



**WORKFORCE DIVERSITY AND SOCIO-HUMAN CREATIVITY IN A RECESED ECONOMY: A STUDY OF
SELECTED CONSTRUCTION COMPANIES IN SOUTH EAST NIGERIA**

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ABSTRACT

This paper examined the relationship between workforce diversity and socio-human creativity in a recessed economy. It adopted survey research design. The paper developed instruments to measure the relevant dimensions of the variables. Data were collected from primary and secondary sources. Probability sampling technique with Taro Yamane (1964) formula was used to determine the sample size of 327 workers selected randomly from the population of 1739. The data were presented with descriptive statistics of table and percentages. Three (3) hypotheses were tested with one way analysis of variance (ANOVA). The major findings indicated that there were significant positive relationships between the diversity management variables and socio-human creativity & innovation. The study therefore, concluded that the application of diversity management practices would help to improve socio-human creativity. It recommended that organizations should encourage managers to adopt diversity management practices in handling socio-human creativity and innovation issues to generate competitive advantage and enhance productivity.

BACKGROUND TO THE STUDY

Management and organizational theorists view Diversity management as part of Human Resources mechanism which guides the integration of diverse talents for internal operations. It is a strategic initiative aimed at positioning an organization to compete effectively in its environment through the use of human talents to create competitive advantage. As a subjective phenomenon, diversity is created by group members who on the basis of their different social identities categorize others as similar or dissimilar. "A group is diverse if it is composed of individuals who differ on a character based on their social identity". Diversity could be further explained as that which differentiates one group of people from another along primary and secondary dimensions. Primary dimensions of diversity are those exerting primary influences on identities such as gender, ethnicity, race, sexual orientation, age, mental or physical abilities and characteristics. Globalization, workforce diversity, corporate structure, and technological advances feature as elements of postindustrial mode of



production in which firms compete in heterogeneous global markets, competitors have access to diverse labour, capital supply conditions, and they employ various strategies and new technology to improve competitiveness. Market segments are getting smaller and constantly changing (Akhtar 2008). Product cycles are relatively short as new products are introduced with speed. Leading firms exhibit economies of scope (Goldhar and Jelinek, 1983), and compete simultaneously on multiple criteria such as cost, quality product variety and time (Koufteros et al, 2002). Workers plan and execute their work and management style emphasizes collaboration and consensus (Badore 1992).

These firms apply Diversity Management measures that are company-wide and many functions or groups have direct contact with the customers (Chase et al., 1992). Technology is applied to enhance value to customers and project justification is based on anticipated increases in competitive advantages rather than on cost savings (Vonderembse et al, 199). As firms shift from industrial to post-industrial production, they need a structure that has – Rules and regulation which encourage autonomous work and learning; Few layers in the organizational hierarchy to enable quick responses; A high level of horizontal integration to increase knowledge transfer; A decentralized decision-making so that operating issues can be dealt with effectively and quickly, and A high of vertical and horizontal communication to ensure coordinated action (Zammuto and O'Connor, 1992). The challenges of the global economy hold the promise of linking this generation in a shared purpose with more rigorous understanding of what makes human networks healthy. Climate change, ever-rising inequality and even despair that propel radical fundamentalism are symptoms of a deeply dysfunctional economic ideology that requires a shift to a more effective systemic way of thinking about the next economy which certainly should transform the financial system to embrace a meaningful purpose in service of a regenerative world. It is built on a core idea that universal patterns and principles which build stable, healthy and sustainable systems should be used as a model for economic system design. This should bring humanity in right relationships, views wealth holistically, accelerates the quality of innovation, adaptability and responsiveness, encourages participation, provides for robust circulatory flow and seeks to balance efficiency and resilience, collaboration and competition, diversity and coherence, and small/medium and large organizations need creativity and abundance would flourish,.

This paper integrates ethno-cultural diversity, gender diversity and diversity management practices to discuss socio-human creativity in a recessed economy. It developed a research framework that examines the relationships between them. The paper also developed instruments to measure the relevant dimensions of the variables.

STATEMENT OF THE PROBLEM

Studies have established conflicting effects of diversity on organizational performance. The variables of this study have also followed similar trend as expressed in the works of Abiodun et al (2012) in Nigeria and Nakitare & Okibo (2015) in Kenya on gender diversity. The methodologies of the studies were mainly survey design but the findings were contradictory. Studies have established conflicting effects of diversity on organizational performance but none has been carried on diversity and socio-human creativity at least in South East Nigeria. These mixed approaches and findings suggest the need for further research on the workforce diversity.

OBJECTIVES OF THE STUDY

The broad objective of this study is to determine the relationship between workforce diversity and socio-human creativity in a recessed economy with selected construction companies operating in Anambra, Enugu and Imo States as the focal point. The specific objectives are to: define the limit of relationship between ethno-cultural diversity and socio-human creativity in a recessed economy, ascertain the extent of relationship between gender diversity and socio-human creativity in a recessed economy, and identify the degree of relationship between diversity management practices and socio-human creativity in a recessed economy.

Research questions are: What is the limit of the relationship between ethno-cultural diversity and socio-human creativity in a recessed economy? To what extent does gender diversity relate to socio-human creativity in a recessed economy? What is the degree of relationship between diversity management practices and socio-human creativity in recessed economy?

