

Integration and Employees Work Attitudes in the Oil and Gas Companies in Nigeria

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ABSTRACT: This study examined the relationship between integration and employee work attitudes of oil and gas companies in Nigeria. The study adopted a cross sectional survey research design. The population of the study was eleven thousand seven hundred and sixty five (11,765) employees of 10 oil and gas companies in Nigeria. A sample size of 405 was determined using the Taro Yamen sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of the Statistical Package for the Social Sciences version 23.0. The study finding revealed that there is a positive and significant relationship between integration and employees' work attitudes of oil and gas companies in Nigeria. Based on the finding the study recommends that companies should adequately assimilate employees to blend them as a team and increase their positive work attitudes for improved productivity. The companies should motivate the employees from time to time in order to increase their good work attitudes to avoid discriminations, conflicts, absenteeism and lateness to work, dissatisfaction, poor performance and turnover.

KEYWORDS: *Employees' Integration, Employees' Work Attitudes, Job Involvement, Job Satisfaction, Job Performance.*

I. INTRODUCTION

In Nigeria, the subject of workplace diversity and its management has not been a major issue before as much as it is today because of globalization. Balogun (2005) observed that diversity has always been part of organization and its management but how it was perceived in the past is different from the way it is currently viewed. This is supported by Idowu (2012) who argues that since the 1990s there has been increased attention devoted to the factors of diversity in organizational success. When workplace diversity is not managed properly, it may lead to high employee voluntary turnover, difficulty in communication and destructive interpersonal conflicts and dysfunctional output (Elsaid, 2012). It may also interest us to know that in a climate of increasing competitiveness, many organizations rely on diverse workgroups to generate the innovations necessary for sustained business success (Mumford & Lucuanan, 2004; Mustapha, 2009). In a diverse workplace, there is availability of pool of qualified personnel from different backgrounds and it widens the scope of eligible candidates for hire. Additionally, a sense of harmony is recreated when a company recognizes, accommodates and manages the differences within its diverse workplace. Also, workplace diversity can lead to increase in conflicts as a result of personality clash, many people feel threatened by working with people of different age, race, religion or culture. It can lead to increase in the cost of training of employees on programs that are centered on acceptance, respect and tolerance for each other (White, 2000).

Globalization has made organizations desiring success and relevance in economic development to require more interaction among people from diverse cultures, beliefs, and backgrounds, than ever before. Organizations need diversity as people no longer live and work in an insular marketplace to become more creative and innovative. The fences that hitherto hinder mobility of goods, services, and labor have been rendered extremely permeable through deregulation, technological advancement, and globalization. The new economic reality has consequently led to the realization of employees' expertise as a vital and dynamic living treasure (Jacobs & Jones, 1995), which is spread across different geographical regions of the world. It is only through the conscious adoption and implementation of policies for advancing employee expertise that organizations have continued to grow and be more productive. Valuing diversity and having a diverse workforce are morally correct and make

economic sense (Green, 2010), as it could be a key component of effective people management to improve workplace productivity. Gaining the arising benefits, organizations need to tap into increasingly globalized and diverse markets (Green, 2010). Diversity has been defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, physical and mental ability, ethnicity, gender, and public assistance status (Esty, Griffin & Schorr-Hirsh, 1995). This description covers “those individual differences that are socially and historically significant and which have resulted in differences in power and privilege” (Thomas, 2005). Diversity is also the distribution of organizational members in terms of physical and psychological attributes. Physical attributes which promote workplace diversity are seen as easily detectable such as ethnicity, age, gender and skin colour (Berdahl & Moore, 2006) and usually more enduring as it may form the first basis of alignment among diverse workers (Bezrukova, Thatcher & Jehn, 2007). Psychological attributes include factors such as attitudes, preferences, belief system, life style, values, personality and expertise as it forms the basis for differences among the workforce. To McKay, Avery, Tonidandel, Morris, Hernandez and Hebl (2007), attributes such as attitudes, life style, values, are controllable more easily through training. While, certain attributes such as personality characteristics are relatively stable, it may require organization members to interact long enough before being influenced. Diversity has been expanded to mean the collective differences brought to the workplace, based on individual and group characteristics, attributes, values, beliefs, skills and abilities, backgrounds, socialization, life experiences, and power dynamics (Bagshaw, 2004; Esen, 2005; Konrad, 2006).

