

Effects of Emerging Paradigm of Workplace Diversity on the Productivity of Two Selected Multinational Enterprises in Nigeria

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Abstract

No two humans are alike. People are different in not only gender, culture, race, social and psychological characteristics but also in their perspectives and prejudices. In the Nigeria today's business world, emphasis is placed mostly on race, gender, religion and ethnicity in managing workforce with little diagnosis of recent emerging trends such as single parents, nursing mother, teleworkers etc and the implications of this on the overall productivity. This work against the identified gaps, therefore, investigates the effect emerging paradigm in workplace diversity on the overall productivity of Multinational Enterprises (MNEs) in Nigeria. The study examines the effect of single parents on the overall employee outputs; evaluates if mobile workers influence the realization of work goals; and as well determines the role of gender diversity on MNEs performance standards. In order to actualize the key objectives, the study employed survey design. Data was collected through a self-administered questionnaire from a number of 195 respondents who were staff of two selected multinational firms in Lagos State Nigeria. SPSS was employed to aid the data analysis. Having analyzed the data, the study found out that single parents significantly affect positive on the overall employee outputs. It also discovered that mobile workers do not jeopardize the realization of work goals. In line with findings, it was therefore recommended that MNEs in Nigeria need to encourage the use of common language in the organization among the employees; and as well must continuously conduct various motivational and mentorship programs. 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: Single Parents, Mobile Workers, Employee Output, MNEs and Work Goals.

1.0 Background of the Study

Advances in technology and the advent of a global economy bring the people of the world closer together than ever before. Given this fact, businesses, educational systems and other entities are investigating ways to better serve their constituents (Dike, 2013). This includes being able to attract and retain the best and most qualified workers. Organizations that can develop and employ the necessary policies and procedures to do this will maintain a competitive advantage among their counterparts and increase their effectiveness. The private sector competitive model may not squarely fit Federal departments and agencies, given the lack of profit motive as the reason for their existence. Yet, Federal organizations must compete to recruit and retain the best talent if they hope to achieve their bottom line, their statutory missions. The success of the private firms also depends largely on the effectiveness of the large pool of its workforce (Coleman, 2003).

During the 1960s and 1970s, the United States for the first time saw the need to promote workplace diversity. President John F. Kennedy in 1961 recognized a President's Committee on Equal Employment Prospect with the goal of ending discrimination in employment by the government. The Civil Rights Act of 1964 went further, avoiding discrimination in any activity. The promotion of workplace diversity continued to go further, setting a policy to promote equal employment chances by creating the possibility for the program to continue for a long period of time in any department. It turned out to be a turning point, because it succeeded in avoiding the deliberation of diverse characteristics such as "nationality, human race, skin colour etc." to believing in the principle that to be fair to all, one needs to be committed to treating everyone equally.

Workforce diversity acknowledges the reality that people differ in many ways, visible or invisible, mainly age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture (Kosseck, Lobel and Brown 2005). However, the predominant diversity issues in each country are different. While gender inequality is the oldest and most common diversity issue worldwide, religion and ethnicity separate people in India and Middle East and household status (hukou) differentiates off-farm migrants from urbanites in China. Chinese rural migrants are routinely looked down on by urbanites and mistreated at the workplace and in society. Multiculturalism has always been the most important dimension of diversity in Western countries, including the EU nations, Australia and New Zealand, where there are a large number of international migrants with diverse cultural backgrounds. Racial equality appears to be the predominant issue in

both USA and South Africa where there has been a long history of systematic discrimination against blacks and other ethnic minorities.

(Kreitner, 2001) stated that diversity can generally be defined as recognising, understanding and accepting individual differences irrespective of their race, gender, age, class, ethnicity, physical ability, race, sexual orientation, spiritual practice and so on. Grobler (2002) also supports this view by adding that each individual is unique but also share any number of environmental or biological characteristics.

