, Fields & Blum 2003).It will also provide a

better solution to brain storming of tasks (Wilson and Iles, 1999).For diverse employees to function effectively, human resource experts need to deal with the issue of communication, change and adaptation seriously in their organization.

It is through the implementation of HRDM policies and consistent improvement of employee's expertise that organizations can develop and become more productive. Placing great value on human resource diversity is morally correct and makes economic sense (Green, 2010). Though the profession of human resource has not made enough effort to add diversity as compulsory topic and key research focus area to their academic education programmes to educate human resource practitioners within and outside their organization (Hite, McDonald, Bierema, Gedro, Kormanik & Kravitz, 2009; Kuchinke, 2002; Bierema, 2010).

Studies are clear on the fact that the profitability, smooth running and survival of any organization depend on the quality of its human resource and the level of person's job; and organization fit (Arthur, Bell, Dover Spike & Villado, 2006; McCulloch & Turban, 2007). These researchers viewed that Human Resource Management (HRM) has significant roles to play in fostering greater equality inclusion and fairness in the workplace with the objectives of helping diverse individuals and groups to regain important aspects of their identity and enjoy productive fulfilling careers. Researcher such as (Onodugo, 2012) opines that the importance of HRDM in national and organizational development cannot be over emphasized. That it is the human resource that will use other factors of production input like land, capital and technology in the dynamic process of transformation into finished goods and services. On the other hand, diverse human resource also constitutes the market for the produced goods and services. Furthermore, it is only the human resource as a living asset that reacts to issues and responds to the way it is being treated.

Human resource diversity strategy and policy application is different from one nation to the other. The researcher Ewurum, (1999) stated that Nations and people differ and so are the policies that will seek to manage them. It is against this background that this study, which is aimed at investigating the various HRDM practices as tools to increase productivity, finds its relevance.

Researchers studying diversity have assessed the extent to which members of an organizational unit are similar or dissimilar to each other; with particular focus on age, gender and ethnicity which are traditional elements of diversity. For instance, studies on diversity, according to (Jackson, May & Whitney, 1995) showed that numerous attributes which are of interest include age, gender, ethnicity and length of tenure in the organization, cultural values, and personality. Hence, the need for more empirical studies on HRDM as a tool for increase productivity and discussion of new paradigms of diversity (foreign employees; part timers; Lesbian, Gay, Bio-Sexual workers and Trans-sexual workers (LGBT); HIV/AIDS workers; dual-career couples; education, skills and mobile workers) that are likely to affect organizations in Nigeria is un-arguable and has become more critical to overcoming the challenges faced by organizations with diverse human resource in Africa and Nigeria in particular. It is believed that its findings will facilitate policy options that will help the nation to be more productive.

In today's world, human resource diversity is inevitable. The major concern of business organizations as an economic entity is survival through enhanced productivity and profitability in a more complex and competitive global environment. Due to human resource diversity in the work place, organizations are facing many problems and confusions of lack of effective communication of key objectives, lack of cooperation and team work; morale decline and consequently loss of productivity and profit. However, this study seeks to assess the impact of human resource diversity management practices on productivity; the effectiveness of HRDM practices and the consequences of poor HRDM practices in Nigeria.

1.1 Objectives of the Study

This major aim of this study is to assess the relationship between human resource diversity management issues and productivity concerned among selected Nigerian MNEs. However, other specific objectives are:

1.   To ascertain the impact of various HRDM issues on the employees sense of belongings.
2.   To critically examine the effectiveness of these HRDM practices on employee outputs of MNEs.
3.   To investigate the consequences of HRDM practices on the attainment of work goals among MNEs.

1.2 Hypotheses

1.   HRDM practices impact positively on the employees' sense of belongings of selected MNEs
2.   HRDM practices used in organizations will affect positively on employee outputs
3.   HRDM practices would contribute to the effective attainment of work goals among MNEs.

REVIEW OF THE LITERATURE

2.1 Conceptual Framework

2.1.1 Human resource and Diversity Management: Origin and Definition

Human resource management as a field has evolved through several major transitions due to the changing nature of organization. The terminologies have also change and what was traditionally called personnel department is now called human resource department. More than name change, the focus of these department has also shifted with expanded responsibilities in the transition process. However, the emergence of human resource management as a specialized function happened shortly before 1900 (Robert, Mathis, & Jackson, 1994). During this time, decisions such as hiring, firing, training and pay adjustment were undertaken by individual supervisors. Over the years, management was basically concern with values for machines and application of techniques to work rather than human value (Strauss & Sayles, 1960).

