

MANAGEMENT OF WORKFORCE DIVERSITY:

ISSUES AND LESSONS FOR ORGANIZATIONS

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ABSTRACT

Variety is the spice of life. There are differences among human beings with regards sex, gender, race, colour, attitude, personality- to mention hut a few. This heterogeneity in people causes people to reaction to actions, events and situations differently. Consequently, as scholars posit, policies affect people differently because of differences in their interests, needs, wants and aspirations. The modern rational organization manager should recognise and accommodate these differences rather than make attempts at minimizing them and down playing on their existence. The recognition and accommodation of the differences in employees of an organization is what is implied in diversity management. This article, therefore, highlights issues in and lessons on management of diversity in organizations. It concludes with emphasis that organizations should strive to increase its employees' diversity and use the diverse workforce to its benefits. Finally, the article provides the way forward for proper management of a diverse workforce.

INTRODUCTION AND CONCEPTUALIZATION

We, human beings, are born differently at different times, under different circumstances, by different parents and so we are different as a result of differences in sex, gender up bringing, grooming, experiences and genetic inheritance. As this is true for people in the entire world, it is very true for units of the world such as the organizations. Employees in any organization vary in all aspects of their being.

Variety is the spice of life. Organizations need to capture and utilize this variety in the people they employ. The variety is the diversity among people. Diversity has been defined as any attribute that humans are likely to use to tell themselves. That person is different from me". Diversity relates to the fact that we are all unique individuals. Thompson (2002:76), noted that each individual is a member of a variety of social groups, like gender and religion, and these have a significant bearing on peoples experiences. Differences in people such as employees can be seen in the way people think, the way they act, and the different energy they put into their work. When we interact with other people, we bring with us a whole range of values, beliefs experiences and assumptions.

It needs reiteration here to state that diverse work force is characterized by people of different sex, race, age, culture, marital status, nationality, ethnic background, educational qualification, political affiliation, levels of ability and personality. Other sources of differences include socio - economic background of individuals, membership and non membership of unions, forms and quality/quantity of education, period and nature of employment, drives to work, and work styles. Work place diversity therefore, intends to also consist of social, economic and political visible and non visible differences which might not have a direct creational origin from the work place, but certainly have direct impact on work attitude and performance at the work place.

For illustration purpose, let us examine the diverse nature of one of the most diverse organizations in Uganda or even in Eastern Africa: Kampala International University (KIU) Uganda. Kampala International University is a multi racial, multi ethnic, multi tribal and is highly heterogeneous with regards to the differences in the length of service of staff, the chronological ages of staff, the rank differentials among staff as well as in terms of qualifications. For instance, in the KIU Main campus alone, according to sources from the Human Resource Unit of the University, as at September, 2007, there were 410 staff (225 males and 185 females). The staff ranks and qualifications range between Cleaners to Directors and Chancellors; between Teaching assistants to Professors; between workers as young as 20 years of chronological age to those as old as 70 years; between employees who have had employment for only two months to those that have served in various capacities in different organizations for as long as 45 years; between full time and part time staff; and the staff hold various and varied religious beliefs such as Islam, Christianity, Hinduism, Bahaism, Buddhism and others that are non - aligned. Generally, the population of KIU is made up of people from different nationalities such as Nigerians, Ugandans, Philippines, Zimbabweans, Kenyans, Ethiopians, Sudanese, Indians, Tanzanians, and Rwandese among others. Indeed, as the name implies, KIU is an International University.

By the nature and composition of people in this University, the people definitely have varied (and at times conflicting) needs, wants, interests and inclinations which they jealously project, protect and preserve. It will only, therefore, take a proactive diversity manager to be able to administer and utilize these diversities to the advantage of the University.

Consequently upon the above both the policies on and practice of religion, salary, employment, separation, and other similar issues should be made with utmost caution and in line with the principle of inclusiveness and fairness. This is only achievable when the tenets of diversity management have been well understood and applied by managers of the university in specific and all organizations in general.

Until recently, people took a "melting pot" approach to differences in organizations. (Coulter & Robbins, 2002:6). It was assumed that the minority would want to assimilate. It is now recognized that employees do not set aside their cultural values and lifestyle preferences when they come to work. The challenge to management, therefore, is to make their organizations more accommodating to a heterogeneous workforce by addressing different lifestyles, religious beliefs, family needs, and work styles. It is actually because

of these differences among a workforce that organization policies and management style affects employees differently.

