

WORKPLACE DIVERSITY AND EMPLOYEE RELATIONSHIP MANAGEMENT IN THE NIGERIA POLICE, RIVERS STATE

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ABSTRACT

The study investigated the relationship between workplace diversity and employee relationship management in the Nigerian Police Force in Port Harcourt, Rivers State. The population of the study consisted of 1835 officers in 10 divisional police stations in Port Harcourt City and the sample size was 328. The officers were randomly selected from the 10 divisions. The WDERMQ was used to obtain information from officers and the Spearman Rank Order Correlation was used to analyze the research questions and the null hypotheses were analyzed at 0.05 level of significance. The findings showed there was a significant relationship existing between ethnic diversity and communication. Also, a very weak relationship existing between ethnic diversity and trust. Further, age diversity had a very strong relationship with effective communication. The presence of organizational culture has a great influence on both our predictor and criterion variable. The same applies to the relationship between ethnic diversity and trust as well as the relationship between age diversity and both communication and trust. The study also made several recommendations that despite the benefits that accrue from diversity from employees, but it should be used in moderation since the higher the diverse employee so the trust that exist among them drops, and employees should be sent for training that is focused on helping them develop interpersonal skills for this will help them to relate effectively with other employees.

Keywords: *workplace diversity, ethnic diversity, trust, effective communication and organizational culture.*

1.1 Background To The Study

The National Integration Working Group for Workplaces (2016) observes that the present workplace has become increasingly diverse over the past decades and that the employees now come from different generations, gender, nationalities and cultures have to work together in the same organization. Factors influencing workplace diversity include globalization, migration and immigration of employees, demographic shifts, global economics and many more. These differences have resulted in an exponential growth for most organizations in terms of profit, product coverage, employee satisfaction, increased performance and also the inability to translate these differences by many organisations have led to its collapse (Robert, 2003, Nataatmadia & Dyson, 2005).

Of utmost concern is the relationship that exists among these employees and the organization they belong to. Once the relationship among employees are properly managed the heterogeneous teams will perform below expectation when compared with the diverse teams, because they tend to be more innovative, creative, proactive and can effectively solve problems. In the light of these, for organisations to succeed now, they need to blend the differences among its employees and manage effectively the relationship it brings about in order to meet the challenges of twenty-first century. On the other hand, when diverse teams are not properly managed it leads to breakdown of communication, trust and result to low performance (Gossen, 2016; NIWGW, 2016).

The whole concept of looking at the relationship that exist among employees is rather new because the prior focus was more on the customer, where they were treated as king who was considered to be right always, as such that was what customer relationship management was out to achieve (Al-khozondar, 2015). Due to the pivotal role of the employee, it has necessitated the search into the relationship among employees and their organization. Thus, employee relationship management is thus an aspect of human resource management, that focuses on how the interactions among employees is being managed and this is captured through the process of training and coaching of managers with the goal of ensuring that organizations' objectives are met (Oluchi, 2013).

Furthermore, the diverse employees that have come together will need to be managed because the relationship that exists among them is unique. Little wonder that Agariya and Yayi (2015) is of the view that employee relationship management should be developed as a strategy by organizations on how to nurture and maintain productive relationships among employees, the organisation and the society at large. In view of these, relationship management among employees is important because it promotes commitment, increases morale and trust, enhance the quality of work life of employees, reduce stress, minimizes workplace conflict, motivates employees, facilitates employees attainment of organizational objectives, promotes and develops employer-employee relationship (Vineet, Sinha & Bajaj, 2013). Another reason why this relationship is special is because it focuses on the rights, obligations and management of the employees, and this is expressed through cooperation, conflict, power quest and strength that is influenced by socio-cultural, economic, political, technology, policy and legal factors (Yongcai, 2010).

After a review of several literatures, the gap discovered showed that although the individual aspects of workplace diversity have been dealt with at different times, none of the works combined the individual aspects of workplace or linked it to employee relationship management. In the light of this, the focus of this study is the combination of the relationship

between workplace diversity and effective employee relationship management using the Nigerian police force as the case study.

1.2 Statement of the Problem

As organisations try to tune into the trends that diversity in the workplace brings to the fore such as bringing in people of different ethnic groups together, race, gender, age, personality, cognitive style, tenure, organizational function, education, culture, language, belief, feelings, attitude and many more, are bound to encounter conflict and strained relationship among its workers. Negative attitudes and behaviours as observed can serve as barriers to the extent of diversity in the workplace (Green, Lopez, Wysochi & Kepna, 2012).

As observed by Greenberg (2004), in his study on workplace diversity, it identified that challenges in the form of poor implementation of diversity programmes, resistance to change and lack of effective communication in the workplace are also contributory indices to situation faced in the workplace. These challenges can also be a product of the behaviour patterns, attitudes and pattern of thinking etc, which in the long run affects the productivity expectations of the organization and can lead to its strangulation especially in this period of cut throat competitions. (Saxena, 2014; Edewor & Aluko, 2007).

