

## WORKFORCE DIVERSITY AND PUBLIC SERVICE DELIVERY

Ofoma Chinedu VALENTINE\*

Umar Suleiman ADEIZA\*\*

### Abstract

*The increasing demand for inclusion in workplaces coupled with the dynamic nature of society has necessitated the need for a diverse workforce in organizations. This is more compelling in public service due to its nature. Therefore, this paper aims to go beyond workforce diversity from point of inclusion to interrogate the correlation between a diverse workforce and public service delivery. The paper utilized search method driven by secondary sources of data which provided a strong basis for ensuing discussions, findings, conclusion and practical suggestions.*

**Keywords:** Workforce diversity; Public service delivery; Inclusion and Workplace adjustment

### 1. Introduction

Globally, government exists especially in a democratic setting to deliver services to the people using public service (Ofoma, 2021) and the delivery of these services is deliberately modeled for quality. The citizens and even the political authorities now place greater emphasis on quality of public service delivery. This underscores the submission by Minyan & Antonio (2017) that there is a growing recognition that the rising standard of living will call for higher quality services delivered to the citizens.

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\* Department of Public Administration, Federal University Lokoja Kogi State, Nigeria, Address: Lokoja, Nigeria, Corresponding author: [chinedu.ofoma@fulokoja.edu.ng](mailto:chinedu.ofoma@fulokoja.edu.ng).

\*\* Department of Public Administration, Federal University Lokoja Kogi State, Nigeria, Address: Lokoja, Nigeria, E-mail: [umar.suleiman@fulokoja.edu.ng](mailto:umar.suleiman@fulokoja.edu.ng).



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For instance, parents are now moved by higher quality education offered to their wards than keeping their children/wards in classrooms for too long. The citizens now interrogate more often the quality of policies and programmes implemented by street level bureaucrats to ensure that they do not only meet the standards but also in line with the international best practices.

The foregoing brings into sharp focus the need to dissect the place of workforce diversity in public service delivery. "Workforce diversity has emerged as a priority in both private and public sector organizations. Diversity has multidimensional value that is both intrinsic and strategic. That is, diversity is pursued both as an objective in itself, and because it can advance the performance of organizations and governments" (United Nations, 2019, p. 2). Social movements have been outspoken in their calls for organizations to intentionally implement diversity policies. They have pushed for measures such as constitutional amendment and social values. Civil society organizations especially those of women and people with special abilities have to a significant extent intensified efforts to achieve diversity in organization (Rao et al, 2015).

Workforce diversity in organizations is a deliberate move towards inclusiveness putting into consideration justice, competences, skills, as well as gender, disability, religion, ethnicity and quality ideas which do not only ensure that no worker is unduly favored but also lead to the realization of organizational objectives. In public sector, workforce diversity has taken a prominent position. Saqib et al (2023, p. 1206) further elucidate the discourse while inferring that "We live in an increasingly complex and globalized world, where diversity has formed the structure of modern civilization that directly influence on globalization process and rapid technological progress. Companies are now seeking a strong presence in a range of expanding new markets that triggered a worldwide economic boom for multicultural markets, diversified workers, and untapped customer bases. Multi-cultural approaches and a consistent effort to merge diverse cultural and demo-graphic diversity into an inclusive workplace that fits into the wider goal of the company's development, advancement and for success in global markets" Notwithstanding, rapid diverse workforce will amount to challenging the perceptions of individuals over demographic elements such as gender, ethnicity, language and special ability (disability) in organizations across the world (Green et al, 2002).

Interrogating it from a negative standpoint, Scout (2018) and Mckinsy & Company (2028) argue that a diverse workforce would rather pose a challenge to organizations as differences or divergences among workers in areas of gender, sexual orientation, age and ethnicity can lead to nepotism, acrimony and hostility in the work

environment. While underscoring problematic nature of diverse workforce in organization specifically on the inclusion of female gender, Green et al (2002) contend that “the common belief is that women are predisposed to marriage, and childbearing hence will quit even at the pinnacle of their careers to focus on family. Furthermore, women are considered physically, mentally, and emotionally incapable men”.

