

## **Challenges of Workforce Diversity in Public Sector Management in Nigeria: A Study of Selected Ministries in the Ebonyi State Civil Service**

*Edeh Joseph Nwokpoku, Nwakamma Michael Chibuzor and Anigbata Davidson Oliver*

Department of Public Administration, Ebonyi State University, Abakaliki, Nigeria

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**Abstract:** The study focuses on “the Challenges of workforce diversity in public sector management in Nigeria: A study of selected ministries in the Ebonyi State Civil Service”. The study sought to; assess the effects of workforce diversity on Ebonyi State Civil service, evaluate the effects of work force diversity on the productivity of workforce in the Ebonyi State Civil Service. Survey design was used and data were collected using the instrumentation of questionnaire and were analysed using tables, mean and percentages. Three hypotheses were formulated to guide the study. And were tested using ANOVA and reliability coefficient at 5% level of significant. The study adopted situational theory as the theoretical framework of analysis. Findings revealed among other things that: Workforce diversity can be a source of organizational strength or conflict; it depends on how it is managed. Environment within which human resource management operates is ever dynamic and pose a great challenge to organizational managers. Indigenous workforce often see other workforce that are not indigenous to their area as a threat to their career progression and succession etc. The researchers therefore recommended that: Human resource managers should take cognizance of the fact that organisational environments are in constant flux, therefore, there is need for the managers to “go situational or contingent” in organisational management; that will help to surmount the problems that the environment pose to organisational management. Human resource managers should go beyond motivation and compensation. They should strategize extra compensatory measures in order to sustain the interest of their diverse workers. Developing the multicultural organization requires a commitment on the part of top management and a clear vision of its benefit for the future of the organization etc.

**Key words:** Workforce • Manager • Skills • Workforce diversity • Management and Productivity

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### **INTRODUCTION**

The quest for good workforce and leadership in an organisation led to evolutionary trends in management and various schools of thought that sought for industrial harmony. Such schools were: classical school whose protagonist was Fredrick Taylor (1856 – 1915) who also has been honoured with the title “Father of Scientific Management”. The scientific management stressed rationality, predictability, specialisation and technical competence. The exponents of this school of thought see organisation in terms of its purpose and formal structures. It placed emphasis upon production and employee productivity. This school was criticised on the ground that it ignored human factor in its effort to stress rational economic nature of man. Then came the experimental

discovery by a Harvard industrial psychologist (Elton Mayor) 1928 in Harwthorne U.S.A that led to the evolution of Neo-classical school. Thereafter, the Neo-Classical school led by Robert Owen (1930s – 1950s) emerged. This school incorporated and extended the classical management theory. Its focus was on people and their relationship in organisation. Thus, organisation was seen as people who work individually or in small and large group. For them organisational effectiveness and efficiency depend on the quality of relationship among the different people working in the organisation. However, this school was equally criticised on the grounds that: it overemphasises human social needs at the expense of needs for the accomplishment of organisational goals and that its postulations did not rise from derivations that were subject to empiricism etc.

This gave rise to modern organisation school (1951- 1960). It is important to note that the modern organisation theory is not a unified body of thought. It comprises of contributions of many authors like: Herbert Simon, Ludwing Von Bertalanfy and Scott etc. Each writer and researcher has his special emphasis where he considers the system. The proponents of this school saw organisation as a combination of internal and external variables which are in units and sub-units of a subsystem within a supra system. And that organisation exists within the confines of its dynamic environment and that the art of managing must take precedent over the science of managing. In spite of its popularity, it has been subjected to various criticisms: it is too mechanistic in its view of human beings and that it views social phenomena as equivalent to natural phenomena etc.

Presently, the contingency (situational school 1967 till date) serves as the integrated approach. It encompasses all the attributes of the classical school down to this era of modern management. There is no best way to manage. What managers do or how they react in practise depends on certain situations or circumstances. Thus, the theory and techniques applied by management is dependent on the variables, assumptions, structures, tasks, economic, political and social situations. It sees organisational management as being influenced by a pendulum in a continuum of internal and external dynamic variables" [1].

