

Effective Management of Diversity for Performance Enhancement in Profit-Oriented Organizations (A Survey of Dangote Cement Plc Gboko Plant)

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Abstract:

The objective of the study is to determine the extent the measures and techniques adopted for effective management of diversity have impacted on performance enhancement and establish the likely challenges militating against its effective management and fashion strategies for its management. A Case Study of Dangote Cement Plc Gboko Plant was chosen. The data for the survey was obtained using both primary and secondary sources. Five point likert rating scale questionnaire were used to obtain the data from the respondents. Two hypotheses were formulated and tested with the aid of simple percentages in which the critical value was put at 50% for analytical simplicity due to the fact that, the data are non-parametric and nominal in nature. Additionally, SPSS package using linear regression, ANOVA and Cronbach Alpha were used in testing the two formulated hypotheses. The findings of the study revealed that the executive management of Dangote Cement Plc Gboko Plant has adopted measures to blend and effectively manage the diversity workforce in order to attain higher performance status in terms of improved market share, high profit, growth, expansion and by producing quality Cement Products in order to enhance competitive advantage. The study also found out that there are several challenges militating against effective management of workforce diversity of Dangote Cement Plc, Gboko Plant. These challenge include rampant cases of communication problem, lack of cohesiveness, mistrust and tension, Stereotyping, distortions amongst others. The study recommends that the company needs to set up a department responsible for overseeing the management of workforce diversity, issues headed by a Director of Compliance to ensure that issues of biases, discriminations, inequitable treatments across diversity characteristics such as age, sex, race and ethnicity, religious affiliations etc. are effectively managed.

Keywords: *Effective Management, Workforce Diversity, Management, Performance, Profit –Oriented Organizations.*

I. INTRODUCTION

The bid to obtain a harmonious working environment and blending the interest of all the relevant workforce categories by recognizing the desires of diverse view point is issue of concern that organization needs to address with absolute care. Organizations comprise diverse workforce with varying demographic characteristic ranging from age, gender, race and ethnicity, religion, capabilities and disabilities, socio-economic background and employees from different orientations amongst others. This requires an effective management in order to have a productive workforce.

Reference [1] described diversity to generally refer to the variety of multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion.

However, for organizations to realize the benefits of diversity, they must handle the challenges that go with it.

Reference [1] emphasize that today diversity refers to far more than skin, color and gender. It is a broad term used to refer to all kinds of differences such as religious affiliations, age, disabilities, status, military experience, sexual orientation, economic class, educational level and life styles in addition to gender, race, ethnicity and nationality.

There are several reasons why diversity is such a pressing concern both in the popular press and for managers and organizations:

- (a) There is a strong ethical imperative in many societies that diverse people receive equal opportunities and are treated fairly and justly, unfair treatment being illegal.
- (b) Effectively managing diversity can improve organizational effectiveness. When managers effectively manage diversity, they not only encourage other managers to treat diverse members of an origination fairly and justly but also realize that diversity is an important organizational resource that can help an organization gain a competitive advantage.
- (c) There is substantial evidence that diverse individuals continue to experience unfair treatment in the workforce as a result of biases, stereotypes, and overt discrimination.

In one study, resumes of equally qualified men and women were sent to high priced Philadelphia restaurants (where potential earnings are high). Though equally qualified, men were more than twice as likely as women to be called for a job interview and more than five times likely to receive a job offer. Findings from another

study suggest that both women and men tend to believe that women will accept lower pay than men, this is a possible explanation for the continuing gap in pay between men and women.

According to reference [1] other kinds of diverse employees may face even greater barriers. For example, the Federal Glass ceiling commission Report indicated that 'African-Americans' have the hardest time being promoted and climbing the corporate ladder, that *Asians* are often stereotype into technical jobs, and that *Hispanics* are assumed to be less well educated than other minority groups. (The term glass ceiling- a metaphor alluding to the invisible barriers that prevent minorities and women from being promoted to top corporate positions). All these issues raised above call for effective management of diversity in organizations. [1], [1], [1], and [3] hold the same view on this concept.

1.1 Statement of the Problem

There has been a Problematic trend of events resulting to biasness, discriminatory behaviours and practical manifestations of differences cutting across age, gender, race and ethnicity, religious affiliations, sexual orientations, education, socio-economic backgrounds amongst others noticed at organizational levels, nationally and globally. This phenomenon particularly in organizations has caused the diverse workforce to exhibit frictions, mistrust and misunderstanding and in most cases distortions of perceptions giving rise to decline in performance and making it impossible for attainment of organizational goals.

The research is focused on seeing how effectively diverse workforce will be managed.

1.2 Research Questions:

1. To what extent have the measures adopted for effective management of diversity impacted on performance enhancement of Dangote Cement Plc Gboko Plant?
2. To what extent are the challenges militating against effective management of diversity of Dangote Cement Plc Gboko Plant.

1.3 Research Objectives

1. To determine the extent the measures adopted for effective management of diversity have impacted on performance enhancement of Dangote Cement Plc Gboko Plant.
2. To identify the challenges militating against the effective management of diversity of Dangote Cement Plc Gboko Plant.