In spite the above debate on the subject, the relationship between workforce diversity and public service delivery is often overlooked. To corroborate this, Osibanjo et al (2020: 4) argue that “Limited studies have been carried out regarding the effects of diversity management on the performance of organization within a multi-ethnic workforce in the transition economy”. It is against the above background that this paper attempts to examine the impact of workforce diversity on public service delivery.

## **2. Methods**

This paper adopts a search method which was developed using a funnel approach where a thorough investigation was carried out with a view to including all important contributions around the world; ensuing a narrow selection (Santis et al., 2018). This explanation is illuminated by Lacuzzi (2021, 71) while maintaining that “Contributions could be any type of academic publication (articles, conference proceedings, books, etc.) without domain or scientific area limitation, but had to be available online in full text in English”. To this end, the search process for this paper which took place between February, 2023 and July, 2023 was guided by relevant keywords such as workforce diversity and public service delivery. Consequently, the paper made use of publications from Taylor and Francis, Sage, Elsevier and EBSCO etc. Where available, Digital Object Identifier and Uniform Resources Locators (URL) for the references were provided for easier verification.

## **3. Literature Review**

### **3.1. Public Service Delivery**

Bureaucracy exists to provide services to citizens in order to address their concerns and improve their living standard thereby ensuring national development. These services are expected to be of quality so as to meet the objectives upon which they were delivered. Clark (2012, p. 1) lends credence to this argument by submitting that

“The desire to improve the delivery of public services, understood as those services provided by or on behalf of governments (local, municipal or larger-scale) to the public, is a long-standing one in both developed and developing countries”. Corroboratively, Minyan & Antonio (2017) as earlier, posit that the citizens and policy makers now place greater emphasis on the quality of services delivered to them. This is consistent with the belief that the increasing standard of living will be accompanied with demand for better services instead of greater quantities of poor services. For instance, guardians and parents want their wards to be given quality education instead of keeping them in the learning environment for too long. With the consideration of quality service delivery to the public, a comprehensive metric which measures the observed trade-off between the quality features and quantity results of public service delivery is explained. Ahmed (2005, pp. 76-77) views it from historical and dynamic perspective while submitting that “service delivery has been an old concept which draws attention of organizations to their responsibility to render service to their customers in the most satisfactory manner. The terminology varies depending on the time, place or context. The concept presupposes that, in public service, there is contractual relationship between the customer (the public) and the service provider (government agency) which obliges the latter to render service to the former in most satisfactory way, be it in terms of utility, quality, convenience, timelines, cost, courtesy, communication or otherwise”.

It can be contended that the above scholars justifiably interrogated the growing concerns about quality public service delivery but without providing a clarification of the concept which would make one understand when a quality service is delivered. To fill this identified gap, this paper defines public service delivery as the provision of standard services or intangible goods to the citizens by government through its apparatus such as ministries, departments and agencies among others. These services are expected to be effective, efficient and sustainable so as to meet the people’s needs and concerns.

### **3.2 Workforce diversity: Concept and Issues**

Diversity is an evolving concept that can be measured using an abstract word. Every individual has their own unique idea, behaviour, and outward look. Everyone possesses both innate qualities and skills developed via academic and cultural exposure. There are more distinctions which could make one feel uneasy or endangered (Saqib et al, 2023). The above authors simply amplify the differences existing between individuals, which to a reasonable extent are beyond human

control as some of them are natural. The degree to which workforce diversity is demonstrated is exemplified in the submission of Patten (2016) that "Workforce diversity in United States of America has been reemphasized overtime based on the long fight against racism and discrimination. In 1980 the black Americans and other races were 20% and whites were 80%. Over time there has been decrease in the number of white to 69% and other races have increased as reported at the year 2000. This has enabled the organization in America to embrace diversification at the end of 21st century. Globalization enabled the United States of America become diverse in making race and ethic heterogeneity. The labor force in the same period experienced the same shift where white men represent 37% of the United State workforce by 2008. United States of America worker force has older and balanced gender and race, working public sector".

