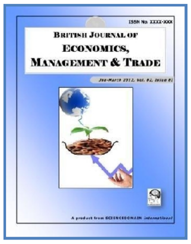

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Crude Oil the Forerunner of Internationalisation and ‘Grandparent’ of Diversity Management: The Nigerian Experience

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Authors' contributions

Author OG designed the study and managed the literature searches. Author OO wrote the methods and methodology as well as the discussion section, while author MA was also responsible for the discussion, recommendation sections and the references. All authors read and approved the final manuscript.

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ABSTRACT

Aim: The study examines how the discovery of crude oil in Nigeria gave birth to the recent phenomena of multinationalisation/internationalisation of business and globalisation which brought together people from different socio-cultural backgrounds to work together in the various workplaces thereby making managing diversity problematic. With the resulting challenges, the paper presents the need for greater attention to be placed on examining the complexities of workplace diversity in the Nigerian workplace and the implication for the future of multinational businesses and their employees in this location.
Study Design: This paper relies on descriptive qualitative research methodology and will examine the impact of the influx of foreign workers on the already diverse workforce
Place and Duration of Study: Nigeria from 1950’s (before the discovery of crude oil) to 1956 (after the discovery of oil)
Methods and Methodology: The study relied on secondary sources of data on non-oil exports (cocoa beans, in the South-West, Groundnut in the North and Oil palm in the South East) in the 1950’s and the discovery of crude oil in 1956 at Oloibiri.
This paper employs a descriptive and historical research methodology through secondary

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data sources. Secondary data are information collected and recorded by someone else prior to and for purposes other than the current needs of the researcher [1]. They are therefore usually historical and does not necessitate access to respondents or subjects [2]. This source of data collection is becoming very popular in business researches, market survey, facts-findings, model building, and among social scientists generally [1]. The major advantage of this form of data collection is in the fact that it is less expensive especially when compared with the primary source of data collection; as it has been previously collected [3]. Secondary sources are good sources of proceeding with researches even if the researcher still has to go back to the primary source; there is at least something relevant to be used as a starting point [4]. One can also build on the researches already conducted by other people using the secondary source as the basis of judgement. There are some instances where only the secondary sources can be used; and there was no way of considering primary source at all; for example a researcher conducting researches into events that happened a long time ago has no other choice than to depend on secondary source [1]. For the purpose of this study, secondary data sources were adapted and at no point in this research was there the use of primary data especially as several historical facts were applied in developing the paper.

The major shortcoming in this form of data collection is in the fact that a lot of care must be taken in using secondary sources because the information was not collected with the present study in mind, so it might not specifically meet the researcher's needs and there will be an issue of relevance; care must therefore be taken before making inferences and conclusions or else a lot of errors might be committed [5]. In selecting secondary data, the present researcher relied on historical data from several sources including books, journals, archives of economic and public government databases and business news. In building a timeline of economic and business data this addressed the question of relevance in several aspects including; if the subject matter is consistent with the present research, if the time period what was really needed and if the information presented addresses the present research interest area(s).

Another major disadvantage of applying secondary sources is that researchers cannot confirm the accuracy of information and this affects its reliability; if there were errors in the secondary data, the researcher will automatically inherit the errors [3]. Secondly, researches about the past are always problematic because the actors might have died or as people have short memories some important events might be forgotten. Moreover, it might be difficult if not impossible to address some issues because of the need to respect individual privacy as well as commercial implications [5]. For example, in some cases the present management or administrators might not want to admit their roles in the past when things turned negative or provoked negative reactions and its only historical data that can effectively expose this [6,7].

This type of research methodology is regarded as one that does not fit into either quantitative or qualitative research method; this is because it utilises elements of both within the same study [6]. This type of research methodology can also employ multiple variables for analysis; on the other hand it is unlike other methodology in that it requires only one variable [8]. The four main purposes of secondary sources methodology are: to describe, to explain, to validate findings and to infer from all the findings having been validated to be true [9].