Researchers studying diversity have assessed the extent to which members of an organizational unit are similar or dissimilar to each other. For instance, studies on diversity, according to (Jackson, May & Whitney, 1995) showed that numerous attributes which are of interest include age, gender, ethnicity and length of tenure in the organization, functional specialization, educational background, cultural values, and personality. The authors referred this as content of diversity. Content of diversity can either be a relational-oriented or task-oriented (Jackson, 1995; Milliken & Martins, 1996). Relational-oriented diversity refers to the distribution of attributes that are instrumental in shaping interpersonal relationships, but has no apparent direct implications for task performance. Task-oriented diversity refers to the distribution of performance relevant attributes. Notwithstanding, diversity has been suggested to promote greater understanding, communication and integration of different worldviews in decision-making and problem solving (McGuire & Bagher, 2010). Consequently, diversity issues have permeated organizations, most especially, the multinational corporation, making it important for Human Resource Management (HRM) managers to understand and address diversity. Unfortunately, the profession of Human Resource has not made enough or strong effort to create diversity as a mandatory topic in academic programs that train HRM professionals (Hite, McDonald, Bierema, Gedro, Kormanik & Kravitz, 2009; Kuchinke, 2002) nor has it been included it as a key focus of its research agenda (Bierema, 2010). Although, workplace diversity requires the attention of management at all levels of the organization, still, it is an important element for HRM. This is because HRM’s focus is on people management with the strategic proactive approach to workplace diversity in order to achieve organizational goals (McDonald, 1999). Kormanik and Rajan’s (2010) study showed that diversity has largely been a HRM function, but it is limited to increasing the workforce representation of historically underrepresented groups (e.g., women, minorities) through recruitment and hiring practices. It is the view of this researcher that HRM technique of integration has a significant role to play in fostering greater equality inclusion and fairness in the workplace with the objectives of helping diverse individuals and groups to regain important aspects of their identity and enjoy productive fulfilling careers.

Literature is clear on the fact that the survival, smooth functioning, and profitability of large organizations depend on the quality of its human capital and the level of person -job/organization fit (Arthur, Bell, Doverspike & Villado, 2006; McCulloch & Turban, 2007) which fall within the scope of HRM. Most of the issues raised by these researchers might have been the result of development track pursued by the global corporations which Barnett and Muller (1974) described as contributing more to the exacerbation of world poverty, world unemployment and world inequality than to their solution. Experiences from Nigeria showed that the activities of multinational companies have resulted in continual environmental degradation, unemployment, widening gap between the poor and the rich and abject poverty mostly in the oil exploration region of Nigeria. Diversity management should thus be concerned with how effectively the workforce can be managed in achieving competitive advantage and business benefits, while being swayed to a large extent by organizational strategies and pressures from stakeholders. Researchers such as (Egan & Bendick, 2003; Stuber, 2002) opined that adaptation of diversity management could be challenging in light of different legal and business environments as well as historical influences. The best approach to managing diversity should be geared towards its design and delivery so as to meet the expectations of stakeholders. Dietz and Petersen (2006) categorized managing diversity approaches into two, the macro and micro level approaches. The micro-level approach involves organizational issues, which Cox (2001) and Thomas and Ely (1996) hypothesized to moderate the relationship

between workforce diversity and performance while, the micro level approach is on psychological models of discrimination and inter-group relations. This approach advocates for greater understanding and management of stereotypes, prejudices and discrimination (Dietz & Peterson, 2006) as stereotypes and prejudices are considered immediate antecedents of discrimination. To Bassett-Jones (2005), managing diversity is the systematic planned commitment by organizations to recruit, retain, reward, and promote heterogeneous mix of employees. Against this background, this study discusses the role of HR managers in diversity management–visa-vice promotion of diversity-sensitive work climate, selection decision and training as preventative measures. This purpose of this study was to examine the relationship between integration and employee work attitudes oil and gas companies in Nigeria.

