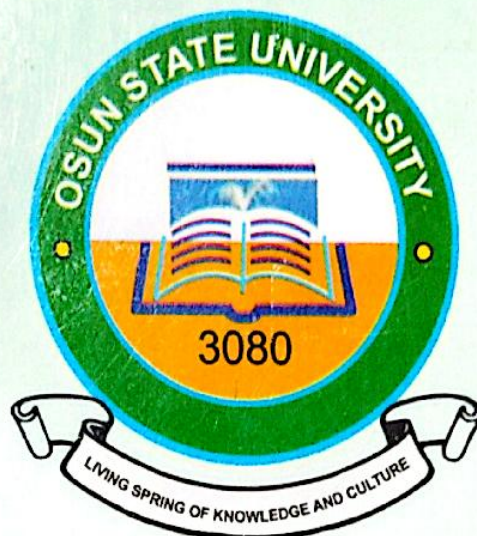
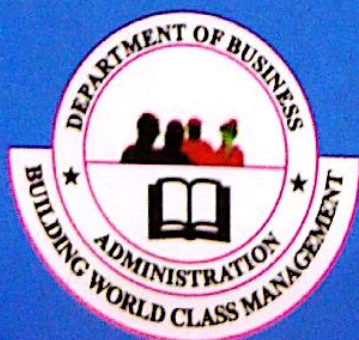




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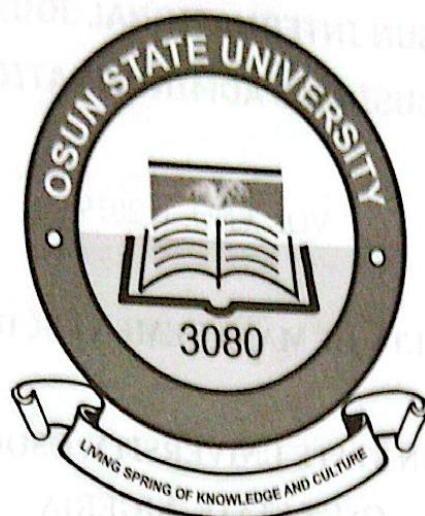
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AN INVESTIGATION ON WORKFORCE DIVERSITY AND SERVICE EFFICIENCY IN KWARA STATE PUBLIC SERVICE

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Abstract

The increased diversity in today's globalized world demands more attention is paid to workplace environments. Managing diversity is mandatory and a requirement in the constitution, to ensure that different ethnic groups are fairly represented. In this regard there is need for the public service to balance up its selection formalities to ensure quota is met across the states and local governments. The magnetic declination in the management style and the concomitant effects of a diversified workforce can affect the functional efficiency of public servants. Hence, the study examined the effect of workforce diversity on public service efficiency in Kwara State. The study used structured interviews to elicit information among top civil servants in Kwara State and responses were analysed thematically using Nvivo12 scientific software. The study found that the efficiency of any public organisation would be conditioned by the level of education of the personnel of the public service, it therefore portrays that level of education in the public service is key to organisational performance. The public service should consider the appointment of diversity managers who are saddled with the responsibility of ensuring that organizational efficiency is maintained.

Keywords: Workforce Diversity, Public Service, Efficiency, Diversity Managers and Performance.

Introduction

Nigeria is seen by many as one of the giants of Africa in many respects. It is the most populous country with an estimated 180 million people, with multi-ethnic, multi-religious and multicultural diversities in addition to the fauna and flora diversities.

entities joined together as Nigeria. As a result, to ensure that different ethnic groups are fairly represented, the Federal Character Commission was established (Abdulraheem, 2014b). The Federal Character Commission enforces compliance with the diversity issues in addition to, establishing, monitoring and enforcing equitable formula for the allocation of employments in the public service across the 36 states in the country. However, Mustapha (2005) observe that there are elements of nepotism and tribalism as ethno-linguistic and regional identities remain strong in Nigeria as private sector bureaucracies in the media, bank, the formal sector economy and even public society, continue to manifest considerable ethnic bias with minimum effort at correcting the imbalances. In the views of Jaja and Umezuike (2005); Ugwuzor (2014) a good policy is necessary but not sufficient to inhibit discriminatory and antisocial work behavior but that a consistent enforcement of that policy is paramount. These call for the need for strong organizational culture to mediate the negative impacts of diversity management strategies such as the federal character principle. Abdulraheem, (2014b) posits that there were many criticisms of the policy especially in compromising quality and sometimes contrary to the requirement set by the regulatory bodies of higher institutions in Nigeria.

The magnetic declination in the service effectiveness and the concomitant effects of a diversified workforce can affect the functional efficiency of public servants. Theoretically, a well-managed workforce diversity system has enormous benefits at the organizational, group and individual levels, although researchers reviewed have not considered the non-work related benefits. However, many of these benefits are yet to be empirically demonstrated in the Nigerian context. More so, the need for public service to balance up its selection formalities to ensure quota is met across the states and local governments. This criterion brings diversity in staffing and the management style of ministries, parastatals and agencies within the state and federal governments. Hence, the study examines the effect of workforce diversity on public service efficiency in Kwara State.

Literature Review

Abdulraheem (2014a) observes that organisation's success and competitiveness depend upon its power to encompass diversity and understand the benefits. The advantages of workforce diversity abound in the literature, yet some organizations still find it difficult to profit from this concept. Converting diversity to the organization's advantage depends on how the organization manages the diversity situation and the extent to which diversity is politicized, (Rasul&Rogger, 2015; Akinnusi, Sonnibi&Oyewunmi 2017; Iqbah& Shah, 2015 & Abdulraheem, 2014b).

Diversity Issues in Kwara

Kwara State is one of the 36 states that make up the Federal Republic of Nigeria, Africa's most populous country. Historically, Kwara State was formerly known as West Central State which was carved out of the old Northern Region of Nigeria in 1967. However, after the creation the state has contributed local Governments that saw to the creation of Kogi State, in addition to Borgu Local Government excised to Niger State. The state is known for its multicultural and diverse population, some of the tribes found in the State public service includes; Yoruba, Hausa, Fulani, Kanuri, Baruba, BokoBaru, Nupe, Igbira, Igbomina, Ekiti and Okun (Office of Head of Service, Kwara State). This is aside from having the three major religions (Islam, Christianity and traditional worshippers).

The state public service is also blessed with multi ethnic and multilingual population who are represented in the state public service largely arising from the history of the creation of the state. The state has as its neighbors: Oyo and Osun states (predominantly Yoruba speaking), Kogi State (predominantly Igala, Igbirra and Okun) and Niger State

(predominantly Nupe and Gwari). One can often generalize on the basis of a single case, and the case study may be central to scientific development via generalization as supplement or alternative to other methods (Flyvbjerg, 2011).

