Influence of Workplace Diversity on Organizational Harmony of Telecommunication Companies in Rivers State Nigeria.

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Abstract

This study investigated the influence of workplace diversity on organzational harmony of telecommunication companies in Rivers State, Nigeria. Explanatory cross sectional survey research design was used to generate data and explain relationship among the study variables. The population of the study was nine hundred and six (906) and a sample size of two hundred and seventy (277) was used for the study. Both primary and secondary data were used to elicit information from respondents. Analysis was done using univariate descriptive stastistics and bivariate inferential statistic; bar chart, percentages, mean, standard deviation and spearman rank order correlation with the aid of Statisacal Package for Social Science (SPSS Verso 21.0). The result of the study showed that workplace diversity; generational gaps and social class significantly influence organizational harmony in the context of telecommunication companies in Rivers State Nigeria.

1. Introduction

In this time of globalised competitive business environment, diversity is of greatest relevance for entity to manage employees. Diversity management is more than just acknowledging disparities among workforce of an organization. It entails acknowledging the potentials of disparities, contending injustice, partiality, and creating inclusiveness. Workforce diversity is linked to organizations which are turning out to be highly heterogeneous with the mixed of diverse individuals in terms of ethnicity, race, gender, generational gap, and educational accomplishment (Pretty, Adam et al., 2009). According to Fleichmann, Robbins et al., (2009), workforce diversity has important effects and reactions about management policies and practices and diverse workforce incorporates ethnicity, age, gender and educational background. Diversity is seen in a tight and continued style, basically tending to the affairs of gender or ethnicity disparities are recognized with rules that have been providing secured status and reputation to specific functioning groups and teams. Leaders and managers within organizations are primarily responsible for the success of diversity policies because they must ensure that the policies are effective which will create a harmonious and pleasant environment that will result in tolerance, dialogue and other options to settling labor and workplace issues in Nigeria which include negotiation, mediation, arbitration, conciliation and litigation which enhance better employee satisfaction, improve labor and enhance performance of the organization.

Irrespective of the laudable benefits that diversity comes within the workplace the telecommunication industry and the various players environment has associated problem; the development of informal groups and associations will create lack of team work and suspicion among staff members. Another laudable challenge the telecommunication industry is facing is discrimination in hiring and promotion where some informal groups are seen to be more beneficial. This situation always crops up conflict and infighting among employees at work. Again, interest of the organization is eroded as individual and group interest supersedes the interest of the

organization. A discovering situation in the industry is nepotism and favoritism, this has increased employee turnover, low staff morale, leading to less commitment on the part of employees. These limiting factors affect the growth of average player and the telecommunication industry.
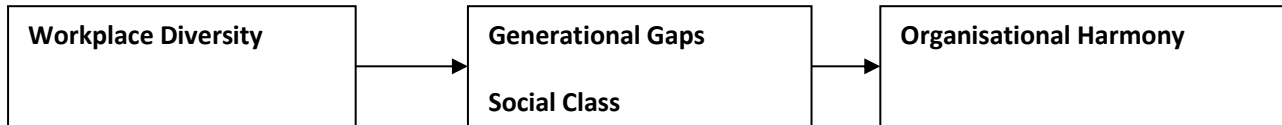
Workplace Diversity	→	Generational Gaps Social Class	→	Organisational Harmony

Figure 1: Study Variables and Conceptual Framework

2.0 Review of Related Literature

2.1 Theoretical Framework

Theoretically, workplace diversity accepts and supports three different theoretical frameworks for the investigation of the realizable influence of workplace diversity (Willams & O' Reilly, 1998). Turner (1987), asserted that the first theory is social categorization theory, which narrates and relates workers on the basis of attributes such as ethnicity, sex, or generational gaps. The researcher explained that this gives birth to stereotyping. The second theory is on basis of attraction or similarity theory which has to do with non-salient attributes such as beliefs and educational background, which boost inter-individual attraction and bond (Berscheid & Walster, 1978). The third theory is on the basis of information and decision-making theory, which investigates and studies the influence of dissemination of information and skill on teams (Wittenbaun & Stasser, 1996). Michela et al. (2003), explains that these theories give birth to different and at times conflicting hypotheses as regards the influence of diversity on group operation and accomplishment. They went further to argue that social categorization and similarity theories give birth to a forecasting of negative impacts, like reduction in within-group interaction, reduce dedication and satisfaction, and boost labor yield.