Green (2002) explained that diversity can be classified into two dimensions. The primary dimension such as age, gender, sexual orientation and so on, exhibits the main differences between various individuals. This primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical location, income etc, are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. These qualities are only noticed after some interactions occur between individuals (Ashton, 2010). Globalization in this recent time has triggered more interaction amongst people from different cultures and backgrounds than before. People are now more open-minded in the marketplace worldwide with competition coming from almost every-where in the continent. Diversity can be a problem to an organization but could also be a solution, It also comes with its disadvantages but also benefits and dangerous but also constructive. The challenge then is to extract the very essence of diversity and tactically man-age it for the improvement of the people and the organization.

Most organizations in their own perspective, adopt diversity at their workplace or organization to become more creative and open to change. Increasing and improving workplace diversity has become an important issue for management in the recent years due to the recognition of how the workplace is changing (Ingram, 2013). Since managing diversity still remains a challenge in organizations, managers tend to learn managerial skills needed in a multicultural working environment and prepares themselves to teach others within their organizations to value cultural differences and treat all employees with dignity. For some business leaders and managers point of view, diversity is a big challenge to them although it knows no organizational boundary and has no limitations.

1.2. Statement of the Problems

Although, countless studies have been conducted on workplace diversity with most emphasizing on the main areas of gender, race, religion and ethnicity and how each of these affects the organization effectiveness, this study is provoked by the gap left unfilled by a substantial number of research works that has been conducted on workplace diversity and hence investigated the new paradigm such as dual-career couples, mobile workers and single parents and to determine how each of these affects MNEs.

In recent years diversity management and workforce diversity have been substantial and as such have forced companies to embrace these concepts in their companies with the aim of increasing productivity and profit. This forced integration has created divergence and uncertainty in the workforce, as management is not skilled enough to control the concept of diversity management and its ethics, and so managers are finding it difficult to effectively practice diversity management, which in turn has become an albatross on their neck.

Furthermore, most MNEs find it difficult in knowing the factors that contribute to effective diversity management or the exact leadership tasks that can be achieved to effectively and efficiently deal with issues related to workplace diversity. This is so because the phenomenon of workforce diversity is a major one that affects firms from all angles.

The work, in the light of the above problems, seeks to investigate how the emerging paradigms in diversity management affect the productivity of MNEs in Nigeria

1.3. Objectives of the Study

The main objective of this work is to evaluate the impact of the emerging paradigm of workplace diversity on the productivity of selected MNEs in Nigeria. The specific objectives of the study include:

- i. to investigate the effect of single parents on the employees outputs of MNEs
- ii. to determine if mobile workers influence the realization of work goals
- iii. to examines impact of workplace gender difference on the performance standard of MNEs.

1.4 Research Questions and Hypotheses

Guided by the objectives above, the following research questions and hypothesis are formulated:

- i. what effects would single parent have on the employee outputs of MNEs.
- ii. would mobile workers influence timely realization of work goals?
- iii. what impact could workplace gender difference have on the performance standard of MNEs

HA₁: single parents have positive effect on the overall employee outputs of MNEs

HA₂: mobile workers will significantly influence the realization of MNEs work goals.

HA₃: gender difference in workplace will impact on the performance standard of MNEs

2.0 REVIEW OF LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Meaning of Workplace Diversity

Kandola and Fullerton (2004) define workforce diversity as simply how diverse is the workforce. Are there several people with a mix of cultures, age, background, race, and etc? If there are many people that have differences. According to Moorhead and 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 organization” As we enter the 21st century, workforce diversity has become an essential business concern. In the so-called information age, the greatest assets of most companies are now on two feet (or a set of wheels). Undeniably, there is a talent war raging. No company can afford to unnecessarily restrict its ability to attract and retain the very best employees available (Joplin & Duas, 2007).