The following research questions were asked to serve as guide for the study;

1. What is the relationship between integration and job involvement of employees in oil and gas companies in Nigeria?
2. What is the relationship between integration and job Satisfaction of employees in oil and gas companies in Nigeria?
3. What is the relationship between integration and job performance of employees in oil and gas companies in Nigeria?

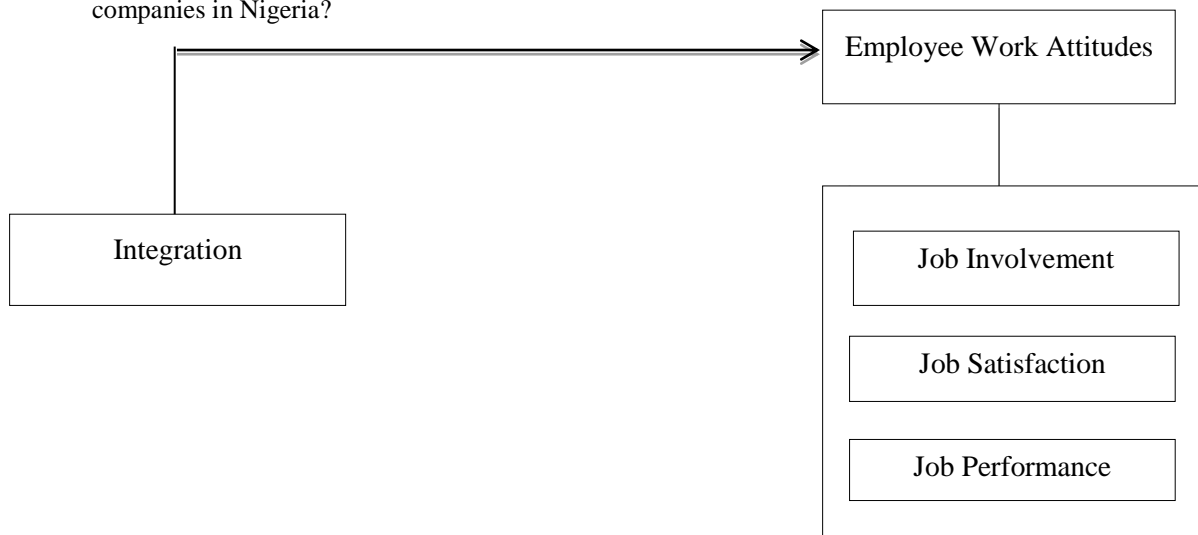


Fig.1: Conceptual Framework of Integration and Employee Work Attitudes

Source: Desk Research, 2019: Adopted from Milliman, Czaplewski and Ferguson (2003) - Measures of Employee Work Attitudes

II. LITERATURE REVIEW

Concept of Employee Integration

According to Alpha, (2014), employee integration is the process of successfully blending of employees into the organization. Integration helps to foster a positive impression and increased the likelihood that employee will buy into the corporate culture and assimilate into the organization position. Effective integration makes employee to feel passionate about their job and committed to the organization and put discretionary effort into their works. For effective integration in an organization, the employees need the following:-Good rapport and trust between the immediate supervisors and the employees; opportunities to use talents, skills and abilities; job security; compensation / pay and reliable and meaningful communication between the employees and supervisors. Saksham, (2018) opined that it is extremely important for organization to integrate the employees across levels, in a structured manner and drive a deeper understanding within employees about the organization's culture, people, products, customers, processes, roles and responsibilities. This is to enable each and every employee in the best possible manner to get effective assimilation into the organization and carry out their duties accordingly for increased productivity.

Concept of Employee Work Attitudes

Robbins (2003) described employee work attitudes as evaluative statements, which can be considered as being either favourable or unfavourable as it relates to objects, individuals, or activities within the organization; hence they reflect how one perceives his or her experiences with regards to particular situations, circumstances or subjects. The desirable statements tend to offer desirable outcomes as regards the object of concern, individual or circumstance whereas the undesirable statement tends to offer unwelcoming and undesirable effects. According to Purcell, Kinnie, Hutchinson and Rayton (2003), an attitude can be described as being either

desirable or undesirable cognition or mental state of preparedness, acquired and arranged as a result of experience which exerts particular influence on a person's response to people, objects, events or event.