The developments of human resource practice in Nigeria have been deeply influenced by a lot of factors that are global in nature. These factors includes the advent of the colonialist, the scientific management movement and the Hawthorne studies of 1993, the raise of organized labour, labour registrations, the developments within the Nigerian Universities and the move toward professionalism; which led to the *birth* of Chartered Institute of Personnel Management of Nigeria, Nigerian Institute of management (Chartered) and many other professional bodies (Banjoko, 2002).

The arrival of the colonialist on the shores of Nigeria, led to the introduction of wage employment and diverse work force in the Nigeria. Prior to this time the Nigeria work force was primarily made up of the father, children and wife or wives; which were homogeneous in nature. During this period, the only non-family member that was employed is slave to work on the family farms. Rewards or payment were in kind rather than cash. Banjoko (2002) stated that the emergence of the colonialist changed the traditional employment method is there was need to employ interpreters, cooks, gardeners, drivers; and subsequently wage employment was introduced. This employment situation was far from ideal as workers were regarded as mere commodities. These unfavorable situations for workers continued until the end of the 19th century when a collection of Nigerian philanthropic entrepreneurs began to develop care and concern for workers.

In today's business environment, the changing nature of work and organization has eminently necessitated the need for contemporary human resource managers or practitioners to use effective

practices and principles of human resource management (Ditomaso, 2004). Susan (2012) described human resource management as functions of organizations that are concern with issues relating to, recruitment, education and development, compensation management, performance management and administration. Scholar such as Nwachukwu (2011) defined human resource management as a field of study that relates to all activities from finding employees for employment to their full utilization at work and planning for their retirement. Human resource management is also defined as a set of people oriented activities that promote the acquisition, effective utilization and maintenance of human resource in an organization (Banjoko, 2002).

2.1.2 Human Resource Diversity Management
Esty, et al., (1995) define Human Resource Diversity Management (HRDM) as a process of understanding, acknowledging, accepting, valuing and celebrating differences among people with respect to their race, age, ethnicity, sexual orientation, and spiritual practices, class, physical and mental ability.

This study focuses on two variable- human resource diversity management and productivity. The Concept of human resource diversity management is relatively newer than the concept of productivity .In this study, the duo has received adequate attention.

2.1.3 Human Resource Diversity Issues
Human resource diversity issues in a workplace includes gender issues, age, race, generation issues, social class, culture, the foreign workers, disabled worker, part-time worker, LGBT issues, HIV/AIDS workers and the new paradigms.

2.1.3.1 Gender Issues
The issue of discrimination has become a regular practice today in some part of the world. It is more evident now that women are involved in workplace, which pays particular attention to women in business. In the traditional African family, men are known to be the head of the family and the bread winner. While the women or wife takes care of the house chores and look after the children. This has changed and women are now at the front position of organization and some having leading roles in business. Why is there discrimination when both genders have access to higher education and achievement? Why women are considered weaker in achievement compared to men? (Betchoo, 2015).The researcher in this case looks at gender issues from the perspective of women roll and influence in diversity.

Women experienced discrimination such as low pay for the same job undertaken with men and lack of opportunities to move to higher position in an organization. Newbie (2009) stated that the traditional role for men and women were established to guarantee the power of the head of household. Historically the head of household has always been male. Though people has been socialized to expect men to be brave, industrious and domineering, while women are expected to be submissive, timid and nurturing.

Recent, women provides financial support for the family, become breadwinners and head of the family due the present economic reality. Today men are gradually losing their image and ego in the society. Women are created as companion for men and men has to make her work with them in the course of life. Women play the roles of mother, daughter, sister and wife (Gicki, 2013) .They plays their role with great responsibility and upbringing of a healthy society. UN Org. (2010) explained that women rights were human rights and that gender equality is an issue of universal concern and beneficial to all. Gender equality can be achieve in a workplace when people have access to the same reward,

opportunities and resources irrespective of whether you are a man or woman. Gorman (2014) explained that organizations where the leaders engage in diversity programmes experience more women in top leadership position and flow of talents in the organization.

