

An Analysis of the Legal and Ethnical Aspects of Managing Workplace Diversity in Nigeria

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Abstract

The study focus on four key demographical dimension of diversity (ethnicity/religion, gender, disability and sexual orientation). It evaluates the concept of diversity from an organization and national perspectives to help enhance the practice of diversity management in Nigeria. It examines the legal framework, policies and best practices and hinges on this framework to illustrate as well as prompt further discussions on the issue, that are likely to influence how diversity is managed. The study majorly examines literatures from secondary sources in order to provide an in depth understanding of the national context and to unveil structural dynamics in Nigeria that embrace the need to develop diversity management practice in the country. The paper concludes by offering practical strategies to enhance diversity management in the country.

Keynote: Legal, Ethnical Workplace Diversity, Nigeria

Introduction

Nigeria with a population of 195.8 million has estimated labour force of 76.96 million (NBS, 2017). This huge population has various dimensions of diversity, several ethnic nationalities and languages, diverse cultural and religious backgrounds among others. Work place diversity has been widely used to refer to the demographic composition of a workforce. According to (Ugwuzor, 2011) people bring all of who they are to work. In other words, they bring race, gender, ethnicity, religion, sexual orientation, physical disabilities and income status, all of which reflect surface-level diversity; as well as others not so easily seen diversity dimension like personality, values, attitude, perception and cognitive style. Organizations are faced with a myriads of challenges but one that appears to stand out prominently is that of managing differences among people. We are faced with a critical challenge of the management of diversity in the work place. Maintaining diversity at work place strive to make people of all socio-economic backgrounds feel comfortable working within in the organization, ensures no discrimination among employee of all socio-economic background, equal employment opportunity among all employee or prospective employee, promotion

based on merit not race, gender or creed and non-discrimination standards and enforces penalties for non-compliance.

As stated by Adeleye et al. (2012), Nigeria ranks poorly on the overall diversity index, (SHRM, 2009) as a result of its negligence towards engaging in this diversity management practice, notwithstanding that Nigeria exhibits unusually high level of diversity as indicated in the global diversity survey conducted by the SHRM, USA and the economist intelligence unit. This low score is reflective of the country's essentially voluntarist approach to equality, diversity and inclusion, and the weak institutional arrangements to monitor and enforce equality and diversity in the workplace (Adeleye et al., 2012).

Although an ant-discrimination clause in the 1999 Federal constitution expressly prohibits discrimination on the grounds of community, ethnicity, place of origin, gender, religion or political opinion, there is a widespread evidence that people continue to face inequities and restrictions in organizations (Adeleye et al., 2014).

Objective of the Study

Historically Nigerian government has a narrow focus on ethnic/religious differences, the dimension along which the Nigerian society is most significantly fractures. The country's legislation and efforts are all geared towards attaining ethnic diversity equity in public sector, education and political institutions, leaving private employers and organizations with substantial autonomy on how they manage workforce diversity. Unfortunately, most organizations do not have any formal processes, policies and practices in place to manage equality, diversity and inclusion at workplace. This paper seeks to review the key issues and challenges in managing diversity and inclusion in the Nigerian context, focusing in legal and ethical aspects of four key dimensions of diversity: ethnicity/religion, gender, disability and sexual orientation in their order of importance in terms of legislative, political coverage and public discourse.

Workforce diversity should even be more important to managers as it will be interesting to know how employees behave towards each other as individuals and as groups; how these behaviors will affect the overall organizations performance; the opportunities as well as the challenge of workforce diversity for organizations and the strategies Nigerian managers could adopt to ensure that corporate performance reaches the optimum and remains there. On this premise therefore this paper will review four key demographic dimensions of diversity focusing on the legal and ethical aspects, to determine how strong or weak they are in aiding diversity management in Nigeria. The work will achieve the following objectives;

- a. To determine the extent of support the legal framework of the country has on ethnicity/religion dimension of diversity, and the level of compliance on gender dimension of diversity.

- b. To ascertain the extent to which disability dimensions of diversity is influenced by the legal framework of the country as well as the support, the existing legislation has on sexual orientation aspect of diversity.

The Concept of Workplace Diversity

Excellence through diversity is a choice, yet the term diversity often raises controversy, confusion and tension. Heterogeneity promotes creativity and heterogeneous groups have been shown to produce better solutions to problems and a higher level of critical analysis. This can be a vital asset at a time when the nation/organization is undergoing tremendous change and self-examination to find new and more effective way of doing things.