All these schools of thought were searching for a good organisation where different employees and employers will have good working relationships without compromising standard of output and in harmony. Thus, the evolution from classical school to present contingent management indicates that right from the outset of the organisations till date, they have been facing some daunting challenges in managing diversity of people throughout history and even in the contemporary times. Enormous resources have been placed by nature for the disposal to the world. From the point of civilization and consequent breakthrough in methods and techniques of management, the world and its inhabitants appeared poised to making use of systematic transformation and manipulation of the abounding human resources for a better life.

Human resource management is an integral part of management and a specialized one at that. It includes all the experiences, skills, judgment, ability, knowledge, contacts, risk taking and wisdom of individuals and associates in an organization [2].

Human Resource Management is concerned with obtaining the best possible staff for an organization and having got them, looking after them so that they will want to stay and give their best to their jobs [3]. It is equally the design of formal systems in an organization to ensure effective and efficient use of diverse human talents to accomplish organizational goals; a set of organizational activities directed at attracting, developing and maintaining an effective work force [4].

The goals of Human Resource Management are to develop the workers in the organization and to contribute to goal achievement in the organization by management improved productivity, quality and service. In addition, Human Resource Management has some specific roles to play in an organization. These are strategic and operational roles. Strategically, diverse workforce are looked at as valuable investment and a source of competitive advantage; operationally, day to day management of the people and other organizational exigencies must be met.

However, organizations today face many challenges in the management of their diverse human resources. The challenges range from constant changes in organizational environment, workforce diversity, innovations, psychological contract and shortage of skilled manpower even in the face of high rate of unemployment.

In the words of Onah [5] what sets most successful organization apart is how they manage their diverse potentialities of human Resources. The ability to achieve and sustain competitive advantage lies within the diverse workforce. Without exception, what keep some executives up at night are decisions about human resources that are rather difficult and delicate, how to select and develop future leaders, how to motivate workforce for good performance and how to control labour cost while still treating people fairly.

The roles of human resource manager are evolving with the changes in competitive market environment and the realization that human resource management must play more strategic roles in the success of an organisation. Organisations that do not put their emphasis on attracting and retaining diverse talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources. The specific challenges depend on the pressure that organizations face, managing diversity of human resources is indeed a challenge; because each individual is unique and important. The efficiency with which an organization can

perform will depend to a large extent, upon how its diverse human resources are managed, harnessed and utilized. Every manager must therefore be able to solve the varied problems the management of people entails.

In the words of Ndubuisi [1] the leadership styles which characterized our organisations in the past could no longer continue in the present time. Today, things have changed. The employees of nowadays are better educated and their orientations and value system are not the same with those of the past. In another development, most organizations are becoming more complex in nature owing to workforce diversity and greater technical competence and better understanding of complex human behaviour is a sine qua-non for organizational effectiveness. Human resources easily recognized as the most important of the resources required for the production of goods and services is the key to rapid socio-economic development and efficient service delivery. Without adequate skilled and well motivated workforce operating within a sound human resource management, development is not possible. A manager who underrates the importance of diversity of talents in goal achievement can neither be effective nor efficient.

On the October 1st 1996, history was made when late General Sani Abacha announced the creation of Ebonyi state. This development marked a turning point in the Civil Service of Ebonyi State. In fact, it became a watershed in the journey of Civil Service in Ebonyi State.

The newly created State and the Civil Service was under the military administration of (Rtd) Navy Captain Walter Feghabo. His regime laid a good foundation for the take off of the young civil service. The civil service under this regime also faced a lot of challenges like: construction of buildings for the newly created state ministries, funding and lack of trained work force to saddle the affairs of the civil service effectively.

Thereafter, on the 29th of May 1999, he handed over to the first democratically elected Governor of the state Dr. Sam Egwu. The Eight years administration of Dr. Egwu was adjudged to have provided the much needed turnaround of the civil service in the state with creation of more ministries, parastatals and Agencies towards ensuring efficient and effective delivery of the civil service.

It was during Dr. Egwu's regime that civil service in the state received a boost both in human and material resources to carry on.

Recently, however, the mantle of leadership fell on the second democratically elected governor of Ebonyi State, Chief Martins Elechi. The new administration

started from where the last regime stopped. Governor Elechi has undoubtedly brought his enormous administrative and political experiences to bear on the governance of the state and by extension, the civil service. The state civil service has progressed with the efforts made by the current Governor of Ebonyi State Engineer David Umahi.