HYPOTHESES OF THE STUDY

- i. There is no significant positive relationship between ethno-cultural diversity and socio-human creativity.
- ii. There is no significant positive relationship between gender diversity and socio-human creativity.
- iii. There is no significant positive relationship between diversity management practices and socio-human creativity.

The study will be beneficial to manager and employees in the construction forms because it exposes managerial attitudes towards workforce diversity. Research institutes, academic and students will benefit from it as a source of secondary data, while policy makers will find it useful in formulating policies for general social welfare. The study is confined to cover construction companies which draw employees from diverse areas and with large population. It is based on three dimensions of diversity namely ethno-cultural, gender and diversity management practices. The works of other

scholars were reviewed based on conceptual, theoretical, and empirical frameworks. Summary of the literature identified the gap that formed the motivation for the study.

CONCEPTUAL REVIEW

HUMAN RESOURCES MANAGEMENT MODEL

Sharma, Sharma, Shukla, Verma, and Shukla (2010) stated that a true recession can only be confirmed if (GDP) growth is negative for a period of two or more consecutive quarters. National Bureau of Economic Research (NBER) as the U.S. agency responsible for declaring recession defines it as “a significant decline in economic activity lasting more than a few months” The recession is about the creative Human Resource Management which functions to bring new ideas, to change the HRM processes through cutting costs. Human Resource Management Innovation and Creativity are easy in time of business growth but recession is not good for big innovative HRM initiatives. Top management is constantly in the search for potential cost savings and HRM function focuses on unpopular innovations during recession. Sharma et al (2015) establish that Top Management expects all support functions to develop innovative solutions that would make the organization stronger when the next growth era comes.

Kotler (1984) defines recession as a period of increasing pessimism and reduced economic activity. It is a period of slowed down economic growth, marked by a decline in orders, a rise in inventions, a low utilization of capacity and a rise in unemployment. Kotler describes four groups of people in the society into **under-class poor people** who live below the poverty line, **job-losers** arising from retrenchments, **job-holders**, who receive full income but rising prices erode their purchasing power and **the few affluent class** are immune from the recession. (Agbo and Ayogu, 2014) Nigeria’s unemployment rate rose for the seventh straight quarter from 13.3% in the previous period to 13.9% in the third quarter of (2016) (National Bureau of Statistics 2017). It is obvious with this record that Nigeria is in recession.

Moore (1982) identifies three characteristics of recession by their duration, depth and diffusion. Duration explains how long it lasts; depth describes the direction of recession while diffusion shows how it spreads. As recession deepens, its impact extends and causes the society to be more careful and cautious in spending which borders on human creativity, innovation and entrepreneurship. This may support the proposition that there is growth in demand and employment after each recession. Successive governments make effort to pull out from recession by adopting strategic initiatives aimed at revamping the economy through restructuring and stimulation of production. Such efforts indicate the need for effective management and administration in line with the view that “if



civilization fails it is management that has failed (Drucker 1974).” This establishes the relevance of management in the issue of recession, socio-human creativity and innovation.

Fullerton (2015) proposes regenerative capitalism to solve the systemic interlocking which arises out of ecological, economic, and social including the shocking prospect of capitalism that is destroying the modern scheme of economics and financial sectors which formed the root cause of these crises. It is built on the principle of using the intellectual and scientific underpinnings of systemic or holistic approaches of living systems and applies them to the lessons of “living systems to economic systems”.

A few authors express that slowdown in total factor productivity growth in recession reflects more secular loss of market dynamism, giving the importance of business “creative destruction”. This obtains when business startups and young firms generate improved returns on investments through efficient resource allocation and greater innovation (Haltiwanger, 2011). On the other hand, Halliwanger, Harthaway, and Miranda (2014) indicate that decline in firm formation and entrepreneurship has been essentially pronounced in many sectors as high technology, labour market, with slower geographic mobility and labour turnover is only partly reflected on ageing population and higher show on older firms. (Hyartt and Spelzer 2013, Tarullo 2014). Cardarelli & Lusinyan (2015) express that Total Factor Productivity is obtained as residual in estimates of a production function derived after estimating the contributions from measured inputs. Thus growth in output that is not directly attributable to changes in labour and capital would be captured in Total Factor Productivity including unobserved factor utilization and measurement errors. Total Factor Productivity (TFP) growth depends on many factors and captures the efficiency with which labour and capital combine to generate output in institutional, legal and regulatory environments that foster competition, remove unnecessary administrative burden, promote modern and efficient infrastructure and allow easy access to funds.

Fullerton (2015) in introducing regenerative capitalism struggles to find a credible alternative framework for solving societal problems Regenerative model builds vibrant long lived economies and societies by using the same holistic principles of health found consistently across widely different types of systems of the universe. Regenerative economy differs from current approaches to sustainability because rather than focus on social and environmental health through traditional reductionist logic to solve problems, it aims directly at building healthy human networks as the objective by drawing on universal principles and patterns which result in sustainability. This theory expands the knowledge frontier of integrity, ethics, caring and sharing, which breed vibrant communities and healthy economies while making practical and scientific success.

Organization for Economic Cooperation and Development (OECD, 2000) in its series of conferences around the theme “People, Nature and Technology, Sustainable Society in the 21st century with the theme on Social Dynamics towards the Creative Society concludes that the prosperity and well-being in the 21st depends on leveraging social diversity in order to encourage technological, economic and social dynamism. It extols the uniqueness and creativity of a knowledge economy and society (OECD 2000). It is built on social diversity and the creative society, social capitalism and human diversity and Global inequality, human rights and the challenge.