1.4 Research Hypothesis:

H₀₁: Measures adopted for effective management of Diversity have not significantly impacted on the performance enhancement of Dangote Cement Plc Gboko Plant.

H₀₂: There have been no significant challenges militating against diversity management of Dangote Cement Plc Gboko Plant.

II. REVIEW OF RELATED LITERATURE

2.1 The Concept Diversity Management:

According to reference [1], Managing diversity means maximizing diversity potential benefits while minimizing the potential barriers (such as prejudices and bias) that can undermine the company's performance. He emphatically stressed that, a diversity management programme includes the following elements;

- (a) Providing strong leadership
- (b) Assessing the situation.
- (c) Providing diversity training and education
- (d) Change culture and management systems
- (e) Evaluating the diversity management programme.

Reference [1] opines that, one of the challenges faced by the Human Resources Management (HRM) is how to manage diversity. To him Nigeria as a country has gender and ethnic differences and the ever increasing number of expatriate workers. As Sherman (1998) succinctly observed "Managing Diversity means being acutely aware of characteristics common to employees while also managing these employees as individuals". It means accommodating all types of differences, supporting, nurturing and utilizing the differences to the firm's advantage.

As reference [1] express it, the concept of managing diversity is founded on the premise that harnessing these differences will create a productive environment in which everyone will feel valued, where their talents are fully utilized, and in which organizational goals are met"

Managing diversity is a concept that recognizes the benefits to be gained from differences. It differs from equal opportunity, which aims to legislate against discrimination, assumes that people should be assimilated into the organization and often, relies on affirmative action. This point was emphasized by reference [1] as follows;

The new diversity management thinking suggests that diversity management goes beyond the equal opportunities of management considerations as described by the law, and promises to make a positive and strategic contributions to the successful operations of business. So diversity management is hailed as a proactive, strategically relevant and

results, focused approach and a welcome departure from the equal opportunities approach, which has been defined as reactive, operational and sometimes counterproductive.

A management of diversity policy could;

- (i) Acknowledge cultural and individual differences in the workforce
- (ii) State that the organization values the different qualities that people bring to their jobs.
- (iii) Emphasize the need to eliminate bias in such areas as selection, promotion, performance assessment, pay and learning opportunities
- (iv) Focus attention on individual rather than group differences.

To reference [1] managing diversity involves recruiting, training, promoting, and utilizing to full advantage individuals with different backgrounds, beliefs, capabilities and cultures. Managing diversity is more than just hiring minorities and women. It means understanding and appreciating employee differences to build, not just hiring minorities and women. It means understanding and appreciating employee differences to build a more effective and profitable organization.

2.2 Specific Characteristic of Diversity:

According to reference [1], there are a number of demographic characteristics contributing to diversity. The most widely recognize involve age, gender, race and ethnicity, religion, education, capabilities/ disabilities, socio-economic, Background, sexual orientations amongst others.

(1) Age: The aging of the population in an organizational set up suggests that managers need to be vigilant that employees are not discriminated against because of age.[3]

Moreover, managers need to ensure that the policies and procedures they have in place treat all workers fairly, regardless of their age. **These laws, legislations address issues such as equal pay, civic rights, pregnancy, disabilities, age discrimination, medical leave and families. All these are promulgated acts put in place to facilitate managerial effectiveness.**

(2) Gender: Women and men are almost equally represented in the workforce of United States of America. Approximately 53.5% of the US. Workforce is male and 46.5% females, yet women median weekly earnings are estimated to be \$572 compared to \$714 for men. This gender pay gap appears to be alive as well as the glass ceiling.

This trend is the same in Nigeria. Men are more favourably occupying top most corporate positions as compared to women. This is a “glass ceiling effect”, a term used in reference to women’s and minorities being prevented from receiving promotions and advancement into top management positions. This ceiling is often subtle and uncovered only by looking at promotion statistics and seeing that women are greatly underrepresented in the executive suite.

For example, if a firm has 10,000 employees of whom 5000 are women and there are 150 senior level managers of whom only one is a woman, there is a good reason to believe that a glass ceiling exists.

Additionally, in reference [1] a research conducted by consulting firms suggests that female executives outperform their male counterparts/colleagues on skills such as motivating others, promoting good communication, turning out high quality work and being a good listener. For example, Hagberger Group performed in-depth evaluation of 425 top executives in a variety of industries, with each executive rated approximately 25 people. Of the 52 skills assessed, women received higher ratings than men on 42 skills, although at times the differences were small.

Results of a recent study conducted by a catalyst nonprofit organization found that organizations with higher proportions of women in top-management positions had significantly better financial performance than organizations with lower proportions of female top managers. All in all, studies such as these make one wonder why the glass ceiling continues to hamper the progress of women in business [1].

(3) Race and Ethnicity: The U.S census Bureau typically distinguish between the following races:- American India or Alaska Native (Native Americans of origin in North, Central or South American), Asian (origins in the Far East, South East Asia, or India), African – American (Origin in Africa), Native Hawaiian or pacific islander (Origins in pacific Islands such as Hawaii, Guam, and Somoa), and white (Origins in Europe, the middle East, or North Africa).

Ethnicity on the other hand refers to a grouping of people based on some shared characteristics such as National origin, language, or culture.