The civil service has currently undergone rapid transformation and innovations with an equally enduring legacies in human and material resources development guided by a new philosophy of self reliance promoted by the culture of attitudinal change to inculcate in the civil servants the attitude to accept their differences, individualities and diversities so as to build a strong and resilient civil service where egalitarianism, mutual co-operation and synergy will thrive.

However, the civil service notwithstanding these giant programmes and policies is still facing a lot workforce challenges especially that of work force diversity. This is because there are lots of people from various backgrounds and local governments that make up the civil service. This indeed has coloured the demographic profiles of the Ebonyi State work force and as such, posed a challenge to the managers of the civil service.

Therefore, understanding of some challenges Human Resource Managers face in the management of their abounding resources is inevitable. Again, the environmental factors that affect human resource management are enormous. Managing diversity in the public service especially in the Ebonyi State civil service has become imperative in recognition of the fact that the civil service is the instrument through which the policies and programmes of every administration are formulated and implemented. It is based on the above that the challenges of managing diversity in the Ebonyi State civil service deserve the interest of the researchers.

**Statement of the Problem:** A careful observation and analysis of some of our institutions and civil services especially in Ebonyi State would reveal that there is underutilization of human resource potentialities. The above development is as a result of mismanagement of workforce diversity. Workforce diversity is the differences in age, ethnicity, ancestry, gender, race, educational background, geographic location, marital status, experiences religious belief, expertise etc. [6]. Many organisations the world over and in Nigeria today have been witnessing tremendous changes in the composition of their workforce especially in the emerging century.

Demographic profiles of the workforce are colouring. Once dominated by male managers, every organisation now employs people at a variety of organisational levels from diverse sets of background. Consequently, more and more organisations are encountering more than a few challenges along the way as they sought to address the variety of issues, opportunities and problems that their increasingly diverse workforce have created. By casting a broader net in recruiting and looking beyond traditional sources for new employees, organisations are finding more broadly qualified and better qualified employees from many different segments of society. This however, has generated lots of conflicts in organisational management because of the compositions of workforce and their individualities. Therefore, management practitioners are caught in a web as how best to manage these diverse potentials of workforce, which principles are best to apply and when they should be applied so as to carry everybody along without jeopardizing the goals and objectives of the organisation. In addition to these problems, there are emerging trends in the field of modern management like: trend and ratio analysis and psychological contract. For example, psychological contract is perceived in bipartite dimensions. As the worker perceives the inducements packages of the organisation, the organisation in turn tracks the contributions of the workers in terms of skills and outputs to check whether they are in line with the organisational acceptable standard so as to check the extent the inducement match with outputs of the workers. If both parties perceive it to be fair, there will be a balance in output, but if both see it on the contrary, there will be frustration, demotivation and productivity will decline. This psychological contract is difficult to ascertain because it is implied and not written down. Managing this aspect of organisational challenge with diverse workforce of various backgrounds is indeed a challenge. Unfortunately, there is a tendency for some workers to play along ethnic cleavages in pursuant of the organizational goals. This portends a great danger for a manager who is from a different background to handle. Ethnic polarization and political considerations often dilute the credibility of established rules and regulations guiding the conduct of workers in the organization. Loyalty of some workers is now to the person who influenced their recruitment into the service other than the organization itself or managers of such organizations. It takes a seasoned Human resource manager to handle this development effectively and congruently. Ebonyi State Civil Service is equally witnessing the aforementioned challenges in management of their diverse workforce.

**Objectives of the Study:** Having raised the research questions and statement of the problem, the broad objective of this study is to determine the challenges of workforce diversity in public sector management in Nigeria with a specific focus on the Ebonyi State Civil Service. The specific objectives are to;

- Ascertain how workforce diversity affects the productivity of workforce in Ebonyi State Civil Service.
- Assess the effects of workforce diversity on the entire Ebonyi State Civil Service.

**Research Hypotheses:** In order to accomplish the objectives of the study, the following hypotheses were formulated:

- HA<sub>1</sub> Effective management of workforce diversity will lead to optimal utilization of diverse workforce and increase in productivity in Ebonyi State Civil Service.
- HO<sub>1</sub> Effective management of workforce diversity will not lead to optimal utilization of diverse workforce and increase in productivity in Ebonyi State Civil Service.
- HA<sub>2</sub> Abuse of workforce diversity will have deleterious consequences in Ebonyi State Civil Service.
- HO<sub>2</sub> Abuse of workforce diversity will not have deleterious consequences in Ebonyi State Civil Service.