2.1.3.2 Race Issues

Race issue is the most noticeable aspect of diversity upon which people simply discriminate. An example is the discrimination among the black or best described as Negro (African descendants) and the white race. Black people are the first to suffer racial discrimination due to their physical differences and bearing in mind their ethnic ancestry, tribal existence and the fact that they are still the poorest continent in the world. This is very common when they work in foreign country. Racism is not limited to black and white; the Jews also suffer racism in Europe. Employing people of different race adds to the credibility of the company as company encouraging equal opportunity in workplace. This leads to multicultural organizations and also advances Multinational Enterprises. According to Thistlethwaite (2015), racism is a release system of excessive political and economic power which is well-known historically entrenched system. He also is defined as prejudice allied with political and economic power. Driver (2014) argued that racism is very deep-rooted in American experience that no one grown up there is free from it. Zion (2013) transmitted that racism are views practice and actions reflecting the believes that humanity is divided into diverse biological groups called races and that members of certain groups share certain attributes which make the group less desirable, more desirable, inferior or superior. Racial discrimination, ethnic discrimination and superiority based on racial discrimination are scientifically false, morally condemnable, socially unjust and dangerous; and there is no justification for racial discrimination in theory or in practice.

2.1.3.3 Age Issues

Organizations consist of individual with collection of differences in ages. Employees go through stages in entering the workplace as young, maturing over time through work and experience and subsequently retire when they enter old age. The world population is aging faster than ever, thereby making older employees to stay on the job for longer time. In Nigeria the retirement age is between 50-70years.

Age is a major component of human resource diversity that has various implications on organization. Age is both biological fact as well as cultural construct. While we can record how many years and individual is (biological age) and it is culturally constructed. Most societies have obligations and responsibilities that are assigned based on individuals reaching specific age i.e. driving, drinking and voting etc. Though there are general perceptions on aged workers. Some people considers aged worker to be people with wrinkles, grey-hairs, poor health and less effective than the younger employees. These perceptions are not realities.

Young employees are also seen to be dynamic and have the ability to adapt quickly to change and innovation than the older employees. This is also another perception. In the issue recruitment and situation of unemployment, young employees are giving more opportunities than the older employees (Hardy, 2013).

The issue of discrimination is also another major fact that can affect promotion, when the principle of first in first out (FIFO) is used. This implies that more experienced and older employees will enjoy promotions and leave the organization early than the younger employees. This is a major problem while dealing with age diversity. Some employers will prefer promoting the younger employees to present the image of youthfulness in the organization, while the older one could suffer discrimination.

It is evident from work experience that age adds to the success of diversity when employees of different age combine together in an organization and having shared experience, values and ideas.

2.1.3.4 The Disabled Employees

This refers to employees with differing abilities and disabled conditions. This group of employees has over time suffered direct discrimination from employees who are seen as normal. The disabled employees add diversity to the workplace. Longmore a Professor of History, was one of the first people to study the social history and experience of the disabled people. History has it that some cultures totally rejected people with disabilities; treated them as outcast, economic liabilities and grudgingly kept alive by their families. In other cultures persons with disabilities are tolerated and treated in minor ways. While other cultures gave them respected status and allowed them to use their potential to the fullness (Munyi, 2012).

Organizations are expected to check the level of disability and define correctly the essential tasks in jobs and the knowledge, skills and abilities required to carry out each the job. Accommodating disabled workers will require the organization to put in place flexible work schedules, altering facilities, purchasing special equipment, training and education of non-disabled worker to work with disabled worker; and revised health and medical examination requirement to avoid discriminating against employees with disabilities.

Over the years, people have used various terms to describe people with disabilities as handicapped, people with other abilities, other able employees and differently- able. This has led to various reactions from the disabled employees. Wisegeek (2015) defined differently-able as a euphemistic term for somebody who might formally been classed as disabled, handicapped, challenged or having special need. Though the term disabled worker is what is appropriate for this research purpose.

2.1.3.5 Social Class Component

Individuals in the workplace have the general tendency and quest for moving up in an organization or in the society. The society is surrounded patent with inequalities where social class is well differentiated and also speaks for themselves. The society consists of the elite class which are part of the selected few and the rich class with high standard of living and material wealth. Some societies are classified into upper-class, middle class and lower class; while in Nigerian society the middle class is rapidly depleting. Social class concept has undergone transformation in course of time and also looks at high standard of living.

In Nigeria, finance has become the major determinant of what class one belongs to. This is evident in Nigeria as the richest belongs to the upper class and the lower class is principally working class holding junior managerial or executive positions and white-collar jobs with moderately and less decent pay. The lower class is subjected to hardship of existence as their disposable income cannot make ends meet. The upper class is made up of top government officials and chief executives of establishment. In Nigeria today, there is increase in the lower class as the middle class has shifted downward to the lower class thereby creating a more tensed environment and competition for the lower and working class as they all seek for mobility to occupy the middle class.