As observed by Al-khozondar (2015) employee relationship when not managed effectively leads to unhealthy organizational and employees' outcomes. Poor relationship between the employee-employer will adversely affect employees to put up their best performance and in the long run they will lose the zeal going to work each day, and this will obviously affect the organizations profit as well. Furthermore, the problem with relationship is that it is described as an iceberg, where the visible part of the relationship is only the tip of the iceberg that is seen above the water level while most of the factors that determine the quality of a relationship are under the water (Debaawy, 2011). Also, when relationship among employees is not effectively managed due to breach of trust and lack of effective communication it leads to conflict.

The Nigerian police force is diverse in nature due to the fact that its personnel cuts across the different ethnic tribes in Nigeria, in the light of this it is important that the relationship among its personnel be managed effectively, but this is hardly the case as there are instances of betrayal and loss of trust among its hierarchy. Also, the concept of relationship management includes societal relationship and perception of the Nigerian police force; in view of this, there exists distrust among the citizenry and the police. This distrust makes communicating with members of the police force by the public difficult as most shy away from doing so for the fear of being the culprits. In addition is the hoarding of vital information too to the extant laws guiding the police force and this has led to deviant behaviours (Oluchi, 2014).

Having considered these aforementioned challenges that affect organizations as expressed through the management of the relationship among employees or the diversity in the workplace, this study therefore seeks to find out the relationship between workplace diversity and effective employee relationship management using the Nigeria police as the window of analysis.

1.3 Research Hypotheses

The following hypotheses have been formulated for analysis in this study:

H₀:1 There is no significant relationship between ethnic diversity and communication.

H₀:2 There is no significant relationship between ethnic diversity and trust.

H₀:3 There is no significant relationship between age diversity and communication.

H₀:4 There is no significant relationship between age diversity and trust.

H₀:5 Organizational culture does not significantly moderate the relationship between workplace diversity and employee relationship management.

2.0 Theoretical Framework

2.1 Social Identity Theory

The social identity theory was developed by Henri Tajfel's in 1979. In his theory, he proposed that the group or groups which can be in the form of social class, family, football team etc. that individuals associate with were an important source of pride and self-esteem. Thus, belonging to a group gives the individuals a sense of social identity and belonging to the social world (McLeod, 2008).

From the perspective of social identity theory, an individual does not have a "personal self", but rather possesses several selves that correspond to a particular circle or group membership. The different situations that the individual finds himself therefore causes him to feel, think, and act on the basis of his personal, family or general "level of self". Beyond the level of the self, "the individual thus has multiple social identities". In this context, the Social identity is related to the individual self-concept which is derived from perceived membership of social group (Hogg & Vaughan, 2002).

In the social identity theory, the members of the group thus create in-group/self-categorization and enhancement in ways that are advantageous to the in-group at the expense of the out-group. From the viewpoint of Tajfel and Turner (1979), there are three variables that can contribute to the emergence of the in-groups, and they are;

- (i). the degree to which individual identify with an in-group in a bid to internalizing the membership of the group and their self-concept.
- (ii). the extent to which the prevailing context provides ground for comparison between groups.
- (iii). the perceived relevance of the comparison group which itself will be shaped by the relative and absolute status of the in-group.

In a bid to increase the self-image, the status of the group to which the individual belongs can be divided into "them" and "us", and this is based on the process of social categorization. In

this case the in-groups is referred to as “us”, while the out-group “them”. The discrimination in the status is done to enhance the self-image of the members of the group.

Henri Tajfel proposed the possibility of stereotyping, and this is based on normal cognitive processes, which is the tendency to grouping things together or to exaggerate either the differences or similarities between the groups or within the same group.

There are three stages that are involved in raising members of the in-group;

Social categorization = social identification = social comparison (Tajfel and Turner, 1979).

In the first stage, the objects are arranged according to how they are understood and identified. When this relates to people it is categorized according to the social environment.

The second is on social identification, where the group is identified as belonging to us. This is significant due to its emotional significance, and the fact that the self-esteem of the group is tied to the membership of the group membership.

The third level is that of social comparison. Once these groups have been with the group, there is the tendency to compare it with another group and this comparison is the basis for boosting self-esteem (Ashford and Mael, 1989).

In conclusion, the social identity theory groups its membership into those that are foreign or artificial, which is attached to the person, and this part is real, true and vital. Again, it is important to remember that the in-groups are groups that identify the individual, while the out-groups are those that cannot be identified with or discriminated against. The advantage of the social identity theory is that it leads us to derive pride from our relationship with others, even if the benefit is not mutual.