Work attitudes of employees are acquired; this is as they experience and express their behavioural tendencies and predispositions toward various mostly externalized aspects of the social world (Purcell, Kinnie, Hutchinson and Rayton, 2003). Employee work attitudes can also be considered as offering the emotional basis upon which the individual's interpersonal relations and identification with others at the workplace are structured and closed to the center of the individual's behavior and personality. While some work attitudes can be viewed as being persistent and enduring; each attitude as expressed comprises of psychological variables, hence subjecting it to change. As revealed by studies of Robbins, (2003); Purcell, Kinnie, Hutchinson and Rayton (2003), the work condition and context as it relates to job satisfaction, job performance and job involvement; an assertion which does not follow the trend of most research with reference to practitioner beliefs. This is as the most accepted job satisfaction characteristics, spanning across several organizations, as it relates to role expectations of the employees, as it relates to their job in terms of supervision, compensation, career opportunities, peer group, management, etc. (Saari and Judge, 2004).

As employees report to work, their attitudes affect their work performance and can have impact on the employees' morale around them. Generally, employees with good attitudes have stronger performance and employees with poor attitudes exhibit laziness, lateness to work, absenteeism, discriminations, etc. which lead to poor performance. When employees are happy and engaged, attitudes and productivity are more likely to be positive (Audra, 2007). By effectively managing the workplace and employees, the organization can positively shape attitudes of employees and even improve performances, because employees' attitudes are dampened and lifted by all kind of factors outside their own control. The negative attitudes of the employees can be prevented through the followings (Audra, 2007);

Employee Engagement: Engagement is a term covering employee satisfaction, commitment and motivation. The ways to positively engage employees in the organizations include; providing strong leadership; providing line managers who can motivate and empower employees; listening to the employees' voice throughout the organization and having organizational integrity i.e. organization living up to its stated values.

Maintenance of Psychological Contract: Psychological contract is an agreement that shows the relationship between the employer and employees, spelling out what are expected of each other in the organization. When the psychological contract is not maintained, the employees will feel that their employer has acted unfairly and breaks the promises. This can negatively impact engagement and job satisfaction, leading to negative workplace attitudes of the employees. Also, negative employee attitudes can arise for external reasons (Personal issues and problems outside the workplace). For example, personal or family problems can cause an employee to bring negativity into work. Though, management cannot solve some of those family problems but can still support the employee and manage the attitudes. According to Audra (2007) prevention is the best cure, as they say. Rather than wait for negativity to arise, management can use the following methods to positively shape employees' attitudes in the workplace;

Make sure employees have a voice: When management listens to employees' concerns and acts upon them, negativity is less likely to surface. Given employees opportunities to voice out their concerns, both formally and informally and taking them seriously will positively shape employees' attitudes.

Make the Workplace a Peaceful Place: Some employees are naturally prone to complaining, management should not allow their complaining attitudes to bring others down. Management can overcome the negativity by praising employees for their successes and focusing on solutions instead of problems, by getting employees to think of the solutions to their complaints. However, no matter how great an organization may be, it is going to face negative employees' attitudes at some point in time. Since, negative emotions are contagious, management should endeavor to deal with them quickly and effectively (Audra, 2007) by identifying the negative employees, their actions and the impact they are having on the workplace; talking to the employees. Showing them the impact of their attitudes to the organization and make it clear to them that negativity will not be tolerated. Support the employees to change their attitudes for good. Give them opportunity to explain their problems, encourage them to find a solution and provide help if needed.

Job Involvement

Job involvement can be described as the internalization of values about the workplace roles and expectations or the necessity of work according to the employee or worker (Singh, Gupta and Venugopal, 2008). Job involvement can be seen as a process which illustrates how employee sees competency, value system, and social

knowledge as well as behavioural dispensation which can be considered imperative for role expectations and for taking part in the organization as an employee (Shamaila and Aylia, 2012). This is as studies of Pierce, Kostova and Dirks, (2001) assert that the belief about one's current role within the organization is how task could lead to satisfaction of employees' desires to improve performance.