2.1.3.5.1 Types of Societal Classes

This could be defined as group of people with similar level of influence, wealth and status. Harcourt (2014) explained the basic picture of social classes in today's society by paying attention to the main types of classes that exist in the current societal structure.

The lower class
The lower class in Nigeria today is also characterized by homelessness, poverty, unemployment, inadequate housing and food; lack of vocational training and medical care;drug abusers, mothers who produce more babies they cannot cater for to abuse the system, criminals, underclass and "societal trash."

The working Class
This consists of unskilled workers and minimal educated people who engaged in manual labour with little or no prestige. They have less pay for services rendered with no opportunity for career advancement. Examples of the working class are cleaners, dishwashers, waiters and waitresses, maids, etc. They are unskilled workers and are often called the "working poor". The skilled workers such as electricians, plumbers, carpenters among the working class are usually referred to as blue "collar workers". Their jobs are physically tasking and more dangerous.

The middle class
This are usually referred to as the sandwich class and white collar workers. They have more money than those below them on the social ladder and less money than the upper class. They are divided into two levels according to wealth, education and prestige. These are the lower middle class and the upper middle class. The lower middle class consist of those with less education and low income such as managers, teachers, small business owners and secretaries. The upper middle class consist of highly educated workers and professionals with high income such as senior managers, lawyers, doctors and Chief Executive Officers.

The upper class
In Nigeria this class holds more than 70 percent of the nation's wealth. The upper class is divided into lower-upper and upper-upper. In Nigeria the lower- upper class are those with "new money" made from politics, business ventures, investments, etc. The upper-upper class are those with "old money" the aristocrats and "high society" families who have been rich for generations. Theseextremely wealthy families live off the income from their inherited riches. This upper-upper class is more prestigious than the lower-upper class. Irrespective of where their money comes from, both segment of the upper class are exceptionally rich with more money than they can spend. This makes them to have much leisure time for refining variety of their interests.

After years of headlines about poverty in Africa, the emerging middle class has become a driving factor of growth and democracy, and the expanding pool of consumers for 'market hungry' retailers. Increased consumer demand has also expanded Africa's economy and investment surge. The middle class buyers with good disposable income have led to the market boom in Nigeria (Fletcher, 2013).

Social classes have great impact on diversity in Nigeria and other developing nations in Africa. This is evident in the huge wealth, status and wage disparity among employees in Nigerian organizations. The middle class in Nigeria has great potential for betterment and prosperity in the society. This is very contrasting between the rich and developing countries. In the rich countries the middle class are getting poorer and in the developing countries the middle class are getting richer.

2.1.3.6 The Foreign Employees
This is driven by the concept of globalization and it is an important component of workplace diversity. The foreign employees or worker could be described as somebody who leaves his home country to work in another country or host country. In Nigeria, the poor standard of living, economic crises, war, political

persecution, homicide, genocide and increase in other social vices has led to movement of our local employees to developed countries; where they seek for "greener pastures" and in the process, undertake or perform lower jobs that are rejected by developed country's employees as a result of their upward class mobility. This has also led to high level of brain drain in Nigeria.

Hence, the developed economy also experience labour mobility from developing countries of their earlier dependencies. As developed countries make economic progress, they experienced upward mobility in classes and choice of job by the local people or host country. While lesser but important jobs are taken by people from the developed country seeking for where the grass appears greener.

This is currently a global concern as the developed countries have witness high rate job mobility from countries that are facing war, terrorism and insecurity challenges. e.g. Iraq, Somalia, Liberia, Nigeria, Syria, Turkey, Afghanistan etc. These developed countries that has high level of economic prosperity and employment are now facing difficulties of slow economic growth and high unemployment rate due to threat of terrorism. In Nigeria, the threat of insucurity in the north East "Bokoharam" has led to the serious increase in the movement of people and goods from the North East to North Central, South West, South-South and South Eastern part of Nigeria. This has also led to serious security concern in other parts of Nigeria. E.g Cattle Rustling. This has also made the developed nations like France, England and America to start thinking or reviewing their immigration laws and policies bye placing travel ban and restriction on terror prone countries.

The issue of foreign worker has great impact on diversity as they may be looked down un as job seekers or intruders. Though the dynamics of migrant workers accoss the globe are governed by relating macro, personal level, micro,state level and factor.On the maco level immigration, historical and current political and economic links has a major role in such dynamics (Hussein et; al 2012). Riversal of workers movement is also experienced in Nigeria where top managers move from developed countries to emerging economies.