Similarity-Attraction Theory

According to studies by the early proponents of this theory Ellen Berscheid and Elaine H Walster in 1969 and Donn Byrne in 1971 who postulated that in general people are more attracted to others who share similar attitudes. Similarity-attraction theory has been frequently used to elucidate the negative effects of diversity in teams (Phillips & O'Reilly, 1998). It posits that individuals are more attracted to people similar to self in terms of values, attitudes, goals, personality and other personal characteristics. As a consequence, they tend to communicate, interact, and cooperate more frequently only with those people because they perceive this interaction as safe, easy and satisfying (Byrne, 1997). The theory provides a parsimonious explanatory and predictive framework for examining how and why people are attracted to and influenced by others in their social worlds. Rosenbaum, (1986) in a study suggested that attitudinal dissimilarity rather than attitudinal similarity drives the similarity-liking link. Indeed a study by Singh & Hoi in 2000 revealed that under certain circumstances, the influence of attitudinal similarity and dissimilarity may exert equivalent and opposite effects on liking. Further in some cases, dissimilar attitudes may have stronger influence on interpersonal attraction than similar attitudes.

Similarity attraction theory takes cognisance on one hand that public servants of the state come from different localities which makes up their ethnicity and on other hand brings about the diversity in the workforce. This aggregation of people brings about different levels of interactions, varying emotions and determines their orientation, workforce interactions and eagerness to pursue the predetermined goal. Self-categorisation, similarity-attraction and social role theories will also assist in studying behavioural concepts of the variables under study

Empirical Review

Iqbah and Shah, (2015) conducted a study in Karachi, Pakistan with a main objective to determine the impact of workforce diversity on organisational performance. The research was conducted by distribution of 100 questionnaires to Faculty members of five different universities of Karachi. The study found that diversity is gradually used and accepted as a significant organisational resource in esteems to whether the objective is to be an employer of choice, to offer outstanding customer service, or to sustain a competitive advantage. The study found out that the ultimate faith forces managers to hold and understand the theory of workplace diversity, its benefits and barriers. They recommended that workforce diversity which contains gender, ethnic and education background of the employees are the critical variables amongst all the others.

Kundu and Mor (2017) carried out a research in India to examine the relationship between employee perceptions of diversity (i.e. significance of diversity, diversity management and value of diversity practices employed) and perceived organisational performance. The study using primary data found out that employees' irrespective of their diversity backgrounds positively acknowledged diversity and diversity management. Further, employee's perception of promotion of gender diversity was to be positively related to perceived organizational performance. In conclusion they recommended that to foster acceptance and effectiveness of gender/diversity initiatives in organisations, managers must ensure men and the majority group employees are part of these initiatives. In addition the IT Industry needs to reassess their hiring strategies and should design diversity programmes with goals in mind, if not quotas, to hire and retain diverse employees to explore their potential contributions.

A study by Odita and Egbule, (2015) assessed the effects of workforce diversity and organizational effectiveness in the brewery industry using selected breweries. The study employed survey research method using random and stratified sampling techniques to collect data. The findings showed that there are significant positive relationships between the variables of workforce diversity and organizational effectiveness. Particularly, the cultural diversity was to be more effective, also team building and group training which mediates between workforce diversity and organizational effectiveness. Odita and Egbule, (2015) concluded that organization where leaders and policy makers are pragmatic, perspicacious and pertinacious will be able to achieve organizational goals. They recommended that for the breweries to improve in innovation and creativity, managers and organizational leaders should ensure diversity-related issues are well managed and that breweries should create diversity managers in their companies, who are saddled with the responsibility of ensuring that organizational effectiveness is maintained.

Abdulraheem (2011) carried out an overview of diversity in Nigerian Organizations. The purpose of the study was to interpret the concept of diversity management in Nigeria. The article also critically examined these policies and compares it with what is in the literature with a view to justifying and analyzing the relevance of these policies in modern times. The focus of the analysis is tertiary institutions in Nigeria with particular references to university and polytechnic institutions. The study found that the issue of diversity is very essential in modern organizations due to globalization and there were merits of having diverse work force. He suggested that in order to achieve the benefits of diversity, the management of diversity is very crucial to the success of organizations. Managing diversity or approach may be influenced by the understanding and interpretations of diversity by the government and that accounts for different approaches in various countries. The article examines the meaning and the interpretations of diversity by the Federal government of Nigeria and various policies introduced to address issues relating to diversity. The policies of the government have direct impacts on both public and private organizations in the country. These policies determine the organizational structure, culture and the nature of management styles adopted. He concluded by recommending proactive measures in managing workforce diversity.

Methodology

This work is an exploratory research design with careful study of the public servants, a cross sectional design was used in this study. Qualitative data was collected using purposive sampling method. Structured interview was adopted as a major instrument for data collection for this research especially for the evaluation of workforce diversity which is a variable that involves attitudes, feelings and behaviour and quantitative instruments may not be as in-depth and detailed. Its use becomes imperative as it allowed the interviewer the freedom to formulate questions as they come to mind around the issues being investigated, this was in line with submissions of Otokiti, (2011). The in-depth interview was used for the top-level management of the public service and elicited responses on issues under investigation. Since, it is useful for gaining insight and context into a topic (Collis & Hussay, 2005; & Hussay, 2003).

Qualitative data analysis was done based on interpretive qualitative data analysis method and was based on how the findings relate to the research questions. Nvivo analysis assisted in assembling information of same category and their similarity with the quantitative data created, after which it was reported in writing. Interpretation of findings was done by composing explanations or description from the information. The qualitative data was illustrated and substantiated by quotation or description.

Results and Discussion of Findings

Theme: Workforce Diversity and Service Efficiency

There are various kinds of opinions by many scholars on service efficiency. According to Mullins & Christy, (2010), the individual diversities are the foundation of diversity which in turn is a determinant of service efficiency. This diversity is the real or perceived differences between individuals. Scott and Sims (2016) opined that human beings no matter the diversity are all naturally equipped with different talents and aptitudes. Therefore, based on the interviews with the upper strata of the public service in Kwara state, meaning of workforce Diversity and Impact of workforce diversity on service efficiency emerged as shown in figure 1 below.