Generally speaking, the term “Workforce Diversity” according to Iles (2005) 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 this context, here is a quick overview of seven predominant factors that motivate companies, large and small, to diversify their workforces

2.1.2 Benefits of Workforce Diversity

Diversity has multiple benefits to the workplace. One of the major principles of diversity says that a company that has diverse employees has a greater understanding of the global marketplace (Loden & Rosener, 2001). Employers reported that their diverse organizations benefit from a variety of viewpoints, higher productivity and profit due to company cultures that encourage employees to perform to their highest ability. Employers may also recognize immediate benefits of workplace diversity. Customers who speak different languages or come from overseas may require customer service in their language. In industries such as marketing and advertising, knowing what consumers across different backgrounds want is crucial to success. Lawler (2006) gave advantages of having diverse workforce, these include:

- 1) **High level of Productivity:** When management takes the welfare of its workers at heart by means of offering them proper compensation, health care and employee appraisal, It enables workers to feels they belong to the company irrespective of their cultural background by remaining loyal and hardworking which helps to increase the company’s productivity and profit.
- 2) **Exchange of varieties of ideas and teamwork:** A single person taking on multiple tasks cannot perform at the same pace as a team could; therefore each team member brings to the table different ideas and offers a unique perspective during problem solving to effectively arrive at the best solution at the shortest possible time.
- 3) **Learning and growth:** Diversity at the workplace creates an opportunity for employee’s personal growth. When workers are being exposed to new cultures, ideas and perspectives, it can help each person to intellectually reach out and have a clearer insight of their place in the global environment and hence their own surroundings
- 4) **Effective Communication:** Workplace diversity can immensely strengthen a company’s relationship with some specific group of customers by making communication more effective. A customer service personnel or representatives can be paired up with customers from their specific area or location, making the customer feel at home with the representative and thus with the company.
- 5) **Diverse Experience:** Employee and their co-workers that come from a diverse background bring to the table some amount of unique perceptions and experience during teamwork or group tasks. Pooling the diverse skills and knowledge of culturally distinct employees together can immensely benefit the company by strengthening the responsiveness and productivity of the team to adapt to the changing conditions.

2.1.3 Managing Diversity: An Important and Difficult Task

Nkomo and Cox (2006) explain that to address diversity issues certain question to be answered:

- i. What policies, practices, and ways of thinking and within our organizational culture have differential impact on different groups?
- ii. What organizational changes should be made to meet the needs of a diverse workforce as well as to maximize the potential of all workers, so that San Francisco can be well positioned for the demands of the 21st century?

Most people believe in the golden rule: treat others as you want to be treated. The implicit assumption 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 perspective, you begin to ask the question: what does respect look like; does it look the same for everyone? Does it mean saying hello in the morning, or leaving someone alone, or making eye contact when you speak? It depends on the individual. We may share similar values, such as respect or need for recognition, but how we show those values through behavior 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 the

platinum rule which states: "treat others as they want to be treated." Moving our frame of reference from what may be our default view ("our way is the best way") to a diversity-sensitive perspective ("let's take the best of a variety of ways") will help us to manage more effectively in a diverse work environment (Lado & Wilson, 2004).

2.1.4 Contribution of Diverse Workplace towards Organization

Shen and Edwards (2006) offer several contributions of workplace diversity. Among these are

1) As a Social Responsibility: Because many of the beneficiaries of good diversity practices are from groups of people that are "disadvantaged" in our communities, there is certainly good reason 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) As an Economic Payback: Many groups of people who have been excluded from workplaces are consequently reliant on tax-supported social service programs. 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 organization.

3) As a Resource Imperative: The changing demographics in the workforce, that were heralded a decade ago, are now upon us. Today's labor pool is dramatically different than in the past. No longer dominated by a homogenous group of white males, available talent is now overwhelmingly represented by people from a vast array of backgrounds and life experiences. Competitive companies cannot allow discriminatory preferences and practices to impede them from attracting the best available talent within that pool.

4) As a Legal Requirement: Many companies are under legislative mandates 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) As a Marketing Strategy: Buying power, particularly in today's global economy, 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, companies who interact directly with the public are finding increasingly important to have the makeup of their workforces reflect the makeup of their customer base.