2.1.3.7 Part- Time Workers in Workplace Diversity

Part- time jobs has been available since 1870 and could be linked with the industrial revolution in Europe.This is as a result of increase in tasks performed by companies and the need to satisfy surplus demand for products placed by customers. After this customer demands and labour needs are satisfied, employers revert to their existing employees to perform their routine duties. It is important to note that part time work is not a formalised occupation as it is introduced by companies when ever gaps were identified in the organisations operation. Thogh the part time workers are not visble practice of diversity apart from cases where the dress code is different from that of full-time workers.They are important and complement the tasks performed by full time employees. The researcher observed that part-time worker in Nigeria has been technically converted to contract employees and in must cases outsourced employees.

Though Doyle (2015) established that there is no legal guideline to determine whether or not an employee is a part-time or full time employee.He futher stressed that the determination of whether an employee is working part-time depends on the company's policy and practice of defining employee and the required number of hours to be considered full-time.The benefits of part-time worker is flexibility of scheduling work based on the available workload. It also enjoys low cost as companies ussually do not pay them benefits.

2.1.3.8 Issues of Lesbian, Gay, Bisexuals and Transgender (LGBT) in Workplace Diversity

The international Spectrum (2015) defines the acronym LGBT as Lesbian, Gay, Bisexual and Transexual. The societies traditional ways of living and common norms and mores stipulates that human being

grows up, get married and produce children. Any sexual behaviour outside this is greatly critisied and cast-off by the society in Nigeria and part of Africa. It is viewed as very uncatholic and unaccetable by members of the society.In Nigeria the two major religion; Christianity and Islam frowns seriously at LGBT. This is also viewed as strange behavior and is connected with people liking and living together with same sex whether they are both men and women.This has also included Transgender andBisexual; male looking people with female genital organ or vice-versa and people who loves both men and women respectively.

Most organisations ignore this component of diversity and belief that their employees are morally sound.And her emplyees immdiately look down on employees found with LGBT behavior.Also most society display deterrents towards LGBT behavior with the belief that their behavior is antisocial and is disgraceful to the society.This promotes discrimination and stigmatisation by those who claim to be normal employees in an organisation. Some developing and developed nations have laws that criminalised those found with non-heterosexual behavior.eg. Nigeria, Uganda, Sudan, France and United Kingdom.

The researcher observed that LGBT employees in Nigeria act privately and feel discriminated against and barred from opportunities at work. This is why the issue of repecting diversity arises in a work place and the to accommodate other LGBT employees.

LGBT in Africa
Many African countries has established very inhibiting laws against LGBT. This is due Christian and Islamic values of most African State.Some discribe LGBT as satanic and unAfrican. Countries like Nigeria, Morocco, Sudan, Uganda and Zimbabwe has marked LGBT practices as illegal with associated priscribed sanctions (The Economics,2010).

The Experience of LGBT Employees and Workplace Diversity in Africa
Organisations seeking insertion for LGBT equality and diversity strategy should consider the issue of recruitment and retention of LGBT employees. In the issue of recruitment in Nigeria, LGBT employees who works very hard and make meaningful contributions in the organisation faces barriers to equal treatment unlike non-LGBT employees who are exposed to fair treatment and great opportunities in a work place. LGBT employees find it difficult to find and keep good jobs due to discrimination. Thereby exposing their families to great risks and poor standard of living (Map,2015). Bias, discrimination in recruitment and hiring also makes it difficult for LGBT employees to secure a job; thereby putting their families at risks and suffering. In Nigeria LGBT employees do not expose their sexual behavior while seeking for employment so that they will not be discriminated against and hinder their chances of getting a job (Freedom to work, 2013).

 Interms of recruitment, Combs (2012) established that organisation seeking great talent acquisition and retention should be consern with diversity inclusion;also looking at LGBT issues home and abroad to show commitment to inclusion and diversity.This is especially when prospective LGBT employees are talented.

Interms of retention, once an organisation is able to acquire diverse work employees; it is important to create a work environment that provides fair treatment, equal opportunities and access to resources in the organisation.

2.1.3.9 HIV/AIDS in Diversity
HIV/AIDS virus has been in existence since 1950s and was better recognised in the 1980 with the believe that it came from from primate. Then those affected by this disease were given insignificant care and

treatment. The victims were also rejected by the society and subject to high stigmatisation. Though subsequent research by scientist shows that HIV affect the person first. While AIDS could develop latter over 5-10 years and was noted as imminent death that can not be evaded. HIV/AIDS has over 30million victims globally which has great effect on the working population (AIDS Institute, 2015).