This is not the thinking of some scholars such as Dike (2013), Green et al (2002) and Hewlette et al (2013) who unanimously contend that the erroneous understanding that employees with special abilities (disabilities) are not quick-witted and incapable of completely carrying out organizational duties would result to disdainful treatment against them (employees with disabilities) which in turn trigger acrimony, injustice, hostility and intimidation in the work environment. Consequently, demoralization and low productivity will set in. This position is still stretched further by Green et al (2002) while maintaining that "The term disability describes the state in which a physical or mental injury afflicts an individual. In practice, such impairments may have resulted in considerable and long-term adverse effects on the individual's capacity to perform customary day-to-day activities. Although, disabilities do not entirely prevent an individual from the capacity to perform workplace tasks or duties but can present challenges or limitations".

As cogent as this argument against a diverse workforce may seem, it suffices to submit that it can be defeated on the premise that exclusive workforce does not guarantee a successful organization. For instance, physical ability of an employee is not tantamount to capacity to effectively discharge official duties especially when the duties have to do with intellect. Furthermore, the application of digital technologies in organizations has drastically reduced the need for physical capacity thereby further exposing the limitation of the argument. On the whole, the dangers of not having a diverse workforce outweigh any merit of workforce exclusion as it not just unconstitutional but also inhuman.

Conceptually, workforce diversity is viewed as a comprehensive picture of dissimilarities among employees in the aspect of sex, origin, religion, ethnicity, race,

education, socio-economic status and physical disability (John, 2010). In a related discussion, Hoopes, Madsen & Walker (2013) and Amuenje (2003) posit that workforce diversity is the range of differences (gender, race, age, religion, ethnicity and education) among employees that may have impact on interpersonal interactions within an organization. It is the idea that an organization employs people with a range of backgrounds and traits which results to cultural diversity. A lot of differences can exist among people such as sex, gender, disability, religion and age. Organizational culture therefore becomes a determinant factor to which the diversity can be measured. In their contribution to the measurement indicators of workforce diversity, Tsui & Gutek (2000) observe that the surface-level or demographic approach is used to determine workplace diversity and is viewed as a unit heterogeneous in attributes such as culture, age, gender, religion, ethnicity and functional background.

Building on the above discussions will be strong enough to assert that workforce diversity goes beyond the narrow perspective of differences in ethnicity and religion. It is the combination and positive acknowledgement of all the differences such as age, gender, race, religion, ethnicity, education and disability existing among employees in a particular organization. A diverse workforce is the understanding of the uniqueness in employees. It amounts to a practical demonstration and appreciation of divergences in intrinsic and extrinsic attributes of employees in an organization. It is arguable that workforce diversity is designed to address injustice that may exist in a work environment due to human sentiment and parochialism. This submission is strengthened by Sidney & Chadwyck (2001) who infer that most fundamental problems workforce diversity intends to address are issues relating to background, age, gender, religion and ethnicity. They further contend that the place of diversity in organization is underscored in the discriminatory disposition of certain employees manifesting in identity relationship and selective cooperation which negatively impact on the achievement of organizational goals.

### **3.3 The Legality of Workforce Diversity**

Laws of countries across the globe especially those practicing democracy strongly encourage diversity in organizations by frowning at discrimination of people either on basis of gender, ethnicity, religion, color, age or sex among others. In United Kingdom, organizations are constitutionally mandated to execute 'positive action' while employing people as provided in the Equality Act 2010. The Act empowers organizations to give an applicant a preferential treatment if convinced that such a

person experiences a 'disadvantage connected to the (protected) characteristic' and that such preferential treatment will assist such as applicant to address or reduce that disadvantage (Employment Law Review in Faegre & Reath, 2022). Similarly, Section 41 of Nigeria constitution provides that "(1) A citizen of Nigeria of a particular community, ethnic group, place of origin, sex, religion or political opinion shall not, by reason only that he is such a person- (a) be subjected either expressly by, or in the practical application of, any law in force in Nigeria or any executive or administrative action of the government, to disabilities or restrictions to which citizen of Nigeria of other communities, ethnic groups, place of origin, sex, religions or political opinions are not made subject; or (b) be accorded either expressly by, or in the practical application of, any law in force in Nigeria or any such executive or administrative action, any privilege or advantage that is not accorded to citizen Nigeria of other communities, ethnic groups, places of origin, sex, religions or political opinions. (2) No citizen of Nigeria shall be subjected to any disability or deprivation merely by reason of the circumstances of his birth. (3) Nothing in subsection (1) of this section shall invalidate any law by reason only that the law imposes restrictions with respect to the appointment of any person to any office under the State or as a member of the armed forces of the Federation or a member of the Nigeria Police Force or to an office in the service of a body corporate established directly by any law in force in Nigeria" (1999 Constitution of Federal Republic of Nigeria with Amendments). In India, there is a constitutional requirement as well as reservation programme that encourage the allocation of a certain number of public service positions to traditionally poorly represented categories of people such as castes and religious minorities (Employment Law Review in Faegre & Reath, 2022).