**Review of Relevant Literature:** Onah [7] in the study “workforce diversity in public organisations in Nigeria” in African journal of political and administrative studies defines workforce diversity as the differences such as age, gender, ethnic, physical ability/disability, race and sexual orientations that make up the employees of organisations.

Using descriptive analytical method, he opines that workforce diversity is inevitable and that it even has a competitive advantage. It is real in an emerging millennium that is being overwhelmed by globalisation, many organisations the world over and in Nigeria today have witnessed tremendous changes in the composition of their workforce especially in the emerging century and the demographic profiles of the workforce are colouring. Consequently, many organisations are encountering more than a few challenges as they have sought to address the varieties of issues, opportunities and problem that their increasingly diverse workforce have created. He therefore, recommends that modern managers should not only accept and adapt to diverse work groups but brace up the challenges of a multicultural organisation, if they must

meet their goals and shun the mono-cultural organisation to take advantage of diverse human resources that abound in the organisation.

Thomas [8] in a related study elucidates that workforce diversity include but not limited to age, ethnicity, ancestry, gender, race, educational background, geographic location, income, marital status, experience, religious belief and expertise. He further states that with the increase in competition, locally or globally, organisations must become more adaptable, resilient, agile and customer focused to succeed. And that future success of any organisations relies on the ability to manage a diverse body of talents that can bring innovative ideas, perspectives and view to their work place.

Onah [9] in her contribution to strategic manpower planning and development journal “ecology of organisational management” is of the view that organisations are ecologically bound. And that there are differences in both external and internal variables of any organization, no matter how the organisations share the same market or products. Using a comparative analytical method, she opines that human resource managers are not operating on a platter of gold. Organisations are often in ever changing environments and each environmental factor poses a great challenge to the survival and sustainability of any organisation. She therefore recommends that, constant training and development of strategic human resource managers to face the current environmental trend is imperative. Organisations must be ready to accommodate such environmental variables and make provisions for them because they make or mar organisational sustainability.

Cox [10] notes that the future success of any organisation relies on the ability to manage a diverse body of talents that can bring innovative ideas, perspectives and views to their work. The challenges and problems faced by work place diversity can be turned into a strategic organisational asset if an organisation is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural background, gender, age and lifestyles, an organisation can respond to business opportunities more rapidly and creatively, especially in the global arena, which must be one of the important organisational goals to be attained. More importantly, if the organisational environment does not support diversity broadly, one risks losing talents to competitors. Thus, many local human resource managers have to undergo cultural-based Human Resource management training to further their abilities to motivate

a group of professionals that are highly qualified but culturally diverse. Furthermore, the Human Resource professional must assure the local professionals that these foreign talents are not a threat to their career advancement. In many ways, the effectiveness of workplace diversity management is dependent on the skilful balancing act of the Human Resource [10].

Thomas [8] opines that one of the main reasons for ineffective workplace diversity management is the predisposition to pigeonhole employee, placing them in a different silo based on their diversity profile. In the real world diversity cannot be easily categorized and those organisations that respond to human complexity by leveraging the talents of a broad workforce will be the most effective in growing their business and their customer base. This shift in philosophy has to be ingrained in the managerial framework of the Human Resource manager in his/her planning, organising, leading and controlling of organisation resources. There are several-ways that a Human Resource manager can adopt in ensuring effective management of workforce diversity in order to attain organisation goals.

#### **Managing Workforce Diversity in Organisation:**

Overman [11] is of the opinion that because of the tremendous potential that diversity holds for competitive advantage, as well as the possible consequences of diversity related conflict much attention has been focused in years on how individuals and organisations can better manage diversity.

Copeland [12] prescribed four basic attitudes that individuals can strive to adopt in managing diversity. These are:

**Understanding:** The first of this is understanding, the nature and meaning of diversity. Human resource managers must understand that basic differences among peoples do, in fact, exist. Thus, any effort to treat everyone the same, without regards to their fundamental human differences will only lead to a problem.

**Empathy:** People in an organisation should try to understand the perspectives of others.

**Tolerance:** Even though managers learn to understand diversity and empathise with others, the fact remains that they may still not accept or enjoy some aspect of other’s behaviours. They should learn how to tolerate others and respect their individualities.