6) As a Business Communications Strategy: All companies are seeing 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 ineffective in their external interactions and communications. And an effective communication system developed in the organizations which help the concern to overcome the communication barriers.

7) As a Capacity-building Strategy: Tumultuous change is the norm in the business climate of the 21st century. Companies that prosper have the capacity to effectively solve problems, rapidly adapt to new situations, readily identify new opportunities and quickly capitalize 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 companies recognize conformity to the status quo as a distinct disadvantage. In addition to their job-specific abilities, employees are increasingly valued for the unique qualities and perspectives that they can also bring to the table. According to Dr. Santiago Rodriguez, Director of Diversity for Microsoft, true diversity is exemplified by companies that "hire people who are different – knowing and valuing that they will change the way you do business."

Sessa (2002) explains that for whichever of these reasons that motivates them, it is clear that companies that diversify their workforces will have a distinct competitive advantage over those that don't. Further, it is clear that the greatest benefits of workforce diversity will be experienced, not by the companies that have learned to employ people in spite of their differences, but by the companies that have learned to employ people because of them (Thomas & Ely, 2006).

2.1.5 Reasons for Diversity Management

In a work done by Snape and Redman (2003), they gave the following as the reasons for diversity management

1) Talent Shortage: Diversity management can reduce unwelcomed turn over and reduce absenteeism. In order to get the best out of the workforce, companies 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 in another useful way in marketing, computing or engineering or elsewhere.

2) Range of Consumer Need: In recent years, organizations have recognized that they can best serve different customer groups in many different markets in more diverse workforce even if the locality or home base of the organisation is located in a culturally imaginous market, there may be substantial customers that are located in other more diverse communities either in its home country or abroad. In communities where other languages dominate, organisations benefits from hiring employees who speak the dominant languages. They could also

have diverse workforces design products that attract diverse consumers or customers.

3) Globalization: Globalization can be defined as a process where organisations or businesses start to operate in an international scale. Companies are more open to internationalize their operations; they choose an efficient location to operate. Prices of inputs vary all over the world, which attracts companies to shift some of their production to countries with cheaper inputs such as labour in developing countries but are usually limited to save countries. Workforce diversity is a critical measure to companies who seeks to establish them. (Ted 2005)

2.1.6 Consequences of Ignoring Diversity

Truss (2009) state that ignoring diversity issues costs time, money, and efficiency. 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 investments in recruitment and training, discrimination and promoting inclusiveness. Thompson (2007) discussed that 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

2.1.7 Barriers for Accepting Workplace Diversity

(Tsui & Gutek, 2009; and Webb, 2007) both gave the major barriers to workplace diversity. Among them are

- 1) Prejudice:** an unfair and unreasonable opinion or feeling, especially when formed without enough thought or knowledge; an unjustified negative attitude toward a person based on his or her membership in a particular group
- 2) Ethnocentrism:** a tendency to regard one's own group, culture, or nation as superior to others this tendency of the work force prove a big barrier in accepting a policy of diverse work force.
- 3) Stereotypes:** a fixed idea about what a particular type of person is like, especially an idea that is wrong; a set of beliefs about a group that is applied universally to all members of that group
- 4) Blaming the victim:** making incorrect casual attributions linking aggressions with perceived characteristics of groups
- 5) Discrimination:** barring an individual from membership in an organization or from a job because of his or her membership of a particular group. Discriminating behavior of work force restrict them to adopt new environment.
- 6) Harassment:** consciously shunning verbally or physically abusing an individual because of membership in a particular group
- 7) Backlash:** negative reaction to members of previously underrepresented groups gaining power and influence

2.2 Theoretical Frameworks

Theoretically, the workplace diversity literature espouses three different theoretical frameworks for the examination of the possible effects of workplace diversity (Williams & O'Reilly 2008). The first is social categorization theory, which, according to Turner (2007) describes the categorization of people based on salient attributes like gender, ethnicity or age, resulting in stereotyping on the basis of these differences. The second is similarity/attraction theory, which asserts that similarity on salient and non-salient attributes like race or values increases interpersonal attraction and attachment (Berscheid & Walster, 2003). The third is information and decision-making theory, which examines the impact of distribution of information and expertise on work-teams (Wittenbaum & Stasser, 1996).