According to Hwang (2003) job involvement can be described as a function of the relationship between individual difference and the work situation; hence, the relationship between demographic and work experience factors which are expected to relate to job involvement. Positive and desirable relationships are expected with demographic factors such as age, tenure with the organization, education, having children, and gender. However, there is an empirical evidence for a significant relationship between job involvement and employee effectiveness and productivity (Beardwell, Holden and Clayton, 2004). Employees with high levels of both job involvement and job satisfaction would be the most motivated, to go to work timely while employees with poor levels of job involvement and job satisfaction should be the least motivated. These non-motivated employees may be absent or show up bad behaviours or give excuses with various reasons such as issues related to health, holidays based on religious activities, death of family member, extended leave occasions, and transportation issues. However, workers who are highly driven cannot be reckoned as being unmotivated and thus given way to absenteeism, work laxity and the likes of such for flippant reasons. Employees who are more involved are satisfied with their roles and have a higher tendency to meet up with their expectations with less excuse for absence (Combs, Liu, Hall and Ketchen, 2006).

Job Satisfaction

It can be seen as the combination of various psychological, physiological and environmentally related situations that make an employee feel happy with their role expectations. It deals with the way employees feel with contentment and interest on their job and various expressions of such within the workplace. Also, it looks at the way workers in the organization like or dislike their jobs in an organizational setting (Beardwell, Holden and Clayton, 2004). According to Alharbi and Wan, (2013), job satisfaction showcases the feelings that are positive or negative, expressed by the employee in various situations which are concerned with their role expectations within the organization. In the course of carrying out their duties or jobs, he or she brings along various needs, expectations, desires and experiences which determine to a considerable extent his or her contentment with the experience of the job and also indicate the degree to which expectations are met and match the real awards; outcomes which invariably determine behavior at the workplace.

Job satisfaction is an indication of the employee's sense of achievement and success with regards to his or her role expectations. It is generally perceived to be directly associated with employee performance and welfare of employees. It suggests a high level of enthusiasm and happiness with one's work and can be considered as crucial achievement of self-goals (Beardwell, Holden and Clayton, 2004; Pierce, Kostova and Dirks, 2001). Job satisfaction comprises the feeling and beliefs that employees have with regards to their jobs and expectations at the workplace. It ranges from high extreme satisfaction to high extreme dissatisfaction. If an employee is satisfied with his job, his work attitudes will positively increase for performance (Ejiogu, 2000). This is as satisfaction relates to employees having expressing overall job behaviours and information concerning the nature and timing of the job, their colleagues, supervisors or subordinates as well as their compensation and benefit.

Job Performance

Job performance assesses whether an employee performs an assigned duty well. Campbell, (2000) describes job performance as the work related activity expected of an employee and how well the activity is executed. If jobs are properly aligned with organizational strategies and workplace diversity well managed, counter-productive behaviours or attitudes by employees, such as poor attendance, tardiness, unauthorized breaks, socializing, performing personal work, etc. may not be captured in an organization and the employees' performance / productivity will be increased. According to Ruch and Hershauer (1978) job performance is a detailed examination of observable activity or behaviour associated with the execution or completion of a required function or unit of work. At individual level, productivity measurement tracks how well the employee applies talents and skills, using materials and equipment to produce goods and services within a specified time period. Although, it is fundamental to success as management meets the expectations of the employees, but if the job design, measurement system, evaluation and reward systems are not aligned with the corporate strategy and reinforced at all levels of management, performance / productivity is hollowed as the employee work attitudes will be demoralized (Ruch & Hershauer, 1978).