**Willingness to Communicate:** Problem often get magnified over diversity issues because people are afraid or otherwise unwilling to openly discuss issues that relate to diversity. For communication to work, it must be two ways.

### **Organisational Strategies for Managing Workforce Diversity**

**Organisational Policies:** The starting point in managing diversity is the policies that organisations adopt that directly or indirectly affect how people are treated. Another aspect of organisational policies that affects diversity is how the organisation addresses and responds to problems that arise from diversity [13].

**Organizational Practices:** The ideal practice is that because diversity is characterised by differences among people, organisations can more effectively manage that diversity by following practices and procedures that are based on flexibility rather than rigidity [4].

**Diversity Training:** Many organisations are finding that diversity training is effective means for managing diversity and minimizing its associated conflict. More specifically, diversity training is training that is specifically designed to better enable members of an organisation to function in a diverse workplace [14].

**Organisational Culture:** The ultimate test of an organisations commitment to managing diversity is its culture. Regardless of what managers say or put in writing, unless there is a basic fundamental belief that diversity is valued, it cannot ever become truly an integral part of an organisation. An organisation that really wants to promote diversity must shape its culture so that it clearly underscores top management commitment to and support of diversity in all of its forms throughout every part of the organisation Carnvale and Stone [13].

**Managing a Multicultural Organisation of Diverse Workforce:** Taking advantage of diversity in the various parts of the organisational system is a difficult challenge full of opportunities. It is more than just announcing that the organisation values diversity. It requires that management develop a multicultural organisation in which employees of mixed backgrounds, experiences and culture can contribute and can achieve their fullest potential for the benefit of themselves and the organisation. Developing a programme for managing diversity would

include creating the multicultural organisation which is characterised by pluralism, full structural integration, full integration of informal networks, an absence of prejudice and discrimination, equal identification with organisational goals for majority and minority groups and low levels of inter group conflicts [13].

Hall [15] emphasises that the environment in which Human Resources management takes place is very much in a state of flux. Changes are occurring rapidly across wide range of issues. This, therefore, occasioned an incongruous environment for Human Resource management is also interesting as it is intriguing. An organisation is a collectivity with a relatively identifiable boundary, normative order, ranks of authority, communication systems and membership-coordinating system. This collectively exists on a relatively continuous basis in an environment and engages in activities that are usually related to a goal. Like living organisms, formal organisations and indeed other bureaucracies are conditioned by their environments and the conditioning is normally mutual. Bureaucracies, as well as other political and administrative institutions, can be better understood if the surrounding conditions influences and forces that shape and modify them are indentified and ranked to the extent possible in order of relative importance and if the reciprocal impact of these institutions on their environment is also explored [16]. This is at times referred to as the ecological approach to the study of organisations. Ecological approach involves a systematic effort to relate public administration to its environment. The ecological approach in public administration focuses its attention on the dynamic relationship between a public administration system and its total environments: physical, cultural, historical, economic and political.

**Theoretical Foundation of Analysis:** This study adopts the “*situational theory*”. This theory was propounded by Fielder [17]. It emphasizes the fact that what managers do in practice depends upon given sets of circumstances or situations. This theory takes cognizance of not only a given solutions on behavioural pattern of an enterprise but also the effect of solutions and decisions on the organisation.

The theory equally requires that managers take into account the realities of a given situation and diversities of personalities and individualities in organization when dealing with problems or applying theory(ies) or techniques. It rejects the idea that there is one best way of managing organisations and that the emergence of a

leader is a product of not only his personality attributes but also various situational factors and the interactions between the leader and the situation on ground.

Most importantly is the recognition that the act of managing takes precedence over the science of managing in every decisions or theoretical applications. Organizational circumstantial dispositions and exigencies must be equally given due cognizance.

The theory was chosen because of the related issues it holds with the topic of the research. It takes cognizance of challenges, different situations, environments and other unforeseen circumstances that pose a challenge to the organizational management. There are variables that make or mar organisations. Therefore, for any organisation to thrive it must be ready to accommodate diverse issues, make provisions for them because organisation does not operate in a vacuum. For, people are not the same in their composition. The emergence of any managerial approach is contingent on situations. Hence, the theoretical foundation of this study is entirely subsumed in the situational theory.