The third theory according to Williams et al. (1998), on information and decision –making view point gives birth to positive impacts of diversity because more diverse work-teams are required to process information uniquely and members may generate cooperatively varying opinions which finally gives birth to improved innovation and boost performance. Various study findings by great scholars recommend that many factors could be accountable for the clashes aroused by workforce diversity. Tsui, Egan & O'Reilly (1992), suggested that recognizing workers with well-defined groups such as ethnic background might distort group dynamics. Shaw (1993), concord with Egan and O' Reilly on their study on self –categorization theory which revealed that ethnic identification evoked dislike, mistrust, suspicion, and competition more compared to when categorization springs up within the organization.

2.2 The Concept of Workplace Diversity

Workforce diversity refers to the ways that people differ that can affect a task or relationship within an organization such as age, gender, race, education and culture. It is the exploration of these differences in a safe, positive and nurturing environment. It is about understanding each other and

moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual within the organization (Carrell, 2006).

Greenberg (2004) defined workplace diversity as the variety of differences between people in an organization including race, gender ethnic group, age personality, cognitive style, tenure organizational function, education, background, and more. The U.S. National Partnership for Reinventing Government (NPR) Diversity Task Force in conjunction with the US Department of Commerce in their sponsored benchmark study of diversity (2007) defined diversity as all including all the characteristics and experiences that define each of us as individuals. It is clear from these definitions that most scholars concur on the definition of workforce diversity. The main sources of diversity includes age, race, gender, ethnicity (culture) and education although there are other sources of diversity like personal demographics; knowledge, skills, and abilities; values, beliefs; and attitudes; personality and cognitive and behavioral style; and organizational demographics, Graen (2003) cities other sources of diversity as political favoritism, family and connections, educational advantage, friendships and Leader Member Exchange partnering skills including performance on team skills.

Morgan (2015) claims that many people think diversity in the workplace refers mainly to gender and race, but diversity also refers to differences in age, culture, religion, sexual orientation and physical ability. The contemporary perspective on workplace diversity also recognizes individual differences in temperament and other personal qualities. Jackson, Joshi et al (2003) explained that diversity is the presence of contrasts among individuals from a unit of society. Today, the workforce is more diverse regarding gender, age, creed, ethnicity including the general population who are distinctive and display diverse states of mind, practices, needs, norms, traditions, standards and values on workplace as noted by (Wong 2001). Chin (2010) characterized workforce differing qualities allude to the assortment of dissimilarities between people in an affiliation including age, race, sexual orientation, ethnic gathering, subjective style residency, age, identity hierarchical capacities, training, foundation and the sky is the limit from there.

Recently diversity has become a proactive dimensional concept. Many business icons are now going to think that diversity has important bottom line output. Diverse workforce can be a good competitive strength because various opinions can generate distinctive and creative way out to solve many critical problems which in turns may boost up organizational performance (Mathooko, Sitati, & Lillian, 2014). Wellner (2000), viewed diversity as a representing multitude of individual difference and similarities that exist among people.

2.2.2 Employee Generational Gaps

As peculiar as people's experiences may be, they share a place in history with their generation. Generation is a group of persons born and living as the same period, who share common attitudes, tastes, knowledge and experiences that influences their reasoning, values, beliefs and behaviors (Johnson & Johnson, 2010; Zemke, Raines, & Filipczak, 2013). Every generation has different perception and expectations that they bring to the work environment. Perceptions of how they are to behave, how they will manage others and expectations of how they will be managed by their employers or managers. The four generations of workforce all have outstanding work ethics, different perception on work. This section examines the different generations that exist in the workplace and their behavior towards their job performance.

➢ **Veterans or Traditionalist-born before 1943.**

They are people who grew-up when the Great Depression and World War II began and they face the world with a can do attitude (Zemke, Raines, &Filipczak, 2013). According to Lyon et al (2011), follows a tough economic times did veterans grew and brought up in a society that placed emphasis on decency, virtuousness, obligations, hard work, uprightness, custom and rectitude as unavoidable values and what one is obligated to do.

➢ **The Baby Boomers-** born between 1943-1964.