From the social identity theory, it shows that an individual has several selves and this can be associated with the concept of workplace diversity where different dynamics come into play like race, educational background, geographical origin etc. thus the different mental processes as proposed are in the form of social categorization, social identification and social comparison. These are related because at the time the individual gets employed, he/she is categorized according to a particular rank or designation. This classification becomes a means of identifying the individual. After a period of time, the individual blends into their own groups that have been formed and this can be a function of educational qualification, material prosperity, religious affiliation etc. in this case among the already categorized groups, a sub-group into different groups is formed according to emotional affinity.

Over time, these groups get into the third stage, in which they begin to compare themselves with others in similar environment as a way of boosting and enhancing their self-esteem. In the light of the foregoing, the social identity theory therefore relates to workplace diversity. As the employees discriminate among themselves as they get classified, there is bound to be conflict. This conflict has to be managed properly, otherwise the peace of the organization and most importantly the extent of growth and productivity will be adversely affected.

2.2 Social Conflict Theory

The social conflict theory was developed by Karl Marx sometime between 1818 and 1883. According to Karl Marx, this theory states that conflicts and tensions are bound to rise when status, resources and power are not evenly distributed among the groups and this serves

engine of social change. Through the lens of sociology, social conflict theory is viewed as the as a macro-oriented paradigm in which the society is seen as a platform of inequality that stimulates conflict and social change. In effect, the society is so structured that the minority benefits the most, while the majority does not and the indices that account for this inequality are race, sex, class, and age.

We can therefore summarize the social conflict theory to include:

- The unfair relationship between the worker/renter and the boss /landlord,
- The exploitation of the lower class by the wealthy, and
- The idea that money will always bring about conflict (www.investopedia.com).

From the perspective of Karl Marx, the social order is thus maintained by domination and power, rather than conformity and consensus. Thus, those individuals who have power and wealth work hard to hold on to it by whatsoever means possible, with a view to suppressing those who are poor and powerless.

The power here in focus, is not necessarily that of physical strength, rather it is in relation to how the control of accumulated wealth, material resources, institutions and politics affect the society and differentiates the social status of one from another and the major forms of expression are through race, gender, sexuality, culture and religion (www.investopedia.com).

From the theory above conflict is inevitable as long as there are two or more individuals concerned with the accomplishment of a specified task. The social conflict theory by Karl Marx thus shows that whenever there is any form of exploitation of the wealthy to the lower class, conflict must happen. Employee relationship management is thus important to accommodate this situation which can occur at any time. This feeling of being short-changed by the wealthy or employer is what brings about strike and lowers output.

Another fact that makes conflict inevitable is the diversity in the workplace that is occasioned by differences in race, ethnicity, religion etc, these can be a reason for favoritism of a class over the other, which will affect the flow of other benefits among the employees. Having considered these, it shows that social conflict theory is applicable to the study as it relates to the diversity in the workplace and the management of relationship among employees.

2.3 The Concept Of Workplace Diversity

The term workplace diversity has featured prominently in many articles, and subjected to different dimensions and interpretations. To get a better and wholistic understanding of the concept, let's look at the words as they exist on their own. To begin, we start with the word diversity. Cox (2001) defines diversity as the variation of social and cultural identities among people existing together within a defined employment or marketing setting. William and O'Reilly (1998) also define it as the degree of heterogeneity among the members of a team on specified demographic dimensions. This definition proves that the extent of heterogeneity among the members of the team affects the processes and performance, especially in view of the fact that the workplace has transcended from a being monolithic to multicultural in order to aid in the attainment of the organization's visions and missions (Edewor & Aluko, 2007).

The workplace is defined as the office or factory where people work (Hornby, 2010). In the light of this there are some characteristics that qualify a workplace to be what it is, according to Joseph (2016), *a workplace should have a clear purpose, value teamwork over individuality, give the employee a sense of autonomy and fairness, an environment that*

stimulates innovation, enhance open communication and constructive feedback, community spirit, access to resources, and living the values of the organisation.

When joined together, the term workplace diversity refers to a workforce that consist of people with varied human qualities and personality or who come from various cultural groups (Daft, 2008). Workforce diversity thus shows how people differ, which can affect how a task is carried out or relationship within the organization in the form of age, race, religion, gender, education, and culture (Carell, 2006). Greenberg (2004), thus defined it as the variety of difference between the people in an organization including personality, race, values, gender, ethnicity, age, cognitive style, tenure organizational function, education and background.

