DIVERSITY MANAGEMENT SYSTEM AND SERVICE DELIVERY IN NNAMDI AZIKIWE UNIVERSITY AWKA, 2012 AND 2022

EZEABASILI IKECHUKWU O.
Department of Political Science
Nnamdi Azikiwe University, Awka

CHIDOZIE B. OBIORAH
Department of Political Science
Nnamdi Azikiwe University, Awka

&
OKAFOR, UJUNWA C.
Chukwuemeka Odumegwu Ojukwu University
Anambra State

Abstract
The study examined the effect of diversity management on service delivery in Nnamdi Azikiwe University, Awka in Anambra state. It explored the effects and extents of socio-cultural, age disparity, gender and workplace diversity have on the service delivery which is targeted at improving organizational productivity in the university. The study will adopt descriptive survey research utilizing primary data and its instrument of analysis. A sample size of 380 respondents were drawn using Taro Yamane because of the infinite nature of the population and 350 were collected and analysed. A 95% confidence level and level of maximum variability (P= 0.5) will be assumed. Where n is the sample size, N is the population size, and e is the level of precision (allowable error) that is 5% or 0.05. Survey method was used for data collection. The study was analysed using Chi Square statistical method with its formula as $X^2 = \sum (O-E)^2 / E$. The study reveals that diversity in age workplace and gender has serious impact on service delivery in Nnamdi Azikiwe University, Awka in that response to work service are determined by the above factors. The study recommends that the authorities of Nnamdi Azikiwe University should appreciate, embrace and utilize the competitive advantages of its workforce diversity so that the institution would be a force to reckon with in Nigeria Universities and other global tertiary institutions

Keywords: Work Place, Age, Gender, Diversity and Service Delivery

Introduction

Diversity has been elucidated in many ways in academic scholarship. Broadly speaking, it refers to various dimensions of identity such as gender, ethnicity, religion, age, sexuality, and disability that may be used to distinguish individuals or groups from each other. Diversity management may be defined as a set of organizational policies and practices aimed at recruiting, retaining, and managing employees of diverse backgrounds and identities and creating a culture in which everybody is equally enabled to perform and achieve organizational objectives and personal development. According to Kandola and Fullerton (2014, p. 7), "The basic concept of managing diversity accepts that the workforce consists of a diverse population of people consisting of visible and non-visible differences including factors such as sex, age, background, race, disability, personality and work style, and is founded on the premise that harnessing these differences will create a productive environment in which everyone feels valued, where all talents are fully utilized and in which organizational goals are met." Global diversity management refers to "planning, coordination and implementation, a set of management strategies, policies, initiatives, training and development activities, that seek to accommodate diverse sets of social and individual backgrounds, interests, beliefs, values, and the way they work in organizations with international, multinational, global and transnational workforces and operations" (Özbilgin, Tatli, &Jonsen, 2015, p. 10).

In the modern era, there is a fundamental shift occurring in how we view modern public institutions and their management practices. However, the Nigerian Public institutions are not immune to this contemporary organizational reality particularly Nnamdi Azikiwe University Awka. The university's establishment was motivated by the requirement to generate a highly qualified male and female labour force from. For service providers such as Nnamdi University Awka, looking to generate and offer value to their clients both local and international, providing high-quality services to the students through effective workforce management is a priority (Grönroos & Ravald, 2021). The university's main campus is located in Awka, the capital of Anambra state in South Eastern Nigeria. Full-time and distance learning are the two service delivery models used by the University. Face-to-face tuition is provided to students both fulltime and part time, at the Main Campus and other campuses or centres. Nevertheless, the COVID 19 epidemic has made digital communications such as zoom lectures, which were previously utilized just for emergencies, more commonplace..

A group is diverse if it consists of individuals who differ on a characteristic upon which they base their own social identity just as can be found in the Nnamdi Azikiwe University Awka. Diversity is a subjective phenomenon that is shaped by group members themselves who on the basis of their different social identities categorize others as similar or dissimilar (Thomas, & Ely, 2018). Diversity could be characterized as the primary and secondary characteristics that set one group of people apart from another. Gender, ethnicity, colour, sexual orientation, age, and mental or physical talents and qualities are the fundamental elements of diversity, and they exert the most influence on our identities (Odita & Egbule 2015). Nigeria's governmental institutions have undergone reform and re-engineering since the country gained independence in 1960. Installing and attempting to install in the public institutions a culture of accepting and managing their differences, individualities, and diversities in order to construct dynamic and sustainable Nigerian public institutions where synergy built on common acceptability of each other, and of organizational goal will steer the development of people and material resources (Edeh, Nwankamma & Anigbata, 2017). Despite the Federal Government's transformational policies and programs to create a strong workforce, the public institutions have continued to face many difficulties, notably those related to workplace diversity.

The workforce in public institutions such as Nnamdi Azikiwe University Awka is made up of people from a variety of backgrounds, including tribe, race, religion, culture, gender, age, and other different elements that requires proper management for optimal results. Scholars have argued that effective diversity management in Nigeria will go a long way in helping the country achieve her desired development trajectory (Thiederman, 2013; Cleo, 2022). Therefore, managing diversity in the Nigeria public institutions has become strategic in appreciating the fact that the sector is one of the channels through which the policies and programmes of government are formulated and implemented. Diversity provides multiple benefits that are both strategic and inherent. In other words, diversity is sought after both as a goal in and of itself and because it can improve the effectiveness of governments and organizations. Depending on the national context, different definitions of diversity exist. The Organization for Economic Co-operation and Development (OECD, 2015) has provided a helpful definition of diversity: "It describes not only a mixture of skills, competences, perspectives, experiences, and backgrounds, but also valuing and using that diversity to improve government's efficiency and effectiveness and meet public servants' professional expectations. The study seeks to ascertain whether uninterrupted improvement of diversity management procedure in public organization can contributes immensely to the optimization of service delivery system and enhances the organization's productivities.