**Methodology:** The researchers adopted descriptive survey design with a total population of 8,701 (Eight thousand seven hundred and one) staff being the population of the Ebonyi state civil service as at the time of the study. A sample size of 399 (three hundred and ninety nine) respondents was determined using Taro Yameni formula. The data collected for the study were analyzed using tables and percentage while the hypotheses formulated for the study were tested using ANOVA test and a reliability coefficient at 5% level significant. Below is the table of the selected ministries in the Ebonyi State Civil Service.

Table 1: Questionnaire Allocated to each ministry.

S/N Ministries	Questionnaire Allocated
1 Ministry of Health	50
2 Ministry of Women Affair	49
3 Ministry of works	50
4 Ministry of L.G & Chieftain	50
5 Ministry of Education	50
6 Ministry of Justice	50
7 Ministry of Environment	50
8 Ministry of Commerce and Industry	50
Total	399

Source: Field Survey, 2017.

## RESULT

### Test of Hypotheses/data Analysis:

Table 2: ANOVA Test And Reliability Coefficient

The formula is as follows:

Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F-Ratio
Between people	SSB	a - 1	$\frac{SSB}{a - 1}$	
Within people	SSW	a (b - 1)	$\frac{SSW}{a(b - 1)}$	
Between	SSb	b - 1	$\frac{SSb}{b - 1}$	$\frac{SSb}{b - 1}$
Residual	SSr	(a - 1)(b - 1)	$\frac{SSr}{(a - 1)(b - 1)}$	$\frac{SSr}{(a - 1)(b - 1)}$
Total	SST	ab - 1	$\frac{SST}{Ab - 1}$	

Field A.P. (2005) Discovery Statistics using SPSS (2nd Edition) London.

$\alpha = 0.05$

a = no. of respondents (treatments)

b = no of respondents (replications)

$$SST = \sum X^2 - \frac{T^2}{Ab}$$

$$SSB = \frac{1^a}{B} \sum_{j=1}^2 - \frac{T^2}{ab}$$

$$SSW = SST - SSB$$

$$SSb = \frac{1}{k} \sum_{ak=1}^b T^2 - \frac{T^2}{a - b}$$

$$SSr = SSW - SSb$$

where T is the total of all values Xjk and where Tj is the total of all values in the jth and Tk is the total of all the values in the ith replication.

$$T = \frac{\sum x_{jk}}{j.1}$$

$$T_j = \frac{\sum x_{jk}}{K}$$

**Reliability coefficient:** This test tells us how reliable the result is.

Reliability is estimated using inter-rater reliability which is the estimation based on the correlation of scores between/among two or more rates, who rate same item, scale or instrument. Thus:

$$\text{Reliability Coefficient } (\alpha) = \frac{\text{true score}}{\text{Total (true + error) score}}$$

HA<sub>1</sub> Abuse of workforce diversity will have deleterious consequences in Ebonyi State. Data from Tables 3-8 were used to test the hypothesis. The tables however, were used to desire the reliability analysis scale and the ANOVA output table as shown below in tables respectively.

\*\*\*\*\* Method 1 (Space Saver) was used for this analysis \*\*\*\*\*

Table 3:

Reliability Analysis	-	Scale (Alpha)		
		Mean	Std Dev	Cases
1	SB1	3.25	.8137	395.0
2	SB2	3.81	.6019	395.0
3	SB3	4.72	.9112	395.0
4	SB4	3.35	.8104	395.0
5	SB5	4.22	.7405	395.0
6	SB6	4.89	.6775	395.0
7	SB7	4.34	.7124	395.0

Empirical Analysis of Data 2017

Table 4: Analysis of Variance

Source of Variation	Sum of square	DF	Mean	F	Prob
Between people	845.9780		394	.38985	
Within people	257.0220	1308	.065		
Between measure	34.9907	6	.58318	29.6788	0.08
Residual	255.8970		1302	.19965	
Total	1,103.000		1525	.7233	
Grand mean	4.5626				

Empirical Analysis of Data 2012.

Reliability Coefficients

No. of cases = 395.0 No. of Items = 7  
Alpha = .9843

The  $\alpha$  - value  $0.0012 < 0.05$  as shown in the analysis on tables 3 and 4 which shows that there is no significant differences between the mean score, therefore, we reject the null hypothesis and then accept the alternate hypothesis that effective management of environment leads to optimal utilization of Human Resources in Ebonyi State Civil Service. The analysis went further to show that this result is 98% reliable.