Baby boomers are the eldest, aged and regarded as the biggest populated generational cohort existing in the workplace today. Boomers grew up in time of phenomenal, national and expansion demanding the world entitlement of inheritance and at the same time bearing in their mind that as the lead other generational cohort are encouraged to succeed them. Boomers are known for competing because they had fought for everything reason been that a good number of their peers compet's against them. While they grew as young adults they found a redefinition of sex duties and family image.

According to Lyon et al.,(2011), adulthood of boomer has been specifically associated by dramatics social modification and transformation which women's movement, increase in technological and service orientated workforce and moving towards a globalised economy is embedded. Gursoy et al (2008), pointed out that Baby Boomers are workaholics. They find it difficult to leave their assign job and handle other things. They are highly dedicated and diligent in their job. They are also self-motivated employees who in turn look forward to binge promoted on the basis of seniority and devotion. Baby boomers are known as self-absorbed soul hunters, aiming the fulfillment of abilities.

➢ **Generation X**

Xers generations where born between 1965 and 1981 and came after the Baby Boomers. The name ''generation X'', is linked to an author named Douglas Copland who talked about the late boomers and named them generation X, the ever present utilization of the title can be associated to media moguls that brought to the general public in the mid-1990s the phrase.

Xers generation were brought up as modern children in families, where you find both of their parents having income. Due to their experience they grew up educating themselves the things that worked and which did not, this made them to be a generation that is independent. As a result of their parents high rate of divorce, not been able to attend to family and work effectively at the same time, Xers took a decision not to be involved in errors their parents entangled themselves with. Rather, Xers need standard living of life, looking forward to balance their family life and job because their motto is ''work to live'' not ''live to work''.

Since they grew up in the revolution of information, it molded their pattern of learning, understanding, reasoning and communicating. They are comfortable with recent technology, they are competent in the aspect of producing and putting in place. In the workplace today an amount of fact reasoning is expected. This made them to learn the importance of diversity disparities in terms of nationalities, family, constellation and technical difference.

Lyon et al (2011), revealed that Xers gain knowledge early on loyalty as not a two way street, from cradle to grave. Security of job of former generation is a thing of the past. They came up with ''just in time loyalty'', that is carrying out a perfect job reciprocating for employers, putting in place job requirement. Xers look forward to attain security in their career and improve appeal in the market through jobs which are challenging that make them gain knowledge regularly. In order to achieve this, they look forward to arrange with organizations that regard their competencies, and in turn reciprocating based on productivity than longevity and bring into existence a sense of community.

➢ **Generation Y also known as Millennials:** born between 1980 – 2004. This are the people born by early xers and boomers. They are children who were born into a culture where children were pampered, cherished, treated with excessive care, given lots of attention and protected. They happen to be the generation that is new on the job market. These generations see and take their parents as their mentors and role models. This generation is highly associated with technology and social media e.g. watsapp, 2go, messenger, twitter and facebook. This made them to have lots of friends all over the world which they communicate at any point in time of the day. This generation found out that, workplace is clustered with employees who are not yet retired. One characteristic of this generation is that they are vibrant and energetic. They got into workplace with fresh energy but birth/produce challenges; they anticipate a job to be fitted based on the way they were brought up. Most times, they want quick information and they see and acknowledge mentoring as a means to such information.

Abrams & Von Frank (2014), understood that millenials might be below thirty (30) years of age but have enough to bring to discussion. They often wish to be listened to and acknowledged. Again when it comes to leadership style and pattern, the power of the millennials entails selflessness, been rational and competent in style of leadership. They have a positive mentality about implementing change because they also want to achieve their desire. Despite their positive mentality towards change, yet they endeavor to evaluate the opinions and ideas of people and their position concerning the change. Their training in team working is perfect for putting together the consensus and community (Abram & Von Frank 2014).

2.2.3 Social Class
Every person wants to attain a higher level, because of his desire for a better living, he pursues attaining a social class that is higher. The class thought is commonly found in any society and is identified in any society and is identified with sentiments of high rate in some societies. Class are appropriately distinguish and they tell of themselves.
Different Social Classes in Society
Social is class as a set of people with comparable levels of status, influence and wealth. Harcourt (2014), came up with an essential demonstration of today's social classes in our society by showing concern to major classes that are in existence in our society.
The Lower Social Class
This class is portrayed as indigent, jobless and homeless. Those belonging to this class, a number of them have completed high school and experience absence of medical protection, proper housing, good food, nice clothings, security and vocational education. The lower class is usually stigmatized by the as underclass, wrongly distinguishing people who are poor as welfare mothers

that corrupt the society because they kept producing babies more and more, they also tag welfare father as men who have what it takes to work but refuse to occupy themselves rightly, rather engaged in abusing drugs and criminal act.