The Concept of Diversity Management
This section of study is apt to the extent that it requires an in-depth review to capture the objective views of scholars. The essence is to reveal the dynamics of its import within the purview of academic circle. Without mincing words, Diversity is the totality of individual differences and similarities in the demographic, socio-cultural and the other factors which the workers in tertiary institutions bring to the work place. These differences and similarities emanating from human behaviour and interactions have manifested in various forms (Kreitner and Kinicki, 2004). Thus, by extension, Diversity management is the systematic and planned

commitment by the organization to recruit, reward and promote a heterogeneous need of employees. While, Employee morale is a performance factor that determines the extent to which a worker in an enterprise is happy in doing his or her work because of being in high spirits and because of being a member of a congenial work group and cohesive work group (Patrick and Kumur, 2012). The above clarification captured different concept identified in this study. It explored the dynamics of diversity as a concept and practice which organizations utilize to achieve organizational goals and objectives. On the part of employee morale, it was seen as a boost to workers or staff in organization to bring out their optimal best. Benton (2011), defines diversity management as the systematic and planned commitment by the organizations to recruit, retain, reward and promote a heterogeneous mix of employees. In a bid to strengthen the logic of the above, he opined that theories and techniques of diversity management have been developed and enthusiastically supported by a growing number of chief executives training specialists, diversity consultants and academics. Diversity can improve organizational effectiveness. Organizations that develop experience in and reputations for managing diversity will likely attract the best personnel (Carrol, 2004).

Similarly, Diversity is the difference between people, for example in race, age, gender, disability, geographic origin, family status education or personality that can affect workplace relationship and achievement. It needs a lot of management, because there is the need to provide an enabling environment to enable the managers in the administrators in tertiary institutions to cope with the difficulties in handing the differences and similarities of the workers. If diversity is not properly managed, most of the performance factors such as employee morale, productivity, efficiency, effectiveness, liquidity, activity and gearing will become very low (Kreitner & Kinicki, 2004). The position of Kreitner and Kinick, is similar to the above stated import of diversity though they focus more on manufacturing industry which is not different from the academic institutions for they constitute human organizations.

Diversity does not just refer to differences (Ugwuozo, 2023). In both public and commercial enterprises, diversity management is increasingly being used as a benchmark for human resources management (Matthew, 2022). According to Brouwer and Boroş (2023), intergroup relations at work, attitudes toward diversity and intergroup contact all have a role in workplace diversity. Intergroup contacts that take place side by side in communication and interaction, which produce a variety of complications associated to diversity, are another definition of workplace diversity. Diversity can be seen as posing three challenges. Socio-cultural heterogeneity, or variety, is an increasingly prominent feature of European and indeed modern societies. Different lifestyles, languages, value systems, and religious traditions have been acquired by immigrants. Immigration, however, is not the sole factor contributing to the variety of living styles, cultural preferences, and conventions.

Traditionally, the word "diversity" has been used frequently to explain how the workforce in a particular organization is made up of different racial and ethnic groups. Despite the fact that many studies have examined diversity using the compositional approach, also known as Surface-level diversity (SLD) or demographic diversity, which refers to how heterogeneous a unit is in terms of factors like gender, ethnicity, religion, age, functional background, and organizational tenure (Tsui&Gutek, 2023; Fajana, et. al,2011). Deep-level diversity (DLD), often known as variances in attitudes, personalities, and values, has also been studied in addition to the group's surface-level makeup (Harrison, et. al, 2002 & Thatcher, et. al. 2013). Workforce diversity is therefore, a means of achieving workplace inclusion, with the two terms often used in conjunction ("D&I"). The promotion of workforce diversity reflects the aims of equal opportunities and non-discrimination in building an environment that values and supports the potential of all workers and ensures that some do not have unfair advantage over others. Diversity also relies on fairness and transparency across workplace operations, in particular those of human resources. In the public sector, diversity further supports representative governance in achieving a workforce whose composition reflects the society it serves (Hofstede 2020). Diversity is used to encompass differences in colour, gender, ethnicity, education, age, income, work experience, and national and geographic origin in a broad sense (Thomas, Russell, & Schumacher, 2022). It is necessary to examine each element that makes up this term in order to comprehend the meaning of diversity. When we talk about diversity, we mean people from different backgrounds, including those related to gender, religion, age, race, and nationality (Guirdham 2015). One component of

variety is nationality. The nationality of each person in the globe can be used to distinguish them from one another. This nationality branch of diversity has elements consisting of clearly observable differences, but also unobservable dissimilarities such as the value systems people hold, skills, experience and cognitive processes. Sometimes it may appear that the dynamics of diversity are especially salient in team's composition in an organization. Workforce diversity is linked to innovation, which may help to increase the effectiveness of public services and output quality. This could be due to the fact that in environments with high levels of face-to-face connection, team members frequently rely on one another to complete tasks successfully (Tsui & Gutek, 2023). In fact, empirical research in organizational and laboratory settings indicates that diversity has a major impact on the experiences of the team members and makes a difference for group outcomes (Harrisonet.al, 2002; Jackson, et.al, 2015). When it comes to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and eligibility for public assistance, workforce diversity is typically understood to mean recognizing, understanding, accepting, valuing, and celebrating differences among people.