Though the development and introduction of antiretroviral and safe sexual behaviour by using condom and avoiding the use intravenoos needles and the involvement of United Nation (UNAIDS) has gradually changed the perception of the society.In Nigeria HIV/AIDS employees are been stigmatised and openly dscriminated against (AIDS institute, 2015).

Bashir (2011) stated that government at all level must provide policies that will protect People living with HIV/AIDS (PLHA). While organisations or companies should provide policies the will handle the grievaces of PLHA and in addition to better medical facilities. In Nigeria there are many workers and potential workers having HIV/AIDS who live in fear of been rejected or job loss if there HIV/AIDS status are known. Though there are improvement in the acceptance of HIV/AIDS workers than it was before now.

2.2.3 Benefits of Diversity
The success of an organization depends on its ability to favourably and utilizes human resource diversity in the workplace to its advantage and benefits (Greenberg, 2008).Organizations that exhibits adequate handling of diversity issue through developing and implementing policies and strategies that promote diversity will enjoy its multiple benefits given blow.

Effective implementation of task- organizations that promote human resource diversity will stir its worker to high performance. This will leads to increased productivity, profit and high return on investment.

Wide range of diverse views- accommodating diverse human resource in a workplace will make the organization to benefit from outsized pool of ideas and experience from the employees. This will make the organization to meet its business strategy and diverse customers' needs.

Wide range of service- The varied set of skills and experiences provided by employees in a workplace will increase organizations ability to offer services to its customers on globally.

Talent retention- Talent provides competitive edge to any organization (Andrade, 2010).When employees feel included and appreciated by organization, it makes them to develop great sense of belonging and loyalty to the organization. It also improves language skills of employees and drives organizations to increase their customer based or embarking on international business.

Increased flexibility- The existence of diverse human resource in organizations provides variety of solution to problems in sourcing and allocation of resources. Employees from various backgrounds contribute more flexible ideas and experiences that are suitable for solving increasing market and customers' needs.

Diversity has become very critical to the success of organizations in today's global market place. According to Andrade (2010), organizations that interact with different cultures and clients will gain increased productivity, creativity, new attitudes, new process, global understanding, better market insight, new language skills, stronger customer and community loyalty, new solutions to difficult problems, greater agility, innovation and improved talent attraction and retention.

2.2.4 The Challenges of Human Resource Diversity Management

Human resource related diversity challenges are inevitable in every workplace, whether small scale, medium enterprises or bigger corporations. Holt, (2015) explained that conflict is a natural part of an organization and if adequately handled will bring employees together. And if inadequately handle, organization may fall apart, increased lawsuits and spent more time resolving conflict rather than increasing productivity.

2.2 Theoretical Framework

This work anchored on two assumptions of human resource diversity in a workplace and these are based on two fundamental explanations of sociological and psychological factors.

2.2.1. The Sociological Factor

This described social groups as competitors for material and social resources, which develops situations of conflict rather than cooperation between social groups (Sunday Samson Babalola, 2013). This situation also examine whether interactions among groups will be determined by cooperation or competition.

2.2.2 The Psychological Factor

This explanation stressed on the role of personality, cognition, and values as determinants of behaviour. This focuses on the role of individual differences and often assumes that the relevant attributes should be factors like beliefs and values. However, the social identity theory is positioned between the two extremes of sociological and psychological assumptions as they mutually influence each other. Turner & Haslam (2001) stated that social identity theory predicts that people will exhibit favorable bias toward others who are viewed as members of their in-group while viewing themselves as being in conflict with out-group members. Korte (2007) explained that it is through group membership that individuals develop social identity, which serves as social-cognitive schema (norms, values, and beliefs) for group-related behaviour. This leads to in-group bias and out-group discrimination. It is therefore pertinent for the representative of the organization such as human resource management to moderate this consequence.

METHODOLOGY

This research adopted a "survey method". This is so because survey research focuses on the people, the vital facts of people and their beliefs, opinion, attitudes, motivation and behaviour. Survey Method was chosen because of its relevance in combining the use of important research tools such as questionnaire and personal interview which are veritable instruments that can be utilized to elicit necessary information from the respondents. The area of this study consists of Rivers State, Lagos State, Ogun State and Oyo State of Nigeria. This state was selected because they have the highest focused number of Multinational Enterprises with diverse work employees. One to seven companies was selected from each state. These companies are owned by British, India, Singapore, Indonesia, America, and Nigeria. The population of this work consists of the human resource/personnel staff of the selected Multinational Enterprises as the data required for this reachable population in this study consisted of all the staff of Human Resources department of these selected firms.