Description emerges following the creative exploration, and helps to arrange the findings in an order that will help to be fit for explanations and these explanations can then be tested to validate the variables being studied. With the aid of description, knowledge is illuminated and facts that were ignored can now be brought to light and be better understood [10]. This method also helps in describing natural and man-made phenomena that will be very useful to other researchers and policymakers while prediction is also

made easier at least to some extent [11]. The study is primarily descriptive and weaves qualitative issues with quantitative facts to present its discussions.
Conclusion: The paper concludes that the favourable economic indexes and realities ushered in by the discovery of crude oil were fertile grounds for Multinationalisation, Globalisation and Internationalisation and increased the complexity of diversity management in a very diverse multi-cultural Nigeria. Furthermore, increased culture studies will aid in the understanding of diversity and how to manage it. This will be beneficial to the field of international management and the operations of multinationals in foreign locations in the long-run.

Keywords: Crude-oil; Multinationalisation; Internationalisation of businesses; Globalisation; Diversity Management Nigeria.

1. INTRODUCTION

Nigeria is the third-largest economy on the continent of Africa (behind South Africa and Egypt); the economy is propelled by its crude oil. The country has a capacity to produce a large proportion of goods and services for the West African region. As at 2000, oil and gas exports accounted for more than 98% of export Nigeria's earnings and about 83% of federal government revenue, as well as generating more than 40% of its GDP. It also provided 95% of the country's foreign exchange earnings, and about 65% of government budgetary revenue [12]. The economic opportunities compounded the diverse workforce with the influx of expatriates.

[13] describes Nigeria as the investor's heaven. This is because of the population which is about 150,000,000 people (2006 census) and the enormous expanse of land. The country has a total land area of 4047 km, more than twice the size of California and 923,768 sq km land area, the land area comprising of 13,000sq km of water and 910,768 sq km of land- her large reserves of crude oil and natural gas (Nigeria is among the top six crude oil exporters in the World) as well as the availability of other mineral and natural resources [14,15]. The cumulative result of all the above indices is the ever growing influx of multinational companies (MNC's) and these MNC's always bring their personnel. These foreigners come with a variety of socio-cultural realities which end up making the already diverse Nigerian workforce more complex.

The multinationalisation, globalisation and internationalisation of the Nigerian economy and indirectly the more complex diverse workforce can be traced to the discovery of crude oil and gas in commercial quantity in 1956 at Oloibiri. Since then the product has been consistently responsible for about 83% of the country's total revenue; 40% of its GDP, 98% of the export earnings, 95% of the country's foreign exchange earnings and 65% of the country' budgetary revenue [16]; Crude oil is found in large quantities in several states of the country such as Bayelsa, Rivers, Cross Rivers, Delta, Edo and Ondo, but only Bayelsa, Rivers, Akwa-Ibom, Cross Rivers and Delta states are usually referred to as the Niger Delta states [17]. The country has a total of 159 oil field/wells and 1481 wells in operation [18].

Most of the productive crude oil wells are located in the coastal Niger Delta region otherwise referred to as the South-south zone of the country with about 78 of the 159 oil fields [19]. Majority of these oil fields are small and scattered, but by 1990, these small unproductive fields were reported to have accounted for about 62.1% of all Nigerian production [19], compared with the sixteen largest fields which produced 37.9% of Nigeria's petroleum at that time [20].

As a result of the large number of small fields, an extensive and well-developed pipeline was engineered to transport the crude oil for either exportation or to the various refineries. Also due to lack of highly productive fields, money from the jointly operated (with the Federal government of Nigeria) companies was constantly directed towards petroleum exploration and production. Nigeria's crude oil is classified mostly as "light" and "sweet", because it is largely free of sulphur and Nigeria is the largest producer of “sweet” crude oil in OPEC. This “sweet” crude oil is similar in composition to petroleum extracted from the North Sea and is known as "Bonny light". Other Nigerian crudes based on export terminals include: Qua Ibo, Escravos blend, Brass river, Forcados, and Pennington Anfan [21].