The most thorough assessment of gender diversity is done across nations. Disparities persist in public administration despite the fact that women are more prevalent than men in the public sector and are even overrepresented in some nations, such as many in the European Union (EU). Men outnumber women overall, while the share of women rises with country incomes and shares within income levels vary widely according to Worldwide Bureaucracy Indicator (WWBI, 2022). According to a survey of more than 34 nations and national areas, the percentage of women working in public administration ranges from 12% in India (according to data from 2006) to 75% in Ukraine (according to data from 2008), with six nations having a percentage at or over 50%. In many nations, there are many more men than women in high positions. In low-income countries, the average percentage of female senior officers is less than 20%, but as a nation's income rises, the percentage approaches parity in high-income nations. The percentage of women working in clerical positions also rises with income, from slightly over 40% in low-income countries to nearly 80% in high-income nations. Women's representation among judges and magistrates varies widely across the 76 nations with statistics available as of 2015, ranging from less than 25% to more than 75%, with men outnumbering women in almost half of the countries (Zahid, 2019). However, the share of women declines among senior judicial positions, with women's share of judgeships in Supreme Courts being equal to or larger than men's in just a few countries and areas.

Examining the state of diversity management is another technique to gauge the position and changes in the global public sector in this regard. Only within the EU, where a survey on the subject was conducted in 2015, have broad comparable data on this been uncovered (Egan &Bendick, 2023).They stated that an analysis of the data from 26 countries revealed that the majority of EU States have laws, strategies, and policies aimed at women and people with disabilities, while some have expanded their focus to include other groups, such as older people, people who are lesbian, gay, bisexual, or transgender, people with migrant backgrounds, and people who belong to particular ethnic groups. The majority of strategies work to ensure that everyone has an equal chance at employment, advancement, and protection from discrimination, however some have broader objectives including developing talent and competences, increasing representativeness, and raising the standard of services (Adler, 2017).However, there is still a gap in how diversity strategies and tools are implemented in many nations, as not all of them have action plans for putting them into place, few have set clear goals, and even fewer hold top leaders accountable for meeting these goals. Among other conclusions, the study found that few nations prioritize the development of diversity management skills, there is room for more proactive diversity support interventions, and there is a need for improved use of statistics and employee surveys to track diversity (Agocs, & Burr, 2023). According to Beer (2010) the idea of diversity was only acknowledged around the late 1980's and at the onset of the 1990's. Organisations struggle to handle the rising plurality of workforces and obstacles due to inclusion are great (Booysen, 2007). Diversity refers to the wide spectrum of variations between individuals and the issue companies have which is adjusting to people who are different (Gomez-Meija, Balkin&Cardy, 2005). Many firms are coming to view the importance of diversity and why strategically planning diversity programs fit with organisational goals, is a must for the modern organisation (Cilliers, 2017).

Age Diversity
Age is very vital as it determines the extent of experience in coordinating human efforts and ensuring organizational development. In broad sense, age disparity is conceived as the systematic and planned interval which determines individual experiences as relates to organisation to recruit, reward and promote a heterogeneous mix of employees (Bagsha in Ogunsanya, 2014). The above assertion has shown that extent to which the application of management diversity can stretch in ensuring harmonious co-existence in every organization. This shows that age is considered a factor in every facet human endeavour.

Workforce Diversity
Workforce diversity refers to the coexistence of individuals from varied socio-cultural origins inside a given organization or institution as employees. Cultural elements including race, gender, age, colour, physical prowess, ethnicity, and others are incorporated into diversity (Kundu & Turan. 2019). Diversity at all levels of the organization encompasses all racial and ethnic groupings. Diversity calls for a particular organizational culture where each worker can realize their professional goals without being constrained by their gender, colour, nationality, religion, or other irrelevant performance-related criteria (Bryan, 1999). In order to manage diversity, one must create an environment where a varied staff may operate to its maximum potential in a fair workplace without any advantages or disadvantages (Torres &Bruxelles, 2019). It will be difficult to spot discriminatory activities in firms if workplace diversity is a concept that is open to all people. This viewpoint contends that all individual differences are equivalent. According to Nkomo (2013), the concept of diversity is worthless if studies on it are reduced to the finding that everyone is unique. A limited understanding of diversity would be lacking by overlooking how cultural diversity (race, age, ethnicity, or gender) interacts with other characteristics of diversity (Matthews, 2020). These academics, who play a larger role, go on to say that a worker has numerous identities and that the varied aspects cannot be isolated in the workplace. Apart from displaying their race, age, ethnicity, and gender, people also show the organization their unique expertise, personalities, and cognitive styles. This viewpoint contends that all individual differences are equivalent. Nkomo (2013) adds that studying the interacting consequences of multi-dimensional diversity helps us better understand the dynamics of workplace diversity. This hypothesis led to the selection of ethnic diversity and skill diversity as the independent variable's indicators.