It is important to understand diversity in order to aid productive relationship at work, promote comfortable work environment, avoid conflict, and curtail possible loss of employees. Diversity management involves the implementation of strategies through which a network of varied individuals are knitted together into a dynamic work force. There are two approaches to the management of diversity: the individual identity and the group identity. The aim of diversity management in a work organization is to develop the organizational system itself, and its working procedures, so that the differing characteristics of personnel are put to good use, in as many different ways as possible.

As organizations become more diverse, management should be adapting its human resource practices to reflect those changes. One of the many challenges that accompanies increasing diversity is the widening range of employee needs, which employers are meeting with such benefits as flextime, job-sharing, telecommuting, and child and elder care programs, (Dessler 2003:10). Barlow, Bergen, Foster (2002), noted that if handled improperly, diversity can easily turn into a losing situation for all involved, leading to demoralization. This important note should be taken seriously by all organization's management because, no organization that is homogenous - all are heterogeneous and are thus diversified.

Recently, however, practitioners, consultants and academics have agreed that the diversity within organizations can be exploited to the benefit of organizational effectiveness. Also, studies on organizational effectiveness have found that one central element for success is the importance of achieving productivity through effective management of people, (Mullins 2002:27). Organizational effectiveness therefore depends on the effective management of diversity, which has become a significant challenge to managers. This is because for reiterationw-0.2237w-0.20 Tc(n) Tj3.452 Tw0.108 Tc(i) Tj T

7. Democracy craze and value.
8. Generating teamwork and a winning workforce.
9. Representativeness.
10. Generating a pool of mixed old and fresh experiences, skills and knowledge.

Many benefits have been claimed from effective diversity management. The truth is nevertheless, that not all benefits claimed have yet been proven. It, however, suffices to say that the diversity policies and procedures incorporated into the everyday operation of an organization actually impact on the bottom line.

Indeed, it must be stressed here that a greater diversity presents new opportunities for organizations. It contributes to creating a culture that is more tolerant of different behavioral styles and wider views, which often leads to better and rational decisions. Another potential pay off of diversity in an organization is the great diverse groups of customers, clients and general patronage of the services and products of the diversified organization.

According to Lloyd and Leslie (2000), in the IRS Employment Review 2003, the business benefits for having a diversity of employees include:

- Improved customer satisfaction and market penetration by employing a diverse workforce whose composition is similar to that one of the local population.
- Enhanced worker motivation and the use of skills from a diverse workforce.
- Improved supply of labour because the organization is seen as a good employer.
- Avoidance of costly discrimination cases because action has been taken to ensure the use of systematic and professional HR practices in selection and promotion.

Ron and David (2000:13) have noted that the extent to which your organization can derive benefits from effective diversity management will depend on your circumstances. You must decide to what extent you are likely to benefit in each area, and this will guide your diversity strategy. This note, therefore, is important for all organizations that strive and thrive on ever increasing its diversity drive.

DIVERSITY VS DISCRIMINATION

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down a job application from a well-qualified woman who is eight months pregnant, irrespective of her intentions as regards the taking of maternity leave. However, such practices could be in order when they are in consonance with the rules, procedures, regulations and code of conduct of the organization.

Indirect discrimination is not so much in manifest, not least because it can quite easily occur unintentionally. It occurs when a requirement of condition is set which has the effect, in practice, of disadvantaging a significantly larger proportion of one sex than the other. In other words, if substantially fewer women than men can comply with the condition, even if it is applied in exactly the same way to both men and women, it is potentially unlawful.

An example is a job advertisement which specifies that applicants should be taller than 5 feet 10 inches. This is indirectly discriminatory against the females because a substantially smaller proportion of females are able to comply than males. The same rule applies in the case of discrimination on grounds of marital status, an example being that of an employer who offers promotion on the basis that the employee must be prepared to be away from home for considerable spells of time, when in reality such absence may rarely be required. Indirect discrimination differs from direct discrimination in that there are defenses that an employer can deploy. For example, an employer can justify the condition or requirement they have set on grounds other than sex, in which case it may be lawful. An example might be a job for which a key requirement is the ability to lift heavy loads. It is reasonable in such circumstances for the employer to restrict recruitment to people who are physically able to comply. This can be done by including a test of strength in selection procedures. The fact that more men than women will be able to do so does not make the practice unlawful provided the lifting requirement is wholly genuine.