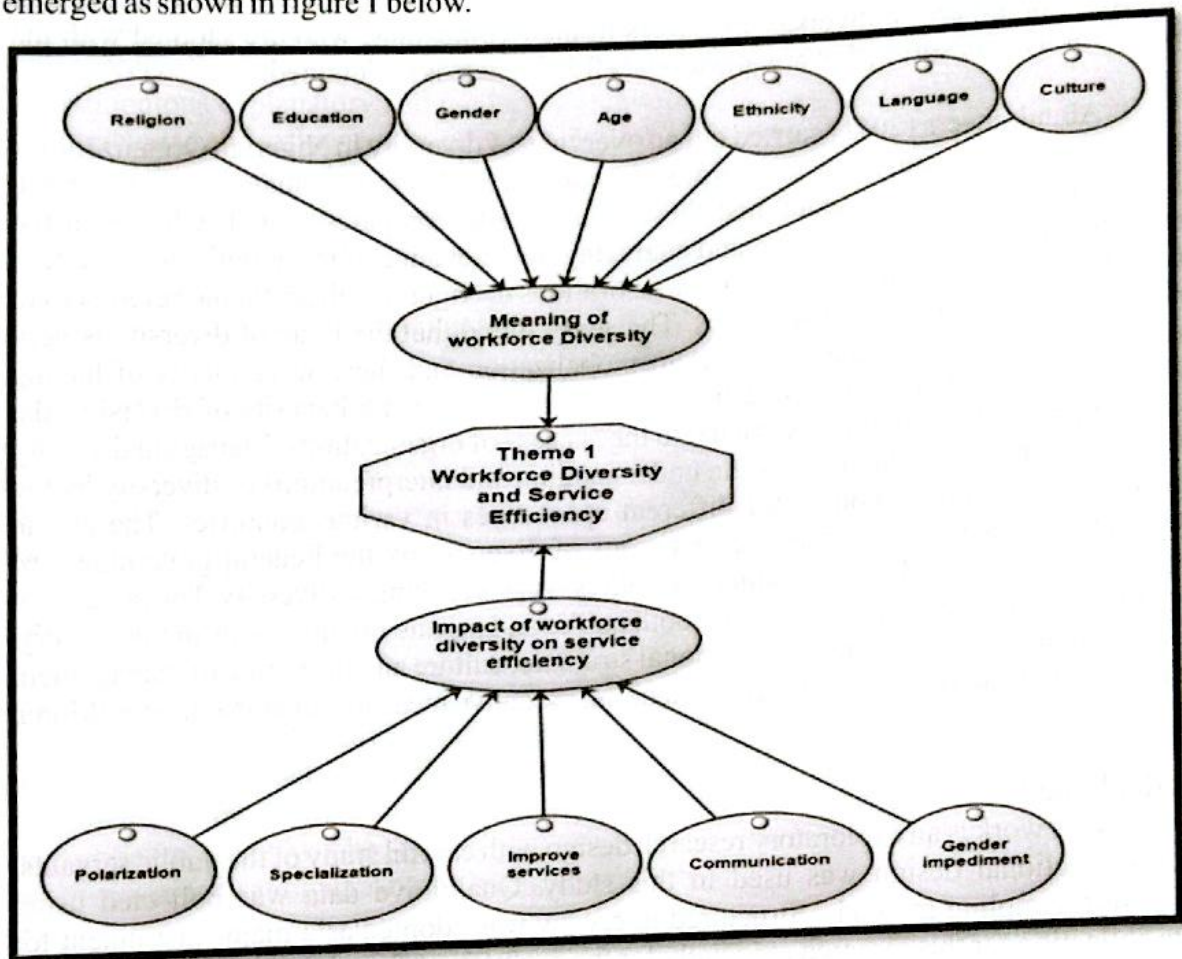


Figure 1: Informants views on Workforce Diversity and Service Efficiency

Meaning of Workforce Diversity

Often workforce diversity is distinguished along the primary, secondary and tertiary or organizational dimensions. Differences among employees can then be categorized into two aspects; primary differences such as; age, etc. and the secondary differences such as; educational background, communication style, etc. (Aydan, 2016). Many services and organizations pride themselves on having good workforce, one that is made up of individuals with a wide range of characteristics and experiences. Some of the key characteristics of workforce diversity include race, ethnicity, gender, age, religion, ability, and sexual orientation. Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation was also emphasized by (Business Dictionary, 2018). In relation to this, the informants also identified all these primary and secondary dimensions of diversity in work place which

include age, religion, gender, language, education and ethnicity as shown in the Figure 2 which are analyzed in details subsequently.

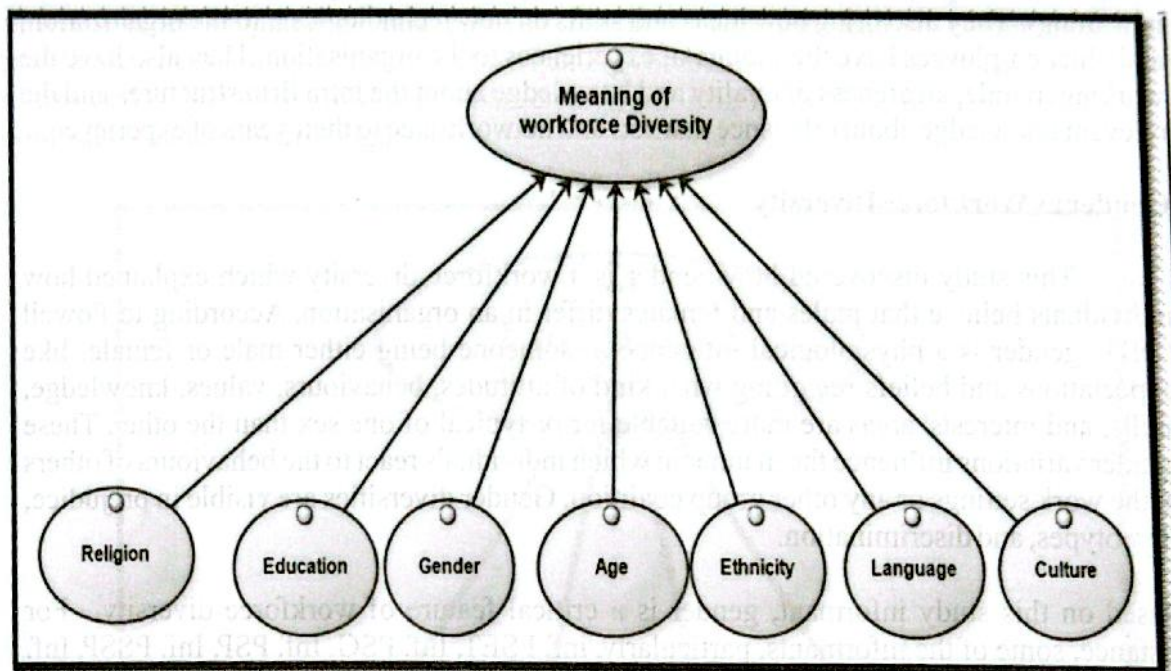


Figure 2: Informants' perceptions on meaning of workforce diversity

Age as Workforce Diversity

Age diversity is a shared phenomenon that is present in nearly all social groupings, such as families, higher institutions, sport teams, and work or team groups with members of varying ages (Kunze, Boehm, & Bruch, 2013). According to Rowe (2010) where age diversity is practiced, the benefits are accruing both to the organization and the employees. Having an age diverse environment produces and creates better working relationships and enhances social cohesion. In relation to this, some of the informants also attested to age as dimension of workforce diversity. For instance, informants PSE, PSG and SOH respectively agreed that "Diversity has many elements to which include Age as the defining indices of the organizational activities".