Service Delivery in Public Organizations
In order to satisfy and amaze your customers whether in a public or private venture, you must deliver your services as efficiently as possible. The cost of your services should only reflect "what" is being provided, not how it will be provided. Quality services, prompt response, and accountability are examples of efficient service delivery metrics, according to Kotterman (2022). When a service meets the client's expectations, it is considered to have provided quality service. Customers frequently use quality as one of the most crucial criteria when assessing the level of services, they received. Public institutions today recognize the importance of providing high-quality services everywhere. Depending on the context, there are various interpretations of what is meant by service delivery. Service delivery, according to Zeithaml&Bitner (2000), can be thought of as acts, procedures, or performances. However, according to Ramaswamy (2016), services are business transactions that happen between a service provider and a client in order to achieve a result that satisfies the client. According to Fox and Meyer (2015), providing citizens with public activities, aids, or fulfilments is the definition of service delivery. Intangible service delivery relates to services, while tangible service delivery refers to things.

The government has a duty to provide services to its people, and in some nations, acts of parliament are used to carry out this duty. The phrase "service delivery," according to Flynn (2017), suggests that the user of the service is an inactive recipient who receives the services given to him. Providing services to the intended receiver as efficiently and swiftly as feasible is known as service delivery. A company will receive an exceptional rating if the service is completed quickly. In light of this, it is crucial to assess whether policies are in existence, whether they have the intended effect, and how people are responding to them. Carroll (2022) notes that one of the most obvious and noticeable functions performed by non-governmental organizations (NGO) in developing nations are service provision. NGOs fill this duty by offering the most basic commodities and services to the people in need. Carroll (2022) continues by revealing that NGOs may

occasionally engage in or offer training services to other organizations or the government in order to enable them to offer similar services to the beneficiaries. They may also offer research and conflict resolution services.

As a result, it is one of the most crucial portals that public institutions must implement in order to satisfy their customers. As a result, these institutions have a competitive advantage and the capacity to live on and generate income. Mugenda (2017). Delivering high-quality service that will satisfy the consumer is the key to maintaining a competitive advantage in today's highly competitive market. These three aspects of service delivery—provider ability, provider effort, and accessibility to essential inputs—are precisely measured by service delivery indicators according to Schafer, (2018). According to Perry (2000), the involvement of NGOs in the delivery of local health services has grown as a result of the public's belief that they deliver reasonably priced, comparatively high-quality treatment and because they have successfully forged relationships with local communities. According to a 2015 World Bank report, only 38% of respondents in a 1999 poll on Bangladesh's overall user satisfaction levels regarded the services at government facilities as satisfactory. Ninety percent of people who used NGO facilities stated that they would suggest them to others because they received good care. Given that they reflect the service delivery system SDS's ability to meet customer needs and add value, employees' role performance and adaptability are seen as essential factors in determining how effective the SDS is. The coordination and control of these service processes should also be taken into consideration when conceptualizing the effectiveness of an SDS because an SDS is made up of numerous, interdependent service processes that are organized hierarchically and integrated within particular process architecture (Sousa & Voss, 2006).

This is because these two elements will decide how this integrated set of procedures will be included into the provision of services, and thus, how effective the system will be. On the other hand, according to a study conducted in Sri Lanka by Vathsala (2017), senior managers' performance and, consequently, the organization's ability to provide services were both impacted by a lack of investment in their capabilities. The study showed that staff members' ongoing training and development enhanced the organization's ability to deliver services. Knowledge, skills, and aptitudes, work styles, personality, interests, morals, values, attitudes, and beliefs all have an impact on how well an employee performs at work (Vathsala, 2017). Service delivery is typically defined as the ability to produce a particular, intended consequence, or to put it another way, "getting the correct things done" (Druker, 2004). A service delivery system is described as "the structure (facilities, equipment, etc.), infrastructure (job design, skills, etc.), and processes for delivering a service" in the context of services management (Goldstein et al. 2002, p. 132).

Thus, we specifically contend that the role performance of front line staff, their capacity to adapt to specific customer needs, the effectiveness of their coordination, and the process' control effectiveness are the most crucial drivers of a service system's effectiveness (Galbraith, 2013; Bettencourt & Brown, 2017).

Empirical Review
Under this section, views of different scholars were reviewed on empirical observations to help guide the focus of this study. It is thus in the context of the above that the study reviewed the following:
Kifordu (2014) states that there is a challenge of the difficulty in determining the effect of Diversity Management on Employee Morale in the Brewing Industry in Southeastern Nigeria. The specific objectives of the study were to determine the type of influence diversity management has on employee morale in the brewing industry in Southeastern Nigeria, to determine the nature of the effect of demographic work-place diversity on the state of the minds aspect of employee morale in the brewing companies that were studied. To establish the effect of socio-cultural work place diversity on the willingness to perform aspect of employee morale in the brewing companies in the area studied, to determine the influence of workplace diversity management on the polarization aspect of employee morale of the brewing companies in the area studied and to ascertain the effect of workplace management on the autonomy aspect of employee morale of the brewing companies in the area studied. The research design was a combination of the survey, oral interview and PEST model modification. Hypotheses 1, 2, 3 were tested using the Z test of population proportions while 4 and 5 used the Z test for Likert Scale Responses. It was found that Diversity Management had a positive influence on employee morale in the brewing industry in Southeastern Nigeria ($Zc = 5.936 >$