The U. S. census Bureau treats ethnicity in terms of whether a person is Hispanic or not Hispanic.

Hispanics, also refer to as Latinos, are people whose origins are in Spanish cultures such as those of Cuba, Mexico, Puerto Rico, and South and Central America and Hispanics are of different races. According to a recent poll, most Hispanics prefer to be identified by their country of origin (eg. Mexican, Cuba or Selvadoran) rather than by the overarching term Hispanic.

According to Jones and George (2006), the racial and ethnic diversity of the U.S. population is increasing at an exponential rate, as is the composition of the workforce. According to the U.S census in 2000, 75.1 percent of the population was white, 12.9 percent was African-American, 12.5 percent Hispanic and 3.6 percent was Asian. Mexican Americans are estimated to constitute over 60% of the U.S Hispanic population, with the remainder of Hispanics having diverse countries of origin.

The increasing racial and ethnic diversity of the workforce and the population as a whole underscores the importance of effectively managing diversity. Statistics compiled by the National urban league in USA suggest that much needs to be done in terms of ensuring that diverse employees are provided with equal opportunities, [1]. In

Nigeria, there is a Federal Government Agency known as Federal character commission that is shouldered with the responsibility of ensuring that jobs, positions are equitably shared amongst states, ethnic groups as the case may be [1].

Generally, everywhere, it is expected that managers and organizations are increasingly being reminded that stakeholders in the environment are diverse and expect organizational decisions and actions to reflect this diversity [3].

(4) Religion: A key issue for managers when it comes to religious diversity is recognizing different religions and their beliefs, with particular, attention being paid to when religious holidays fall. For example, critical meetings should not be scheduled during a holiday for members of a certain faith (i.e on Friday which is a holiday for Muslims and Sunday, Christmas day which are holidays for Christians). Managers should be flexible in allowing people to have time off for religious observances. This will go along way towards making individuals of diverse religions feel respected and valued as well as enable them to practise their faith [1].

(5) Socio-Economic Background: The term socioeconomic background typically refers to a combination of social classes and Income-related factors.

The socioeconomic diversity suggests that managers need to be sensitive and responsive to the needs and concerns of workers who may be less fortunate than themselves in term of income and financial, resources, child care and elder care options, housing opportunities and existence of sources of social and family support.

Moreover and equally important – managers should try to provide such individuals with opportunities to learn, advance, and make meaningful contributions to their organization while improving their economic well being.

(6) Sexual Orientation: According to [1], [3] discriminations on the basis of sexual orientations refer to discriminations against *homosexuals*. This may take the form of hostility and harassment, which is clearly unjust. Furthermore, allowing such disruptions in the work environment can lower performance of all employees.

Another growing debate, with regard to sexual orientation is fairness in terms of benefits. Heterosexual employees have the choice of extending insurance and other benefits for their family members. Gay and *Lesbian* employees may have partners but cannot marry and therefore may not have the same access to dependent coverage at many organizations.

Managers at more and more organizations are struggling to identify a fair way to handle this situation and offer benefits to these categories of employees accordingly as stipulated by law, [3], [3].

(7) Disability: The Americans with disabilities Act (ADA) require employers to make “reasonable accommodation” for the physical and mental disabilities of a person who is otherwise qualified to do a job.

Reasonable accommodation means employers are exempt from making an accommodation if doing so would impose undue hardship. The accommodations usually considered reasonable include modifying existing facilities (such as rest rooms or cafeterias) to make them accessible, restricting jobs, modifying work schedules, reassigning employees, modifying equipment, adjusting training materials, and providing qualified readers or interpreters [3].

2.3 Effective Ways of Managing Diversity:

As observed by reference [1], [1], [1], [1], [1], [1], Managers can take a number of measures and steps to change attitudes and values and promote the effective management of diversity. These measures and steps include:-

(i) Securing top management commitment: Top management commitment to diversity is crucial for the success of any diversity-related initiative. Top managers need to develop the correct ethical values and performance or business oriented attitudes that allow them to make appropriate use of their human resources.

(ii) Strive to increase the accuracy of Perceptions: One aspect of developing the appropriate values and attitudes is to take steps to increase the accuracy of perceptions. This requires that managers and all members of an organization strive to avoid making snap judgments about people, but rather, only when sufficient and relevant information has been gathered.

(iii) Increase Diversity Awareness: It is natural for managers and other members of an organization to view other people from their own perspectives, because their own feelings thoughts, attitudes, and experiences guide their perceptions and interactions. The ability to appreciate diversity, however, requires that people become aware of other perspectives and the various attitudes and experience of others.

Many diversity awareness programs in organizations strive to increase managers and workers awareness of:-

- (a) Their own attitudes, biases, and stereotypes and
 - (b) The differing perspectives of diverse managers, subordinates, co-workers and customers.
- Diversity awareness programs often have these goal. providing organizational members with accurate information about diversity.
- Uncovering personal biases and stereotypes.
 - Assessing personal beliefs, attitudes and values and learning about other points of view.
 - Overturning Inaccurate Stereotypes and belief about different groups
 - Developing an atmosphere in which people feel to share their differing perspectives and points of view
 - Improving understanding of others who are different from oneself.

iv) Increase Diversity Skills: Efforts to increase diversity skills focus on improving the ways managers and their subordinates interact with each other and on their ability to work with different kinds of people.