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In the diverse organization, there are other situations where confusion arises between what is diversity management and what is outright discrimination. Some are as given below:

Employees outfit

In relation to what employees should wear, a tribunal will only find valid claim of sex discrimination if the applicant or applicants can be shown to have suffered a detriment as a result of the condition being imposed. Merely treating members of the two sexes differently is not in itself sufficient to constitute unlawful indirect discrimination. For this reason it may be acceptable in principle for employers to advise different dress codes on male and female staff, provided the same broad 'standard of conventionality is applied. It is thus the practice as far as sex discrimination law is concerned, to insist that male employees wear business suits at work while permitting women more choice about their attire. Until recently, this was the norm in Banking industry. Over the years, however, Human rights groups have adapted their interpretation of the term standards of conventionality' to reflect changing social norms. As a result sex discrimination's claims have been successfully won by men who wish to use their traditional wears to offices and women who wish to wear trousers at work. The use of traditional wears to office is so much in practice in Nigeria and Arab countries. Indeed all other nationals should use their traditional outfit to offices. Is the suit not a traditional wear for some people'? All that should be emphasized is to look corporate and smart.

Homosexual employees

Homosexuality seems to be taking the world including Uganda by storm. The church, mosque, civil society are at loggerhead with the homosexual and the civil rights groups. Homosexuals face three key problems in the workplace. The first is outright refusal to hire or retain homosexual employees (which is not illegal in most countries). The second is intolerance from workers or managers in companies that do not have explicit policies forbidding discrimination against lesbians and or gays. Third, AIDS has added fear to prejudice. These problems have a chilling effect that causes many homosexuals to stay in the closet for fear of being fired or ostracized at work. In most jobs, sexual preferences per se is not likely to affect work performance, so companies that practice discrimination in hiring or promotion may be robbing themselves of valuable employees. Also organizations that do not practice discrimination have explicit policies against it, may face difficulties in integrating openly gay employees into heterosexual teams that are intolerant of homosexuals. It may be pertinent to state here that everyone has the right to possess, own and use their possessions (the body being the most permanent) in whatever way provided that such use does not violate any constitution or hurt any other person's rights. Forcing someone to use his/her possession in some externally-specified way is tantamount to harassment, persecution and discrimination.

Bisexuals

Whereas homosexuals have had great difficulty over the years in persuading the courts that they have rights under sex discrimination law, bisexuals seem to be protected. The bisexuals are people who engage in sex with both sexes (male and female). It is, therefore, unlawful to discriminate against someone on the grounds that he or she is a medically defined bisexual.

Sexual harassment among employees

An European Union code of practice dating from 1991, says of sexual harassment:

- a) That it consists of unwanted conduct of a sexual nature based on sex, which affects the dignity of men and women at work.
- b) That sexual harassment can be physical or verbal in nature.
- c) That the conduct either leads to material detriment (i.e affects promotion, pay, access to training to mention a few) or creates an intimidating or humiliating work environment.

For lack of convincing concrete evidence, it is always very difficult to judge issues on sexual harassment. In judging cases the courts focus on the reaction of the victim and do not apply any general definitions of what type of conduct do and do not amount to unlawful harassment. Hence, conduct which may not offend one person in the slightest can be found to constitute sexual harassment when directed at someone else who is deeply offended. Just some few years ago, this harassment was one directional: men harassing women. But now, it is bidirectional whereby women also harass men. How, it is a case of stronger gender and not stronger sex. It is a matter of who has the power to decide the fate of the other that exploits the vulnerable one. Therefore managers of diversified work force should protect the vulnerable groups.

ATTRACTING AND RETAINING A DIVERSED WORKFORCE

If there is no enough diversity in your employee base or there is high turnover with certain groups of employees, your organization will not be able to leverage the power of diversity. This diversity can be deliberately created employment. Building diversity in a company through recruiting and retention is an important step to creating an inclusive workplace. Are your recruiting efforts doing the following? Here are some tips put forward by Kate (2002) to help build diversity in your organization through recruitment:

1. Identify stereotypes of people who work in your industry and develop strategies for changing perceptions; that is fire fighting should only be a male occupation.
2. Use more inclusive language and visuals in rule books, orientation and recruiting materials.
3. Create cross - cultural and cross gender mentoring programs and provide training for mentors.
4. Develop relationships with associations and organizations that are geared toward underrepresented groups.
5. Be aware of your own biases and stereotypes and their impact on the environment.
6. Create processes to make people who are different from you feel welcome and included in your organization.
7. Mentor people who have different cultural or ethnic backgrounds or gender from you. It will help you become more comfortable with other people and will help your staff grow in their careers.
8. Incorporate ideas from other cultures to solve problems and be more innovative.