Zt = 1.645), the demographic workplace diversity had a positive influence on the state of the minds aspect of employee morale in the brewing companies in the area studied (Zc = 7.139 > Zt = 1.645), the socio-cultural workplace diversity had a positive influence on the willingness to perform aspect of employee morale in the brewing companies in the area studied (Zc = 8.343 > Zt = 1.645), the demographic workplace diversity management had a positive influence on the polarization aspect of employee morale in the brewing companies in the brewing companies in the area studied (Zc = 33.904 > Zt = 1.645) and that the workplace management had a positive effect on the autonomy aspect of employee morale of the brewing companies in the area studied (Zc = 33.990 > Zt = 1.645). The conclusion was that Diversity Management had a positive influence on Employee Morale in the brewing industry in Southeastern Nigeria which implied that the management of the differences and similarities of the behaviour, attitude to work, culture, religion and management styles of the workers would make for an increase in the performance factor of employee morale which determines the extent to which the workers of the brewing companies are doing their work. Recommendations were made along that line.

Otike, Messah & Nwalekwa (2015) probed into the effects of workforce diversity management on the organizational effectiveness selected branches of Kenya commercial bank limited. This was a specific area different from the academic institution. Specifically, the study sought to establish the extent of demographic diversity, extent of social-cultural diversity, the management of diversity at the bank's branches and how the management of the workforce diversity affect organizational effectiveness. The Study adopted a descriptive research design .The study population consisted of all branches of KCB limited in five countries in the East African region. A sample size of 100 respondents was selected. The internet mail survey had a 60% response rate. Data collected utilised questionnaire through internet mail. Analysis was by use of descriptive and inferential statistics and SPSS version 15.0. The Pearson's correlation coefficient indicated the relationship between each independent variables and the dependent variable and tested at 5% significance level. The study established that overall, diversity affects the cohesion of the KCB and although the problems related to diversity are intermittent occurrences, in some branches, less than 20% of the branches, these happen very often. Although in 20% of the branches, diversity issues are minimal. There were deliberate efforts to capitalize on diversity at KCB, very little is being achieved, and negative diversity was likely to affect organizational effectiveness, if not properly addressed. The study thus, recommended that in order leverage of the existing diversity, a philosophy be established on diversity that would affect most of the human resources activities with regard to the differences as existing among its employees.

Dike (2013) assessed the impact of workplace diversity on organizations. He explored how companies manage workforce diversity and its consequences to the company's existence as well as examines how companies deal with challenges that come with employees from diverse cultural backgrounds. As a result of the fact that the research covers wide range of human attributes and qualities, the research is thus limited to the required tools for managing workforce diversity, advantages and disadvantages of managing a diverse workforce. It considered five companies in Finland and Ghana to acquire answers to the question under the study. In gathering the data the researcher adopted current materials that contain Human resource management studies. To that extent, qualitative research method was used to gather and analyze the data on the companies where interview was conducted on three of the companies and gather information on the internet on two of the Companies. The outcome showed that workplace diversity played an effective role in some companies. Nevertheless, inadequate mentoring and guidance was also considered a cause of company's low productivity. For the reason, the study recommended that there should be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing. In conclusion, the findings indicated that workplace diversity has contributed to more productivity but some factors such as differential treatment could hinder its successful implementation and company success.

Usmani, Kumari & Hussain (2015) studied Diversity, Employee Morale and Customer Satisfaction: The Three Musketeers. It gave dynamism to the study. He explores the relationship between diversity and customer satisfaction mediated by employee morale. The study was conducted on the frontline employees of Six (6) multinational fast food restaurant chains and customers of those fast food restaurants in Karachi, Pakistan. The essence was to establish a balance between the employee morale and customer satisfaction. The data on diversity and employee morale were collected from employees through self-reported

questionnaires while data on customer satisfaction was gathered from customers dining in those restaurants. To a large extent, a convenience based sample of 235 respondents was taken for the study giving room for no bias in the study. In other words, Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling were run to test the relationship and significance of the model. In conclusion, the findings of the study shows that the results rejected the mediated relationship of diversity and customer satisfaction but showed positive direct association between diversity and employee morale. Though the study failed to give recommendations on the findings, but it captured and exposed the depth of the study through the revitalization of the essence of the study by revealing the problems.

Agwu (2013) examined diversity management and employees performance in Julius Berger Nigeria Plc. Bonny Island focusing on the conflict aspect. The researcher viewed organizational conflict as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. The researcher assumed that integration of all stakeholders' interests will go a long way in reducing conflicts in organizations and enhancing employees' performance which is based on the democratic conflict management strategy. The research question addressed the extent of the relationship between conflict management strategies and employees/ management perception of the effectiveness of conflict management strategies in Julius Berger Nigeria Plc. Bonny Island. The place of study is Julius Berger Nigeria Plc. Bonny Island while the duration of the study is between August, 2012 and September, 2013. A descriptive research was used in executing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial of Julius Berger Nigeria Plc. Bonny Island. The core aspect of the study is the use of cross sectional survey research design in generating the required primary data. Data collected were analysed using descriptive and inferential statistics. Results from the data indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees perception of the effectiveness of conflict management strategies. The research therefore recommended among others: promotion of industrial democracy, regular management/employees meeting, and strict implementation of collective agreement and regular review of personnel policies.