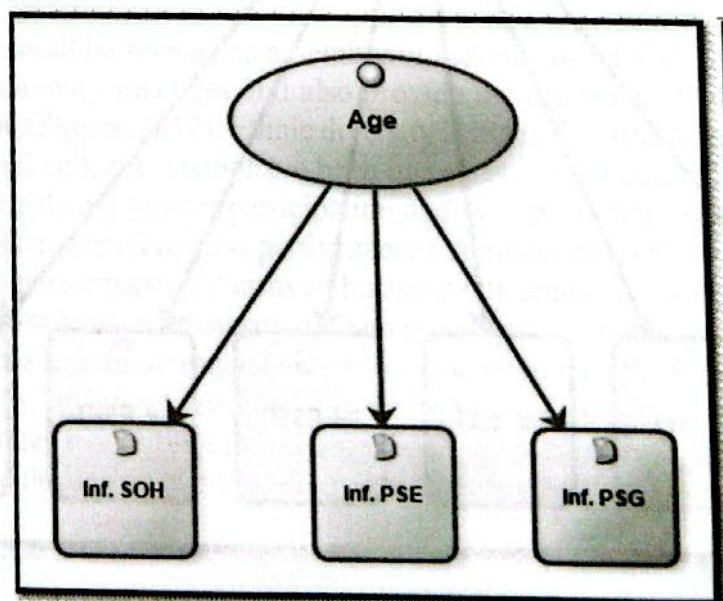


Figure 3: Perception on Age diversity

According to Grund and Westergård-Nielsen (2005) an organisation that houses diverse workforce (both old and young employees) can benefit from both human capitals. The younger employees have the physical resilience and the ability and willingness to learn new things. They also bring new ideas and skills on new technologies into the organization, and older employees have their range of experiences to the organisation. They also have the working morale, awareness of quality and knowledge about the intra firm structures and the relevant knowledge about relevance markets and networks due to their years of experience.

Gender as Workforce Diversity

This study discovered how gender is a workforce diversity which explained how individuals believe that males and females differ in an organisation. According to Powell (2011) gender is a physiological inference of someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviours, values, knowledge, skills, and interests' areas are more suitable for or typical of one sex than the other. These gender variations influence the manner in which individuals react to the behaviours of others in the work settings or any other group coalition. Gender diversities are visible in prejudice, stereotypes, and discrimination.

Based on this study informant, gender is a critical feature of workforce diversity. For instance, some of the informants, particularly, inf. PSET, Inf. PSG, Inf. PSP, Inf. PSSP, Inf. SOH and Inf. WS all confirmed gender as a description of workforce diversity, "Diversity within workforce could be in terms of Gender".

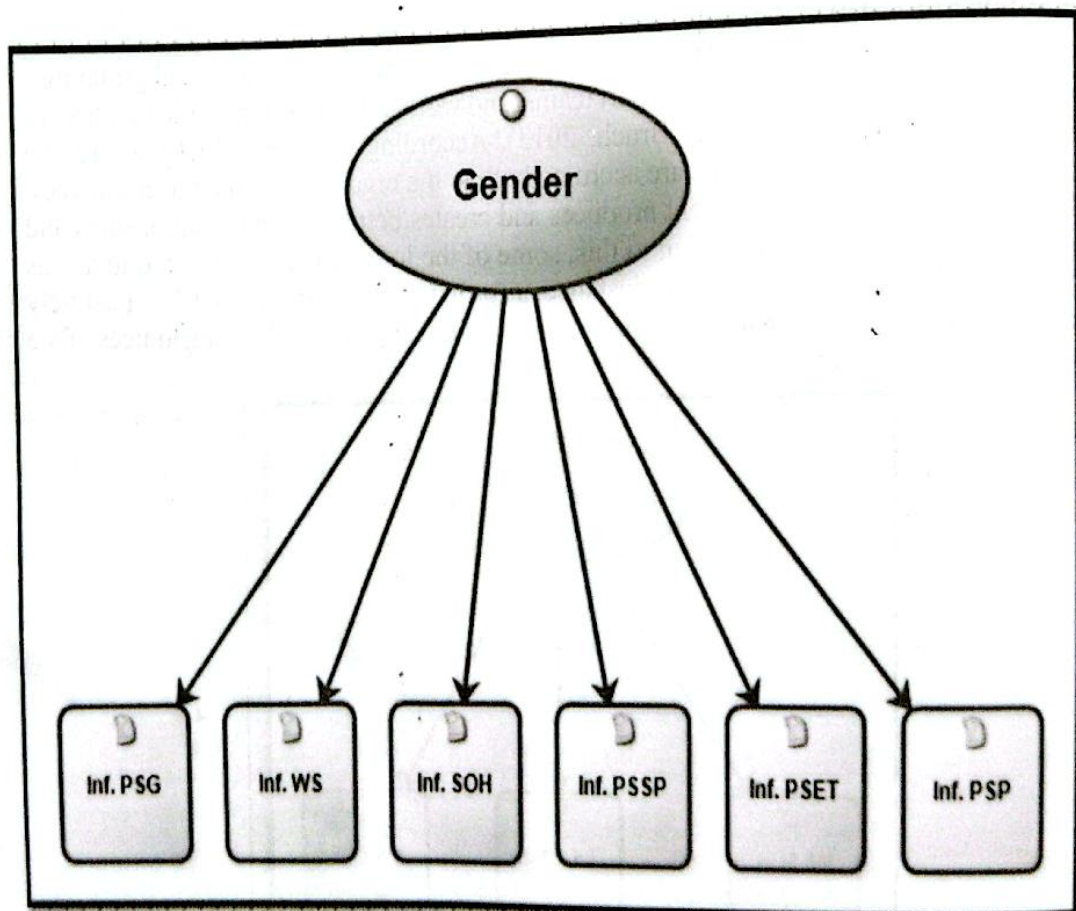


Figure 4: Gender as a dimension of workforce diversity

Language as Workforce Diversity

Language is another dimension of workforce diversity which can be either a booster or barrier to diversity management. Diverse workforce comes into the organisation with different types of language and cultural traditions. This can lead to communication problems, whereby employees cannot adequately communicate each other. It can also lead to mistrust. Some of the informants particularly, inf. PSET, Inf. PSI, Inf. PSP, Inf. PSSP confirmed this as shown in Figure 4.6.