According to (Tsui and Gutek,2000) surface-level or demographic diversity refers to the extent to which a unit is heterogeneous on characteristics such as gender, ethnicity, religion,age. Functional background and organizational tenor. (Harrison et al.,2002) considers diversity in a deep-level to investigate differences with respect to attitudes, personality and values.

To (Ruth Mayhew, 2017) the definition of diversity in the workplace isn't confined to the characteristics and status codified by law alone, but includes differences attributed to generation, culture and work styles and preferences. Diversity should not be seen as differences only, but should be seen to incorporate similarities as well, especially, the things they have in common.

According to (Ehimere and Ogaga-Oghene, 2011) as cited by Obuma and Worlu (2017), workplace diversity essentially alludes to the differences among individuals in working associations. Workplace diversity along these lines involve differences among employees which result from race, sex, ethnic gathering, age identity, intellectual style, residency, hierarchical capacity, training foundation and so on. It doesn't just include how individuals see themselves yet how they see others. These recognitions do influence their connection.

One may ask, why study diversity? Williams and O'reilly,(1998), is of the opinion that contemporary demography dynamism, progressively globalize markets, more noteworthy versatility and laws gone for advancing fairness has hastened diversity inside work-groups in today's association. Diversity is studied because it is important to understand how these dimensions of diversity affect performance, motivation, success and interactions with others, institutional structures and practices that have presented barriers to some dimensions of diversity should be examined, challenged and removed.

Managing diversity can be defined as planning and implementing national / organizational systems, laws and practices to manage people so that the potential

advantages of diversity are maximized while its potential disadvantages are minimized. Managing diversity will provide a distinct advantage in an era when flexibility and creativity are key to competitiveness with effective management of diversity, the nation / organizations will develop a reputation as an employer of choice, not only will they attract the best talent and stop brain drain, but organizations will save time and money in recruitment and turnover costs.

Ethnic and Religious Diversity And Inequality

Nigeria has between 250-400 different ethno-linguistic groups, in which its population is shared. The major groups /tribes account for almost 70% of the population and several minority groups. According to (Easterly and Levine, 1997; Sowell,2004) it has been argued that the level of ethnic diversity has been an obstacle to economic development in Nigeria and other countries in sub-SaharanAfrica with similar levels of heterogeneous population, instead of having diversity as a strength. Ethnic favoritism is large and widespread as the ethnicity of the country's political leaders directly affects the primary education and infant mortality of their ethnic group according to (Frank and Rainer, 2012) considering the lopsided political appointments of president Buhari (2017), you can see clearly aggressive ethnicity and religious strife have become a regular feature of everyday life in Nigeria. These persisting tensions date back to the colonial era and are exacerbated by the intersection of ethnicity and religion. Islam is more dominant in the northern area among the Hausa-Fulani, following the conquest of this region over five centuries ago by jihadists, while the southern regions become predominantly Christians in the wake of British colonization in the nineteenth century (Sowell, 2004). Since the amalgamation of both regions in 1914, there has been a cultural divide of sort as the southerners are markedly more receptive of western culture and education compared with the northerners. One area where this has manifested most is in educational achievement between the regions; adult literacy rate is around 30 percent in many northern states, compared with about 60 percent in most southern states (NBS, 2010). Several economic and social indices show a similar pattern of horizontal inequalities among the regions and states within Nigeria, as highlighted earlier. To manage these inequalities, the federal government over the past three decades has pursued "affirmative actions" programs aimed at status designated as educationally or economically disadvantaged.

The Federal Character Principle

The federal character principle as enshrined in Nigerian constitution was designed to manage diversity. The 1999 constitution which prescribed that a federal character commission (FCC) to be established to monitor and enforce compliance to the principle.

Section 14(3)(4) "The composition of the Government of the federation or any of its agencies and conduct of its affairs shall be carried out in such a manner

as to promote national unity, and also to command national loyalty thereby ensuring that there shall be no predominance of persons from a few state or few ethnic or other sectional groups in that government or in any of its agencies.

The composition of the government of a state, a local government council, or any of the agencies of such government or council and the conduct of the affairs of the government or council or such agencies shall be carried out in such manner as to recognize the diversity of the people within its area of authority and the need to promote a sense of belonging and loyalty among all the people of the federation.