Prior to the discovery of crude oil in 1956 in Nigeria, the country’s economy relied mostly on exportation of agricultural products; Cocoa beans from the South-west, Groundnuts mostly from the North and Palm Oil from the South East. Exportation of these agricultural products was handled by regional marketing boards and the issue of internationalisation of businesses was never a consideration for these marketing boards [22]. The situation was so bad that Soludo [23] (the former Nigerian Central Bank Governor) reported that ‘--------As at 1998, FDI in the non-oil sector was negative as foreigners divested from Nigeria’. The discovery of crude oil in 1956 changed all of this and Moses [24] reported that the ‘inflow of FDI into the oil sector held the dominant position in the early 1970’s’ and brought in multinational enterprises/internalisation of businesses and globalisation which made the already diverse workforce more complex.

2. THEORECTICAL/CONCEPTUAL BACKGROUNDS: DEFINITIONS AND EXPLANATION

2.1 Multinational Enterprises

[25] define a multinational company as a company that has productive activities other than marketing in more than one country. They (1978) later broadened the definition to include any firm which performs its main operation, either manufacture or the provision of a service in more than two countries. [26] defines a multinational enterprise as one which undertakes direct foreign investment; it will own or control income-earning assets in at least more than one country, and in doing so will produce goods or services outside its country of origin; it must engage in international production. United Nations, Department of Economic and Social Affairs (1975) suggests that a multinational company is one whose enterprise involves more than one nation and that these activities may refer to assets, sales, production, employment or profits of foreign branches or affiliates. This source went on to state that most of these multinational companies are engaged in extractive and manufacturing activities.

Dunning [27] perceives multinational firms as firms which own and control income-generating assets in more than one country. He also states that these multinational companies account for one fifth of the world’s output excluding the centrally planned economies in 1971. He further states that in 1971, of the 613 World’s largest companies, 437 accounted for four–fifths of the World’s total sales and operated three or more foreign producing affiliates. He concludes that multinational corporations are among the most powerful economic institutions yet produced by private enterprise system.

One fact is common to all multinational enterprises and this is that business is carried out in other geographical areas outside the area of origin [29]. Dunning [28] enumerates the following justifications for this geographical movement: (1) capital is available in one geographical area while other factors of production like labour, or raw material are available in another geographical area or areas. (2) The scarcity or non availability of raw materials could be the push factor to wherever they could be found; this position is more justified if the costs of transporting the raw materials are enormous. For example British Telecom shifted its call centres to India; because most Asian countries due to high population have labour in abundance, therefore labour is cheap; this is also known as the pull factor [30,31]. (3). A company located in one geographical area could be contacted or invited by other business men (women) in another area to start production in their geographical area(s). (4). A company may take over companies that already have interests in other countries and some companies might go abroad if their valued customers move abroad. Such companies include banks, insurance companies, accounting firms and management consulting firms. (5) Some countries might ban the importation of some goods. (6) The foreign manufacturers of such goods in order to protect their market will have no choice than to move abroad especially if the host country offers some tax concessions like tax holiday, and zero duty on machineries. This might be a way of encouraging industrialisation in the host country; if competitors move abroad others in the same industry will have no choice than to move too.(7)Companies also might move to avoid the problems of commission agents or want to protect their patent rights. Companies operating in countries with strong currency might buy up companies operating in countries with weaker currency cheap; this could be an inducement to move abroad. For example Japanese companies are recently going abroad because of the fact that their currency (yen) is presently very strong compared with other currencies; and some companies were discovered to have moved abroad just for the prestige associated with operating abroad [32].

Multinational enterprises always strive to have competitive advantages over one another and they have devised various strategies. Jackson and Deeg [33] quoting Ghemawat identify three distinct types of such strategies as: aggregation of activities based in a home country or the export of home country management practices abroad to achieve standardisation and economies of scale and scope; adaptation to diverse host country environment; or arbitrage through selective specialization of activities in different locations. Lee and Beamisk [34] state that the success of any of these strategies depend on the precise types of national institution or distance from the host country. Jackson and Deeg [33] argue that there was a need to focus on country-specific aspects of multinational enterprise strategies.