DIMENSIONS OF DIVERSITY MANAGEMENT PRACTICES

Researchers and practitioners have developed relevant frameworks to discuss dimensions of diversity management Kreither (2001) established four dimensions of diversity which includes personality dimension, internal dimension, external dimension, organizational dimension. Organization for Economic Cooperation and Development (OECD 2000) expresses three dimensions such as social diversity and the creative society, social capitalism and human diversity, global inequality, human right and the challenge. Gupta (2013) also adopts four methods as cultural diversity, ethnic diversity, gender diversity, diversity management practices. Roosevelt (2001) identified eight generic action options that can be used to address any type of diversity issue while Morrison (2002) empirically identified the specific diversity initiatives used by 16 organizations that successfully managed diversity in developed countries. This framework is reviewed in order to provide information both on broad and specific understanding on how organizations effectively manage diversity (Kreither and Kinichi 2004). Table 1 below shows the common diversity practices.

Table 1: The Common Diversity Practices

S/N	Accountability Practices	Development Practices	Recruitment Practices
1.	Top management personal intervention.	Diversity training programmes.	Target recruitment of non-management.
2.	Internal advocacy groups.	Network and support groups.	Key outside hires.
3.	Emphasis on EEO statistics profiles. Equity/equal opportunities	Development programs for all high potential managers.	Extensive public exposure on diversity.
4.	Inclusion of diversity in performance evaluation goal ratings.	Informal networking activities.	Corporate images as liberal, progressive or benevolent.
5.	Inclusion of diversity in promotion decision, criteria.	Job rotation	Partnerships with educational institutions.

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|-----|---|--|---|
| 6. | Inclusion of diversity in management succession planning. | Formal mentoring program. | Recruitment incentives such as cash supplements. |
| 7. | Work and family polices. | Informal mentoring program. | Internships (such as inroads). |
| 8. | Policies against racism sexism. | Entry development programs for high potential new hires. | Publications of PR products that highlight diversity. |
| 9. | Internal audit or attitude survey. | Internal training (such as personal safety or language). | Targeted recruitment of managers. |
| 10. | Active AA/EEO committee office. | Recognition events, award. | Partnership with non-traditional. |

Source: Kreitner and Kinichi (2004)

There is a definite trend towards definition of a multiplicity of diversity dimension. Cox (1994) added culture, social class and language to the primary dimension and healthcare beliefs and recreational interests to the secondary dimension. She further added a tertiary dimension which encompasses historical moments experienced. Cox lists 38 possible diversity dimensions and further suggests that this item “character traits” is “infinitely expandable” in its multi-dimensionality. The obvious characteristics of race, ethnicity, gender, age and disability relate to the small, visible portion and are the basis of much anti-discriminatory legislation around the world. Other dimensions such as religion, culture and orientation are less obvious and constitute the secondary dimensions, lying just below the surface, which may be revealed with time. The tertiary dimensions are often the core of individual identity and lie deeper below the surface. It is the vast array of qualities that lie beneath the surface that provides the real essence of diversity to be tapped into and these have not until recently been acknowledged. It should be noted that only some of the possible dimension are shown in the lists which are in no way exhaustive.

Table 2: Diversity dimensions

Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
Age	Nationality	Group norms
Ethnicity	Education	Feelings
Disability	Sexual orientation	Perceptions
	Family status	Values
Race	Language	Assumption
Gender	Religion	Beliefs
Culture	Culture	Attitudes
	Thinking style	
	Economic status	
	Geographical origin	
	Political orientation	

Source: A pragmatic and holistic approach based on R. Rijamapinna T. Carmichael, 2005:109.

Figure1: Diversity Model The model of the effects of diversity on group process and outcomes



The above figure presents the model that guides the design of the studies discussed in this research work. Based on the comprehensive review of the large number of laboratory studies and the small

number of field studies concerning the effects of diversity on group dynamics and group performance (Richard et al, 2002); Williams and O'Reilly (1998), and the theoretical review, a conceptual model that shows the factors mediating workforce strategy and performance link suggests that whether diversity has a positive or negative effect on performance, may depend on several perceptions.

THEORETICAL FRAMEWORK

This paper is anchored on the class-theory by Karl Max in Stabbins (1987). The theory emphasizes that free enterprise economic system builds a large pool of alienation, reduces the power of labour, and creates more poverty due to no fault of labourers: It recognize the existence of categories of people who organize themselves to influence state policies in their favour. Those who control ownership of the means of production constitute the dominant class and resort to exploitation of the dependent class. Such deception through several policies and programs achieve very little for the masses and so much for the ruling class. This is crafty socio-human creativity enshrined in poor application of the management process which culminates in recession.

UNDP Report (2012) supports this postulation as it explained that poverty persists in Nigeria because of failure of past governments to deliver essential public services to the people. The vast majority of Nigerians suffer while the minority elite at the top gets everything it needs (Kwangh-mande 2014, Ukwuegbo 2013) in Idemobi (2017). Offiong (2014) in Idemobi (2017) has established some link between the prevailing insecurity, unemployment and poverty in Nigeria caused by mismanagement, of the economy by the greedy ruling class who manipulate policies to their advantage and to the detriment of the working and poor Nigerians. This situation supports Kotler (1974) views of different groups of people in the society. Nigeria as a rich nation with poor people seems to derive from the ruling class or elite and partly as a result of failure of government to design policies that will stimulate private sector participation (Chaubas, 2012).