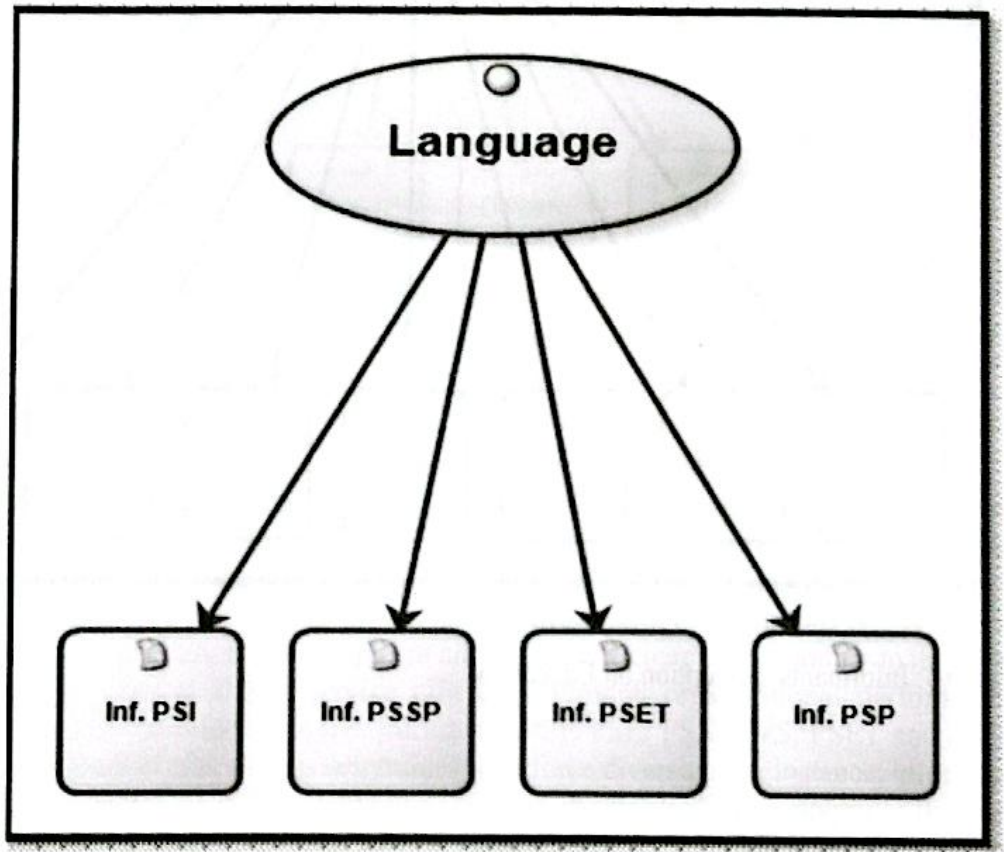


Figure 5: Perceptions on Language as Workforce Diversity

Ethnicity

Ethnicity could be seen as an assembly of individuals who share common cultural traditions and customary practices and also provide their members with a self-conscious identity as a nation (Sayers, 2012). Ethnic diversity is used to describe diversity in languages, religions, races and cultures. There have been increases in multicultural workforces in the organizations for utilising greater participation and synergy to improve and increase both employees' satisfaction and business performances. A moderate level of ethnic diversity has no effect on team performance in terms of business outcomes i.e. sales, profit, and market share. However, if at least the majority of team members are ethnically diverse, then more ethnic diversity has a positive impact on performance (Gupta, 2013). This perception was also emphasized by the informants PSET and PSI who disclosed that, "Diversity we have in the workforce ranges from Ethnicity" Other informants such as PSE, PSP, PSSP, SOH and WS also reiterated the impact of ethnic diversity in an organization.