There are different dimensions that can be used in the analysis of workplace diversity. These can thus be classified into primary dimensions of diversity which include inborn differences or differences that have an impact throughout one's life, and these represent the core elements that shape their self-image and worldview, and it can be in the form of age, race, ethnicity, gender, mental or physical abilities and sexual orientation and the secondary dimensions represents that which can be acquired or changed throughout one's lifetime depending on our present circumstances and this can be in the form of military experience, religious belief, education, marital status, parental status, work background, income and geographic location (Carell, 2006). Although these dimensions tend to have less impact on the primary dimensions, they determine the self-definition and self-esteem of the individual and how others are observed by him. Rijamampianine and Carmichael (2005) take the dimensions of diversity to another level by adding the tertiary dimension, and these include the dimensions of beliefs, perceptions, attitude, assumptions, values, feelings, and group norms. Therefore when appropriately managed, workplace diversity can be a source of competitive advantage for the group or organization.

Looking at the above definitions and dimensions, sources of diversity are gender, race, age, ethnicity (culture), knowledge, skills and abilities, values, beliefs, attitude, personality, cognitive and behavioral style, personal demographic and organizational demographics etc. (Graen , 2003).

Workplace diversity is important to the lifespan of any organization. According to Ellis and Sonnenfield (1994), workplace diversity brings about diversity climate in the organization, job satisfaction, and commitment to the organization. When diversity is properly managed the self-esteem of the employees and their feeling of belongingness is enhanced. The expression of workplace diversity is thus evident in the area of human resources management (Hall and Parter, 1993). Diversity brings into focus the different employee perspectives and varied types of contribution especially when organizational members increasingly reflect the custom base of the organization. Diversity recognizes the unique barriers of gender and race among others while at the same time creating a work environment that values the diversity that all employees bring to the organization.

2.4 Ethnic Diversity

Ethnicity refers to belonging to a nation or being connected with a race or people that share a cultural tradition. It can also be seen as the social group that a person belong to, which identifies him by language, religion, diet, ancestry and physical features which traditionally is associated with race (Bhopal, 2004, hornby, 2010). In the light of this, ethnicity diversity is the form of diversity that reflects the social and biological differences among people and

communities. Alesina and La Ferrara (2005) describe it in terms of languages, religions, races and cultures.

In today's multicultural workforce, virtually all organization is being influenced by the diversity among its workforce. Hence there is need for utilizing this for the greater good of the organization through the participation and synergy of all to improve and increase self-esteem, employee satisfaction and business growth. Gupta (2013) further adds that ethnic diversity is beneficial to the workplace because it brings into consideration a more diverse pool of skills and knowledge that leads to complementary and mutual learning thereby boosting creativity and innovation (Watson, 2009, Millikan & Martins, 1996, Nemetz & Chrislensen, 1996).

At the same time, the costs associated with ethnic diversity are closely related to difficulty in communication and coordination. It is an influential source of heterogeneity in view of the diversity in the teams (Joshi & Jackson, 2003). According to Gupta (2013), ethnicity can be used as a proxy for diversity and cultural background, it is thus expected that it is positive for innovative performance, since it borders on the viewpoint and perspective in the firm. Moreover, based on the findings of Timmermanns (2011), it has been observed that ethnic diversity is associated positively with innovation; however, a high degree of diversity can create conflict and cliques due to social categorization. In addition, the individuals who are different from the majority in the organization may tend to leave or may remain but are less committed or satisfied in all ramifications (Williams & O'Reilly, 1998).

2.5 Age Diversity

Age, according to Hornby (2010), is the number of years that a person lived or that a thing had existed. In the context of an organization, Age diversity consists of the differences in the generations of employees, and these differences are sometimes expressed through the values and attitudes of the employees (Oluwakemi, Tunde & Mariam 2011).

In describing a generation, Strauss and Howe (1992) express it as the analysis of the members of a group that are born within a specified timeframe of some consecutive years which can be approximately 20 years or more and these boundaries are fixed by peer personality. These different groups can also be seen in Nigeria as well as other nations.

Fajana (2009), thus shows that the workplace consists of the presence of different ages, which are thus categorized into five groups. The first category which is named the Swing Generation represents those born between 1910-1929; this group is referred to as the veterans (SHRM, 2004). They are the people that experienced the colonial era, witnessed the second war, the great depression and had contact with the white foreigners. At this time, most in this category are either dead or quite old.

The silent generation, are those that are born between 1930-1945; this group was greatly influenced by the swing generation and was mostly educated elites. This group was well remunerated. The third category was referred to as the generation of the Baby-Boom, born between 1946-1964. This generation was considered to be more idealistic and pragmatic.

The next generation, referred to as Generation X or baby – busters were born between 1965-1976. This group was computer literate and as such were able to make greater decisions with speed and accuracy (Cascio, 2006), and lastly, the Generation Y or the Millennial children

were born between 1977-2000. This group has the advantage of science and technology, self-confidence and explores the relationship beyond their shores.

Owoyemi, Elegbede and Gbajumo (2011) thus observed that the implication of intergenerational diversity is increasing in nature because of difficulty in view of the relationship among the employees. This is mostly the case when superiors and subordinates hold positions in the organization of different generational group. For example, those in generation X see the introduction of virtual offices differently because to them what is important is work done and not the time span it takes, as compared to the previous generations, while Generation Y is more concerned about result than process (Fajana, 2009).