S/N0	Multinational Enterprises	Location (State).	Population (no. of Human Resource staff)
1.	Multipro Consumer Products Limited	Port Harcourt, Rivers.	16
2.	Nigeria LNG Limited	Port Harcourt, Rivers	19
3.	De- United Food Ind. Limited.	Port Harcourt, Rivers	26
4.	Geosevices Nigeria. Limited.	Port Harcourt, Rivers	17
5.	MCC Nigeria Limited	Port Harcourt, Rivers	24
6.	Cameron Offshore	Port Harcourt, Rivers	16
7.	Shell Petroleum Development Company	Port Harcourt, Rivers	38
8.	Nestle Nigeria Plc	Ikeja, Lagos	36
9	Guinness Nigeria Plc.	Ikeja, Lagos	37
10.	Bristow Helicopters Nigeria Limited.	Lagos	11
11.	DHL International Nigeria Limited.	Isolo Lagos	26
12.	Addax Petroleum	Victoria Island, Lagos	11
13.	Seven-up Nigeria Plc.	Ikeja, Lagos.	22
14.	GlaxoSmithKline	Ilupeju, Lagos	29
15.	Niger Biscuit Company Limited.	Apapa, Lagos	11
16.	CAP Plc	Ikeja Lagos	14
17.	Honeywell Superfine Foods Limited.	Lagos	26
18.	De- United Foods Ind. Limited	Ota, Ogun	30
19.	Intercontinental Distillers Limited.	Ota, Ogun.	12
20.	Procter & Gamble	Ibadan, Oyo.	23
	TOTAL		**444**

SOURCE: Human Resource Managers of the Selected Companies

Having defined the population, the researcher determined the size of the sample. Final sample size of 207 was drawn. The non-probability *convenience* sampling was used as the sampling technique for this study. Data for this study were collected mainly from primary source. Data were gathered from the primary source through questionnaire that was self-administered. The sample respondents consist of the staff of the selected multinational enterprises (MNE's) in Nigeria. The secondary source of information such as materials from journals, textbooks and internet were also extensively utilized in the literature review part of the research work. The only instrument used in collecting the necessary primary data for this study was questionnaire. The questionnaire was designed in a simple way to elicit information from the staff of the selected MNEs who were the sample for the study.

DATA ANALYSIS AND DISCUSSSION
This section presents various data gathered and the analytical techniques used. Of the two hundred and seven (207) questionnaires administered, only one hundred and ninety eight (198) representing 95.7% were returned and found good for the data analysis.

4.1 Data Presentation/Analysis
Table 1: Biographical data of the Respondents

Biography Info	Options	Freq	Percent
Gender	Male	148	74.7%
	Female	50	25.3%
	Total	**198**	**100%**
Managerial Position	Top Level	24	12.1%
	Middle Level	86	43.4%
	Lower Level	88	44.5%
	Total	**198**	**100%**
Country of Origin (Employee)	Expatriates	29	14.6%
	Host	169	85.4%
	Total	**198**	**100%**
Experience	Less than 5 years	23	11.6%
	5-10years	75	37.8%
	11-15years.	18	9.1%
	16-20years	57	28.8%
	20years and above	25	12.7%
	Total	**198**	**100%**

Source: Researcher Field Survey, 2019

The biographical information shown above revealed that many of the respondents of the selected MNE's were male (74%). Also, majority of the respondents in the organizations were of middle and low level managerial positions (87.9%) which definitely give the work more meaningful responses since the issues relating to workplace diversity especially that of gender, race, colour etc affect these management cadres most. Furthermore, most of the respondents (85.4%) were host country employees.. Finally, our respondents come mostly between 10-15years of experience (37.8%).

4.2 Test of Hypotheses
Three hypotheses were formulated are tested as follow using one-way ANOVA, z-test and chi-square. Hypothesis one was tested using one- way ANOVA, two was tested with one-sample z-test while hypothesis three was tested with chi-square test. **SPSS** was used to analyze the various tests.

Hypothesis One:
   HO: HRDM practices impact negatively on the employees' sense of belongings of selected MNEs
   HA: HRDM practices impact positively on the employees' sense of belongings of selected MNEs
.
Table 2a: Test of Homogeneity of Variances

   HRDM. & Sense of Belongings

Levene Statistic	df1	df2	Sig.
.993	1	197	.441

Table 2b: One-Way ANOVA

HRDM. & Sense of Belongings

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6755.300	1	1688.825	7.413	.002
Within Groups	3417.500	197	227.833		
Total	10172.800	198			

Source: SPSS analysis of field data 2019

Hypothesis Two

    HO: HRDM practices used in organizations will affect negatively on employee outputs.