FCC has a key function, to work out an “equitable formula” for the distribution of jobs in the federal public service and security agencies. The FCC has interpreted, this mandate liberally, with a strict quota to ensure that the indigenes of each of the 36 states constitute a minimum of 2.5% and a maximum of 3% of the total positions available. For the broader regions comprising six geopolitical zones, the FCC mandates that indigenes of each zone constitute between 15% and 18% of the senior level positions in federal establishments.

The enabling Act further empowered the FCC to ensure that all ministries and extra-ministerial departments, agencies and other bodies affected by this Act have clear criteria indicating the conditions to be fulfilled and comprehensive guideline on the procedure for determining eligibility and the procedure for employment in the public and private sectors of the economy. The legislation also guarded against the appointment of under-qualified persons under the guise of the federal character principle emphasizing that “under no circumstance should an unqualified candidate be short listed purportedly on the basis of federal character consideration.

The prescribed penalty is N50,000 fine or imprisonment for a term of six months, or both for individuals and a N100,000 per day is prescribed for individuals or organizations and an imprisonment for a term of two years without an option of a fine (Obe, 2012). The extent to which these penalties act as deterrents remains an open question. The strict quotas are often difficult to adhere to in situations requiring highly skilled professionals, owing to the dearth of suitable qualified candidates in several “educationally disadvantaged “states. In such cases a candidate within the same zone is often sought to maintain the zonal balance. Additionally, the FCC appears to rely more on a compliance-based approach to enforcement, as it is yet to prosecute any cases, despite clear disregard for their quota requirements. This has been partially attributed to the practical challenges of one government agency and prosecuting another (Overseas Development,2006.)

Extending the Federal Character Principle to Public Education

The federal character principle has been extended to public education. Secondary, tertiary and higher education institutions established by the federal government apply quota system to address educational inequalities. Candidates from states designated as 'educational disadvantaged' need considerably lower entrance score to secure admission. Educationally disadvantaged states are given lower cut-off points. A state such as Yobe, one of the states with the lowest literacy rates in the country, has a cut-off score of zero. These educationally quotas have been controversial and provoked debates on right of access to public education on the basis of equal opportunity (Odinkalu, 2008).

A case in point is miss Adeyinka A. Badejo v. Federal Ministry of Education and 2 others. - A candidate who scored 293 on a 400-point test was denied admission and her counterpart that scored zero in Yobe state was offered admission. She sued claiming that she was discriminated against and denied admission based on her state of origin. Although the lawsuit was unsuccessful, it exposed the issue of admission quotas in the unity schools. There have been calls to abolish the educational quota system, but the government has continued to justify with economic and social inequalities between the North and the South.

Currently, there has been increasing opposition to the federal character principle from various stakeholders, including judges, legislators, politicians, public commentators and academics. Some commentators have described the principle as a euphemism for federal discrimination at best or geographical apartheid at worst (Suberu, 2001). Among the key arguments are:

1. That the principle has relegated meritocracy to the background in public service;
2. Rather than foster the spirit of unity in diversity, it has instead aggravated ethnic tensions among Nigerians;
3. Its impact is limited as it only addresses the distribution of public offices to elites without addressing underlying socio-economic and educational development activities necessary to achieve 'ethnic balancing' (Suberu, 2001). Even ardent advocates of Nigeria's current quota system acknowledge that it is not sustainable in the long-term.

As the federal government is no longer a dominant employer of labour, due to privatization and civil service reforms, the coverage of the federal character principle is narrowing. But unfortunately private organizations and public sector employers at the state and local government levels continue to have sufficient autonomy in managing diversity related issues as they deem fit. In reality, most of them avoid the issue of ethnic / religious diversity (like other dimensions of diversity), with diversity

structures, policies and practices conspicuously absent in the majority of organizations.

Gender Inequality

Nigeria has a labour market that is gendered, dominated by men. According to NBS (2007) only about 32.5% of women are employed in the non-agricultural private sector. The public sector is no exception. Gender inequality is pronounced in Nigeria. In a survey conducted by the world economic forum's (WEF) on global gender index, ranked Nigeria 110th out of 135 countries in 2012 and 94th in 2006. The country actually had a marginal increase from 0.61 to 0.63 on the gender equality score, but poor scores on the educational attainment and political empowerment dimensions persist. Girls' dropout rate from school are high and there are pronounced educational disparities between states and regions, about 70% of women aged 20-29 in the north-west are unable to read or write, compared to 10% in the south-east (British council, 2012).