Integration and Employee Work Attitudes

Job involvement concerns good recognition and commitment towards roles in the organization. Umar (2013) opined that different levels exist for every employee in terms of commitment and dedication to the assigned tasks, as different studies observe that job involvement is premised on the internalization of norms and organizational culture artifacts according to the importance of role expectation. The employees, who express dedication to their job assignment, strongly believe that such tasks are essential part of their lives. With favourable outcomes, they feel satisfied and this characteristic of job involvement is considered necessary with regards to self-esteem. Employees become highly motivated for carrying out creative tasks when they feel high levels of involvement in their jobs (Swart, Mann, Brown and Price, 2005).

Robbin (2003) opined that one method in which employee's involvement levels can be enhanced is through the effective management of workplace diversity, as the employees with high degree of job involvement indicate higher levels of motivation, cooperation, learn and transfer skills to their jobs for increased performance and productivity. The studies of Robbin (2003); Torrington (2005); Susanty, Miradipta and Jie (2013) indicate that workplace diversity management is important for successful implementation of various Human Resource Management practices; it enhances employees' job involvement and also promotes the development of new skills thereby leading to an amplified feeling and expression of placement and possession, advancing and improving on the organization competitiveness and performance. This is as effective diversity management programs, procedures; policies, etc. would allow for more constructive employee work attitudes with regards to job involvement and further assist employees in their growth and career development (Weil and Woodall, 2005).

In line with the foregoing discussions, the following null hypotheses were postulated;

Ho₁: There is no significant relationship between integration and job involvement of employees in oil and gas companies in Nigeria.

Ho₂: There is no significant relationship between integration and job satisfaction of employees in oil and gas companies in Nigeria.

Ho₃: There is no significant relationship between integration and job performance of employees in oil and gas companies in Nigeria.

III. METHODOLOGY

The study adopted a cross sectional survey research design. The population of the study was eleven thousand seven hundred and sixty five (11,765) employees of 10 oil and gas companies in Nigeria. A sample size of 405 was determined using the Taro Yamen sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of the Statistical Package for the Social Sciences version 23.0.

IV. DATA ANALYSIS AND RESULTS

Ho₁: There is no significant relationship between integration and job involvement of employees in oil and gas companies in Nigeria.

Table 1: The Relationship between Integration and Job Involvement

		Integration	Job Involvement
Integration	Pearson Correlation	1	.554**
	Sig. (2-tailed)		.000
	N	386	386
Job Involvement	Pearson Correlation	.554**	1
	Sig. (2-tailed)	.000	
	N	386	386

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

From the result of the above table, the correlation coefficient, $r = 0.554$, which is the strength of the relationship between integration and job involvement of employees in oil and gas companies is positive, since .554 is above 0.4. The coefficient of determination ($r^2 = 0.31$) indicates that 31% change in job involvement of employees in oil and gas companies can be explained by integration. The significant value of 0.000 ($P 0.000 < 0.05$) revealed a positive and significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between integration and job involvement of employees in oil and gas companies in Nigeria.

Ho₂: There is no significant relationship between integration and job satisfaction of employees in oil and gas companies in Nigeria.

Table 2: The Relationship between Integration and Job Satisfaction

		Integration	Job Satisfaction
Integration	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
	N	386	386
Job Satisfaction	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	
	N	386	386

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

From the result of the above table, the correlation coefficient ($r = 0.557$, which is the strength of the relationship) between integration and job satisfaction of employees in oil and gas companies is positive, since .557 is above 0.4. The coefficient of determination ($r^2 = 0.31$) indicates that 31% change in job satisfaction of employees in oil and gas companies can be explained by integration. The significant value of 0.000 ($P 0.000 < 0.05$) revealed a positive and significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between integration and job satisfaction of employee in oil and gas companies in Nigeria

Ho₃: There is no significant relationship between integration and job performance of employees in oil and gas companies in Nigeria.