Nigeria

In Nigeria, social class is categorized into three basic classes, each is also sub-divided. The three basic classes are the upper class, the middle class and the working class. The upper class entails upper–upper class and lower upper and lower upper class.

The upper-upper group is where the president, those in the presidency office, high ranking government official, the rich wealthy royal families, previous presidents and elders in council. The lower upper group comprises top military officers, top professors, top merchandise and top politicians.

Moneyor (2012), pointed out that middle class subdivided into upper middle class and lower middle class like the upper class. The upper middle class consists of academicians such as professors, lecturers, civil servants teachers, and top business men while the lower middle class is made up of small entrepreneurs and police officers.

Social class does have relevance on workplace diversity, regardless of the fact that class matter has been won in developed societies, differences are still in existence in nations that are developing. This is demonstrated by the reason of big differences in income, wealth and status of various kinds of employees in the workplace.

The working class

This group consists of people who are minimally educated, that are involved in manual labor activities and not usually regarded. People of this class are subdivided into two categories which are skilled and unskilled workers. The skilled workers are made up of fashion designers, welders, hair stylists, electricians, etc. They are regarded as blue collar workers they have the tendency of earning more money compared to middle class workers (clerks, teachers and gadget repairers) though the jobs of skilled workers are physically demanding and often risky.

Unskilled workers are dishwashers, waiters and cashier. They usually do not have a chance for career progress.

The middle class

People of this group are of sandwich class, they are white collar employees that do have plenty of money compared to people below them on the social ladder.

They are two categories in accordance to prestige, education, and wealth. These categories are the lower middle class which usually consists of people who are less educated with lower incomes. These people are petty business men, secretaries and teachers while the upper middle class usually consist of advanced professionals and skilled business people with standard incomes such as CEOs, engineers, medical practitioners and legal practitioners.

The upper class

This class consists of 1% - 3% population of the United States. This class is in possession of 25% of the nation's wealth. The upper class is subdivided into two groups which are the lower upper and upper upper class. The lower upper class are people with new money gotten from business and investments while those of upper upper class consists of people who are aristocratic and again high ranking families with old money, whose generations have been wealthy and they are prestigious more compared to the lower upper class.

2.3. Organizational Harmony

Harmony is the state of social behavior where every individual delays/controls their personal or religious or racial gratifications for the empowerment of mutual relationships with other people/creatures (including animals and nature) in society/environment and wisely avoids the situations that can raise unnecessary conflicts.

Harmony is having least possible grudges towards the activities of other individuals having different race/religion/gender/caste/king/ethnicity/financial status and having highest possible tolerance towards the same. In a hierarchy, ''Harmony'' comes above ''Tolerance'' and below ''Brotherhood''.

Organizational harmony involves mutual understanding and cordial relationship between the organization and the general public or among the employees of the organization. Organizational harmony means easy and cooperate agreement existing between employers and employees on job involvement which in turn benefits them mutually (Otobo, 2005; Osad and Osas 2013). Organizational harmony stated by Puttapalli & Vuram (2012), involves cordial connection existing between employees and her management with regards to the laid down rules and regulations. Meaning that, it is a case where management and her employees collaborate voluntarily in other to achieve the goals and objectives of the organization.

According to Odia & Omofonmwan (2017), organizational harmony however, covers the aspects of duties, employment policy, collective negotiation, deliberation and communication.

Organizational harmony improves output of labour, and enhances in turn performance in our telecommunication industry, benefiting economic growth and improving standard of living and life quality. It brings into place, a pleasant work environment resulting in tolerance, dialogue and other options to settling of labour and workplace issues in Nigeria which include negotiation, mediation, arbitration, conciliation and litigation. These enhance better employee satisfaction.

According to Ladan (2012), organizational harmony is very essential for an organization to be productive, reasons being that:

a. It improves labor productivity since it is an important way of enhancing performance in the organization, accomplishing economic growth, improving standard of living.

b.   It brings into existence a quiet work environment that attracts tolerance, dialogue and other options to settling organizational and or labor arguments.