Political participation of women is also low. Only 9% of those who stood for election in Nigeria's National Assembly elections in 2011 were women and less than 5% of local government councilors are women. Women occupy less than 30% of all posts in the public service and there are nearly five times more male judges and permanent secretaries than women (British council 2012).

Many women's advocacy groups have insisted that affirmative action policies similar to the quota system for ethnic representation are necessary to address women's under-representation in politics and public service. In the 2011 general election, this became an election issue as the incumbent president, during the electoral campaigns promised to implement the 35% affirmative action quota for federal cabinet positions. President Good luck Jonathan has since appointed 13 women as federal ministers (about 31%) and appointed women into several high profile positions, including the appointment of the country's first female Chief Justice of Nigeria. Women are also under-represented in the management cadre of private organizations. A survey by Newman (2012) found that women accounted for only about 20% of executive-level positions. In the banking sector, a significant amount of female talent has been attracted. For example, first bank 31% female top management and Standard Chartered 36%.

Two challenges that women employees typically face in the banking sector:

1. Discrimination against pregnant women
2. Gender pay Gap.

Although the Nigeria labour law provides for a 12-week maternity leave with full pay for pregnant women, some employers place additional requirements, such as a qualifying period of up to two years or restricting the number of times such a leave can

be taken. Many women's advocacy groups call for the adoption of the international labour organization maternity protection convention, 2000(No. 183), which prescribed a minimum of 14 weeks paid maternity leave to 16 weeks for federal public servants in 2009. It also noticed that workplace crèches are slowly becoming popular.

There has been a gender pay gap in banking and other sectors, a practice that emerged with the historical "male bread winner" model. There is a significant gap in salary between male and female bank managers, with female bank manager being less satisfied with their salary, compared with their male counterparts (Okpara, 2004). Currently this position is not obtainable in the banking industry. Salaries and wages are tied to responsibilities and because male folks hold higher responsibilities, it seems as if their salaries are higher. All employees are paid salaries equally according to their grade and job responsibilities both men and women.

The gender inequalities have persisted in spite of the fact that the right to freedom from discrimination on the grounds of sex has been inscribed in the 1999 constitution. Nigeria has also ratified it in 2004. Activist organizations such as the Nigeria NGO coalitions on CEDAW have therefore intensified pressures to domesticate the CEDAW convention in Nigeria. The bill has failed repeatedly in passing through the National Assembly. In a way, this failure epitomizes the lack of commitment of the ruling class and society at large to the promotion of gender equality.

Addressing the profound gender inequalities in Nigeria is a long term challenge and will require transforming an entrenched culture governed by patriarchal systems of socialization (Mordi et al. 2010).

Inequalities in Disability

Within contemporary Nigerian society, there is little appreciation that disability is fundamentally an issue inexorably linked and rooted in human rights. The common perception, held by policy-makers and the public at large, is that disabled people and disability issues are viewed in terms of charity and welfare. Consequently, this viewpoint is a significant, entrenched factor that seriously militate against the social inclusion of disabled people within the country. (Lang and Upah,2008).

There are an estimated 19 million Nigerians living with disabilities, and they are one of the poorest and socially excluded groups in the country (Lang and Upah, 2008). Access to education and employment are two key challenges that disabled people face in Nigeria, forcing many to resort to street-begging. Historically, Nigerian society has approached disability from a charity/welfare-based perspective, as the quote at the start of this section illustrates. The way it is with public institutions is the same way it is with private sector.

There have been several attempts by the government to tackle these inequalities, and ensure that people with disabilities are protected and accorded equal treatment. The first major national attempt was the promulgation of the Nigerians with disabilities Decree, 1993 by the federal Military Government of Nigeria. The purpose of this decree is to provide a clear and comprehensive legal protection and security for Nigerians with disability as well as establish standard for enforcement of the rights and privileges guaranteed under this decree and other laws applicable to the disabled in the Federal Republic of Nigeria. The decree conferred several benefits on disabled persons, including free health care in all public health facilities, free education, subsidized housing and free public transportation. The decree even required all employers to have a quota of not less than 10% of their workforce reserved for people with disabilities and also to allocate at least 10% of all their training and development budget for disabled employees. To incentivize organizations, a 15% tax deduction was prescribed for those that employ disabled persons. Unfortunately, the institutional arrangements to implement and enforce the provisions of this decree were never made (A Wa Po, 2008). The National Commission for People with Disabilities is yet to be established.