The important issue there is being able to communicate with diverse employees” Diverse organizational members may have different styles of communication, may differ in their language fluency, use words differently, differ in the non verbal signals, they send through facial expressions and body language, and in the way they perceive and interpret information. Managers and their subordinates must learn to communicate effectively with one another if an organization is to take advantage of the skills and abilities of its diverse workforce.

Educating organizational members about differences in ways of communicating is often a good starting point.

Diversity education can help managers and subordinates gain a better understanding of how people may interpret certain kinds of comments. Diversity education also can help employees learn how to resolve misunderstanding.

v) Encourage Flexibility;- This requires that, managers should be flexible enough to incorporate differing needs of diverse employees. Successfully managing diversity requires a corporate culture that tolerates many different styles and approaches. Less restrictive policies and procedures and standardized operating methods enable organization to become more flexible and thus better able to respond quickly to environmental changes.

vi) Pay close attention to how organizational members are Evaluated:- Wherever flexible, it is desirable to rely on objective performance indicators as they are less subject to bias. When objective indicators are not available or are inappropriate, managers should ensure that adequate time and attention are focused on the evaluation of employee’s performance and that the evaluators are held accountable for their evaluation. Vague performance standards should be avoided.

vii) Consider the Number:- If members of certain groups i.e minority groups highly under represented in particular kinds of jobs or units, managers need to understand why this is the case and resolve any problems they might uncover. Empower employees to Challenge Discriminatory behavior, and Remarks

ix) Reward Employees for Effectively Managing Diversity: If the effective management of diversity is a valued organizational objective, then employees should be rewarded for their contributions to this objective.

x) Provide training utilizing a multipronged, ongoing approach:- Many managers use a multipronged approach to increase diversity awareness and skills in their organizations; they use films and printed materials supplemented by experiential exercises to uncover hidden biases and stereotypes..

xi) Encourage Mentoring of Diverse Employees;-

Mentoring is a process by which an experienced member of an organization (the mentor) provides advice and guidance to a less experienced member (the protégé) and helps the member learn how to advance in the organization and in his or her career. The purpose of the mentor program is to help support members of a diversity group in their jobs, socialize them in the cultural values of the organization, and pragmatically help their chances for development and advancement (Thomas 2001).

2.4 Challenges of a Diverse Workforce:

According to reference [1], a diverse workforce also poses many challenges and can be turned into advantages if managed effectively. They include:-

(a) Lack of cohesiveness;- Diversity can create a lack of cohesiveness.

Because of their lack of similarity in languages, culture, and / or experience, diverse groups typically are less cohesive than homogenous groups. Often mistrust, miscommunications, stress and attitudinal differences reduce cohesiveness.

(b) Communication Problems: Perhaps the most common negative effect of diversity is communication problems. These difficulties include misunderstanding, inaccuracies, inefficiencies, and slowness. Speed is lost when not all group members are fluent in the same language.

Diversity also increases errors and misunderstandings. Group members may assume they interpret things similarly when in fact they do not or they may disagree because of different frames of reference.

(c) Mistrust and Tension: People prefer to associate with others who are like themselves. The tendency often leads to mistrust and misunderstanding of those who are different because of a lack of contact and low familiarity. It also causes stress and tension and reaching agreement on problems can be difficult.

Overall, diversity may cause a lack of cohesion that results in the unit’s inability to take concerted action, be productive, and create a work environment that is conducive to both efficiency and effectiveness. These potential problems are rooted in peoples attitudes [1].

An example of an attitudinal problem in a diverse group may be the mistrust of others. For example, many U.S managers who work for Japanese operations in the United States complain that Japanese managers often handle together and discuss matters in their native language. The U.S. managers wonder aloud why the Japanese do not speak English. What are they talking about that they do not want anyone else to hear? In fact, the Japanese often find it easier to communicate among themselves in their native language, and because no Americans are present, the Japanese manager asks why they would speak English, if there is no reason for anyone else to be privy to our conversation, why should we not opt for one language? Nevertheless such practices do tend to promote an attitude of mistrust.

(d) Stereotyping: Stereotypes can affect the way an employee is treated. This is principally because, we learn to see the world in a certain way based on our backgrounds and experiences. Our interests, values and cultures act as filters and distorts, block and select what we see and hear.

“We see and hear what we expect to see and hear” Group members often inappropriately stereotype their “different” colleagues rather than accurately perceiving and evaluating those individual contributions, capabilities, aspirations, and motivations.

Stereotype is a big potential problem of perception. Unfortunately, when culturally diverse groups come together, they often bring preconceived stereotypes with them. In initial meetings for example, engineers from economically advanced countries often are perceived as more knowledgeable than those from less advanced countries. In turn, this can result in status-related problems, because some of the group initially are regarded as more competent than others and likely are accorded status on this basis. As diverse groups work together, erroneous perceptions often are corrected, but this takes time [1].

- (e) **Another prominent problem and challenge minority workers face generally on a global basis.** According to [1], they feel they have to become bicultural in order to succeed.