Ordu (2016) probed into the effects of diversity management on job satisfaction and individual performance of teachers argued that the effects of teachers' perceptions of the diversity management on their job satisfaction and individual performance were examined. The study reveals that teachers who are working in public high schools during 2014 to 2015 academic year constituted the study group of the research. The data of the research in which quantitative method used were gathered with "Diversity Management Scale", "Minnesota Satisfaction Questionnaire" and "Self-Reported Individual Performance Scale". As a result of the analyses done, significant relationships were found between the diversity management and job satisfaction; and between the diversity management and individual performance. Also, it was found that sub dimensions of diversity management as individual attitudes and behaviours, organizational values and norms, administrative practices and policies together predict the general job satisfaction significantly.

Uwa (2014) examined the role of diversity management strategies on employees' productivity in a Nigerian Civil Service. Four conflict management strategies were considered which include collective bargaining, negotiation, avoidance and imposing. The descriptive survey design was adopted and self developed questionnaire tagged Conflict Management Strategies and Employees' Productivity was used in the data collection. The reliability of the instrument was tested and Cronbach Alpha reliability coefficient of 0.92 was obtained for the whole instrument. Taro Yamane formula was used in determining sample size and stratified random sampling technique was used in selecting 240 respondents from a cross-section of four ministers in Akwa Ibom State Civil Service, South-south, Nigeria. Pearson Product Moment Correlation and multiple regressions were to analyse the hypotheses. Collective bargaining and negotiation showed a significant positive contribution to employees' productivity while that obtained for avoidance and imposing were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employees' productivity. Therefore, it was recommended that conflict in whatever level should not be ignored but should be effectively managed for better employees' productivity in the workplace. Workers at all level should be trained and given the right behavioural orientation on how to handle conflict. There is

also a need for training and retaining of managers on how to effectively manage conflicts for better employees' productivity in the workplace.

Otike, Messah & Nwalekwa (2012) in Kifordu (2015) worked on the effect of workplace Diversity Management on Organizational effectiveness and employee morale. The work sought to establish the effects of workplace diversity management on organizational effectiveness which increased employee morale on selected branches of Kenya commercial banks Limited by doing a case study. The methodology used was a descriptive instrumental survey with a 60% response rate. It was found that diversity increased team cohesiveness and employee morale. The influence of diversity management on the state of minds aspect of employee morale according to Alen (2004) worked on the influence of diversity management on the learning response for modern organization. A sample of 100 respondents in a manufacturing company in Kenya was interviewed. It was found that Diversity Management had a positive influence on such elements of employee morale like; potency, polarization, flexibility and autonomy. Also, on the study, influence of socio-cultural work place diversity on the participation aspect of employee morale, he found that when people are in congenial groups, they become enthusiastic and it removes apathy and boredom in executing their tasks. This removal of reluctance aspect of the differences in work attitudes especially of the social units, community group and personal relations had a positive influence on the willingness to perform assigned duties.

Yves-Rose SaintDic (2014) examines the relationship between workplace diversity and corporate ethics even though these two initiatives share similar ethical roots (Alder & Gilbert, 2006), and are quite popular in corporate America (Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, & Thomas, 2003; Murphy, 2001). This study seeks to contribute to knowledge in these two areas by assessing whether diversity's contributions to firm performance are maximized through its effects on the firm's ethical processes. Using data that were collected on a sample of Fortune 500 firms, this study tested several hypotheses with predictor variables that represent two manifestations of diversity in corporate America: diversity management and the diversity of the boards of directors. Mediated hierarchical regression results from this study show that some aspects of a firm's ethical practices help explain the relationship between diversity management and firm performance. In addition, the research found a positive relationship between board of directors' racial diversity and diversity management, which reinforced the importance of board of directors' composition in directing strategic initiatives. The study also provided support for the social cognitive theory's premise that prior experiences affected the learning and modelling of new norms (Bandura, 1969; 1998).

Uddin and Chowdhury (2015) opined that in recent years, the management of diverse workforce has become highly significant not only in developed countries but also in developing countries like Bangladesh. Considering this importance, the study examined workforce diversity management practices of some selected organizations of Bangladesh underpinned by a qualitative research technique. 40 organizations were purposively selected from Dhaka and Chittagong, the two main cities of Bangladesh. The results reveal that improving corporate culture, ensuring equal employment opportunity, and proper utilization of human capital of the organization are the main goals of workforce diversity management, whereas mentoring, training, and recruitment are important processes to achieve those diversity goals. The important dimensions of diversity are gender, religion, and age amongst their workforce. The results also indicate that employee and customers' opinion, and training evaluation were highly effective feedback mechanisms for managing diverse workforce. Equal employment opportunity and training and development policies were vital diversity management programs applied by organizations. Further, the results report that rewards, recognition and bonus criteria were the most applied accountability policies of selected organizations. Policy planning, performance indicators, and peer review were key employee involvement policies. The outcomes point out that employee satisfaction, customer satisfaction, and compensation analysis were the most significant indicators with an increasing trend. Therefore, results bring out implication for management, government and policy makers manage diversity to attract and retain talented employees to foster their innovation and creativity.