9. Use resources that are already in place and research what other organizations have done to be successful.
10. Provide cross - cultural communication training to help staff work better together and serve the client population more effectively.
11. Survey and interview staff across demographics to determine their needs in order to create a strategic plan for retention and increased recruitment under represented populations.
12. Examine your definition of leadership qualities to include ways in which people who have different thought processes and communication styles can also be effective leaders.
13. Conduct exit interviews and identify patterns and themes if they exist.
14. Be willing to change to accommodate and use new ideas and creativity.

In summary, the organizational culture, the condition of service and the status of an organization combine to determine whether the organization will and can attract a diverse workforce

MANAGING A DIVERSED WORKFORCE: A SELECT CASES

1. Age of service diversity management

There is increasing higher life expectancy with Uganda's now at 48 years, the implication is of a greatly increased retired population being dependent on a few active work force. It is not only people over official retirement age who become lost to the recruitment no high nese7 Tc(wh)

The challenge to management is that experienced workers are getting harder and harder to find. Therefore, retiree-work programs will pique more interest. Organizations need to remember that those who leave today may become your critically needed employees tomorrow. Therefore Human Resource departments should recognize the organization's good employees, loosen the bell when separating from employees and prepare to bargain with them when they return for contract appointments. It is to be borne in mind that a rejected stone may turn out to be the most desired a corner of a building.

In any organization, the employees who have been in employment for a longer period of time have a variety of skills while the ones who have just joined have the modern approach. The older individuals have evolved a wisdom that helps them find pathways through complex and demanding circumstances, have matured, and are less concerned about promoting themselves.

For employers especially those experiencing retirement difficulties and skills shortages - the older workforce is a resource waiting to be tapped. The options to suit older workers include part - time working, short term contract working and flexible location working or seasonal working. By rehiring retired employees, these Human Resource can gain back the experience and skills they lost and often found at substantial cost savings. In a study on working after State Pension Age, older workers were found to have relatively high levels of job satisfaction, and relatively fewer men than women wanted to stop working. (<http://www.agepositive.gov.uk>).

For the older workers in the organization, their years in the organization have imbued them with a corporate memory which enables them to be effective net workers. Karren Hoggard argued that it can take up to 12 months to replace a senior employee and cost up to £200,000 (<http://www.ef-agediversity.org.k>). Research for the American Association of retired persons showed that long serving employees have a low absence rate, are likely to be job satisfied and less likely to leave, (Currie 2001:149).

2. Age of Birth Diversity Management

Abraham Maslow (1943), claims that people always have needs, and when one need is relatively fulfilled, others emerge in a predictable sequence to take its place. Managers should, therefore, anticipate each age group's needs profile, and to provide opportunities to fulfill emerging needs. It is believed that Maslow has the most famous model of the variation in motivation across time, for the same person and between people, (Weightman 2004:155).

By the year 2050, it has been projected that more than one in every five persons through out the world would be aged 60 or over. In a study on labour market participation of older workers, it was found that the proportion of people in work fell sharply with age (<http://www/dfwp.gov.uk>). We should, therefore, seek to ensure that age discrimination does not act as a barrier to positive interaction with people of any age group. We need to allow and encourage older people to

participate in decision making, value their experience and recognize what they offer.

The main dimensions of age diversity management in organizations include: job recruitment and exit; training, development and promotion; flexible working practice and job design; changing attitude towards aging workers. Health has significant impact on continued labour market participation amongst people aged 50 - 69, because it has been estimated that a fifth of these had been forced to retire or leave a job because of ill- health. Also, skills development programmes should target and include people while their work schedules should be changed to suit their age.

An organization needs both older and younger workers. Today, age is a different thing than it used to be. The 50 year old of today is like the 35 years old of 20 years ago because people live longer and work longer. No wonder, many countries are amending their retirement policies to increase the retirement age. If employers continue to target only younger age groups, simple laws of supply and demand dictate that access to skills will become increasingly restricted.

3. Religious Diversity Management

In his theory of motivation, Herzberg (1966), noted that if organizational policies are unfair, can stand in the way of employee satisfaction, and overall productivity. Similarly, a survey conducted in 1996 showed that people worked harder if such job features like support, recognition, self expression, and challenge are in place, (Weightman 2004:155). In relation to this theory, accommodating employees' belief can have a serious impact on an organization's most basic operations, including setting schedules, enforcing dress codes, and requiring employees to conduct peripheral duties.