Biculturalism can be defined as the socio-cultural skills and attitudes used by racial minorities as they move back and forth between the dominant culture and their own ethnic or racial culture. Research on differences between whites and blacks has focused on issues of biculturalism and how it affects employees' access to information, level of respect and appreciation, and relation to superiors and subordinates. In general, African-Americans feel less accepted in their organizations, perceive themselves to have less discretion on their jobs, receive lower ratings on job performance, experience lower levels of job satisfaction and reach career plateaus earlier than whites.

They find themselves striving to adopt behavior and attitude that will help them be successful in the white-dominated corporate world while at the same time maintaining their ties to the black community and culture. Other minority groups struggle with biculturalism as well. For example, Asian Americans who aspire to management positions are often frustrated by the stereotype that they are hardworking but not executive material because they are too quiet and deferential. According to reference [1], assertive and pressing behavior in groups is seen as a characteristic of leadership in American culture, but Asians typically view this behavior as inappropriate and immature. Some Asian Americans have a chance for career advancement only by becoming bicultural or abandoning their native cultures altogether.

- (f) **Another prominent challenge of workforce diversity is that of Ethnocentrism.** Ethnocentrism is the belief that one's own group and subculture are inherently superior to other groups and cultures. Ethnocentrism makes it difficult to value diversity. Viewing one's own culture as the best culture is a natural tendency among most people, moreover, the business world wide tend to reflect the values, behaviors and assumptions based on the experiences of a rather homogeneous, white, middle-class, male workforce.

Indeed, most theories of management presume that workers share similar values, beliefs, motivations and attitudes about work life and life in general. These theories presume one set of behaviors best helps an organization to be productive and effective and therefore should be adopted by all employees. But ethnocentric views point out a standard set of cultural practices produce a “Monoculture,” a culture that accepts only one way of doing things and one set of values, and beliefs, which can cause problems for minority employees.

Reference [1] noted that valuing diversity means ensuring that all people are given equal opportunities in the workplace.

The goal for organizations seeking cultural diversity is “pluralism” rather than monoculture and ethno-relativism, rather than ethnocentrism. Ethno-relativism is the belief that groups and subcultures are inherently equal.

Pluralism means that an organization accommodates several subcultures. Movement toward pluralism seeks to fully integrate into the organization, the employees who otherwise would feel isolated and ignored.

III. METHODOLOGICAL FRAMEWORK

The research design adopted in this investigation was largely quasi-experimental hence it placed premium on simple survey. The population of the study consisted of all the staff of Dangote Cement Plc Gboko plant totaled at 815.

For the determination of the sample size, [1] formula was used. The rationale was to attract the highest objectivity so as to guarantee validity and reliability in the research endeavour

In this research, the level of confidence is 95%, hence the significance level is $1 - 95\% = 0.05$
Yamane's formula is stated below:-

Where,

$$n = \frac{N}{1 + N(e)^2} \quad \begin{array}{l} n = \text{Sample Size} \\ e = \text{Level of significance} \\ N = \text{Population size} \\ I = \text{constant value} \end{array}$$

$$n = \frac{815}{1 + 815(0.05)^2}$$
$$n = \frac{815}{3.0375} = 268.31$$

To ascertain the validity of the measuring instruments, content validity was applied and it consisted of face and sampling validity. The researcher subjected the instruments to face –to – face validity and evaluation by giving it to panel of judges comprising five 5 management experts including the chief executive officer of the company with superior knowledge on the subject matter of Management of diversity of workforce. General Manager Human Resources. General manager Administration, Company Secretary/legal adviser, and General Manager Engineering services. They examined the items contained in the questionnaire, interview guide questions, sought to confirm the extent to which questionnaire had face validity in making sure that they were in line with the objectives of the study. The structure and the language of the questionnaire was modified in light of their corrections.

To determine the reliability of the instruments, pilot testing was carried out and the questionnaires were administered to the study organization consequently, cronbach Alpha was used in determining the reliability of the instrument. The SPSS analysis in the pilot survey gave us a cronbach’s Alpha value of 0.80. This means that our instruments are reliable.

Linear regression and ANOVA are used to test for both hypotheses.

3.1 Data Presentation and Analysis

Table 1: Respondents views concerning the Measures Adopted for Effective Management of Diverse workforce to include top management commitment, accuracy in perception, diversity awareness, skills, proper rewards amongst others at Dangote Cement Plc Gboko Plant.

Statement	Respondent category	Degree of Response					
		SA	A	N	D	SD	Total
<i>Measure adopted for effective management of diverse workforce at Dangote Cement Plc Gboko include top management commitment, accuracy of perception, proper rewards, diversity awareness, skills, training and mentoring amongst others</i>	Top Management	25	10	0	4	0	39
	Middle Level Management	55	35	3	3	1	97
	Lower Level Managers	71	45	5	7	4	132
	Total	151	90	8	14	5	268

Source; Field Survey from Dangote Cement Plc. (2015).

As data is shown in table 1 above, the main measures Dangote Cement Plc Gboko Plant has adopted for the effective management of diversity over the years can be traced to a matrix of related variables, top management commitment by providing strong leadership, striving to increase the accuracy of perceptions, increase diversity awareness, increase diversity skills, assessing the situation, providing diversity training, education and mentoring, rewarding employees, empowering employees to challenge discriminatory behaviours, actions and remarks which have enhanced profit attainment, growth and expansion of the company.