Zhuwao (2017) noted that the objective of this study was to investigate the effects of workforce diversity on employee performance in a selected Higher Educational Institution in South Africa. Various legislative

measures were introduced by the government in order to shape the workforce in organisations. However, these legislative measures expressly focus on compelling organisations to embrace diversity and thus not considering the business need of it and how it influences employee behavioural outcomes such as employee performance. It is upon this backdrop that this study investigated the effects of workforce diversity on employee performance in an HEI in South Africa. A cross-sectional research design was used. A random sample ($n = 267$) was chosen by dividing employees into homogeneous strata of academic and non-academic employees. A Workforce Diversity Questionnaire and Employee Work Performance Questionnaire were administered. The results showed a positive and significant relationship between independent variables (gender diversity, ethnic diversity and educational diversity) and the dependent variable (employee performance). The relationship between age diversity and employee performance was not significant. HEIs should introduce diversity management programs to improve the effectiveness of workforce diversity towards employee performance. Because a cross-sectional research design was employed, conclusions about causality could not be made.

Dobre (2013) stated that the majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there was a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increased employee motivation. If the empowerment and recognition of employees was increased, their motivation to work would also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment.

TEST OF HYPOTHESES

We shall now test our three hypotheses formulated from the research questions based on the responses from our population samples as previously presented.

Test of hypothesis One

H_1:   Age Diversity in NnamdiAzikiwe University Awkahas shaped service delivery system between 2012 and 2022

The Karl Pearson's product moment correlation coefficient was employed to test the significant of the response from the questionnaires (respondents). However, in the Karl Pearson's product moment correlation two statistical strategies or methods are available for the computation of **r**, they are;

    a.   The use of mean and
    b.   The raw score formula

For easier understanding of the approaches employed, this study opted for the "raw score formula" which was use in the computation of the data obtained for this study.

	X	Y	XY	X^2	Y^2
SA	120	115	13800	14400	13225
A	90	95	8550	8100	9025
U	75	80	6000	5625	6400
D	30	40	1200	900	1600
SD	35	20	700	1225	400
TOTAL	**350**	**350**	**30250**	**30250**	**30650**

Using the Karl Pearson's product moment correlation formula (the Raw Score) which is given as:

$$r = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2}\sqrt{n(\sum Y^2) - (\sum Y)^2}}$$ we compute:

$$r = \frac{5 x 30250 - (350)(350)}{5 x 30250 - (350)^2 \sqrt{5 x 30650 - (350)^2}}$$

$$r = \frac{151250 - 122500}{\sqrt{151250 - 122500}\sqrt{153250 - 122500}}$$

$$r = \frac{28750}{\sqrt{2875}\sqrt{30750}}$$ $$r = \frac{2875}{169.56 x 175.36}$$

$$r = \frac{2875}{29734.04}$$ $$r = 0.967$$

The above result shows almost a perfect correlation between the two variables under study, which indicates that,'diversity management in NnamdiAzikiwe University Awkahas shaped service delivery system between 2012 and 2022'. However, we shall now examine the strength of the correlation by converting the **r** value which is 0.967 to **t** scores. In this study the methods employed or used in testing the significance of the correlation coefficient is the modified student's **t** test. Using the formula below;

$$t = r \sqrt{\frac{n-2}{1-r^2}}$$ we comput

$$t = 0.967 \frac{\sqrt{5-2}}{1-(0.967)^2}$$

$$t = 0.967 \frac{\sqrt{3}}{1-0.935}$$ $$t = 0.967 \frac{\sqrt{3}}{0.065}$$ $$r = \sqrt{46.15}$$

t = 0.967 x 6.79   : t = 6.57

Where **n** is the number of observation **n-2** is the degree of freedom, **r** is the correlation coefficient while the value of **t** for 0.05 and 3 degree of freedom is 3.182.

Decision rule: The above tabulated value of 0.05 at 3 degree of freedom is 3.182, therefore the computed value is greater that the tabulated value i.e. (6.57 > 3.82). We therefore reject the H0 and accept the H^1 which states that, 'Diversity management in NnamdiAzikiwe University Awkahas shaped service delivery system between 2012 and 2022'

Test of Hypothesis Two

H_1:   Gender diversity among employees in NnamdiAzikiwe University Awka has contributed in the service delivery outcome of the organization

The Karl Pearson's product moment correlation co-efficient was also employed to test the significant of the response from the questionnaires (respondents). However, in the Karl Pearson's product moments correlation coefficient two statistical strategies or method are available for the computation of the **r.** they are;
a.   The use of mean and
b.   The raw score formula

For easiest understanding of the approach employed, this study opted for the "raw score formula" which is used in the computation of the data obtained for

	X	Y	XY	X2	Y2
SD	110	102	11220	12100	10,404
A	90	97	8730	8100	9409

U	80	75	6000	6400	5625
D	30	27	810	900	729
SD	40	49	1960	1600	2401
TOTAL	350	350	28720	29100	28568

Using the Karl Pearson's product moment correlation formula (the Raw score) which is given as;

$$r = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2}\sqrt{n(\sum Y^2) - (\sum Y)^2}}$$ we compute

$$r = \frac{5 x 28720 - (350)(350)}{\sqrt{5 x 29100 - (350)^2}\sqrt{5 x 28568 - (550)^2}}$$

$$r = \frac{143600 - 122500}{\sqrt{141500 - 122500}\sqrt{142840 - 122500}}$$

$$r = \frac{21100}{\sqrt{23000}\sqrt{20340}} \quad r = \frac{21100}{151.66 x 142.62}$$

$$= \frac{21100}{21629.75} \quad r = 0.975$$

Again the above result depicted almost a perfect correlation between the variables under study indicating that "Gender diversity among employees in NnamdiAzikiwe University Awka has contributed in the service delivery outcome of the organization'. Just like before, we shall now examine the strength of the positive correlation by converting the **r** value which is 0.975 to **t** test. In this study as already emphasized, the method employed or used in testing the significant of the correlation coefficient is the modified student **t** test.