Religion, in most cases, is not a choice. Religion is part of what people are and who they are. The most common elements of religious discrimination include discounting religions beliefs of others, exclusionary prayers, and failure to provide alternative services, (Chi-chen & Kleiner 2001:20). They suggested that to avoid discrimination, managers should avoid judging religions beliefs of others, make reasonable efforts for employees' religious accommodation request, and offer reasonable operations and peripheral manager duties.

shows that employers have taken a number of steps to accommodate employees' religious beliefs but a gap still exists between what employees are seeking and what employers are offering. This gap needs to be gauged and bridged for harmonious co-existence of all different religious groups.

The major challenges ahead lie in determining the extent of religious accommodation. However, the religious diversified organizations are free to limit hiring to individuals of their own religion and to engage in religious practices. Religious differences should nevertheless be recognized and fully utilized to achieve organizational objectives. For instance, in a school/University the planners of teaching time tables should take into consideration the various and varied prayer times of religious groups. So also all organizations should be flexible in schedules to allow prayer times.

4. Gender Diversity Management

Elton Mayo, in his theory claims that the worker is a person whose attitudes and effectiveness are conditioned by social demands from both inside and outside the work. The demands from inside are the expectations to be met at work while those from outside are the home responsibilities for their families.

According to Weightman (2004:27), in England women make up over 40 percent of the workforce for, of Geosme percent are

can help working parents by ensuring they adapt family -- friendly policies including flexible working and home working. Other strategies to help may include workplace nurseries and childcare vouchers. Family - friendly benefits are seen as a means of helping employees better balance their work and family conflicts, increase productivity and reduce absenteeism.

Social support provides feelings of reinforcement, recognition and affirmation that can greatly enhance female cross-cultural adjustment, and reduce anxiety and stress. Studies seem to show that men place more importance on having autonomy in their job while women prefer the opportunity to learn, convenient work hours and good interpersonal relations. However, both men and women desire a variety of informal and formal flexible work arrangements. However, a study has concluded that gender segregating and stereo type gender coding of workplaces and work tasks were strong obstacles to strategic organizational changes (Abrahamson 2002:549).

In an analysis of financial performance of companies in New York according to Abrahamson it was noted that significantly higher returns and better overall financial performance was expected with more women. Therefore, family/work balance policies will result in happier and more productive subordinates. The relationship between gender diversity and productivity seem to have received the least attention from researchers hence the need to be studied.

CHALLENGES IN MANAGING A WORKFORCE DIVERSITY

Although employee diversity offers opportunities that can enhance organizational performance, it also presents managers with a set of challenges. Some challenges are as presented below;

Resistance to change

Some scholars argue that a long established corporate culture is very resistant to change and that resistance is a major roadblock for the disadvantaged groups seeking to survive and prosper in a corporate setting. The disadvantaged can only survive under an effective diversity manager.

Group cohesion Vs interpersonal conflict

Although employee diversity can lead to greater creativity and better problem solving; it can also lead to open conflict and chaos if there is mistrust and lack of respect among groups. This means that as organizations become more diverse, they face greater risks that employees will not work together effectively. Interpersonal friction rather than cooperation may become the norm.

Segmented communication networks

Shared experiences are often strongly reinforced by segmented communication networks in the workplace. One study found that most communication within organizations occurs between members of the same sex and race. This was found to be true across all

professional categories, even at top, where the number of women and minorities is very small.

The presence of segmented communication poses three major problems to organization. First, the organization cannot fully capitalize on the perspectives of diverse employees if they remain confined to their own groups. Second, segmented communication makes it more difficult to establish common ground across various groups. Third, women and minorities often miss opportunities or are unintentionally penalized for not being part of the mainstream communication networks.

Competition for opportunities

Already, there are rising tensions among the disadvantaged groups jockeying for advancement. Employers are being put into the uncomfortable position of having to decide which disadvantaged group is most deserving.

SOME RESERVATIONS AND ISSUES IN THE MANAGEMENT OF DIVERSITY

According to Trevor and Susan (1998:141) diversity has come in for a great deal of abuse in recent times, much of it as a result of unintentional misuse of the term diversity by people who have completely misunderstood what it means. Diversity has been seen to have four major misuses:

1. Diversity as a mistaken label for "equal opportunities"
Diversity is not another name for equal opportunities. The very idea of equal opportunities goes against the acceptance of difference and makes being the same even more desirable and hence heightens prejudice.