3.0. Generational Gaps and Organizational Harmony

According to Winnie (2008), youngsters who are learning stage are more willing to learn new things and accept new ideas. Older people who have more life experiences are more mature and possess better problem-solving skills. As an addition, the researcher also stated that the western's findings suggested that the older and younger employees must come together to form coherent and viable corporate culture. These values possessed by different age groups can complement each other in companies and it tends to achieve better firm performance. In her study result, showed

that different age groups provide different values for companies and these values can complement each other which improve companies' performance.

As an addition, age heterogeneity on its own has a negative effect on individual productivity. Moreover, in the case of routine tasks, there is no substantial gain from age heterogeneity that could offset the increasing costs resulting from greater age heterogeneity. Thus, in companies with routine types of work, increasing age heterogeneity overall leads to a decline in productivity (Gellner & Veen, 2009). Similarly, Joshi & Jackson (2008), found no main effect of age diversity on employee reports on team processes or objectives measure of team performance.

Most organizations that know the benefits of multigenerational workforce are utilizing the older workers to act as mentors to impart their knowledge and to the younger employees. The benefits of an age diverse group can only be achieve once organizations overcome those extra communication costs and problems associated with emotional conflict amongst them.

From the revelations above, it is clear that generational gaps can be used to predict organizational harmony. We therefore stated the following hypotheses:

Ho1:There is no significant relationship between generational gaps and teamwork of telecommunication companies in Rivers State, Nigeria.

Ho2:There is no significant relationship between generational gaps and productivity of telecommunication companies in Rivers State, Nigeria.

4.0 Social Class and Organizational Harmony

Lower and higher social individuals experience different material and environment condition (Kraus et al., 2009; Piff et al., 2010; Snibbe & Markus, 2005; Stephens, Fryberg, & Markus, 2011). The environments of individuals that are of lower class are relatively unstable, difficult, unconducive and dangerous, while the environments of higher class individuals are relatively predictable, conducive and safe. In overcoming troubling circumstances, lower class individuals may experience a minimal sense of control over their own life outcomes, while higher-class individuals may develop a sense of control over their own relatively benign environments (Lachman & Weaver, 1998; Snibbe & Markus, 2005). Individuals that belong to higher class may also value and develop control reason being that higher education teaches an association between action and outcomes (Lauchman & Weaver, 1998).

It has been observed that individuals of higher class experience more personal control, self-direction, and self-reliance than their lower class counterparts. In addition, in one study, it was found that lower class employees experience less personal control at the workplace and this in turn, leads to more health challenges, relative to higher class employee (Christie &Barling, 2009). Different levels of personal control may lead to different patterns of social engagement (Kraus et al., 2010). Individuals of lower class depends heavily on their social bonds and maintain stronger social ties to buffer themselves against threats resulting from life disruptions, limited resources, and little control over outcomes. Lower class individuals however should be motivated to act in ways that will improve social engagement and connection with others. By contrast, higher class individuals should be less motivated to socially engage and associate with others because of the considerable material resources they possess.

The effect of lower class on more social engagement may lead to generosity. Lower class individuals have the tendency to be more generous because their enhanced engagement helps to them discover more opportunities to help. Because they should more precisely detect emotions like sadness and anxiety that signal that others need help, lower class individuals should be informed better of opportunities arising, because they are more closely connected to others (Piff et al., 2010). This reasoning suggests that lower class individual should generally be more generous than their higher class counterparts.

From the revelations above, it is clear that social class can be used to predict organizational harmony. We therefore state the following hypotheses:

Ho3: There is no significant relationship between social class and teamwork of Telecommunication Company in Rivers State, Nigeria.
Ho4:   There is no significant relationship between social class and productivity of telecommunication companies in Rivers State, Nigeria.

5.0. Methodology

This study made used of cross sectional survey design of explanatory or hypothesis testing research. The primary instrument used for the study is the questionnaire survey.

The data collected from staff of telecommunication company was analyzed with the aid of the Statistical Package for Social Sciences (SPSS version 21.0). Statistical tools like tables, bar chart and pie chart were used to present the data from the SPSS results. Spearman's rank correlation coefficient was used to test the null hypotheses

6.0. Data Presentation and Analysis

This section presents the study findings.