Public policies have also been formulated and implemented to promote diversity in organizations across nations. The German government in 2010 came up with an initiative to increase the percentage of workers with a migration background in the bureaucracy (Die Bundesregierung, 2012). The national strategy adopted by the government of United Arab Emirates has encouraged both public and private organizations in the country to put in measures towards promoting workforce diversity. A sizeable number of organizations (both public and private) in the United Arab Emirates have keyed into the national strategic plan by way of diverse workforce (Kemeny, 2017). All these measures have been adopted to strongly encourage diversity. Additionally, workforce diversity is a top priority in policies and laws of international organizations.

### **3.4 Beyond Workforce Diversity: Workplace Adjustments**

There is a consensus among scholars and policy makers that a diverse workforce is needed in modern day organizations to better drive the stated objectives. However, making the workplace workable for the workers especially those with special abilities (disabilities) and health related issues has emerged as a critical aspect that requires adequate attention. Making adjustments in organizations to accommodate diverse employees goes beyond providing special physical infrastructures to include reduction in working hours or days, official permission to work from home when the need arises and designing and building structures to accommodate every category of people such as those moving with wheelchairs among others. This assertion is simplified by International Labour Organization (2016: 12) that "Disabilities arise from the interaction of individual impairments (e.g. physical, sensory, intellectual or mental) with attitudinal or environmental barriers. The most visible examples relate to the physical environment, such as a wheelchair user who encounters a building that can only be accessed via steps. It is, however, important to be aware of the diversity of conditions experienced by individuals with disabilities and the invisible barriers that they may encounter. A person living with generalized anxiety disorder may find it difficult to perform his or her job due to persistent worries about managing the workload. A reasonable accommodation could be to provide the worker with some additional support from the line manager. This could take the form of regular meetings with the worker to review commitments and schedule. An HIV-positive individual may be generally fit for work but experience episodic ill-health. This means that a reasonable accommodation may need to be flexible. For example, a worker living with HIV might normally perform all her tasks from the office, but she might seek flexibility to work part of the week from home during periods where she may be affected by an HIV-related illness or during a period of adaptation to anti-retroviral or other medication related to her HIV status. A worker may not be living with HIV but may have care giving responsibilities to a family member with HIV or AIDS. In these circumstances, the worker may have a need for a reasonable accommodation, such as a temporary reduction in working time".

These suggest that public service including the private organization should go beyond employing people with diverse backgrounds to making the workplace conducive for every category of employee to enable them put in their best. In this sense, laws can be amended and policies reviewed to accommodate this vital component of dynamic work environment. This has to be institutionalized for smooth operations of employees and better performance of the bureaucracy. It does



not only make employees feel belonged and motivated but also make the people (targeted beneficiaries of public services and programmes) better understand that the administrative system is indeed for the citizens as it accommodates everyone's interest and special needs.

#### **4.1 Workforce Diversity and Public Service Delivery: the Correlation**

Countries across the globe are made up of people with different religion, gender, ethnicity, disability, sexual orientation as well as diverse socio-economic and educational backgrounds. It therefore becomes incumbent on the bureaucracies of these nations to address each member of society's needs and concerns, which vary depending on the individual (Public Governance and Territorial Development Directorate Network on Public Employment and Management, 2009). Based on social contract perspective, government is under obligation to meet the needs and aspirations of the people in a society. These needs and aspirations which are different in nature, design and characteristics coupled with emerging social issues such as COVID-19 and conflicts require a public service that is inclined to diversity. Globally, political authorities have recently called for increased workforce diversity and inclusion in public sector (Organization for Economic Cooperation and Development, 2021).