2.2 Globalisation and the Question of Centralisation and Decentralisation of Functions

Globalisation being a complex phenomenon means different things to different scholars. Our focus is on the impact of movement of people from one cultural area to another cultural area and how this impacts on the diversity of the workforce. Globalisation is a new phenomenon but has generated a lot of debate among contemporary scholars and also generated capacious literature [35]. Held et al. [36] describes the phenomenon as ‘a process or (a) set of processes which embodies transformation in the spatial organisation of social relations and transactions – generating transcontinental or interregional flows and networks of activity interaction and the exercise of power’. Globalisation manifest through economic scale and political importance of multinational companies, this is achieved through the exploitation of the development of communication, transportation and carefully coordination of development of production processes mainly through research and development (R&D) [37].

In all of these there is no doubt that this phenomenon that has brought about movement of people from one cultural area to another cultural area brings about a lot of challenges [38].

Globalisation to some scholars is a way of exerting pressure on 'national cultures in the name of a global culture', it has also be seen as a way of putting pressure in order to achieve economic integration, it could also be looked at from the perspective of 'a new world order entailing the worldwide standardisation, definition, and enforcement of some legal rights and, in particular, of intellectual property rights' [39]. We argue in this paper that in whatever form the phenomenon is seen, it always involves the movement of people from one cultural area to another cultural area and this is likely to affect the diversification of the workforce. In the case of Nigeria, a culturally diversified workforce already exists as the indigenes are from over 250 different cultural backgrounds [38] adding the foreigners/expatriates (as a result of multinationalisation, globalisation and industrialisation) further complicates workplace diversification.

Scholars do not agree as to whether authority should be delegated to workers in subsidiary companies or not and there was a general clamour for decentralisations or delegations of authority to the subsidiaries in the 1960s [37]. There were also those who believed that with the present breakthrough in technology through the use of computers, air travel and telephones there was no need for decentralisations and that centralisation was a better way, especially when it involved use of funds, planning and cross–frontier rationalisation [39]. In most cases, Research and Development is treated as a centralised issue and is usually based in the home country, as decentralisation will be very expensive. While the subsidiary companies are allowed to carry out selected research particularly if it involves marketing Held et.al. [36,35]. This is because local customs and local outlook might be important in the package of a product. For example, some predominantly Muslim communities might find a semi-nude photograph of a lady being displayed on the wrapper of toilet soap unacceptable.

Furthermore, the personnel functions are usually decentralised; this is because labour legislations and trade union negotiations vary from country to country Held et.al. [36]. This does not imply that instructions in form of advices from the parent companies does not filter in once in a while or even frequently make it across the border making distinction between the two difficult [35]. Industrial relations problems are also in most cases decentralised because most decisions taken in multinational firms are constrained by local laws and other local influences; there are some local organisations like the Employers' associations that have local laws that all companies in the relevant countries or region must abide with [39].

There are various arguments for and against centralisation and decentralisation: it was said that centralisation destroys initiative and does not spread the pressure of work between head office and the subsidiary managers while decentralisation was said to be expensive because it causes duplication of functions Held et al. [36]. This could be because communication and the equipments which enable information to pass across rapidly and aid decentralisation could be very expensive [35]. In conclusion, it is obvious that there existed a thin line of separation between centralisation and decentralisation and it will be difficult to pin down the successes or failures of a company to the extent of its centralisation or decentralisation of functions as other factors do come into play [35]. For example, companies tend to do well when the economy is experiencing a boom and most companies will have problems during recession irrespective of whether they centralise or decentralise functions. Whatever the manner or method of organisation there is the problem of people moving from one geographical area to another geographical area with their baggage's of socio-cultural realities which is different from that of their host countries and that of their citizens [16] .