Another implication of age diversity is in the communication patterns among the different generational groups. For example, while the baby boomers prefer face to face communication, those in Generation X are concerned with other forms of communication that is available, cheap and efficient in the forms of instant messaging and emails common with digital natives (Glass, 2007).

2. 6 Employee Relationship Management

The employees are the pillars upon which the success of any organisation hinges on, this is the case because they control key aspects of the organisation in the form of finance, technology, marketing, information and production. In line with this, it is imperative that a conscious and well-thought out plan should be put forward to build and enhance the relationship between the employee and the organisation. This will help organizations to lay the foundation for an effective relationship that should exist between the employees and the organization (Rai, 2013). This relationship can be managed with laid down policies designed for the diverse workforce, therefore employees must be willing to give, share and support, not just take or receive. Satisfying the needs of employees should be at the heart of its employers and it can be achieved through such key aspects of human resource practices as job satisfaction, training, participative management, appraisal and planning the career of their employees. Sinha & Bajaj (2013) are of the view that once employees are satisfied they contribute more towards employee relations, especially considering the fact that ERM is equated to satisfaction of employees.

Chapman & Goodwin (2001) have identified employees' productivity gap in most organization and suggested that building a cordial relationship with the employees is one sure way of closing such productivity gap. Also, it promotes how effective and productive the employees will now be because the manager has taken time to develop, nurture these relationship and in the long run will guide employees to produce more quality work. Building a cohesive organization is based on the premise of good relationship and a combination of strong and sensitive leadership. Organizations around the globe operate in competitive environment and this makes ERM a sine quo non for all organization, considering that ERM has a primary aim to produce successful, world class organization through relationship building with and among its employees (Singh & Kumar, 2011).

Gillensom & Sanders (2005) identified that, for large organizations, keeping in touch with numerous employees can be very difficult. Though, it was established that employees have regular contact with their supervisors, but that does not always give the employees a feeling that the organization truly cares for them as an individual. They further acknowledged that to have loyal workforce can be very important to the organization.

ERM strives to foster long term relationships with its valued employees. Employee and manager are two main internal user of ERM. Buttle (2009) identified that, for managers, ERM assist in such areas as recruitment, performance management, training, and remuneration. It assists managers to communicate effectively with teams, pass information and build common understanding. On the area of employees, Prouse (2004) points that ERM provides employees with support, provision of job-related information, technology and processes. It increases employee satisfaction, commitment on the part of employees and retention.

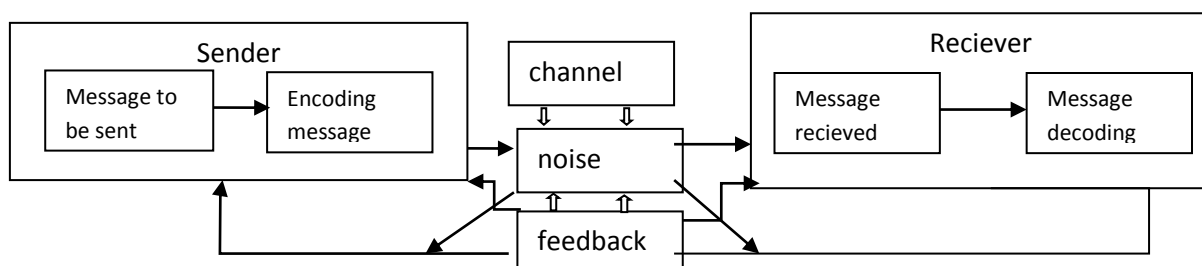
Once employees' individual career goals and aspirations are not met, the organization stands the chance of losing the employees. Losing a key employee can be devastating and expensive due to its value. Retention of employees is very vital especially due to the war for highly skilled and competent employee. In the long run, ERM is basically concerned with building relationship and trust that will lead to the happiness of employees. In fact, such happy employees have the spirit to work as a team, have greater trust and are passionate about the organization they work for and most importantly they are willing to go the extra mile for the organization to achieve the goals of the organization (Krill, 2008).

2.7 Communication

Among the indices in which employee relationship can be seen is through communication. Communication is the life wire of any organization, as it serves as the bridge between the person and the functions they are expected to carry out (Daniel, 2003). It is a process of information transference among the members of a group and beyond the immediate group or society. Communication when poorly managed leads to interpersonal conflict in the organization, and when managed properly leads to growth and productivity. The basic idea of communication is transference of information and ideas, with meaning been conveyed to all parties involved (Robbins et.al, 2013).