Population is ageing quickly thereby compelling governments to deliver quality public services without regards to the reality that the existing bureaucratic systems were put in place to address the concerns of relatively young societies. This phenomenon strongly suggests that countries need to design administrative systems that are adaptable to function in ecology of constant change in citizens' needs and aspirations at high levels of quality, transparency and fairness. This is also applicable to human resource aspect of public service as a significant number of workers retire over a relatively short period. Keeping the public sector's ability to provide all citizens with the same level and quality of public services is a challenging management issue, taking into account the fact that this must be accomplished in conjunction with service delivery modifications to fulfill demands from an ageing society. Therefore, the public sector must be an attractive employer, offering every employee the chance to grow regardless of their disability, ethnicity, gender, age, and educational and social backgrounds as the system needs to replace retiring workers with qualified people (PGTDDNPEM, 2009).

Workforce diversity in public service does not only bring workers of different backgrounds together but also enhance quality of service delivery by having a pool of knowledge of concerns and needs of different social groups in a country. Management of organizations that seize diversity and inclusion will be able to propel diversity to the advantage of public service by establishing channels of communication and information (Greer et al., 2012; Nishii & Mayer, 2009). This is inextricably linked to better public relations because diversity in public sector effectively drives public relations system as the citizens (the targeted beneficiaries of public policies and programmes) irrespective of their backgrounds have a better opportunity to freely express their concerns using any language of their choice because there is conviction that there are administrators especially street-level bureaucrats that understand them for who they are. As Cox (2001); Ozbilgin & Tatli (2008) put it "gender diversity allows members of the organization to bring to the workplace their diverse and unique perspective which benefit the organization as a whole because diverse employees communicate better with diverse clients, bring about better products as a result of the diversity of opinions that leads to creativity and improved sales cum service quality as a result of better understanding on the needs of diverse clients". With the use of supportive diversity activities, poorly represented groups in the society can enhance their status and capacity to express their views within the public service which in turn enhance the internal accountability and by extension better service delivery (Arai et al., 2001; Kulik & Roberson, 2008). Having a more diverse workforce can increase public sector creativity and increase public confidence since varied viewpoints and skills are used to create answers to policy problems (Nolan-Flecha, 2019). A workplace that has regard for diversity attracts innovation because it encourages novel ideas, decentralized decision-making and feedback systems (Organisation for Economic Co-operation and Development, 2015). "Organizations that employ skilled and qualified candidates from a different cultural and varied background as building blocks of their businesses benefit the organization by strengthening the team's responsiveness to varying conditions as diversity embrace differences in opinions, feelings and ideologies, thus, affecting the quality of services rendered to the people which invariably amplify its performances even globally" (Llopis, 2011; Woods et al., 2010). Therefore, institutionalizing diversity in administrative systems of countries will result to quality service delivery as the diverse workforce clearly understands the peculiar needs of every segment of the society. Furthermore, diversity in organization reflecting differences in educational qualifications will enhance the organizational capacity and aid in communicating and comprehending