It is because we are all unique, what we want or need is different from what someone else wants or needs. Much as people share common needs, this does not make us the same. Labeling people diminishes them, groups the

We can, therefore, agree that diversity can assist in the sensitization process by encouraging people to embrace difference and to no longer fear difference. In an organization, the starting process of this sensitization is with those people who are most able to condition the thinking of the people in the organization. In this case it is usually the top management that constitutes the decision-making body.

It is, therefore, worth noting that diversity in itself is not a solution to unfair discrimination but it can be an important part of the sensitization exercise.

3. Diversity when it is just another form of conformity

Perhaps the biggest pitfall for diversity to avoid is the pressure to be different, which is becoming in itself, a focus for conformity. On the other hand, however, diversity is about recognizing, honouring and embracing difference. It is not about creating some phenomenon that people can support. It is therefore not something that people should conform with, but should understand as an existent issue in most organizations.

4. Diversity as a remedy for 'co-created cultures of comfort'

Many organizations, from time to time, decide to examine and reform their culture as if it was the colour on the office wall. Culture, however, goes deeper than that as it is the fabric of the organization and is reflected in the behaviours of the organization's people. Consequently, to change a culture means going deeper into the nature of the organization, the values and beliefs that condition behaviour of the people that work force and in the organization. Culture change is one way that the organizations set out to make significant change that will help to increase success. Unfortunately most organizations are not willing to face up to their inbuilt prejudices, instead assuming or tend to portray that they have none and that they willingly embrace diversity. To perceive and use diversity in this way is tantamount to dishonesty by the management expected to be seen as uprightly protecting and projecting what is right.

WAY FORWARD AND LESSONS

Workforce diversity is among the new trends and issues that are affecting and forcing the ways managers do their jobs. Drawing from the proceeding discussion in this article, the following recommendations are made as the way forward and lessons for all organizations and institutions.

1. The benefits of having a diverse workforce can not be all quantified and qualified; and cannot be stated in a mere article such as this one. The benefits are enormous particularly when it is properly managed. Therefore, all institutions and organizations should strive to create a diverse workforce using the recruitment and selection exercise.
2. The management in organizations should identify the differences in the people they employ, manage them in accordance to those differences. This entails the incorporation of diversity management policies into the organizational policies.

3. In order to capture the potentials from all age groups (chronological and service ages), organizations should see to it that they employ people from all age groups. The needs and interests of all the different age groups should be taken seriously.
4. Organizations must put in place some retention strategies for their employees so that they are able to stay in the organization for several years. Competent employees who have approached the fixed retirement age should be handled with care and be relied on for their tacit knowledge, experience and skills. This group constitute the needed corner stone in a building project, and are indeed, the organization's memory. Separation occasions, therefore, must be done and managed with utmost care.
5. The religious beliefs of the employees in an organization should be identified, respected and accommodated to a reasonable extent. Employees whose religious functions are not recognized nationally as holiday may be given the option of adding such days from an individual's annual leave.
6. Possessing and portraying an international character (by the nature of composition in terms of ages, race, ethnicity and nationality) gives an organization a higher and brighter picture and thus gives it a competitive advantage over others. This advantage is a strong pull factor for patronage of the organization services.
7. Organizations should consider the needs of working men and women especially in regard to family support benefits. Child care support is very essential. In as much as the women (who have given birth to a baby) are qualified for maternity leave, the man (whose wife has given birth) should be granted a paternity leave to help out.
8. The Human Resource management department of an organization should be most facilitated in order for the organization to achieve its objectives. This is necessary in the current situations whereby the workforce continues to increase in its diversity, which in turn pose management difficulty of the most cherish resource: the people. The modern trend of managing people is by the use of technology such as computer (Maicibi, 2003). Consequently, such technology should be availed the Human resource department both in sufficient quantity and quality.
9. For an organization to operate in an area, it should first consider the socio cultural cum health and safety conditions of the environment. This is necessarily because no organization operates in a vacuum. There is always some interactions with the environment. These interactions have both direct and indirect effect on the employees of the organization.
10. Since all organizations have diversification among the workforce, the need to recognize and properly manage this diversity to further productivity can only be understated and under stressed. Therefore, all organizations should understand, appreciate and apply the issues and lessons raised and presented in this write up.

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