Communication has a process, and it begins with the sender, through a channel and the receiver. The sender encodes a message that has to be decoded by the receiver. To ensure clarity, it is better to have a feedback from the receiver back to the sender. By virtue of this feedback, the sender is able to ascertain the extent of understanding or comprehension by the receiver. In the course of information transfer, there is noise. This refers to any barrier that disrupts the flow or comprehension of the information (Berlo, 2008).

The diagram of communication process describes the aforementioned relationship between the sender, the encoded messages, the channel, the decoded message, the receivers, noise and feedback.



Source: Robbins et.al(2013)

When properly articulated, communication serves several purposes in an organization like control, motivation, emotional expression and information (Robbins et.al, 2013). It serves for the purpose of control in that without communication there will be chaos arising from duplicating of responsibilities to clash of interest; thus, by virtue of communication this is kept at bay. It also serves the purpose of motivation, because employees are informed of what to do and the benefits that comes from sticking to the plan of the organization, this therefore motivates the employees to want to work harder. Communication also serves the purpose of information, in that newer roles for employees are made explicit due to information. Finally, communication is a window of emotional expression, the joys and frustrations of employees to the management and vice-versa is expressed through communication. Therefore, in the light of these, communication serves several purposes.

The direction communication takes is determined by the goal that is intended to be achieved. According to Robbins et.al (2013), these directions can be vertical or lateral. The vertical kind of communication can further be divided into downward and upward communication.

Downward communication as described by Agariya and Yayi (2015) is when the flow is from the higher level to the lower level. In the organization, it encompasses the assignment of goals, the provision of job description, the explanation of company's policies and procedures, the identification of areas needing improvement and offering feedback for work done. While downward communication is beneficial to some extent it is also challenging because the instructional flow is one way and when employees are not allowed to have input in the decisions to be made, their level of performance drops.

Robbins et.al (2013) defined upward communication as the flow of information in an organization from the lower to the higher part of an organization. It helps the managers to be informed of how the employees feel about their jobs and assignment that they have been given, how they perceive their co-workers and the organization at large. The employees are at the nucleus of this kind of communication and it is distracting for the managers who are constantly bombarded with complaints from employees. Finally in the last form is Lateral communication; this kind of communication is usually among members of the same group. In every organization, there are clusters in the hierarchy of the managers, supervisors and other cadres. All these clusters interact among themselves and when that happens the communication is said to be lateral. This kind of communication saves time and enhances coordination among the employees in that circle.

Effective communication is the cornerstone for developing and establishing employee-employer relationship and coordinating activities across the organization. Al-khozondar (2015) described communication in organization as the extent to which the organization informs employees about important issues in the organization. Such issues which they communicate to the employees include policies of the organization, values, mission, strategies, competitive performance, events, and changes that affect the institution and employees. Organizational communication can either be formal or informal, through formal structures or informal by means of unstructured procedures. However, informal communication is more to reckon with than the formal one as it allows team open discussion, flexibility, better flow of ideas and greater efficiency and productivity. Communication with employees strengthens their identification with the organization and creates solidarity due to trust among employees or between different departments (Chinomona & Sandada, 2013). Communication allows interaction among team members and this can be in the form of face-to-face meetings, e-mails, telephone and others. Communication in the organization is

necessary because employees that are well informed perform well and share ideas with their colleagues (Noordin et al., 2010).

2.8 Trust

Trust is a major component in all relationship, as such without it no relationship can work. Trust can resolve risk issues between individuals, because trust is an attitude that promotes risk-taking. Trust is important in business environments because it reinforces and strengthens intra-organizational and inter-organizational relationships. Owing to its importance, several scholars have researched on trust and have used a cross disciplinary approach to explain the multi dimensions of trust. Dirks and Ferrin (2002) have seen trust as one of the critical most influencing factor that can enhance performance, effectiveness and efficiency and in the long run increase organizational performance. Trust may grow, decline, or even remerge over the course of a relationship. Huang and Guo (2009) research on trust have suggested that the passage of time in a relationship gives both the employee and the employer the opportunity to observe and learn about each other and conclude either their exist trust or mistrust.

Robbins et.al (2013) defined trust as a positive expectation that another will not act opportunistically, while Simpson (2007) described it as a psychological state that exists when you agree to make yourself vulnerable to another. Trust is also defined as the willingness of one party to be vulnerable to the actions of another party (Krot & Lewick, 2012). Also, Tzafirir and Eitam-Meilik (2005) defined trust as willingness to increase the resources invested in another party, based on positive expectations resulting from past positive mutual interactions.