EMPIRICAL FRAMEWORK

ETHNO – CULTURAL DIVERSITY FOR SOCIO-HUMAN CREATIVITY

Nicole, Nadler and Swan (2009) investigated the influence of cultural empathy and gender on perceptions of diversity programmes and examined whether individual ethnic/cultural empathy toward diverse groups relates to intentions to attend and interest in diversity initiatives. Data were collected from a sample of 294 college students at a moderate sized Midwestern University. The research found moderate significant relationships between the variables. Findings also revealed that women and those higher in Journal of Culture, Society and ethnic/cultural empathy reported higher behavioral intentions to attend and positive perceptions of diversity programs.

Seyed-Mahmoud Aghazadeh (2004) Managing workforce diversity as an essential resource for improving organizational performance. The researcher posits that the effects of cultural diversity on organizational behavior are multifaceted and potent. Bakr, Ingo and Ahmad (2009) examined attitudes towards diversity in an emerging Gulf economy whose workforce is dominated by expatriates and is under significant / pressure to accommodate host country citizens. The study randomly sampled 100 employees from 11 banks operating in the UAE. The study found out that all banks have a diverse workforce, with nationals representing a minority in all of them. The researchers contend these findings provide useful information on attitudes towards diversity in an emerging Gulf economy, dominated by expatriates.

Frank, Chan, Hasan, Carol, Denise and Paul (2006) applied the model of culture fit to determine the human resource (HR) strategies for managing knowledge workers in two socio-culturally in South African and Singapore. When data were analyzed, the results revealed that there were convergent effective HR strategies used for motivating and retaining, but practices were divergent for attracting knowledge workers.

Mkoji and Sikalieh (2012) studied the influence of personality dimensions on organizational performance using descriptive survey research design. The study found out that Kenya Medical Research Institute staff consists mainly of conscientiousness personality trait which has been found to be predictive of job performance.

Kurt, Camichael and Merino (2011) Human resource management and cultural diversity: a case study in Mozambique. Applied mixed methodology employed survey, as well as a case study in Mozambique. The results indicate high levels of power distance, collectivism, uncertainty avoidance, and feminism that are very similar to Kenya. These dimensions differed across a spectrum of employee levels illustrating cultural hybridization at firm level in a multinational operation in Africa. The results also illustrated the importance of a range of health, family, and societal beliefs in the workplace.

David and Mammed (2010) reviewed the literature on diversity training and examine the effect of power, privilege and politics on diversity in organizations. The conceptual review found out that the value of diversity training to promoting inclusivity, equality and fairness in organizations is underlined as is the importance of the human resource development community adopting a more proactive role in addressing the issue of diversity through research. Kochan et al (2003) investigated the effects of diversity on business performance and found that different aspects of organization context and some group processes moderated diversity.

GENDER DIVERSITY FOR SOCIO-HUMAN CREATIVITY

Nakitare and Okibo (2015) investigated the effects of employee diversity management on competitive advantage banks in Kisii town. The study established that hiring policies in the organization support the appointment of both gender in managerial positions and effectiveness paradigm are key motivation for organizations to realize diversity management programs.

Omotayo, Abiodun and Fadugba (2012) conducted a study on executive perception of the impact on flexi time on organizational performance in private sector in Nigeria. The study used correlation and multivariate regression analysis to test data collected via self-administered questionnaires on managers. The study found out that marital status and gender exert significant negative impact on the level of satisfaction with flexitime.

Munjuri & Maina (2003) studied workforce diversity management and employee performance in the banking sector in Kenya. The research selected three branches in Nairobi region and targeted 4000 employees. The study found out that most banks have diversity strategies such as balanced recruitment, diversity training and support to minority groups. The study also found out that there is a positive significant association between employee performances.

DIVERSITY MANAGEMENT PRACTICES FOR SOCIO-HUMAN CREATIVITY

Cardrian (2008) discussed why companies are embracing diversity and argued that encouraging diversity is a positive motivational tool that can attract and retain the best employees as well as increase the level of organizational competitiveness. Success of any organization relies on the ability to manage a diverse workforce that can bring innovative ideas, new perspectives and views to their work.

Meghna Sabharwal (2014) focused on the concept of organizational inclusion, which goes beyond diversity management. The study confirmed that diversity management alone is insufficient for improving workplace performance. The research proposed that public administrators as well Human Resource Practitioners should promote greater inclusion of workforce in ways that takes their views into account and promotes self-esteem. The results further indicated that productive workplaces exist when employees are encouraged to express their opinions, and their input is sought before making important organizational decisions.

Kinyanjui (2013), review the innovative strategies for managing workforce diversity in Kenyan leading Corporations in present global scenario and assets that there is no one single way to manage workforce diversity in an organization. Different organizations and circumstances influence the way employee diversity is managed. However it is important to note that the benefits of diversity management outweigh the demerits.

Gupta (2013) also reviewed recent literature on the effects of workforce diversity and organizational performance and argues that with the current globalization human resource managers are faced with a lot of challenges with regards to diversity management and staff retention.

Mutuku, K'Obonyo, Awino & Musyoka (2013) studied the relationship between top management team diversity, quality of decisions and performance of commercial banks in Kenya. The study targeted heads of HR in all banks and found out that quality of decisions have effects on relationship between top management diversity and performance.