2.3 What is Diversity?

Diversity is viewed differently by different people and therefore defined differently, but its importance is never in dispute. For example, in a survey of Fortune 500 companies by Dunavant and Heiss [40], reported that 100% of surveyed organisations perceive global diversity as an important or very important issue. Nishii and Ozbiligin [41] admitted that 'attention to the issue of global diversity has been increasing due to the expansion of national laws and international policies aimed at eliminating discrimination, as well as a concomitant rise in the number of high profile litigations against global firms'. Inyang [42] describes diversity as the observed differences among members of a group or a social unit which include the way the group/social unit differ including the various peculiarities and distinctive differences. Thomas [43] suggested that the concept is a mixture of components characterised by similarities and differences which include ethnicity, geographical origin, race, gender, religion, work experiences, age, work style and sexual education. Nkomo and Steward [44] conclude that diversity could be defined as a 'mixture of people with different identities within the same social system'. In conclusion diversity recognises the differences with human beings and in the human race.

Ozbiligin [45] submits that the 'how' of global diversity remains complex and unclear for many organisations because the forms of discrimination that are considered unlawful diverge across countries, and there are also extensive national differences in the interpretation as well as implementation of equal opportunity laws. Diversity also takes many forms and its impact will depend among other things on the kind of diversity that is being studied [46]. For example, this study will examine the impact of racial and cultural diversity on the Nigerian workforce. It should be clearly stated that studies e.g. Jackson et al. [33,47] have suggested that workforce diversity enhances work group effectiveness. Kim [48] suggested that diversity in the workforce is 'growing faster than we can address its concomitant issue'. Constant changes in a firm's culture and in personal beliefs force the workplace to deal with the concept and issue of diversity. Ospina [49] opined that the internal and the external pressures from the workers end up in producing the momentum for diversity to become a major issue for managers.

Kandola and Fullerton [50] suggested that the concept 'accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as sex, age, cultural background, race, disability, personality and working style'. They further concluded that the concept 'is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued where their talents are being fully utilised and in which organisational goals are met' Kandola and Fullerton [50]. This definition tends to accept the fact that people from different cultural backgrounds (among other differences) should come together to create a whole; each piece therefore has a place in the whole as well as totally acknowledged. The definition also implies that everybody from different backgrounds must be given an equal opportunity; it also seeks to recognise value and utilise rather than dilute and deny individual differences; these individual differences can therefore be beneficial to the organisation in the long run [50].

The concept should not be mixed up with the concept of Equal opportunity although the former concept is usually presented as an evolutionary step from the latter concept; the former is also seen and treated as a repacking of the latter [51]. Equal opportunity is specifically related to women, ethnic minorities and the disabled while Managing diversity is holistic as it excludes no one, it involves a broader range of people than the group usually covered by Equal opportunity which usually relies on 'positive action' or 'affirmative action' with special initiatives put in place to redress perceived imbalances in terms of gender or ethnicity in the workforce [52].

Diversity presents an alternative; it aims specifically at organisational goals by stressing that organisations should recruit, develop and promote on competence rather than group membership so as to enable the organisations to achieve a competitive advantage over their competitors; it therefore ensures maximisation of individual potential [53,46].

Equal opportunity policies aims at ensuring the elimination of unlawful discrimination and the priority is on anti-discrimination legislation while managing diversity emphasises the fact that the workplace will be more inviting and productivity will increase if people are valued based on their individual contribution to the achievement of the organisational goal rather than their group membership [42]. This will benefit both the organisation as well as the employees on the long run; managing diversity is therefore a way of changing organisational culture that will seek to effect outcomes rather than processes [53].

3. NIGERIA IN THE MIDST OF MULTINATIONALISATION/INTERNALISATION OF BUSINESSESS AND GLOBALISATION

The twin issue of multinationalisation/internalisation of businesses and globalisation of Nigeria can be traced to the discovery of crude oil in commercial quantity on 15th January, 1956 at Oloibiri oil field by Shell Darcy [16]. This gradually transformed Nigeria to a middle income, mixed economy and emerging market, with an alarming expansion of financial, service, communications, and entertainment sectors. By 2011, the country was positioned 30th in the world in terms of GDP (PPP), this was despite its emergent, though currently underperforming manufacturing sector. Nigeria is now the third-largest economy on the continent, behind South Africa and Egypt [16].