Trust is found in all relationship either among fellow employees, with superiors or outside the organization. Krot and Lewicka (2013) highlighted that trust can be horizontal (among employees), vertical (between managers and employees or between employees and managers) and institutional (between employees and organizations). Findings by Colquitt, Scott & LePine (2007) have shown that vertical trust can be more complex as compared to horizontal trust. Employees have the perception that they are more vulnerable in such relationship because the managers have influence over how resources are allocated. With this in mind, managers are in a position to make decisions that have far reaching impact on employees. For instance, employees must rely on their managers for work assignments, performance evaluation and promotion. Wang and Clegg (2002) have found that the level of vertical trust affects employees' actions when it comes to decision making. On the other hand, horizontal trust is referred to as the willingness of a worker to be vulnerable to the actions of co-workers whose behavior and actions they cannot control (Wells & Kipins, 2001). Present restructuring in the workplace has brought about decentralization of power and introduction of work teams, thereby requiring more interaction, cooperation and information transfer among fellow employees. As a result, the present workplace requires more horizontal trust among the co-worker. Wells and Kipins (2001) also added that horizontal trust is also needed for knowledge acquisition and dissemination processes. Recent studies by (Knoll & Gill, 2011) have shown that managers feel vulnerable because they must rely on their employees to complete work task. Conclusively, vertical trust improves organizational processes.

Trust is complex and multidimensional, but for us to explain, understand and measure it we must identify the dimensions of trust. Robbins et.al (2013) identified the dimensions of trust such as integrity, benevolence and ability, while Svensson (2005) agrees with the first two of

Robbins and named the third one as competence. The presence of competence, benevolence and integrity can be used to predict different types of trust.

3.1 Population of the Study

A population as defined by Nwankwo (2013) is the total number of people in any particular geographical area to whom the result of the study can be generalized. In this study, the population is made up of one thousand, eight hundred and thirty five (1,835) police officers in Port-Harcourt city, Rivers state (Nwaorgu, 2016). This figure represents the total number of officers manning the ten (10) divisional police stations. The divisional stations are State Headquarters (Moscow Road), Area Command, State Criminal Investigation Department (C.I.D), Borokiri, CPS, Old G.R.A, Mile 1 Diobu, Nkpolu Station, Iloa-Buchi, Olu Obasanjo.

Table 3.1 Divisions in Port Harcourt, Population of officers and percentage distribution

s/n	DIVISIONS IN PORT HARCOURT CITY	POPULATION OF OFFICERS	% DISTRIBUTION
1	STATE H/Q	400	22%
2	AREA COMMAND	105	6%
3	STATE C.I.D	150	8%
4	BOROKIRI	150	8%
5	C.P.S	150	8%
6	OLD G.R.A	150	8%
7	MILE 1 DIOBU	250	14%
8	NKPOLU	180	10%
9	ILOABUCHI	100	5%
10	OLU-OBASANJO	200	11%
	TOTAL	1835	100

Source: Nwaorgu, 2016.

3.2 Sample and Sampling Techniques

For the purpose of this study, a simple random sampling technique was adopted, because each sampling unit has an equal chance of being selected as the first member of the sample. The Taro Yamene formula was adopted in determining the sample size from the population of 1835 police officers in the ten (10) divisional police stations in Port Harcourt City and a result of 328 was obtained. The application of the Taro Yamene formula is shown below.

The Taro Yamene formula is;

$$S = N / (1 + N\alpha^2)$$

Where S= sample size

N=population size

α = level of significance which is 0.05

Having a population size of 1835,

$$S = \frac{1835}{1 + 1835(0.05)^2} = 328.$$

Therefore the sample size is 328.

Copies of questionnaire were distributed based on the officers' strength of each division and they are as follows;

4.1 Presentation of Data

Table 4.1 The list of divisions and copies of questionnaire returned

		DIVISIONS			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OLU-OBASANJO	20	9.7	9.7	9.7
	STATE HQ	61	29.6	29.6	39.3
	AREA COMMAND	16	7.8	7.8	47.1
	STATE CID	19	9.2	9.2	56.3
	BOROKIRI	15	7.3	7.3	63.6
	C.P.S	21	10.2	10.2	73.8
	OLD GRA	10	4.9	4.9	78.6
	MILE 1 DIOBU	23	11.2	11.2	89.8
	NKPOLU	16	7.8	7.8	97.6
	ILOA-BUCHI	5	2.4	2.4	100.0
	Total	206	100.0	100.0	

Table 4.2 **RESULTS OF HYPOTHESES 1-4**

			Correlations			
			ETHNIC_DIV ERSITY	AGE_DIVERSI TY	EFFECIVE_C OMMUNICATI ON	TRUST
Spearman's rho	ETHNIC_DIVERSITY	Correlation Coefficient	1.000	.718**	.566**	.165
		Sig. (2-tailed)	.	.000	.000	.018
		N	206	206	206	206
	AGE_DIVERSITY	Correlation Coefficient	.718**	1.000	.800**	.458**
		Sig. (2-tailed)	.000	.	.000	.000
		N	206	206	206	206
	EFFECIVE_COMMUNICA TION	Correlation Coefficient	.566**	.800**	1.000	.438**
		Sig. (2-tailed)	.000	.000	.	.000
		N	206	206	206	206
	TRUST	Correlation Coefficient	.165	.458**	.438**	1.000
		Sig. (2-tailed)	.018	.000	.000	.
		N	206	206	206	206

** . Correlation is significant at the 0.01 level (2-tailed).

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

Source: SPSS OUTPUT, 2017

H01: Results of the first hypothesis test shows a significant relationship existing between ethnic diversity and communication with a correlation coefficient of 0.566 and a p-value of 0.000 which is less than the assigned alpha (0.05). We would therefore reject the null hypothesis.