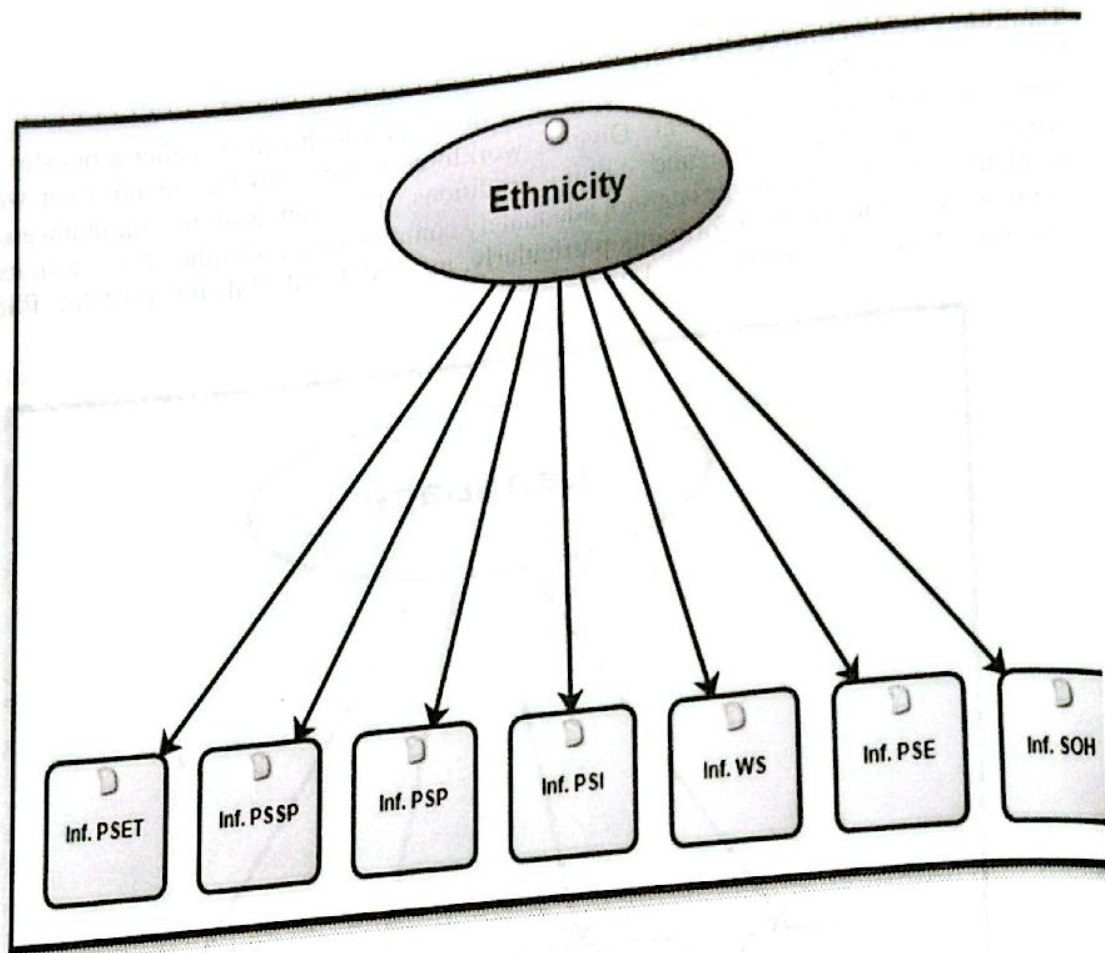


Figure 6: Informants' perception on Education

It is important to look closely to how individuals and different groups within the working environment interact with each other at work as organisations are becoming more diverse in its ethnicity (Weiliang, Mun, Fong, & Yuan, 2011). Pitts and Jarry (2005) said as workforce becomes more heterogeneous in terms of ethnic composition, managers are having a growing interest to know how having a diverse workforce influences the cohesion in the workplace and the overall organizational performance.

Education

Educationally is a common perception that people who are educated can perform certain tasks easily, effectively and efficiently than those who are not. This means an individual who is knowledgeable can perform better at tasks that requires that skills and knowledge. Educational background could be seen as the type of formal training or education or even career that a person has acquired over the years. Horn (2009) discovered that different types of education and levels of education expect different mobility rates.

Cohen & Bailey, (1997) said differences in the educational background of employees can bring about a significant effect on group performance just like their different capabilities since it promotes a wide assortment of talents. Holland (1997) mentioned that a person's preference of a certain field of knowledge can in some way reveal the personality and the strong point of such individual. This entails that the background education of a person point out the competences of the individual.

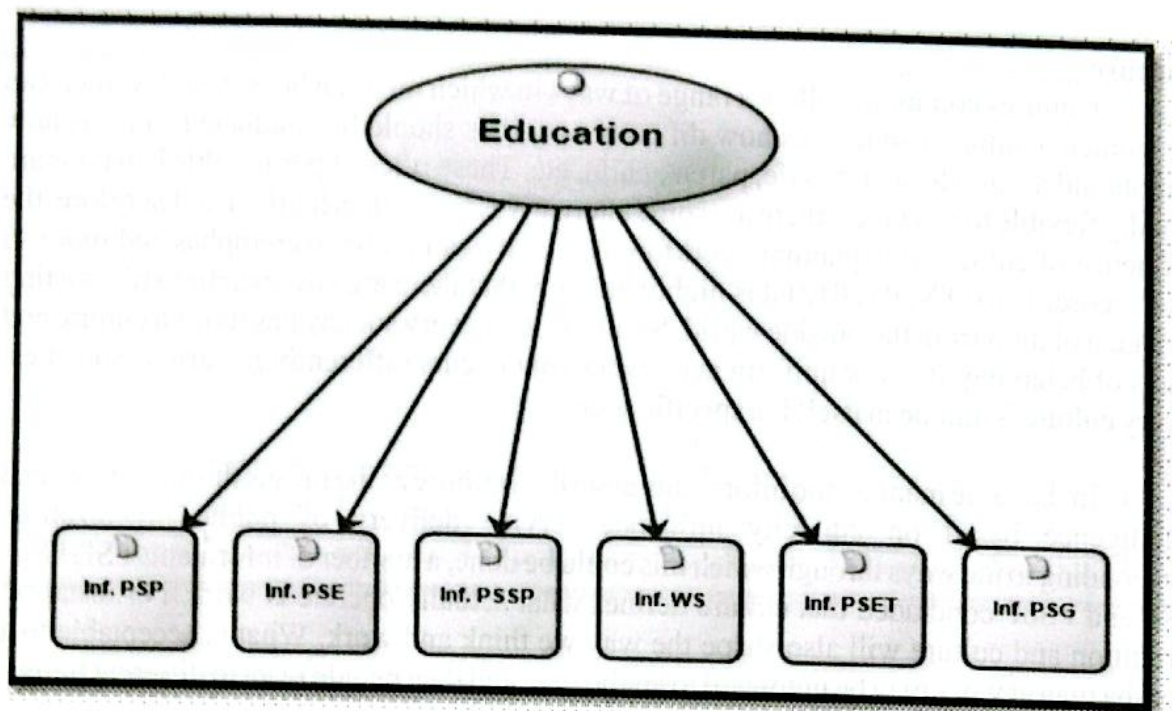


Figure 7: Informants noted Level of Education

Education is goal oriented. People don't just receive education just because they want to be educated. They are into education because they want to acquire knowledge to enable them solve societal problems and possibly develop their workforce careers. The level of education one receives is termed to the amount of meaningful contributions one is able to offer perhaps to organisational development and service efficiency. Responding to the level of education as how it affects service efficiency through organisational performance however, many of the informants (i.e. informants PSP, PSE, PSSP, WS, PSET and PSG) perceived that level of education is determines workforce diversity. For instance, informant PSG responded thus, "Diversity of workforce has to do with different people based on level of experience, thinking"

Corroborating this, Informant PSG holds similar view:

"Yes" a higher educated person will be the supervisor. Education affects performance because it makes an educated person understand the job better and he now knows the means of doing that job easily. Without the education you will not be able to explain the concept of things, you will only know (when asked) 'why do you do it this way?' 'This is how our oga asked us to do' he becomes experienced in it, but he cannot explain the reason behind it whereas knowing the reason behind it allows you (the more educated) to do it faster (Inf. PSG)."

In another perception, Informant PSSP supports the above thus, "in the public sector it accommodates so many machineries, and people come with diverse groups in terms of Education"

The responses of the informants, by implication, suggest that the service efficiency of any public organisation would be conditioned by the level of education enrolled in the civil service. This therefore, goes to show that level of education in public service is a keystone to organisational performance and service efficiency.

Culture

Cultures commonly allow a range of ways in which men can be men and women can be women. Culture also tells us how different activities should be conducted, such as how one should act as a husband, wife, parent, child, etc. These rules of permissible behavior are usually flexible to a degree - there are some alternatives rather than hard rules. Therefore, the influence of culture in explaining workforce diversity cannot be overemphasized more so that according to O'Neil (2012) it is highly unlikely that there are any societies still existing in total isolation from the outside world. Similarly, that every society has its own culture and ways of behaving. It is not uniform everywhere but occurs differently in various societies. Every culture is unique in itself is a specific society.