Anton, Mala and Melissa (2011) conducted a study on the differentiation within the salary band: an endeavor to establish fairness, transparency and equitable remuneration using a 2700 approach by a single rater group. Significant positive correlations were noted between the ratings of the supervisors (executive managers), the external job evaluation system and peer ratings. However a negative correlation with- the self-ratings was observed. The study also found to differentiate fairly and transparently in relation to the inherent demands and consequently the relative worth and value of the senior management positions.

Wambari (2010) investigated workplace diversity management effects on implementation of human resource management practices in the ministry of health in Kenya. The study sampled 34 respondents and used descriptive survey research design. Analysis of the returned self-administered questionnaires revealed that there is a positive relationship between workplace diversity and implementation of HRM Practices.

Ahmed and Wario (2013) used descriptive survey research design to investigate diversity management practices in the civil service in Kenya. The study found that civil service management in Kenya does not link diversity issues to HR decision making. The study also found that better understanding of different groups, recognizing different views, empowering employees and eradicating prejudices on diversity issues result to better performance thus high productivity.

Ogbo, Kifodu & Ukpere (2014) studied the effect of workforce diversity on organizational performance of selected firms in Nigeria. The research made use of descriptive research design and revealed that education as a tool in the aspect of diversity n management had a positive effect on organizational profitability in Nigeria and recommended educational enforcement of diversity goals as well as the formulation and implementation of acceptable diversity policies by diversity managers to enhance performance effectiveness and corporate profitability.

GAP IN LITERATURE

This study is on the relationship between and Socio-Human Creativity study of selected construction firms in South East Nigeria. Cardrian (2008) explains why firms embrace diversity; and argues that encouraging diversity is a positive motivational tool that attracts and retains the best employees as well as increases the level of organizational competitiveness/performance. On gender diversity the works of Nikitare & Okibo (2015) in Kenya and Omotayo, Abiodun & Fadugba (2012) in Nigeria report conflicting results on the effect of gender diversity on indicating need for further research. Ethnic diversity by Bark, Ingo & Ahmad (2009) recognized the interest of host community while Anlo, Mala & Malise (2011) reported regard line correlation b/w diversity and for cultural diversity, Nicole et al, (2009) indicate high ethno cultural initiatives/empathy while Frank, et al (2006) in South Africa report divergent views that in South Africa and Singapore HR practices encourage motivation but conflicting views on retaining knowledge workers. Even the dependent variable supports different approaches to managing diversity and creativity as explained by Meghria et al (2014) Thus, the gap in literature provided by the studies lie in the fact that they were conducted in different contexts but reported conflicting results on the effect of diversity thereby indicating need for further research

METHODOLOGY

The study adopted survey research design. The population was 1789 and sample size of 327 workers was determined with probability sampling technique. Taro Yamane formula (1964) was used to determine the sample size of 327 workers selected randomly. Data were collected from primary and secondary sources, and were presented with descriptive statistics of tables and percentages

$$n = \frac{1789}{1 \div 1789(0.05)^2} = 327$$

Thus 327 is the sample size

Table 3: Population and sample proportion

S/N	Population description	Population	Sample Proportion	(%) Total
1.	General purpose workers	894	163	50.0
2.	Technicians	700	126	39.1
3.	Managers	195	36	10.9
Total		1789	327	100

Source: Field Survey, 2017

Six Construction Companies namely

Arab C. Ltd	375	0.21	69
C.C.C. Ltd	358	0.20	65
TAMAD Ltd	320	0.18	59
COSSEL Ltd	261	0.15	48
KONIF Ltd	250	0.14	46
PAKUS Ltd	225	0.35	43
Population	1789		330

From the population, 327 respondents were selected across each category of the defined population, through the application of simple random sampling with the aid of table of random numbers. These firms maintained massive presence in three quarters of each state in the south east executing government construction works.

METHOD OF DATA COLLECTION

This study combined both primary and secondary data for the analysis. Primary data comprise data obtained by administering questionnaire directly to the respondents. Out of the 327 copies of the questionnaire that were administered, 321 were correctly completed and retrieved thus showing a response rate of 98.2 percent. The secondary data on the other hand, were sourced from: thesis, publications in academic and professional journals, books, archives among other. The questionnaire was structured on five point – Likert scale with weights assigned to; strongly Agree (SA) = 5, Agree (AG) = 4, Undecided (UND) = 3, Disagree (DA) = 2 and Strongly Disagree (SD) = 1.

METHOD OF DATA ANALYSIS

The data gathered for the study were analyzed using analysis of variance (ANOVA) developed by Fisher (1923) for studies with population of more than two (2) means. It is known as an F-test. However, the analysis was restricted to one-way analysis of variance. The reason for using ANOVA was to compare different population means existing within the groups and between the groups or determine the existence of differences if any, among several populations means. The null and alternative hypotheses were tested for the opinions of different categories of workers at 0.05 level of significance. Decision rule was applied to either accept or reject the null hypothesis at a point where F-tabulated value or F-calculated value is greater than or less than the other.

DATA PRESENTATION AND ANALYSIS

Data gathered in this study were analyzed in this section using appropriate statistical tool of analysis for variance (ANOVA) as stated above. All tests were carried out at 0.05 level.