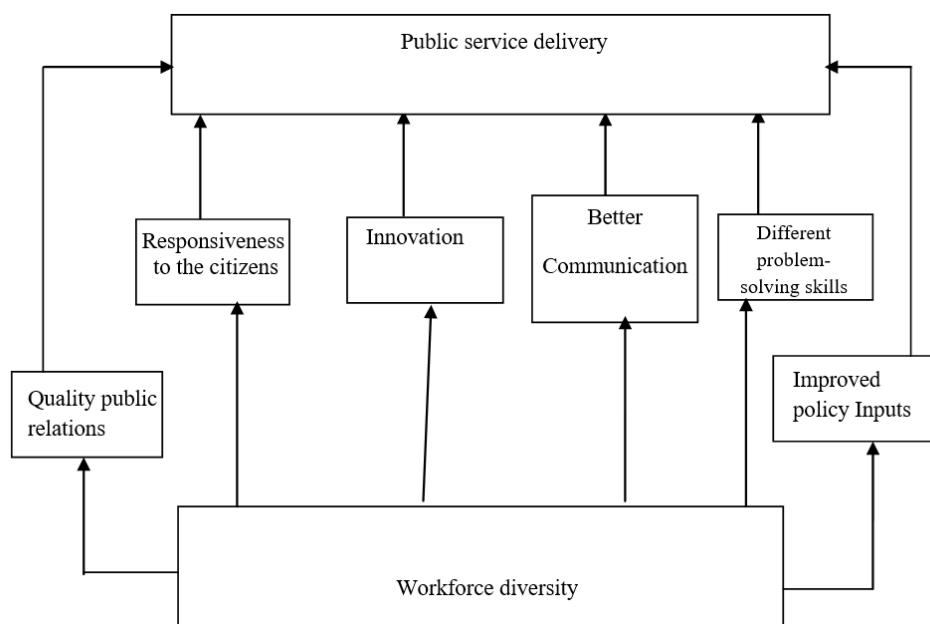
the people's needs thereby enhancing the quality of service delivery and public relations (Rehim et al, 2003).

The employment of workers with different abilities (disabilities) in public service provides the government with an ample opportunity of having employees who by their knowledge and experiences can make quality policy inputs towards addressing the concerns of every group of people such as people with disabilities. The above does not differ from the unanimous submission of Hubbard (2004) and Cox (2001) that diversity in public service enriches policy inputs as the system is equipped with workers with diverse problem-solving skills. Workforce diversity ensures quality decision-making arising from workers' creativity as it increases their level of thinking. On the whole, there will be significant improvement on the performance of the organization together with its capacity to effectively compete globally. Our understanding of contributions of diversity towards public service delivery is deepened by Resick et al (2014) while positing that diversity is advantageous because it enables workers with different backgrounds to improve their performance by converting their skills into practicable results to complex public issues. It enriches manpower of public service with the needed competences and skills to drive policy decisions to the fullest. It does not only broaden and enhance organization's level of creativity; it increases workers' satisfactions which in turn attract new competent employees. Having a diverse workforce is the way to go as organizations are expected to continuously operate so as to retain the appealing nature of the sector to the upcoming generation of experts (Brealey et al, 2012). A significant number of studies conducted reveal that well managed workforce diversity in public organization has a strong tendency to positively impact on organizational performance precisely in the areas of transparency, accountability, governance capability and responsiveness to the people (Ding & Riccucci, 2022).

Diversity does not only entail consideration of different backgrounds and capacities but also includes appreciating and utilizing people's skills, views and experience to enhance the quality of services delivered to the masses. Maintaining fundamental bureaucratic ideals such as equity, transparency, impartiality, and equal representation require diversity. It is increasingly being seen as strength rather than a challenge (PGTDDNPEM, 2009). It can significantly boost creativity, organizational effectiveness, and public trust in government agencies. Modern society has made diversity in the public service a reality and a necessity. As Cletus et al (2018) argue "The success of companies and businesses is hinged on their ability to innovate, adapt, and evolve along with the changing trends in the business

climate. With the growing diversity around the globe, these organizations must tap into the diverse talent pool to remain competitive, relevant and best practices. This presents significant opportunities to innovate, as employees of different backgrounds often arrive with diverse skill sets that nurture innovative ideas and critical thinking". Workforce diversity provokes innovation in public service which ultimately results to efficient service delivery since there is multidimensional approach to policy formulation and implementation. This opinion is elucidated in report of Organisation for Economic Co-operation and Development (2015) that every person has a unique history, skills, competence and knowledge that can benefit the public sector as a whole and broaden perspectives for both employees and the people. Available data reveals that there is significant correlation between having a thorough grasp of the demands of various social groups and providing better public services. Diversity has great impact on individual employee towards his duties. An employee who feels belonged and contented for appreciating his peculiarities tends to be more productive and committed towards the realization of organizational objectives.