Since then Nigeria has signed and ratified the UN convention on the right of persons with disabilities, in 2007 and 2010 respectively. However, the legal domestication of the convention is yet to be implemented. The discrimination against persons with disabilities (prohibition) bill passed through the National assembly after several years of intense lobbying, but is yet to be signed into law by the president. The bill seeks to ban discrimination against the disabled and establish an accessibility requirement for public amenities. This bill will mark a major victory and a step in the right direction in the quest to achieve equal treatment for Nigeria's disabled citizens.

Inequalities Due to Sexual Orientation

In Nigeria it is indeed difficult living as a person with a different sexual orientation. People who are attracted to same sex or transgender are often abused, treated with cruelty and sometimes molested to death. Transgender are so misunderstood that they are mostly treated like criminals; people believe they hide their real identity so as to defraud unsuspecting individuals (Llesanmi,2011).

Gay rights and marriage equality have arguably become the most controversial equality and diversity issue in Nigeria in recent years. Since 2006, there have been attempts by the National Assembly to ban and criminalize gay marriage, in the wake of legislations supporting gay rights in western countries. In 2011, the Senate held a public hearing on the proposed same sex marriage(Prohibition) Bill. Which brought gay rights issues to forefront of national debate. The bill seeks to criminalize same sex marriage; a term of 10 years imprisonment for any persons who registers, operates or participates in gay clubs and organizations, and any person that witnesses, abets and

aids the solemnization of a same sex marriage or civil union, or supports the registration, operation and sustenance of gay club, organization or processions.

The bill, which has passed through the Senate, has provoked outrage from the international community, particularly the USA and the UK, and activist organization such as the Nigerian LGBT (Lesbian, Gay, Bisexual and Transgender) in diaspora against anti-same sex laws. It appears that there is board for this legislation across Nigeria, as many people have somewhat conservative religious and cultural values. However, it is unlikely that the President will sign the bill, at least in its current form, into law, as a result of opposition from the country's western allies.

These legislative developments are not likely to have a significant impact in most organizations, as managing diversity is not often an organizational priority. However, the cultural (and legislative) opposition of LGBT rights poses a challenge to subsidiaries of Western multinationals in Nigeria, such as whether and how they should set up or encourage LGBT affinity networks. It appears many organizations have avoided any potential controversies that could erupt from sponsoring LGBT affinity groups, and focus on cultural and gender diversity issues.

Discussion of Findings

The institutional arrangements to effectively handle diversity in the workplace are either weak or non-existence. The concept of strategic diversity management is not widely embraced, as diversity and inclusion are yet to merge on the radar screen of many HR practitioners and business leaders (particularly in the private sector). However, some forward looking organizations are embracing diversity to create an inclusive workplace (Adelye et al.,2012).

Diversity management concept is yet to gain full acceptance outside the Anglo-saxion world (Klarsfeil et al., 2012), raising concerns about its universal applicability and relevance. In the African context, however, several authors have posited that diversity management can make a difference at organizational and national levels (healy and o, keloma, 2007; Nyambegera, 2002). In Nigeria, the concept of diversity management is applicable and relevant in every ramification.

Our review of the historical and institutional context of equality and diversity has shown that successive governments have not practically demonstrated a commitment to leveraging on diversity to improve the country. The poor management of national diversity policies has been a contributing factor to the migration of health-care professionals and other professionals to other well managed countries. This view was supported by Healt and Okelome (2007) as cited by Adeleye and Atewologun (2014).

The government has been ineffective in managing institutional changes and has failed to domesticate multilateral conventions several years after they have been ratified

which created weak institutional environment. The institutional arrangements to implement and enforce the provisions of this decree (Nigerians with disabilities Decree, 1993) were never made. The National Commission for People with Disabilities is yet to be established. Since then Nigeria has signed and ratified the UN convention on the right of persons with disabilities, in 2007 and 2010 respectively. However, the legal domestication of the convention is yet to be implemented. The discrimination against persons with disabilities (prohibition) bill passed through the National assembly after several years of intense lobbying, but is yet to be signed into law by the president.