H02: The results of the second hypothesis shows a very weak relationship existing between ethnic diversity and trust at a correlation coefficient of 0.165 and a p-value of 0.018 which is also less than alpha level of (0.05). Here, we see there is an existing weak relationship but we still reject the null hypothesis because the p-value is less than 0.05.

H03: Our third hypothesis shows that there is a very strong relationship between age diversity and effective communication with a correlation coefficient of 0.800 which is very high and a p-value of 0.000 which is also less than alpha level of 0.05. Therefore, we would reject the null hypothesis.

H04: Our fourth hypothesis shows a significant relationship also existing between age diversity and trust with a correlation coefficient of 0.458 and a p-value of 0.05. Therefore, we reject the null hypothesis.

Table 4.3 : Results of hypothesis 5

			Correlations			
Control Variables			ETHNIC_DIV ERSITY	AGE_DIVERSI TY	EFFECIVE_C OMMUNICATI ON	TRUST
ORG_CULTURE	ETHNIC_DIVERSITY	Correlation	1.000	.105	.030	-.074
		Significance (2-tailed)	.	.134	.673	.292
		df	0	203	203	203
AGE_DIVERSITY	AGE_DIVERSITY	Correlation	.105	1.000	.260	.719
		Significance (2-tailed)	.134	.	.000	.000
		df	203	0	203	203
EFFECTIVE_COMMUNICA TION	EFFECTIVE_COMMUNICA TION	Correlation	.030	.260	1.000	.338
		Significance (2-tailed)	.673	.000	.	.000
		df	203	203	0	203
TRUST	TRUST	Correlation	-.074	.719	.338	1.000
		Significance (2-tailed)	.292	.000	.000	.
		df	203	203	203	0

Source: SPSS OUTPUT, 2017.

Our fifth hypothesis shows that the presence of organizational culture has a great influence on both our predictor and criterion variable. When organizational culture is not introduced, the relationship between ethnic diversity and communication had a coefficient of 0.566 and a p-value of 0.000. With the presence of organizational culture, the coefficient becomes 0.030 with a p-value of 0.673 which is out of proportion. The same applies to the relationship between ethnic diversity and trust as well as the relationship between age diversity and both communication and trust. Therefore, we reject the null hypothesis.

5.1 Conclusion

In final analysis it has been identified that workplace diversity offers both tangible and intangible benefits to employees and the organization at large. Also, employee relationship management can be adopted as a strategy to manage diversity in workplace. The study emphasizes that the interactions that exist among these diverse workforce should be effectively managed to achieve organizational goals. Our first findings, proves that ethnicity is the first area that comes to mind where there is discussion about issues of communication. This is the case because the culture, language, tribe, race greatly influence how they communicate with one another. Our second findings thus reveal that there is a weak relationship between ethnicity and trust. Hence, the more diverse a population is in terms of language, culture, tribe, race so is the trust level affected adversely. The third findings reveal that there is a very strong relationship between age and communication. This is true because different ages know how to communicate effectively with other. Organisational culture from the analysis shows it moderates the relationship between our predictor and criterion variable. Finally, we can conclude that ethnicity plays a major role when it comes to communication and on the other hand it has a weak relationship with trust. When people of diverse groups come together, the issue of trust is affected adversely. So to achieve trust in the workplace the level of diversity must be used in moderation to achieve its desired results. The findings will motivate other genuine researchers to explore other areas of workplace diversity and employee relationship. This research is not exhaustive because other aspects of both its dimensions and measures were not researched into, it therefore means other researchers can explore and discuss them.

5.2 Recommendations

The following recommendations are being made in line with the above findings and they are:

1. Management of the police should enact laws and follow laid down rules on diversity for them to obtain the benefits that come from a diverse workplace. Also, principles of diversity must be upheld and strictly adhered to.
2. Management of the police should ensure that officers are sent for both short-term and long-term courses to assist them develop more of interpersonal skills because such skills are prerequisite for building relationship among its officers.
- 3 Considering the effect that ethnicity and age can have on trust, the management of the police force should ensure that in areas where a great level of trust is required among its officers especially when it comes to detective and investigation, officers of different cultures, language, tribes should be used in moderation to achieve the desired results.

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