Table 4: Effect of Objective Ethno-Cultural Diversity & Socio Human Creativity

S/N	Items	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Ethnic diversity would increase team performance.	140	144	7	20	10	321
2.	More diverse skill leads to complementary and mutual learning.	138	148	8	20	7	321
3.	Ethnically diverse teams may be related to move difficult communication.	139	152	6	14	10	321
4.	Ethnic diversity is influential source of heterogeneity.	143	151	7	10	10	321
5.	Ethnically diverse teams experience low performance when working in relatively homogenous organization.	145	151	2	15	8	321
6.	Ethnically diverse organization experience high cost of coordination.	137	158	4	12	10	321
7.	Ethnically is more related to positive innovative performance.	147	145	15	9	5	321
8.	Ethnicity broadens the view points and perspective in the firm.	140	153	7	13	8	321
9.	Some levels of ethnic diversity may positively associate with social categorization.	136	161	6	10	8	321
10.	Ethnically diverse workforce could be turned into strategic organization assets.	147	145	15	9	5	321
TOTAL		141	150	77	13	81	3210
PERCENTAGE OF TOTAL		2	8		2		
		(44.	(47.	(2.7)	(4.	(2.5	(100)
		0)	0)		1))	

Note: Figures in parenthesis are percentages

ETHNO-CULTURAL DIVERSITY AND SOCIO-HUMAN CREATIVITY (ECD)

Results on table 3 shows that on the average, 44% of the respondents strongly agreed with the items, 47% agreed, 2.7% were undecided, 4.1% disagreed and 2.5% strongly disagreed. Therefore, 91% agreed while 9% disagreed.

Table 5: Weighed Responses for Relationship between Ethno-Cultural Diversity & Socio-Human creativity

S/N	Items	Alternative Responses					Total
		SA	A	UN D	D	SD	
1.	Ethnic diversity would increase team performance.	700	576	21	40	10	1347
2.	More diverse skill leads to complementary and mutual learning.	690	592	24	40	7	1353
3.	Ethnically diverse teams may be related to move difficult communication.	695	608	18	28	10	1359
4.	Ethnic diversity is influential source of heterogeneity.	715	604	21	20	10	1370
5.	Ethnically diverse teams experience low performance when working in relatively homogenous organization.	725	604	6	30	8	1373
6.	Ethnically diverse organization experience high cost of coordination.	685	632	12	24	10	1363
7.	Ethnically is more related to positive innovative performance.	735	580	45	18	5	1382
8.	Ethnicity broadens the view points and perspective in the firm.	700	612	21	26	8	1367
9.	Some levels of ethnic diversity may positively associate with social categorization.	680	644	18	20	8	1370

10.	Ethnically diverse workforce could be turned into strategic organization assets.	735	580	45	18	5	1383
TOTAL		7060	6032	231	264	81	13,668
PERCENTAGE OF TOTAL		(51.7)	(44.1)	(1.7)	(1.9)	(0.6)	(100)

Note: Figures in parenthesis are percentages

GENDER DIVERSITY AND SOCIO HUMAN CREATIVITY

Table 6: Effect of Harmonious Gender Diversity & Socio-Human Creativity

S/ N	Items	Alternative Responses					Total
		SA	A	UN D	D	SD	
1.	Balancing gender appointment of employees motivates workers equally.	135	144	7	21	14	321
2.	Material status has potential to exert negative influence on executive perceptives.	129	153	9	18	12	321
3.	Training and development on skill defines improves performance.	145	140	11	15	10	321
4.	Work life conflict on bases of sex affects creativity negatively.	121	163	10	13	10	321
5.	Emotional characteristics of the female gender disrupt work process.	144	156	4	10	7	321
6.	Political orientation of male workers influences their creative ability.	137	160	8	8	8	321

7.	Family status progressively affects the creativity of the female gender.	145	145	6	15	10	321
8.	Economic status elevates the creativity of the masculine gender.	139	149	5	20	8	321
9.	Value orientation on the basis of gender is more positive on the male gender.	147	141	5	20	8	321
10.	Conformity to group norms is more positive in the female gender	147	154	4	9	7	321
Total		138	150	69	150	97	321
		9	5				0
Percentage of Total		(43.3)	(46.9)	(2.1)	(4.7)	(3.0)	(100)
))))))

Note: Figures in parenthesis are percentages

Results on table 5 indicate that on the average, 43.3% & 46.9% strongly agreed and agreed respectively with the items on gender diversity and socio-human creativity while 2.1% was neutral, 4.7% disagreed strongly, 3% strongly disagreed. Therefore 90.2% agreed, 9.8% disagreed

Table 7: Effect of Harmonious Gender Diversity & Socio-Human Creativity

Weighted Responses for Relationship between Gender Diversity and Social Human Creativity

S/ N	Items	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Balancing gender appointment of employees motivates workers equally.	675	576	21	42	14	1328
2.	Material status has potential to exert negative influence on executive perceptives.	645	612	27	36	12	1332
3.	Training and development on skill defines improves performance.	725	560	33	30	10	1358
4.	Work life conflict on bases of sex affects creativity negatively.	605	652	30	28	13	1328

5.	Emotional characteristics of the female gender disrupt work process.	720	624	12	20	7	1383
6.	Political orientation of male workers influences their creative ability.	685	640	24	16	8	1373
7.	Family status progressively affects the creativity of the female gender.	725	580	18	30	10	1363
8.	Economic status elevates the creativity of the masculine gender.	695	596	15	40	8	1354
9.	Value orientation on the basis of gender is more positive on the male gender.	735	564	15	40	8	1362
10.	Conformity to group norms is more positive in the female gender	735	616	12	18	7	1388
Total		6945	6020	207	300	97	13569
Percentage of Total		(43.3)	(46.9)	(2.1)	(4.7)	(3.0)	(100)