    HA: HRDM practices used in organizations will affect positively on employee outputs.

Table 3a: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Decisions on HRDM & Outputs	198	39.6000	19.84103	3.96821

Table 3b: One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Decisions on HRDM & Outputs	9.979	197	.000	39.60000	31.4100	47.7900

Source: SPSS analysis of field data 2019

Hypothesis Three

    HO: HRDM practices would not contribute to the effective attainment of work goals among MNEs

    HA: HRDM practices would contribute to the effective attainment of work goals among MNEs

Table 4: Chi-Square Test Statistics.

	HRDM practices	work goals
Chi-Square	154.17	21.03 [b]
Df	2	196
Asymp. Sig.	21.03	1.000

The chi-square is computed at 0.05 level of significant

Source: SPSS analysis of field data 2019

4.3. Discussions

i. The impact of HRDM practices on the employees' sense of belongings of selected MNEs

Data for the test of this hypothesis were obtained from responses from the questionnaire. The one-way ANOVA was used to test the validity of how HRDM practices impact on the employees' sense of belongings among selected MNEs. The **tables 2a&b** above reveals that while the f-distribution result shows the existence of significant result on the variables (F = 7.413 at p< 0.05). The significant level is 0.002, and due to this we reject the null hypothesis and accept the alternate one which states that *HRDM practices impact positively on the employees' sense of belongings of selected MNEs*. The result of this work bears the same findings with the work done by Truss (2009) which showed that the activities of firm human issues are seriously reducing the overall efficiency of firms' performances. The work of Dike (2013) negates our submission. The result of his paper was that the presence of many workplaces unexpected issues such as gender roles, mobile staff and e-work has nothing to do with the sense of commitment among employees. According to the paper, what big firms do is to stimulate staff morale to improve on their overall effectiveness.

ii. The effect of HRDM practices on the employees outputs

Having analyzed the data from the questionnaire using one-sample t-test to examines the effect of HRDM practices on the employees outputs, the **tables 3a&b** revealed that the t-test result shows the existence of significant result on the variables (t = 9.979 > at p< 0.05). The significant level was found to be 0.00, and due to this we reject the null hypothesis and accept the alternate one which states that *HRDM practices used in organizations will affect positively on employee outputs.* The results of this research discovered that lack of effective management of workplace diversity often encourages organization conflicts and issues. This is similar with what postulated by Preeti (2014). In the work of Gamero and Ryne (2013), it was discovered that diversity management is one of the major problems confronting many MNEs especially those who are ethnocentric in their decision and activities

iii. The effect of HRDM practices on the attainment of work goals among MNEs

Having analyzed the third hypothesis on **table 4** above with chi-square (x^2), we found out that the calculated figure is greater than the tabulated figure (x^2Calc=154.17 > x^2Tab=21.03), we reject the null hypothesis and accept the alternate which signifies that *HRDM practices would contribute to the effective attainment of work goals among MNEs.*

CONCLUSION AND RECOMMENDATIONS

Workplace diversity represents both a challenge and an opportunity for business. A growing number of progressive organizations are realizing the need for valuing diversity in the workforce, so as to ensure strategic utilization of human resources for the realization of strategic goals. The level to which managers recognize diversity and its potential advantages and disadvantages defines an organization's approach to managing the diversity. No organization in this world of globalization would survive without workforce diversity. Organizations are still stuck on the problem of getting people to value diversity and have not yet determine the ways to utilize and exploit it. It is the approach to diversity, not the diversity itself which determines the actual positive and negative outcomes. Finally, creating a diverse workforce takes time and even longer to reap the benefits..

After considering all the findings in the research it becomes a compulsion for the researchers to suggest, the ways to handle the shortcomings found during the survey. It is really a big matter of concern for all HR professionals as one side we say that we should include new trends in HR policies and

on the other hand, the latest trend like workforce diversity is treated as a problem. However, this problem can be solved by adopting various policies like:

i.   Encouraging the use of common language in the organization among the employees
ii.   By conducting various motivational and mentorship programs
iii.   By keeping the channels of communication open among the employees and employers and encouraging employee participation so as to continue to enjoy employee morale and enhanced outputs
iv.   The management and leaders must not lose focus and interest in creating a diverse workforce due to the lack of immediate returns

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