One hundred and fifty one (151) respondents out of 268 (56%) felt strongly that the above mentioned variables are indices put in place for effective management of diversity. 90 respondents out of 268 (33.58%) agree on this note as well. Only 19 out of 268 (or 7.08%) felt otherwise.

Table 2: Respondent Opinion Pertaining Specific diversity characteristics managed by Dangote Cement Plc Gboko Plant such as Age, Gender, Race and Ethnicity, Religion, Socioeconomic background, Sexual Orientations, Disabilities Amongst Others.

Statement	Respondent Category	Degree of Response					
		SA	A	N	D	SD	Total
There has been concerted efforts by the management of Dangote Cement Plc Gboko Plant towards management common diversity characteristic such as Age, Gender, Race and ethnicity, religion, socio-economic, background, Sexual orientation, disabilities amongst others.	Top Management	22	11	0	0	6	39
	Middle Level Management	39	51	0	0	7	97
	Lower Level Management	59	54	2	10	7	131
	Total	120	116	2	10	20	268

Source: Field Survey from Dangote Cement Plc. (2015).

The information indicated as per the data in table 2 above imply that the majority view among the respondents categories is that there has been concerted efforts expended by the management staff of Dangote Cement Plc Gboko plant towards effectively managing common diversity characteristics

Thus out of 268 subjects 236 (representing 88.05%) either agree or strongly agree with the assertion or statement under reference. Infact only 32 (11.94%) of the respondents showed a different perception.

Table 3: Subject Notion Pertaining Challenging forces militating against effective Management of Diversity at Dangote Cement Plc Gboko Plant.

Statement	Degree of Response						
	Respondent Category	SA	A	N	D	SD	Total
There have been challenging forces militating against effective management of diversity at Dangote Cement Plc Gboko Plant such as lack of cohesiveness, communication problems, mistrust and tensions and stereotyping distortions amongst others.	Top management	43	15	0	0	1	39
	Middle Level management	53	40	1	2	1	97
	Lower Level Management	81	45	2	0	4	132
	Total	157	100	3	2	6	268

Source: Field Survey from Dangote Cement Plc. (2015).

There has been overwhelming view among the respondents as indicated in table 3 above pertaining the challenging forces militating against effective management of diversity at Dangote cement plc, Gboko plant. Respondents were of the view that hence there is lack of similarity in language, cultural diverse group typically are less cohesive than homogenous groups. This also gives rise to communication problem which result to misunderstanding, inaccuracies, inefficiencies and slowness, lack of interest at work etc. There is mistrust and tension. Again group members often inappropriately stereotype their different colleague rather than accurately perceiving and evaluating these individual contributions, capabilities, aspirations and importantly getting them motivated.

In fact 157 out of 268(or 58.58%) felt strongly that these challenges exist and have seriously tampered harmonious working relationship among staff cutting across age, gender, sex, and ethnicity, religious orientation among others 100 out of 268(37.31%) also agree on the position. Only 11 out of 268(or 4.10%) of the respondent showed a contrary perception.

Table 4.0 General view pertaining to the glass ceiling effect where woman and minorities are prevented from receiving promotions and advancements to top management position at Dangote cement plc Gboko plant.

Statement	Degree of Response						
	Respondent Category	SA	A	N	D	SD	Total
There has been evidence of glass ceiling effect where women and minorities are prevented from receiving top management position at Dongote cement Plc Gboko Inc	Top Management	0	0	0	15	24	39
	Middle Level Management	3	3	0	39	52	97
	Lower Level Management`	2	3	0	47	80	132
	Total	5	6	0	1.71	165	268

Source: Field Survey from Dangote Cement Plc. (2015).

The information as per the data in table 4 above indicate that the majority view among the respondent categories is that glass ceiling which is an invisible barrier that makes it difficult for women and minority to move beyond a certain level in the corporate hierarchy is not the case at Dangote cement plc Gboko plant. Women currently are occupying reasonable number of position both at top, middle and lower level cadre. Again people from minority ethnic groups that have the requisite certificates, credentials are occupying reasonable number of position. The issue of racism is not even pronounced. Reasonable number of top management staff including the managing Director /CEO are from Asian Continent particularly from India.

Thus out of 268 (representing 96.26%) either disagree strongly with the assertion or statement under reference. Infact only 11(or 4.10%) of the respondent showed a different perception.

IV. TESTING OF HYPOTHESES

Against the data presentation and analysis above, the null hypothesis formulated can now be subjected to testing. Given that the data obtained were largely nominal in nature, the researchers felt it was pertinent to apply **non-parametric** tool. Precisely, the simple percentage were employed as the sample statistic in which the critical value was put at 50% for analytical simplicity in the main.

4.1 Null Hypothesis One:

Ho₁: Measure adopted for effective, management of diversity have not significantly Impacted on the performance enhancement of Dangote cement plc Gboko Plant.