Note: Figures in parenthesis are percentages

DIVERSITY MANAGEMENT PRACTICES FOR SOCIO HUMAN CREATIVITY

Table 8: Diversity Management Practices and Socio-Human Creativity

S/N	Items	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Managerial practice of exclusion discourages creativity	140	146	8	19	8	321
2.	Encouraging diversity has positive motivation effect on creativity	143	131	7	10	10	321
3.	Contingency approach to diversity	137	158	4	12	10	321

management positively enhance socio-human creativity

4.	Evaluation from external roles establishes transparency and fairness to group creativity	145	151	2	15	8	321
5.	Quality of managerial decisions defines the structure of diverse workforce harmony	136	161	6	10	8	321
6.	Managerial disposition toward diversity determines organizational culture on diversity	147	145	15	9	5	321
7.	Economic dimension of diversity consideration narrow the scope of its effective manager.	139	145	15	9	5	321
8.	Unsupportive environment to diverse workforce inhibits creativity and innovation	153	147	4	10	7	321
9.	Resistance to change is prevalent in organization that are insensitive to diversity	144	154	3	10	10	321
10.	Fear of failure, mistrust and peer pressure discourage diversity management	145	145	4	15	10	321
Total		1429	1503	60	130	86	3210
Percentage of Total		(44.5)	(46.8)	(1.9)	(4.0)	(2.7)	(100)

Note: Figures in parenthesis are percentages

Results on table 6 indicate on the average that 44.5% strongly agreed, 46.8% agreed, while 1.9% was undecided, 4% and 2.7% disagreed and strongly disagreed respectively with the items on diversity management practices. Therefore, 91.3% agreed while 8.7% was undecided and disagreed respectively.

Table 9: Diversity Management Practices and Socio-Human Creativity

Weighted Responses for Relationship between Diversity Management and Social Human Creativity

S/N	Items	Alternative Responses					Total
		SA	A	UND	D	SD	
1.	Managerial practice of exclusion discourages creativity	700	584	24	38	8	1354
2.	Encouraging diversity has positive motivation effect on creativity	715	524	21	20	10	1290
3.	Contingency approach to diversity management positively enhance socio-human creativity	685	632	12	24	10	1363
4.	Evaluation from external roles establishes transparency and fairness to group creativity	725	604	6	30	8	1373
5.	Quality of managerial decisions defines the structure of diverse workforce harmony	680	644	18	20	8	1370
6.	Managerial disposition toward diversity determines organizational culture on diversity	735	580	45	18	5	1383
7.	Economic dimension of diversity consideration narrow the scope of its effective manager.	695	580	45	18	5	1343
8.	Unsupportive environment to diverse workforce inhibits creativity and innovation	765	588	12	20	7	1392
9.	Resistance to change is prevalent in organization that are insensitive to diversity	720	616	9	20	10	1375
10.	Fear of failure, mistrust and peer pressure discourage diversity	725	580	12	30	10	1357

management

Total	7145	5932	204	238	81	13600
Percentage of Total	(52.6)	(43.6)	(1.5)	(1.7)	(0.6)	(100)

Note: Figures in parenthesis are percentages

Hypothesis One

H₀: There is no significant positive relationship between Ethno-Cultural Diversity and Socio- Human Creativity in a recessed economy

H₁: There is significant positive relationship between Ethno-Cultural Diversity and Socio- Human Creativity in a recessed economy

Table 10: Summary of Analysis of Variances for Hypothesis I

X	ANOVA					
Source of Variation	Sum of Squares	df	Mean square	F. ratio	Sig.	
Between Groups	2458214.301	4				
Within Groups	16811.601	45	614553.375	1644.990	.000	
Total	2475025.902	49	373.591			

Source: SPSS software version 20

F-tabulated = $F_{(0.05) 4, 45} = 2.53$ (at 5% level of significance); F-calculated = 1644.990

Decision Rule 1

From the above table, F-calculated (1644.990) is greater than F-tabulated (2.53). Consequently, the null hypothesis was rejected and the alternative which suggests that there is significant positive relationship between Ethnic Cultural Diversity and Socio- Human Creativity in a recessed economy was accepted. This finding agrees with the work of Kurt et al (2011) in Mozambique which variables and dimensions differed across a spectrum of employee levels which illustrates cultural hybridization at firm level in a multinational operation in Africa. It also corroborates the work of Nkoji and Sikalish (2012) in Kenya which affirmed that conscientiousness personality trait has been found to be predictive of job performance.