Affirmative action policies were restricted to public service and education; the government has not led the way in developing or promoting a strategic framework for managing diversity.

Most Nigerian organizations see diversity management as something that is yet to emerge. Cooke and Saini's findings in India, describes the situation in Nigeria, where managers see diversity as already embedded in the society and view diversity as a low management priority and are skeptical of diversity management.

Western multinationals operating in the country tend to demonstrate diversity strategies, structures and policies. For instance, diversity mission statement, diversity councils and committees, diversity champions and full-time diversity managers. These early adopters of diversity management practices in Nigeria includes Citibank, Procter and Gamble, Standard Chartered bank, Shell etc. The Human Resources community in Nigeria does not have managing diversity in their agenda. There is no association or network for diversity professionals. Diversity management is under or un-researched as an academic field in Nigeria. Most of the existing literature focused on equality and the discourse is dominated by political scientists.

Conclusion

It does appear that much progress has not been made in leveraging difference and managing diversity for the benefits of the organizations and the nation at large over the years, the current legal framework and legislative debates and persistence work of various advocacy groups have brought equality and diversity issues to the forefront of national debate. Importantly the debate is intensifying and the expectations that the entrenchment of democracy would yield dividends in form of equity, fairness and justice, it is reasonable to conclude that the prospects for institutionalizing diversity in Nigeria organization and society look good.

Recommendation

The following strategies are recommended for improving work place diversity:

1. Employers commitments- Employers should have a wide spread communication of its commitment to equal opportunity policies. They must publish a statement on their websites, employment applications and employee handbook that indicates a commitment to equal opportunity employment.
2. Organizations operating in Nigeria should be made to sign diversity charters and be committed to it by law. Such charters are currently operational in Austria, Belgium, France, Germany, Italy, Poland, Spain and Sweden. Diversity charters are aimed at implementing effective diversity and equality strategies to meet their business need, by promoting the acceptance, appreciation and integration of diversity within the corporate culture. As signatories, the participating organization acknowledges the benefits of a culture that is inclusive of social and demographic diversity and commit to implementing policies, strategies or measures to enhance working environment, free of prejudice regarding employment inclusion, training and promotion, thus preventing discrimination and harassment of protected groups in the country.
3. Gender- The government and organizations should ensure targeted monitoring processes for females with high potential against marginalization. organizations should establish a special career training courses for female employee. Employers should ensure paid maternity leave and provide crèches at all office locations and promote women's network and corporate sponsorship of women's organizations.
4. Ethnic/tribal/religion- the country should domesticate rectified international conventions. Support university recruitment programmes that span all regions in Nigeria. Focus on recruiting more staff from the minority areas of the country. Promote religion acceptance and accept specific dress or religious accoutrement-both organizations comply with national religious holiday's dates.
5. Legal mandate- Introduction of an Act similar to Executive Order 11246 in the US, which governs affirmative action requirement for certain government contractors. The Government contractors' employers should be mandated to expand their recruitment practices through outreach methods that produce a wider pool of qualified applicants. Employers that will have a reporting requirement under the Act have a legal responsibility to identify how they achieve diversity in the workplace.
6. Employers should be made to practice inclusion- practicing inclusiveness means taking inventory of all the talents, skills and qualification within the workplace and using them for a two-fold purpose: Give employees with diverse talents the opportunity to showcase their skills and improve the company's appeal to a larger market through utilizing those diverse talents. An example of utilizing diverse talent includes conducting a needs assessment for

uncharted territory and untapped markets. Perhaps the company wants to submit a federal proposal for services that require multilingual capability. Identifying employees' foreign language skills may increase the winning the services contract. Likewise, employees with multilingual capability gain an opportunity to contribute their talents assigned to the new project.

7. Employers also have a responsibility for training employees and managers on topics related to diversity. I strongly recommend the establishment of Nigeria equal employment opportunity commission which will enforce workplace diversity component within every employer's training and development offerings. Such training should explain the types of conduct that violate the employers' anti-harassment policy; the seriousness of the policy; the responsibility of supervisors and managers when they learn of alleged harassment; and the prohibition against retaliation. The training will be for every staff old and new. Effective training teaches employees how to recognize behavior that is inconsistent with company policy and actions that demonstrate lack of respect for differences among employees, customers, vendors and suppliers.

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