In the same manner, the informants described culture as the means through emotional intelligence based on ethnicity influence service delivery of public organization. Responding to the ways through which this could be done, a number of informants PSP, PSG, PSI, and PSSP concluded that culture defines what actually operate at work. For instance: "tradition and culture will also shape the way we think and work. What is acceptable to a Yoruba man at work may be untoward to an Ibo man and then people react to different things, in a diverse way".

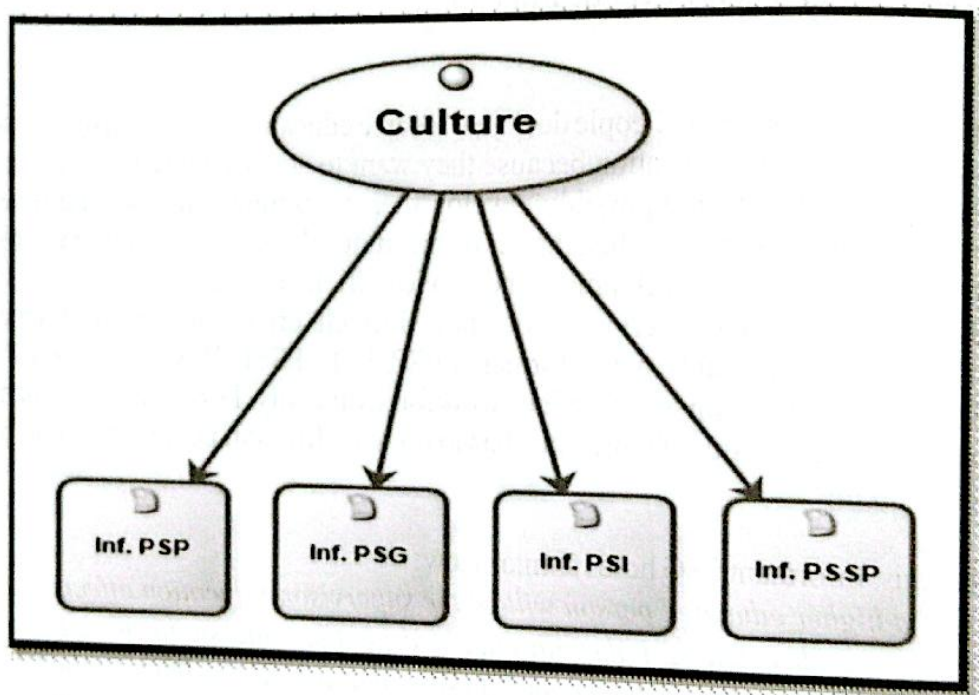


Figure 8: Informants' perception on how culture defines workforce diversity.

Religion

Religion which is described as a personal conviction to individual worker in an organization has been identified as one of the critical factors that define activities of employees and by implication determinant of service efficiency. This perception was reiterated by the informants interviewed in this study. For instance, informant PSP noted that "Workforce diversity can be looked at from many facets like your religious background". Other informants also label meaning of workforce diversity from the prism of religion.

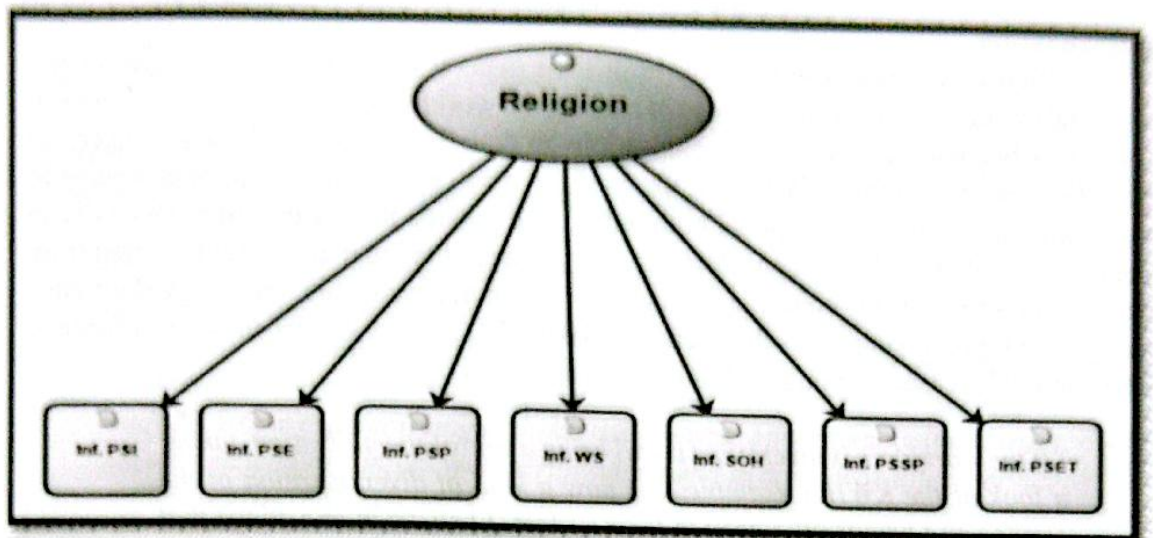


Figure 9: Perceptions on religion as workforce diversity

Impact of Workforce Diversity on Service Efficiency

Human resource as a workforce is an important asset for any organisation, and as such, having a diversified workforce is a primary concern for most organisations. Although, it has become necessary for organizations to employ a diversified workforce, at the same time, it has become quite challenging for organisations with increasing diversified workforce to reap the benefits of diversity while managing its potentially disruptive effects (Saxena, 2014). Organisations have recognised the fact that it is through the collective effort of its diversified workforce that monetary resources are harnessed to achieve organisational goals. Therefore, the evidence from this study's interviews showed varied perceptions on the explanations of impact of workforce diversity on service efficiency. The informants' responses underlined the specific ways through which we could understand the impacts as shown in the Nvivo output. Based on the coding generated, the sub sub-themes that emerged are: Specialization, Communication, Gender Impediment, Improve services, and Polarization.