Other theory such as social identity theory, developed by Tajfel and Turner (2004), is a theory that is predicts intergroup behavior based on the perceived differences between groups. Another one, the self-categorization describes the conditions under which individuals will perceive themselves or others as belong to a group. Diversity programs understand the importance of these theories and attempt to use these two ideas to their advantage. For example organizations may attempt to create the perception that the entire organization is a group that is different compared to other organizations. This makes those within the organization the "in-group" and all others part of the "out-group". This would create a feeling of togetherness between employees within the organization and make employees feel like they belong.

These theories lead to different and sometimes contradictory hypotheses regarding the effects of diversity on group process and performance (Michaéla, Deanne, Paul, & Janique 2003). Social categorization and similarity-attraction theory predict negative effects, such as reduction in within-group communication, decreased satisfaction and commitment, and increased labour turnover. However, from the information and decision-making perspective, positive effects of diversity are hypothesized, mainly because more diverse work-teams are expected to process information differently, as team members may bring together differing viewpoints (Williams & O'Reilly, 2008; Cox, 2003; Pollar & Gonzalez, 1994). This, in turn, is expected to lead to more creativity and increased performance.

2.3 Empirical Reviews

In a study conducted by Preeti, Poonam and Gupta (2014) titled 'Workforce Diversity Management: Biggest Challenge Or Opportunity For 21st Century Organizations', it was explained the management being a social discipline deals with the behavior of people and human insight. Hence, workforce diversity is the biggest

challenge and at the same times the biggest opportunity for the 21st century managers. "Diversity Management" is a strategy that aimed to promote the perception, acknowledgement and implementation of diversity in organizations. Workforce diversity has significant implications for the management. The study which was conducted to explore how companies manage workforce diversity and its consequences to the company's existence as well as examine how companies' deal with challenges that comes with employees from diverse cultural backgrounds explains that workforce diversity is significantly related to organization performance. The paper is a content work.

Similarly, in a related work done by Garnero and Rycx (2013) with the title 'The Heterogeneous Effects of Workforce Diversity on Productivity, Wages and Profits', the work which was a theoretical paper estimated the impact of workforce diversity on productivity, wages and productivity-wage gaps (i.e. profits) using detailed Belgian linked employer-employee panel data. Findings show that educational (age) diversity is beneficial (harmful) for firm productivity and wages. The consequences of gender diversity are found to depend on the technological/knowledge environment of firms. While gender diversity generates significant gains in high-tech/knowledge intensive sectors, the opposite result is obtained in more traditional industries. Overall, findings do not point to sizeable productivity-wage gaps except for age diversity.

Furthermore, in a well-researched work 'the impact of workforce diversity on organizational effectiveness: a study of a Nigerian bank' done by Ehimare and Ogaga-Oghene (2011), which used the Blau's 1977 index of heterogeneity to measure the diversity index. While asset growth for the year 2008 and 2009, using 2007 and 2008 as base year was used to measure the growth strategy to determine group diversity and performance outcomes moderated by workgroup context, a series of hierarchical regression analysis were conducted. The study found out that significant correlation between some of the diversity variables as well as individual diversity variables with the measures of organizational effectiveness. Also it reveals that gender and ethnicity are negatively related to both employee productivity and performance bonus. In addition the study find that gender, age and tenure diversities are positively correlated and are significantly related. The paper recommended that company executives should use good strategies to effectively manage workforce diversity and collaborative research efforts should be done to ascertain the contextual variables that moderate workforce diversity to produce positive performance outcomes.