HA<sub>2</sub> Effective management of workforce diversity will lead to optimal utilization of diverse workforce and increase in productivity in Ebonyi State Civil Service. This was test using data from in the Tables below to build up as shown below.

\*\*\*\*\* Method 1 (space saver) was used for the analysis\*\*\*\*\*

Table 5:

Reliability of analysis	-	Scale (Alpha)		
		Mean	Std Dev	Cases
1	SC1	3.93	.9399	395.0
2	SC2	3.73	.8443	395.0
3	SC3	3.38	.7823	395.0
4	SC4	3.10	.6076	395.0
5	SC5	4.21	.7067	395.0

Empirical Analysis of Data 2017.



Table 6: Analysis of Variance

Source of Variation	Sum of square	DF	Mean	F	Prob
Between people	8216705	394	3.7865		
Within people	162.5408	872	.1864		
Between measures	19.9256	4	4.9814	30.3189	0.003
Residual	142.6152	868	.1643		
Total	984.2113	1089	.9038		
Grand mean	4.1261				

Empirical Analysis of Data 2010.  
 Reliability Coefficients No of Items = 5  
 No. of Cases = 395  
 Alpha = 9643

The P- value  $0.03 < 0.005$  as shown in the analysis shows that there is zero significant difference between the mean score. Therefore, we reject the null hypothesis that non application of psychological contract management is not the major challenges that affect productivity in Ebonyi Stat Civil Service. This analysis also showed that this result is 98% reliable.

**Summary of Findings:** From the data analysis the following findings were made:

- Workforce diversity can be a source of organizational strength or conflict; it depends on how it is managed.
- Environment within which human resource management operates are ever dynamic and pose a great challenge to organizational managers.
- Indigenous workforce often sees other workforces that are not indigenous to their area as a threat to their career progression and succession.
- Some head of organization are not adequately trained to handle diversity in a way that will bring unity in the work place.
- Many civil servants are xenophobic to embrace workforce diversity because of the fear of the unknown.
- Mismanagement of workforce diversity breeds Ethnocentrism. (It is a belief that one’s own group and sub-culture are inherently superior to other groups or cultures). This makes it difficult to value diversity.
- Uniqueness of individuals makes it difficult for human resource managers to easily identify diverse hidden talents which would help to transform organisations.
- Lack of well co-ordinated labour management relations threatens optimality of industrial relations.

**CONCLUSION**

The study in no small measure has examined the challenges of human resource managers in managing diversity in organisations especially as it concerns the civil service in Ebonyi state. Managing human beings is

the most challenging organisational task because of the uniqueness and diversity of individuals. In order to ensure that the best workforce are attracted and employed in organisation, human resource managers must be up to date in new developments and innovations so as to acquaint themselves with the tools of solving organisational ever emerging challenges.

Gone were the days when motivation or compensation became the best form of reward to employees. It goes beyond that; this implies application of extra-compensatory measures which are subsumed in the psychological contract management and integration of diversity of talents to achieve goal congruency. Employees of nowadays are better educated than those of the past and their value systems have changed. Managing this type of workforce is indeed a challenge. One requires greater skills and dexterity in order to manage these kinds of organizational assets. This is why it is a big challenge that organizational managers often confront with.

**Recommendations:** Having unveiled and itemized the findings of the study and came to a conclusion, the researchers hence recommends that:

- In as much as organisations are made up of diverse people with different interests and backgrounds, it requires that everybody should be carried along, given sense of belonging, assured of job security and allowed to ventilate inputs in matters that concern them. This will ensure that there is goal congruency.
- Human resource managers should take cognizance of the fact that organisational environments are in constant flux, therefore, there is need for the

managers to “go situational or contingent” in organisational management; that will help to surmount the problems that the environment pose to organisational management.

- Human resource managers should go beyond motivation and compensation. They should strategize extra compensatory measures in order to sustain the interest of their diverse workers. This will increase productivity and sustains industrial harmony.
- Human resource managers should also explore avenues to further their knowledge in current issues and convectional management through training and development in order to fully assume the strategic important positions to face the current tides of emerging global best practices in modern management techniques.
- Management on its part should develop a multicultural organization in which employees of mixed backgrounds, experiences and culture can contribute because there is unity and synergy in diversity.
- Developing the multicultural organization requires a commitment on the part of top management and a clear vision of its benefit for the future of the organization.

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