Hypothesis Two

H₀: There is no significant positive relationship between Gender Diversity and Socio- Human Creativity in a recessed economy

H₁: There is significant positive relationship between Gender Diversity and Socio- Human Creativity in a recessed economy

Table 11: Summary of Analysis of Variances for Hypothesis II

X	ANOVA				
Source of Variation	Sum of Squares	df	Mean square	F. ratio	Sig.
Between Groups	2354711.102	4			
Within Groups	15987.809	45	588677.776	1656.917	.000
Total	2320698.911	49	355.285		

Source: SPSS software version 20

F-tabulated = $F_{(0.05) 4, 45} = 2.53$ (at 5% level of significance); F-calculated = 1656.917

Decision Rule II

From the above table, F-calculated (1656.917) is greater than F-tabulated (2.53). Therefore, the null hypothesis was rejected and the alternative which suggests that there is significant positive relationship between Gender Diversity and Socio- Human Creativity in a recessed economy was accepted. This finding is in line with the work of Nakitare and Okibo (2015) in Kisii and Munjuri (2012) in Kenya which reported positive significant relationship between gender diversity and employee performance. However, Omotayo, Abiodun and Fadugba (2012) in Nigeria reported a significant negative relationship between marital status and gender as they relate to job satisfaction.

Hypothesis Three

H₀: There is no significant positive relationship between Diversity Management Practices and Socio- Human Creativity in a recessed economy.

H₁: There is significant positive relationship between Diversity Management Practices and Socio- Human Creativity in a recessed economy.

Table 12: Summary of Analysis of Variances for Hypothesis III

X	ANOVA				
Source of Variation	Sum of Squares	df	Mean square	F. ratio	Sig.
Between Groups	1514061.310	4			
Within Groups	27326.829	45	378515.328	623.314	.000
Total	1541388.139	49	607.263		

Source: SPSS software version 20

F-tabulated = $F_{(0.05) 4, 45} = 2.53$ (at 5% level of significance); F-calculated = 623.314

Decision Rule III

From the above table, F-calculated (623.314) is greater than F-tabulated (2.53), as a result, the null hypothesis was rejected while the alternative which suggests that there is significant positive relationship between Diversity Management Practices and Socio- Human Creativity in a recessed economy was accepted. This finding conforms to those of Mukutu et al (2015) and Kinanjui (2013) both in Kenya, Ogbo and Ukpere (2014) in Nigeria while they agreed on significant positive relationship between diversity management practices with organisational performance. Ahmed and Wario (2013) in Kenya reported that understanding different groups, recognizing different views, empowering employees and eradicating prejudices on diversity issues result in high performance and higher productivity.

SUMMARY OF FINDINGS

Following from data presentation analyses and tests of hypothesis, the study discovered that there are significant positive relationships between the dependent and the independent variables. They are expressed as follows:

- 1 The result of hypothesis one indicates that there is a positive significant relationship between ethno cultural diversity and socio human creativity in a recessed economy.
- 2 Hypothesis two indicates that there is a significant positive relationship between gender diversity and socio-human creativity in a recessed economy.
- 3 The result of hypothesis three establishes a significant positive relationship between human resource management practices and socio-human creativity.

CONCLUSION

The results of the hypotheses in line with the empirical analyses of previous studies on diversity management which show that ethno-cultural-diversity, harmonious gender diversity, and diversity management practices significant affect socio-human creativity and innovation in a recessed economy. The study therefore, concluded that the application of diversity management practices would help to improve socio-human creativity

RECOMMENDATIONS

- 1 Management of organisations should encourage ethno-cultural diversity with the ability to innovate and take initiative in order to create value.
- 2 Management should take advantage of the diverse nature of work environment in terms of personnel mix through endowment and learning.

- 3 Through proper integration, organisations can discover types of diversity management practices that would promote organisational performance, openness and intimacy which are necessary for open communication.

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APPENDIX I

DIVERSITY MANAGEMENT QUESTIONNAIRE

Ethno-Cultural Diversity for socio-human creativity

S/N	Items	SA	A	UD	D	SD
	Ethnic diversity would increase team performance.					
	More diverse skill leads to complementary and mutual learning.					
	Ethnically diverse teams may be related to move difficult communication.					
	Ethnic diversity is influential source of heterogeneity.					
	Ethnically diverse teams experience low performance when working in relatively homogenous organization.					
	Ethnically diverse organization experience high cost of coordination.					
	Ethnically is more related to positive innovative performance.					
	Ethnicity broadens the view points and perspective in the firm.					
	Some levels of ethnic diversity may positively associate with social categorization.					
	Ethnically diverse workforce could be turned into a strategic organization asset.					

Gender Diversity and Socio Human Creatively

S/N	Items	SA	A	UD	D	SD
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Balancing gender appointment of employer motivates workers equally.

Material status has potential to exert negative influence on executive perceptive.

Training and development on skill defines improves performance.

Work life conflict on bases of sex affects creativity negatively.

Emotional characteristics of the female gender disrupt work process.

Political orientation of male workers influences their creative ability.

Family status progressively affects the creativity of the f female ermine gender.

Economic status elevates the creativity of the masculine gender.

Value orientation on the basis of gender is more positive on the male gender.

Conformity to group norms is more positive in the female gender

Diversity management practices for socio human creativity

S/N	Items	SA	A	UD	D	SD
	Managerial practice of exclusion discourages creativity					
	Encouraging diversity has positive motivation effect on creativity					
	Contingency approach to diversity management positively enhance socio-human creativity					
	Evaluation from external roles establishes transparency and female to group creativity					
	Quality of managerial decisions defines the structure of diverse workforce harmony					
	Managerial disposition toward diversity determines organizational culture on diversity					
	Economic dimension of diversity consideration narrow the scope of its effective manager.					
	Unsupportive environment to diverse workforce inhibits creativity and innovation					
	Resistance to change is prevalent in organization that are insensitive to diversity					
	Fear of failure, mistrust and peer pressure discourage diversity management					