A related work is the one done by Dike (2013), which is the impact of workplace diversity on organizations. The study was conducted to explore how companies manage workforce diversity and its consequences to the company's existence as well as examine how companies' deal with challenges that comes with employees from diverse cultural backgrounds. The research therefore answers the question 'Has workplace diversity contributed to organizational success'. Because diversity covers a wide range of human attributes and qualities, the research was limited to the required tools for managing workplace diversity, advantages and disadvantages of managing a diverse workforce. Five companies in Fin-land and Ghana were studied in order to acquire answers to the question that is being focused on. To gather the required data for this work, the author mostly used the current material that contains Human Resource Management studies. Qualitative research method was used to gather and analyze the data on the companies. The result shows that workplace diversity plays an effective role in some companies. However, inadequate mentoring and guidance could cause a company low productivity. For this reason, there must be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing.

3.0 METHODOLOGY

3.1 Research Design

This research adopts a "survey method" and design. 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.

3.2. Area and Population of the Study

The area of this study consists of Lagos State, Nigeria. The state was selected because it has the highest concentrated number of multinational enterprises in Nigeria (Manufacturing Association of Nigeria, 2015). The selected MNE's were Unilever Plc in Lagos State; and Procter & Gamble, admin office Lagos. The researcher selected these two firms because they have a pool diverse of workforces.

The population of this work consists of the staff of the two selected multinational enterprises. The populations of this staff are:

S/N	Multinational Enterprises (MNE's)	Staff Population
1.	Unilever Plc Lagos State	243
3.	Procter & Gamble, Head Office Lagos.	149
	TOTAL	392

SOURCE: Human Resources Managers of the firms, (2016)

3.3 Sample Size Determination

Having defined the population, the researcher will determine the size of the sample. This is so because; time, cost, and large representation of the entire study population can never allow the researcher to have general full representation of the whole population. Hence, sample size determination is necessary.

The formula that will be considered appropriate is that being used by Stat Trek's Sample Planning Wizard tool. (Bartlett, Kortrijk & Higgins, 2001) cited by Trek. (2004). The formula is given below:

$$n = \frac{z^2 pq + e^2}{e^2 + (z^2 pq/N)}$$

Where:

- n** = sample size
- z** = standard error of the mean (usually 95%, corresponding to 1.96 in the z-distr. table).
- p** = proportion of the population likely to be included in the Sample (50% or 0.5 is assumed).
- q** = 1 minus the z value divide by the z value (1-1.96/1.96= 0.5)
- e** = level of significance (assumed to be 5% or 0.05)
- N** = population size (established at 392).

Substituting in the formula, we obtain:

$$\frac{(1.96^2 \times 0.5 \times 0.5) + 0.05^2}{0.05^2 + (1.96^2 \times 0.5 \times 0.5/392)}$$

$$\frac{(3.8416 \times 0.5 \times 0.5) + 0.0025}{0.0025 + (3.8416 \times 0.5 \times 0.5/392)}$$

$$\frac{0.9604 + 0.0025}{0.0025 + (0.9604/392)}$$

$$\frac{0.9629}{0.0025 + 0.00245}$$

$$\frac{0.9629}{0.00495}$$

194.52

Final sample size = 195

3.4 Sampling Techniques and Method

The non-probability *convenience* sampling was used as the sampling technique for this study.

3.5 Sources of Data Collection

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 two 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.

3.6 Instrument for Data Collection

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 two MNEs who were the sample for the study.

4.0 DATA PRESENTATION AND ANALYSIS

This section presents various data gathered and the analytical techniques used. Of the one hundred and ninety five (195) questionnaires administered, only one hundred and seventy seven (177) representing 90.8% were returned and found good for the data analysis.

4.1 Test of Hypothesis

Three hypotheses were formulated in chapter one and are tested as follow using z-test and chi-square. Hypothesis one was tested using z-test and two and three were tested with chi-square.