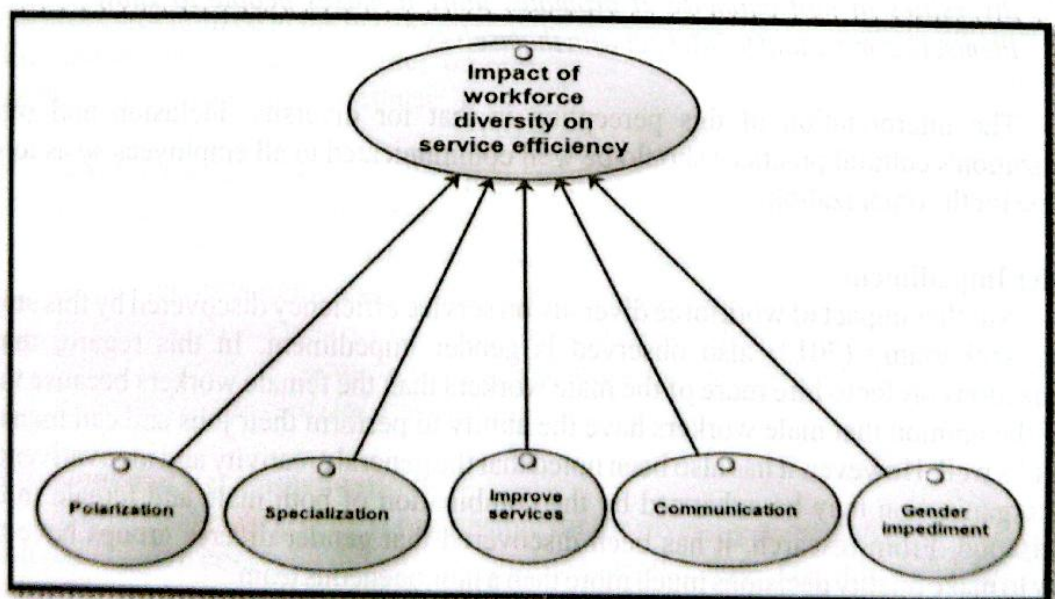


Figure 10: Emergent sub-themes on Impact of workforce diversity on service efficiency

Specialization

Often time, organizations only limit their general recruitment; the programs and industrial organisations for the purpose of making the workplace an inclusive one, however, it has now become necessary for organisations to equally examine and show concern to specialisation of workforce. With this, the workforce will enlarge its recruitment scheme to spot and inculcate new talent pools both within and outside the organisation. Diversity in specialisation should also be considered in every phase of talent management starting from recruitment, selection, on-boarding to workforce planning, leadership training, performance management, professional development (Akpakip, 2017). In a similar manner, informant SOH copiously reasoned along the line of scholars saying:

"If the workforce is diversified it will bring a sort of specialization, taking a look at the KWIRS example it is now a kind of diversification of the service and brings efficiency to their system. I believe in one adage that says you must know little of many things and more of little things that is specialization (Informant SOH)."

Communication

One of the impacts of diversity in the workplace is the issue of communication. Some employees feel that the language barrier affects their performance. Task should be communicated clearly and organizations should try to promote a general language to enhance trust amongst employees. This is so because where an employee or group of employees feel left out because he/she couldn't get along with others due to language barrier it can affect the way he/she relates with others. When there is no trust, information may be withheld and this could have an effect on performance. Organisations should have similar perspective and channels of communication in the workplace so as to successfully carry out their task (Akpakip, 2017).

In what appears to be a confirmation, informant PSSP reasoned along the line of scholars claiming thus:

"If public sector is the biggest employer of labour and Kwara State itself is a diverse environment so the service must accommodate all these diversities in that capacity. It promotes unity it makes people to know themselves more and to interact with themselves"

The interpretation of this perception is that for diversity, inclusion and other organization's cultural practices should be well communicated to all employees so as to set the tone for the organization.

Gender Impediment

Another impact of workforce diversity on service efficiency discovered by this study which Arokiasamy (2013) also observed is gender impediment. In this regard, many organizations prefer to hire more of the male workers than the female workers because they are of the opinion that male workers have the ability to perform their jobs and can manage their jobs well. However, it has also been noted that the general creativity and innovativeness of an organization may be enhanced by the combination of both male and female in the organisation. From research, it has been discovered that gender diverse groups have the ability to make quality decisions much more than a homogeneous team.

The negative side gender diversity delays decision making process because of internal conflict among members. Researchers argue that female and minorities are often seen as

bringing different skills, values, ways of thinking and life experiences to the organization, which organizations could harness to achieve performance gains, particularly to enhance innovation and creativity (Kirton & Greene, 2016).

Consistent with these concerns, some of the informants have expressed worries on the impediment of gender at workforce. For instance, Informant PSET explained that:

"Gender too may affect efficiency; there are some assignments that you can give only to the male workers and you can't give to the female workers most especially those who are carrying children, pregnant women and nursing mothers. Also, once its 4 pm they are ready to go while a man will be ready to stay till 5-6pm or later trying to do his assignment. These sociocultural roles of women tend to conflict with performance and in some way affect service efficiency (Inf. PSET)".

In what appears to be a reiteration of what the earlier source said, Informant PSP also emphasised that:

To a great extent Gender: a typical female civil servant there is the general belief that people look down on them like people who can't perform because of them being a female and though there is the clamour that what a man can do a woman can do better (Inf. PSP).

Improve Services

Based on the perceptions of the informants interviewed, sometimes, improve services typically turn out to be the impact of workforce diversity on service efficiency. According to Durgadevi and Shanmugam, (2017) improvement in services is an act of performing a task or an accomplishment or achievement in a better way. He adds that employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results.

O'Flynn, et al. (2001) said employee performance is defined using three criteria. First criteria, is that employees' output meets the standard of performance set by the organization's external customers. Secondly, employee performance can be defined in terms of how the social processes utilized in the performance of their jobs enhances or maintain the capability of the employees to work together on subsequent group tasks. Consistent with these perceptions, informant PSG note thus:

When we talk of service efficiency expectedly, people with high level of thinking have tendency of being efficient and delivering services required of them promptly. I can also add that the level of education equally has a great impact on service efficiency, because the educational attainment would have given them the necessary exposure to make them perform. That's why Kwara State Government encourages people to further their education to meet up with what is expected (Inf. PSG).

Conclusions and Recommendations

The ethnic heterogeneity is responsible for the diversity in management and staffing which has positive effects on the growth, progress and development of Kwara State Public Service. The study reveals however that, it is not surprising that there were strong significant associations between cultural diversity (ethnicity, religion and language) and openness to visible and informational diversity (diversity in information sharing and thoughts). Cultural

diversity is often also linked to racial or other visual differences. The issues of public perceptions of low productivity, poor service delivery and politicization of the appointment and recruitment process of the public service have to be looked into so as to reenergise the service for optimal and effective operations. The qualitative analysis revealed areas of concern like an increase in nepotism, politicisation of the service, lack of incentives and infrastructure, quality of education of our educational institutions and inadequate training as many watch points that may have a direct consequence on organisational performance.

That public service structures in Nigeria should maintain equality in recruiting processes, promotion and selection of employees, this should also include fairness in training and development opportunities. Also there is the need to organise the public service in such a way that harnesses its diversity for the growth of the service. There is the need for various public enterprises to embark on diversity management programs to ensure that workers in public offices are streamlined for effectiveness and efficiency of the public service. A careful review of its processes, job descriptions, annual appraisal methods, and improved middle level supervision will go a long way in addressing issues of poor service delivery and politicisation of the service.

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