Using the formula below;

$$t = r\sqrt{\frac{n-2}{1-r^2}}$$ wecompute:

$$t = 0.975 \frac{\sqrt{5-3}}{1-(0.975)^2}$$

$$t = 0.975 \frac{\sqrt{3}}{1-0.975} \quad t = 0.975 \frac{\sqrt{3}}{0.036} \quad t = 0.975\sqrt{83.33}$$

t = 0.975 x 9.13

t = 8.90

Where **n** is the number of observations n-2 is the degree of freedom. r is the correlation coefficient and the critical value of **t** for a=0.05 and 3 degree of freedom is 3.182.

Decision Rules; The tabulated value of 0.05 at 3 degree of freedom is 3.182, hence, the computed value, e.g. (8.90>3.182), we therefore, reject the H_0 and accept the H1 which stated that 'Gender diversity among employees in NnamdiAzikiwe University Awka has contributed in the service delivery outcome of the organization'.

Test of hypothesis Three

H_1:   Inclusive management style has enhanced quality of employee's service delivery in Nnamdi Azikiwe Univeersity Awka

The Karl Pearson's product moment correlation coefficient was employed to test the significant of the response from the questionnaires (respondents). However, in the Karl Pearson's product moment correlation two statistical strategies or methods are available for the computation of **r**, they are;

    a. The use of mean and
    b. The raw score formula

For easier understanding of the approaches employed, this study opted for the "raw score formula" which was use in the computation of the data obtained for this study.

	X	Y	XY	X^2	Y^2
SA	120	115	13800	14400	13225
A	90	95	8550	8100	9025
U	75	80	6000	5625	6400
D	30	40	1200	900	1600
SD	35	20	700	1225	400
TOTAL	**350**	**350**	**30250**	**30250**	**30650**

Using the Karl Pearson's product moment correlation formula (the Raw Score) which is given as:

$$r = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2}\sqrt{n(\sum Y^2) - (\sum Y)^2}} \quad \text{we compute:}$$

$$r = \frac{5x30250 - (350)(350)}{5x30250 - (350)^2\sqrt{5x30650 - (350)^2}}$$

$$r = \frac{151250 - 122500}{\sqrt{151250 - 122500}\sqrt{153250 - 122500}}$$

$$r = \frac{28750}{\sqrt{2875}\sqrt{30750}} \qquad r = \frac{2875}{169.56 x 175.36}$$

$$r = \frac{2875}{29734.04} \qquad r = 0.967$$

The above result for the third time has again demonstrated almost a perfect correlation between the two variables under study, which indicates that, 'Inclusive management style has enhanced quality of employee's service delivery in Nnamdi Azikiwe Univeersity Awka'. However, we shall now examine the strength of the correlation by converting the **r** value which is 0.967 to **t** scores. In this study the methods employed or used in testing the significance of the correlation coefficient is the modified student's **t** test. Using the formula below;

$$t = r\sqrt{\frac{n-2}{1-r^2}} \quad \text{We compute}$$

$$t = 0.967\frac{\sqrt{5-2}}{1-(0.967)^2}$$

$$t = 0.967\frac{\sqrt{3}}{1-0.935} \qquad t = 0.967\frac{\sqrt{3}}{0.065} \quad r = \sqrt{46.15}$$

$$t = 0.967 \text{ x } 6.79 \qquad : t = 6.57$$

Where **n** is the number of observation **n-2** is the degree of freedom, **r** is the correlation coefficient while the value of **t** for 0.05 and 3 degree of freedom is 3.182.

Decision rule: The above tabulated value of 0.05 at 3 degree of freedom is 3.182, therefore the computed value is greater that the tabulated value i.e. (6.57 > 3.82). We therefore reject the H0 which stated that 'inclusive management style has not enhanced quality of employee's service delivery inNnamdi Azikiwe University Awka and accept the H[1] which contends that, 'Inclusive management style has enhanced quality of employee's service delivery in Nnamdi Azikiwe Univeersity Awka.

Conclusion

Through the responses in the questionnaire, individual and organizational strategies were pin pointed as means of resolving or managing workforce diversity in the institution. The individual strategies are the understanding of the meaning and nature of diversity by the staff and institution authorities of university, empathy, tolerance and willingness to community; while the NAU strategies are the adoption of all embracing policies and practices by the organization, diversity training, an institutional culture that values diversity, and the development of a multicultural institution. Therefore, from the descriptive statistical evaluation based on the hypothetical demands of the study, it revealed that socio-cultural workplace, age disparity, diversity of gender and inclusive management have significant relationship with employee morale in NAU

Recommendations
Based on the findings, the study recommends that the authorities of Nnamdi Azikiwe University should appreciate, embrace and utilize the competitive advantages of its workforce diversity so that the institution would be a force to reckon with in Nigeria Universities and other global tertiary institutions.

Secondly, that authority of the University must find ways of reducing conflicts arising from the nature of the diversity of its workforce. thirdly, that the individual and organizational strategies (such as inclusivity) of managing workforce diversity should be effectively and efficiently employed, on the basis of fairness, equity and justice, to manage the nature and dimension of the diversity of the staff of Nnamdi Azikiwe University Awka, while promoting cooperation between and among diverse groups in the institution.

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