Hypothesis One:

HO: single parents have negative effect on the overall employee outputs of MNEs

HA: single parents have positive effect on the overall employee outputs of MNEs

Table 1: effects of single parents on employee output of MNEs

	N	Mean (95% CI)	Std. Error Mean	Z ; df; P
Decisions on single parents and employee outputs	195	41.6 (37.3-37.7)	4.10121	6.777; 24; 0.000

(Source: Field research, 2016)

CI- confidence interval

Hypothesis Two

HO: mobile workers will not significantly influence the realization of MNEs work goals.

HA: mobile workers will significantly influence the realization of MNEs work goals.

Table 2: Test result showing influence of mobile workers on the realization of MNEs work goal

	Frequency of Mobile workers	percentage	Test of significance X ² ; df; P
Work goals achieved	152	77.9%	50.93; 1; <0.0001**
Work goals not achieved	43	22.1%	
Total	195	100.0%	

** - Statistically significant at p<0.05

Hypothesis Three

HO: gender difference in workplace will not impact on the performance standard of MNEs

HA: gender difference in workplace will impact on the performance standard of MNEs

Table 3: effect of gender differences on the performance standard of MNEs

	Work goals achieved N (%)	Work goals not achieved N (%)	Total N (%)	Test of significance X ² ; df; P
Sex				
Male	115 (90.6)	12 (9.4)	127 (100.0)	14.47; 1; 0.0001**
Female	47 (69.1)	21 (30.9)	68 (100.0)	

** - Statistically significant at p<0.05

4.2 Discussions

1. The Effects of Single Parents on the employees output.

Having analyzed the data from the questionnaire using z-test to examines if the single parents and mobile workers have effect on the overall productivity of the selected MNEs , the **tables 1a&b** revealed that the z-test result shows the existence of significant result on the variables ($z = 6.777$; 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 *single parents have a positive effect on the overall employee output of MNEs.*

The result of this work bears the same findings with the work done by Truss (2009) which showed that the activities of nursing parents, single mothers and teleworkers 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 performances of large organizations. According to the paper, what big firms do is to stimulate staff morale to improve on their overall effectiveness.

2. The influence of mobile workers on the realization of MNEs work goals

Having analyzed the third hypothesis on **table 2** above with chi-square (χ^2), we found out that the ($P < 0.0001$). Since $p < 0.05$, we therefore reject the null hypothesis and accept the alternate which signifies *that mobile workers significantly influence the realization of MNEs work goals.*

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 *et al* (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.

3. The impact of gender differences among workforce on the performance standard of MNEs

Having analyzed the third hypothesis on **table 3** above with chi-square (χ^2), it was observed that $P = 0.0001$. Since $P < 0.05$, we will therefore reject the null hypothesis and accept the alternate which signifies *gender difference in workplace impact on the performance standard of MNEs*

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

The following are the summary of the major findings:

- i. It was discovered that single parents in the selected MNEs affects positively on the overall employee outputs.
- ii. The study found out that, mobile workers influence positively the realization work goals of MNEs and not adversely.
- iii. The findings also showed that gender difference in workplace impact on the performance standard of MNEs. i.e. Men tend to perform more in strategic positions than women.

5.2 Conclusion

Workforce 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 accomplishment of strategic goals. The extent 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. It is believed that organizations should put in place strategies to enhance workforce diversity in terms of organizational learning. 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. The management and leaders must not lose focus and interest in creating a diverse workforce due to the lack of immediate returns.

5.3. Recommendations

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 single parents by making provision for facilities such as subsidized crèche for single parents with infants; educational trust fund, health care insurance scheme to reduce the burden of single parenting.
- ii. Provision of adequate transport facility or schemes that will enable movement and efficiency. Also, channels of communication should be made open among the employees and employers for regular feedbacks. This can be affordable through local area network or organisational GSM lines that will be for communication among staff and employers on the organizational matters alone.
- iii. By encouraging employee participation and breaking the glass ceiling placed on women starting from workplace culture.

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