The country has the capacity to produce a large proportion of goods and services for the West African region. It can therefore be considered as the economic power house of the West African region [19]. By 2000, oil and gas exports accounted for more than 98% of export earnings Nigeria's and about 83% of federal government revenue, as well as generating more than 40% of its GDP. It also provided 95% of the country's foreign exchange earnings, and about 65% of government budgetary revenue [19].

The USA Energy Information Association (EIA) in 2010 estimated Nigeria's proven oil reserves at between 16 and 22 billion barrels (3.5×109 m3), but other sources claim there could be as much as 35.3 billion barrels (5.61×109 m3). These reserves make Nigeria the tenth most petroleum-rich nation, and by the far the most affluent in Africa. In mid-2001 its crude oil production was averaging around 2.2 million barrels (350,000 m^3) per day [54].

Nearly all of the country's primary reserves are concentrated in and around the Niger Delta Region of the country. Off-shore rigs are also prominent in the well-endowed coastal region. Nigeria is one of the few major oil-producing nations still capable of increasing its oil output. Unlike most of the other OPEC countries, Nigeria is not projected to exceed peak production until at least 2009. More recently, production has been disrupted intermittently by the protests of the Niger Delta's inhabitants, who feel they are being exploited [16]. The U.S.

remains the largest importer of Nigeria's crude oil, accounting for 40% of the country's total oil exports. Nigeria provides about 10% of overall U.S. oil imports and ranks as the fifth-largest source for oil imports in the U.S. Apart from crude oil Nigeria is also blessed with exportable agricultural products like Cocoa beans, Rubber, Bitumen, Palm Oil and Groundnuts [12].

It should also be stated that since the advent of political democracy in May 1999, the country has witnessed an unprecedented inflow of Foreign Direct Investments (FDI). The FDI into Nigeria rose from US$1,004,917,000 in 1999 to US$6,048,560,000 in 2010 [55].

The effect of the oil boom resulted in the combined effect of globalisation, multinationalisation and industrialisation in Nigeria. The implication was that people from various cultural backgrounds (including foreigners) were forced to look for employment in Nigeria [56]. Most of these are adults who have imbibed some cultural values or a unique 'software of mind' that cannot be easily 'de-programmed' [57] and they introduce new complexities in the workplace. Managing these various group of people, (the 250 indigenous ethnic groups and the foreign influx into the country after the discovery of crude oil) poses a significant challenge for the workplace as the effect of internationalisation increases.

4. DISCUSSIONS

With the advancement of technology and the imminent spread of globalisation, multinationalisation and industrialisation, the need to bring people together to work across national and cultural boundaries will continue and so will the resulting challenges. The only solution is to find ways of managing diversity so as to reduce the frictions and frustrations caused by the integration of people from diverse cultural backgrounds. If this is not done then organisations will struggle to attract and retain the best and most qualified workers. In addition, organizations may lose a large percentage of its productivity from diversity based conflicts. Organisations that are able to develop and employ the necessary policies and procedures to manage diversity will therefore have and maintain a competitive advantage among their competitors thereby increasing their effectiveness and efficiency. In the case of Nigeria, the coming of MNC's like Shell, Chevron, Cadbury, Nestle, MTN, AGIP, Ford (the list is inexhaustible) has made transfer of technology from the home country easier and some of the Nigerian workers are also sent on courses/secondments in these home countries. Nigeria hopes to join the league of economically and technologically advanced nations through globalisation, multinationalisation and industrialisation; so the phenomenon is irreversible; yet the challenge of managing diversity persists.