An effort to trace the place of diversity in public sector is underscored in Fukuyama (2001) and North (1991) while submitting that diversity has a far reaching effect on society (which public service is a critical component) because it has strong integration into socio-economic and political interactions among the people. This is why Gaede (1977) contends that the fundamental attribute of a society is purely that it is social which means that people do not live in isolation but regularly interact with others. Therefore, the relationship between people of different ethnicity, race, age, gender and religion will lead to a higher variety globally (Herring, 200). Empirical studies conducted reveal that workforce diversity in public service is key to quality service delivery (Barak, 2013; Brewer, 2005; Jin, Lee, & Lee, 2017; Hur, 2013; Lee, 2019; Lindsay, Leck, Shen, Cagliostro, & Stinson, 2019; Pitts, 2005). Ministries, departments and agencies of government that practically demonstrate interest in diversity through recruitment tend to have quality service delivery (Rangarajan & Black, 2007). It is evident that workforce diversity in public organizations has positive impact on service delivery (Broadnax, 2010).



**Figure 1. A framework simplifying impacts of workforce diversity on public service delivery**

*Source: Authors' model (2023)*

The above framework clearly establishes that workforce diversity has significant impact on public service delivery.

#### **4.2 Empirical discourse**

It is necessary to recapitulate that this paper contends that workforce diversity has far reaching positive impact on public service delivery. This is demonstrated in the resultant innovation, quality decisions, policies and programmes with rigor; and on the whole, better services are being delivered to the citizens. This section therefore aims to establish the relationship between the above discussions and previous studies putting currency of the studies into consideration.

There was an attempt by Osibanjo et al (2020) to examine impact of diversity management on the performance of deposit money banks in Lagos state of Nigeria. Adopting Smart PLS (3.0), the findings of study revealed that there is correlation between workforce diversity and workers commitment resulting to overall organizational performance. Hence, the study recommended that banks in the

country (Nigeria) grasp the opportunity provided by diverse management for better performance.

Iffat et al (2021) employed self-administered survey and partial least square structural equation modeling to investigate if workforce diversity together with its practices has effect on innovativeness of organizational climate. The findings revealed that workforce diversity as well as its practices in organization has significant impact on the organizational innovative climate. It therefore suggested that organizations diversify workforce by bringing individuals from different backgrounds.

In a related study by Saqib et al (2023) interrogating the role of ethnic and religious diversity in financial inclusion from a global standpoint. Focusing on 187 countries, the study showed that there is a significant correlation between the aforementioned dependent and independent variables. Therefore, it recommended for egalitarian and peaceful society through cohesion as only effective measures towards positive results of diverse population.

With special interest in top management staff, Michel & Stephane (2023) attempted to investigate the impact of gender diversity on the performance of firm. Employing a special dataset of 159 complex firms in France, the study revealed among others that diverse gender in organizations have effect on financial performance of the organization as well as its competitive capacity. Hence, the study recommended for top management staff to develop diversity initiatives that attract and advance women in order to attain the necessary level.

## **5. Conclusion and Practical Suggestions**

This paper was a concerted attempt to investigate the relationship between workforce diversity and public service delivery. Scholarly literature reviewed suggests that workforce diversity is a source of strength in organizations whether public or private. In specific terms, the paper established that diverse workforce can result to better policy inputs, innovation, different problem-solving skills, responsiveness to citizens and better communication which will in turn lead to improved service delivery. Arising from the above findings, this paper submits that public organizations should leverage the strength in diverse workforce for quality service delivery to the people.

Drawing on the above discussions, this paper suggests as follows:

Public organizations should have clear, implementable and sustainable policies, programmes and projects on workforce diversity. These initiatives must be in tune with current realities and international guidelines.

Laws and policies on workforce diversity need to be reviewed regularly to reflect the dynamic nature of organizations and society at large. Deliberate efforts must be made (through workshops, seminars and conferences) to strengthen the capacities of human resource managers in public institutions towards diverse workforce.

Joint efforts are required from government and civil society organizations to increase awareness on workforce diversity. The sensitization should focus on the understanding that diversity is to a significant extent natural and unavoidable hence should be appreciated and leveraged. Civil society organizations especially those championing the cause of less privileged, minority and people with disabilities should intensify efforts towards ensuring that public institutions do not only have diverse workforce but also implement policies, programmes and projects promoting workforce diversity.

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