Table 3: The Relationship between Integration and Job Performance

		Integration	Job Performance
Integration	Pearson Correlation	1	.433**
	Sig. (2-tailed)		.000
	N	386	386
Job Performance	Pearson Correlation	.433**	1
	Sig. (2-tailed)	.000	
	N	386	386

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

From the result of the above table, the correlation coefficient ($r = 0.433$, which is the strength of the relationship) between integration and job performance of employees in oil and gas companies is positive, since .433 is above 0.4. The coefficient of determination ($r^2 = 0.19$) indicates that 19% change in job performance of employees in oil and gas companies can be explained by integration. The significant value of 0.000 ($P 0.000 < 0.05$) revealed a positive and significant relationship. Based on that, the null hypothesis was rejected. Therefore, there is a significant relationship between integration and job performance of employees in oil and gas companies in Nigeria

V. DISCUSSION OF FINDINGS

The findings revealed a significant relationship between integration as a workplace diversity management dimension and job involvement, satisfaction and performance. This was validated by the fact that the employees participate in the activities of the companies; Employees enjoy good relationship with their supervisors and peers; the employees contribute meaningfully in the activities of the companies and clearly understand the strategic goals / objectives of the companies; and employees' opinions count in the affairs of the companies. The different employees are brought together in such a way that they become fully part of other social groups and

the company; fair treatment is given to all employees in the company, irrespective of gender, race, religion and employees enjoy good relationship with their supervisors and peers.

Umar (2013) opined that poor performance as a result of inadequate diversity management can produce employee dissatisfaction and alienation as well as negative work attitudes. Torrington (2005) suggested that adequate management of workplace diversity tend to expand the employees' psychological and physical work related attitudes, therefore creating opportunities for employees to further learn and develop themselves with regards to expected roles, which will increase employees' effectiveness, efficiency and co-operation as well as expose them to various aspect of the organization. This assertion agrees with the findings of the present study. Schwartz and Carroll, (2003) used corporate social responsibility theory to understand the relationship between psychological integration of diverse workforce, committed work environment and employees' performance. The corporations must maximize their profits or share values for fulfilling their economic responsibility by increase in sales, creation of new jobs, avoidance of litigation, and by improvement in morale of the employees or the public image of the corporation (Schwartz and Carroll, 2003) which could be achieved through apt management of diverse workforce and committed workforce and its effect on organizational performance. The fulfillment of legal responsibility results in adherence to legal laws and playing by rules of the game (Jamali, 2008). Finally, corporations must set the best practices and adhere to, for satisfying their organizational responsibility (Schwartz and Carroll, 2003). In addition, they must present the organization as just, fair, moral and respectful of people (Jamali, 2008).

The studies of Robbin (2003); Torrington (2005); Susanty, Miradipta and Jie (2013) validate the present study, because it revealed that workplace diversity management is important for successful implementation of various Human Resource Management (HRM) practices; it enhances employees' job involvement and also promotes the development of new skills, thereby leading to an amplified feeling and expression of placement and possession, advancing and improving on the organization competitiveness and performance. This implies that one method in which employee's involvement levels can be enhanced is through the effective management of workplace diversity through employees' integration, as the employees with high degree of job involvement indicate higher levels of motivation, cooperation, learn and transfer skills to their jobs for increased performance and productivity.

VI. CONCLUSION AND CONCLUSION

Based on the findings of the study, it is concluded that one method in which employees' work attitudes can be enhanced is through integration of employees, as the employees with high degree of work attitudes indicate higher levels of job involvement, satisfaction, motivation, cooperation, learn and transfer skills to their jobs for increased performance and productivity. Employees show less concern work attitudes to organizations that do not care about them. Also, organizations should take measures to manage diversity to harness the potential of employees for competitive advantage in the organizations with diverse employees. Furthermore, adequate diversity management practices trigger positive effects on employees' organizational commitment, which brings about good employee work attitudes for better performance. It can be concluded that workforce diversity management is an important topic, which should be of increasing concern for HR managers, as its central objective cannot be separated from business strategy. HRM may be able to achieve this goal through an integrated approach with the combined broader role of organizational management.

Based on the findings and conclusion of this study, the following recommendations are made;

- i. The companies should adequately assimilate employees to blend them as a team and increase their positive work attitudes for improved productivity.
- ii. The companies should always keep their employees involved in the organizational matters; more especially, on the matters concerning them.
- iii. The companies should motivate the employees from time to time in order to increase their good work attitudes to avoid discriminations, conflicts, absenteeism and lateness to work, dissatisfaction, poor performance and turnover.

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