The data in **Table 1** was analysed with SPSS using linear regression and Anova to determine the extent the measures adopted for effective management of diversity impacted on performance enhancement of Dangote Cement Plc Gboko Plant.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13542.400	1	13542.400	12.391	.039
Residual	3278.800	3	1092.933		
Total	16821.200	4			

$\alpha=0.05$

Null (Ho): Measures adopted for effective management of diversity have not significantly impacted on the performance enhancement of Dangote Cement Plc Gboko Plant.

Alternative (H1): Since the P-value (0.039) is less than the significance level (0.05), We reject the null hypothesis and accept the alternative; that the measures adopted for effective management of diversity have significantly impacted on the performance enhancement of Dangote Cement Plc Gboko. These measures adopted include management commitment, accuracy of perceptions, proper rewards, diversity awareness, skills, training and mentoring amongst others.

RELIABILITY RELIABILITY
STATISTICS

Cronbach's Alpha	N of Items
.807	5

A Reliability Test was carried out using SPSS to determine the reliability of the instrument used. The result shows that our instrument was reliable since our Cronbach's Alpha value (0.80) was greater than reliability coefficient (0.70) which is acceptable in most social science research situations.

Decision Criterion: Reject the null hypothesis if the computed value is greater than the critical (tabulated) value, otherwise accept the null hypothesis.

As can be seen in table 1 above, the null hypothesis is rejected given that the computed value of the test statistics is greater than the critical value (i.e. given that 89.9% > 50%). We then accept the alternative hypothesis and conclude that there have been measures adopted for diversity management at Dangote cement plc Gboko plant. These have significantly impacted on performance enhancement in form of profit realization, growth, expansion of market share etc.

4.2: Null Hypothesis Two

Ho2: There have been no significant challenges militating against diversity management of Dangote cement plc Gboko plant.

The data in Table 3 was analysed with SPSS using linear regression and Anova to identify the challenges militating against the effective management of diversity of Dangote Cement Plc Gboko Plant.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16000.000	1	16000.000	11.077	.045
Residual	4333.200	3	1444.400		
Total	20333.200	4			

$\alpha=0.05$

Null (Ho2): There have been no significant challenges militating against diversity management of Dangote Cement Plc Gboko Plant.

Alternative (H2): Since the P-value (0.045) is less than the significance level (0.05), we reject the null hypothesis and accept the alternative; that there have been significant challenges militating against diversity management of Dangote Cement Plc Gboko Plant.

These includes lack of cohesiveness, communication problems, mistrust and tension, stereotyping distortions amongst others.

RELIABILITY RELIABILITY
STATISTICS

Cronbach's Alpha	N of Items
.834	5

A Reliability Test was carried out using SPSS to determine the reliability of the instrument used. The result shows that our instrument was reliable since our Cronbach's Alpha value (0.83) was greater than reliability coefficient (0.70) which is acceptable in most social sciences research situations.

Decision criterion: reject the null hypothesis if the computed value of the test statistics is greater than the critical value. Accept the null hypothesis otherwise.

In the data revealed in table 3 above, the computed value of the test statistic is 95.89% which is greater than the critical value of 50%. Hence, we reject the null hypothesis. We conclude that there have been significant challenges militating against diversity management of Dangote cement plc Gboko plant.

4.3 Discussion of Findings and Policy Implications:

Interestingly, the study has produced pertinent discoveries as evidenced from the data presentation and analysis above.

Firstly, the study found that Dangote cement PLC Gboko plant managers have adopted measures to blend and effectively manage the diverse workforce in order to attain higher performance in terms of improved market share, high profit, growth, expansion and by producing quality cement products in order to enhance competitive advantage. Measures adopted by Executive Management of the company include providing strong leadership, assessing the situation, providing diversity training and education, change, culture and management systems and evaluating diversity management programmes amongst others.

This confirms with the views of [1], [1] who assert that management of Dangote cement PLC have applied diversity management measures mentioned above to effectively manage diversity complexities based on common diversity dimensions namely;

The primary dimension such as;

(1) Age (2) Gender (3) Race and ethnicity (4) Sexual orientations (5) physical ability

And secondary dimensions such as

(1) Education (2) religious beliefs (3) military experience (4) Geographic location (5) income (6) work background (7) parental status (8) marital status

This has enhanced the position of Dangote conglomerate by expanding and diversifying from Nigeria through African sub region to the global scene. With effective management of diversity issues, Dangote company that started by producing cement as far back as 1990's in Nigeria have now diversified to sugar, salt, flour, haulage, fertilizer, oil, spaghetti, macaroni, rice, with its operations in almost all the countries in African sub region.

Reference [1] maintains that a country like Nigeria is Multi ethnic, multi religious, multi regional and one can conclude that, it is complex probably to operate in such a situation.

The Multi dimensional nature of the interest is its socio political and economic spheres. But with judicious application of diversity management measures at organizational levels and country wide Leadership level, goals are attained and transformation will be obtained too. All the major interests are considered by the central government in attending to the yearnings, aspirations and interest of all the diverse groups. Even the issue of glass ceiling "which is an invisible barriers that separates women and minorities from top management positions is tackled effectively by the management.

The study also found that there are several Challenges militating against effective management of workforce diversity of Dangote Cement Plc Gboko Plant. There are rampant cases of communication problems, lack of cohesiveness, mistrust, and tension and stereotyping distortions.