Since the phenomena of globalisation, multinationalisation and industrialisation is unavoidable, legislations and its implementations should therefore be put in place to encourage deeper cultural, political and economic integration. For example, the regional free movement of labour in the Economic Community of West African States (ECOWAS) and other regional blocks. Though citizens may protest that foreigners are taking up the jobs meant for the natives, there are long term economic advantages that need to be communicated effectively. In the long run breakthroughs in innovations and combined global output of products and services may increase due to cooperation between developing and underdeveloped countries, moving them up both economically and technologically. For example, R & D costs can be pooled to benefit countries where multinational research and development cost are centralised in found to be in favour of home country projects.

Furthermore, the intricacies of workplace diversity and its management in other regions cannot be applied that easily to a multi-cultural society like Nigeria. Nigeria is said to be an artificial creation of the ‘forced’ coming together of between 250 and 400 ethnic groups, the country is therefore an artificial ‘Nation- State’ [58,59]; therefore possessing one of the most multi-ethnic workforce in the World [60]. This problem was recognised internally and led to the Constitutional provision of Federal Character Principles (FCP) [58].

The FCP states that recruitments, selections and promotions should not be based strictly on merit but on state of origin. The implication was that indigenes of specific states are recruited and promoted even if they did not possess the relevant qualifications and experience for the job; this includes the Presidency (the topmost job in the country). Furthermore, the indigenes of other states that may be more qualified and experienced are automatically denied recruitment and promotion benefits. This is unfair and unjustifiable constitution poses a serious problem for the country as it (with other related issues) led to the first coup d’état and invariably the civil war of 1967 to 1970 [61,62].

It is on this foundation that globalisation, multinationalisation and internationalisation all rest. The perception is that the underlying complexity presented by Nigeria’s multi-cultural setting is largely ignored when dealing with diversity issues. Workplace tension and conflicts cannot be managed effectively without the basic understanding of the inherent diversity issues faced within the Nigerian context pre-globalisation. Nigeria as a country has its hands full and can ill-afford the multi-issues that result from the rising diversity of its workforce brought about by the discovery of crude oil and the internationalisation of businesses. The continued influx of foreign direct investments and employment in Nigeria without recognising the current challenge will only make this a much bigger issue for managing workplace productivity in the near future.

5. RECOMMENDATION

In view of the current challenges that exist, the current political democracy in Nigeria should be given a chance to mature as investors are ordinarily more comfortable with democratic governments where there is a greater degree of stability and assurance that their investments will be protected. This is evidenced by International organisations and the economically developed countries favouring political democracy and declaring military/authoritarian regimes as illegal.

However, it is unlikely that the investment opportunities in a rapidly emerging economy like Nigeria will be delayed in favour of developing matured governance. Bearing this in mind, it becomes the responsibility of multinationals that are willing to take the initiative of doing business in Nigeria despite some of the associated risks to ensure that the issues surrounding workplace productivity are not ignored. There may need to be more focus on centralisation of core activities like research and development especially within the context of international management and developing a more detailed understanding of subsisting local cultures.

Lessons were learnt the hard way by oil companies in the Niger Delta region of Nigeria as exported policies in managing conflicts within the region continued to fail, in addition subsequent solutions from joint consultation with locals (non-Niger Delta Nigerians) without active involvement of local indigenes from the Niger Delta also resulted in failures. Not until there was an understanding that solutions would only work if they understood the Niger delta way and involved Niger Deltan’s in providing solutions did some progress become imminent.

Similar issues are evident across sectors in various multinationals and until more attention is paid to the importance of understanding the constituents and management of diversity, continued workplace productivity may be threatened.

Finally, it is important to reiterate that diversity management is not about equal opportunities. This was the basis of the FCP in Nigeria which created further issues that only undermined the purpose of equal opportunities. Diversity management does not exclude any particular group and is not about addressing imbalances among groups. Diversity management accepts the fact that people from varying cultural backgrounds are increasingly coming together and it is more important to recognise rather than deny individual differences. This is particularly important for multinational organizations that seek to impose western ways of working on the local workforce. Overall, diversity studies international management deserves more attention because recognising individual differences and how they can be managed benefits organisations in the long run.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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