Even though these challenges are so pronounced at Dangote cement Gboko plant, such as lack of similarity of language as most of the top management team are from Asian continent specifically Indians. They possess different culture and different religious affiliations. Still there is a blend of activities between them, staff from Africa, Nigerian origin and diverse ethnic groups. Ethics Department/ committee is permanently set to handle cases of misunderstandings, inaccuracies, inefficiencies, injustices and inappropriately acting by staff in deviant manners outside the stipulations of the companies rules and regulations and allied matters acts.

This agrees with the view of [1] and [1] who assert that managers typically use one of the key ethical imperatives when making business decision in dealing with relevant stakeholder and to manage diversity effectively.

The basic two key ethical imperatives are;

Justice approach- is an approach to decision based on treating all people fairly and consistently when making business decision. Justice approach has two (2) phases,

a) **Distributive justice-** This is a moral principle that examines the fairness of rewards, punishment, outcomes in an organization. It asks whether an employee received compensation, pay raise and other organization resources equitable with performance or whether the employee was overpaid or underpaid. This is based on promotion such as time spent, effort, education, skills, abilities and performance levels. Managers have obligation to ensure that distributive justice exist in their organization [3].

b) **Procedural Justice-** A moral principle that involve fair and consistent applications of rules and procedures. This principle applies to typical procedures such as appraising subordinates performance, deciding who should receive a praise or a promotion, and deciding whom to lay off when an organization is forced to down size.

Procedural justice exist for example, when managers

- 1) Carefully appraise subordinates performance
- 2) Take into account any environmental control such as lack of supplies, machine breakdowns or dwindling customer demands for a product and
- 3) Ignore irrelevant personal characteristics such as the subordinates age or ethnicity. [3]

Implication of the above position is that to overcome the challenges militating against effective diversity management, a sound ethical codes, ethic training and structure needs to be coherently set by the management of Dangote cement PLC Gboko plant. This will pave way for handling dilemmas, help reduce conflict and misunderstanding between the various diverse workforce of the organization.

V. CONCLUSION AND RECOMMENDATIONS

Against the background of the aforementioned challenges and identified as Militating against effective management of diversity of Dangote cement Plc Gboko Plant, the following suggestions may be considered as critical success parameters and pertinent for the organization deriving from the finding of the study:

1. Firstly, The Dangote cement plc Gboko Plant needs to set up a department responsible for overseeing the management of workforce diversity issues headed by a Director. There should be an established framework term of reference and guidelines directing the operations and activities of the department. The Director should work hand in hand with ethics compliance department to ensure that potential violation relating to biases, discriminations, inequitable treatment across diversity characteristic such as age, gender, race and ethnicity, religious affiliations, social-economic- backgrounds, education amongst others are effectively managed.
2. Secondly, Quality assurance managers/ supervisor of the Dangote cement PLC Gboko plant should monitor and evaluate periodically the causes, problems, difficulties and challenges encountered by the executive management in a bid to effectively manage diverse workforce in order to attain high productivity and performance.
3. In order to enhance effectiveness, Dangote cement plant Plc Gboko plant should review the guidelines, strategies and measures adopted for effective management of diversity in order to facilitate quality service delivery, standard operations, production and quality practices.
4. For successful diversity management by Dangote cement PLC Gboko plant, organizations management should provide frequent opportunities for supervisors to take responsibility for problem identification and problem solving based on diversity attributes/ dimensions common in the organization such as age, gender, race, and ethnicity, religions affiliations, socio economic backgrounds, education, skills etc. in order to attain high performance goals.
5. The best practice of proper reward and remunerations without bias, discriminations, inequity as stipulated in the terms of contracts as it is done elsewhere globally for productive workforce is pertinent to facilitate high performance.
6. Stereotyping which is a form of perceptual distortions based on age, gender, race and ethnic, religious affiliations, education cadre etc. should not be encouraged; hence this can create room for inaccuracies, misperception and misrepresentation.
7. Proper training, education and mentoring of staff/ employees through workshops, seminars by creating desired awareness on issues of effective management of diversity in organization should be encouraged and adopted.
8. Strict sanctions - This process calls for the imposition of severe and appropriate sanction on employees and organizations that are seen to be biased, discriminatory, and exhibiting inequity in decision making that are sensitive regarding the interest of various categories of diverse workforce of the Dangote Cement PLC Gboko plant. Managers of the organization breaching the important tenants of effective workforce diversity management need to be punished.
9. Revitalizing the culture of excellence that portrays transparency, empathy, consideration, truthfulness, accountability, equity, and integrity is important in the effective management of workforce diversity hence this will pave way to harmonious and fair working relationship with all the divergent interest taken into considerations
10. Guidelines for promotion and advancement reflecting the interest of all the diverse workforce, be strictly adhered to in order to avoid the instance of “glass ceiling effect” whereby women and minorities are complaining of marginalization and discriminations by not being promoted and allowed to advance up the hierarchy.
11. Dangote Cement Plc Gboko Plant will attain competitive advantage by attracting a wider scope of abilities and insights from employees/Customers from more than one country or from different nationalities. This will result to synergy that will yield high performance value to the organization.

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