6.1. Demographic Characteristics of Respondents

From Chart below six (66) employees had worked from 1-5 years, representing twenty four (24%) of the total number of employees. Seventy one (71) respondents had worked from 6-10 years representing twenty six (26 %) of the respondents. Eighty (80) employees representing (29%) had worked for a period 11-15 years. Sixty (60) respondents representing twenty two (22%) of the total number of the respondents had worked for a period of sixteen (16) years and above.

Fig. 2: Respondents years of working experience

Source: Research data, 2018

Table.1   Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 30 years	96	34.7	34.7	34.7
	above 30 years	181	65.3	65.3	100.0
	Total	277	100.0	100.0	

Source: Research data, 2018

From table 5.1 above indicated that ninety six (96) respondents were below the age of thirty (30) which represents (35%) of the total respondents. In contrast, one hundred and eighty one (181) respondents were above thirty years, representing sixty five (65%) of the total number of subjects. This is illustrated in the bar chart below.

Table 2   Management Level in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lower level	54	19.5	19.5	19.5
	middle level	136	49.1	49.1	68.6
	top level	87	31.4	31.4	100.0
	Total	277	100.0	100.0	

Source: Research data, 2018

From table 2 indicated various management designations, fifty four (54) respondents in the industry representing 20% are lower level staff in their organizations. One hundred and thirty six

(136) respondents representing 49% were middle level staff while eighty seven (87) employees representing 31% were top level management staff.

The chart below indicated various management designations, fifty four (54) respondents in the industry representing 20% were lower level staff in their organizations. One hundred and thirty six (136) respondents representing 49% were middle level staff while eighty seven (87) employees representing 31% are top level management staff.
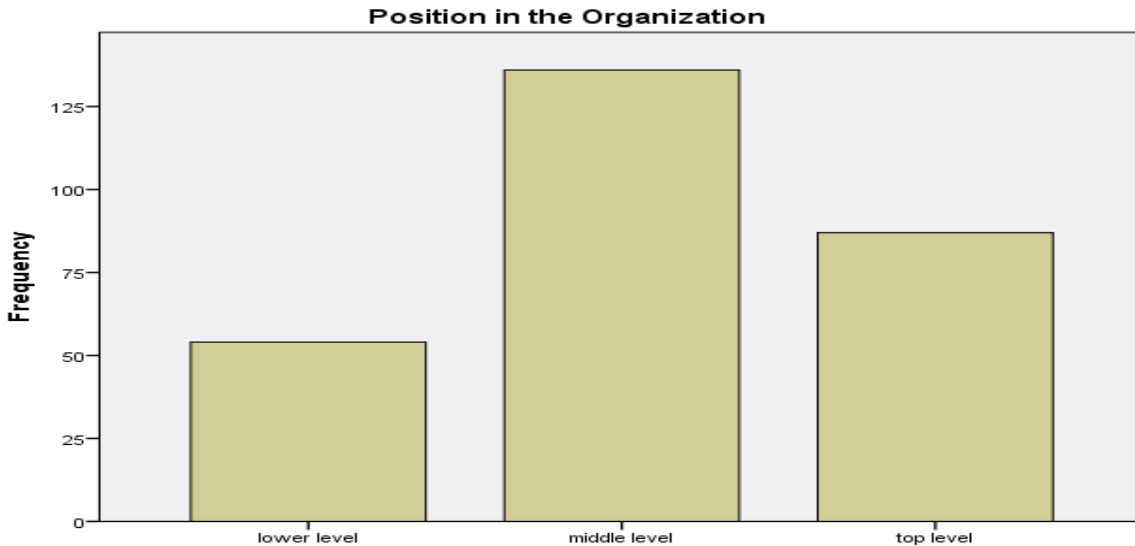

Fig 3: Respondents management levels in the organization

Source: Research data

Table 3   Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	85	30.7	30.7	30.7
	Married	160	57.8	57.8	88.4
	Separated	32	11.6	11.6	100.0
	Total	277	100.0	100.0	

Source: Research data, 2018

From the table 7.3 above the marital records of the respondents indicated that, eighty five (85) respondents representing (31%) were single staff, while one hundred and sixty (160) employees representing 58% were married. Again, thirty two (32) respondents representing 12% had voided marriages.

6.4. Effects of Generational Gaps Diversity on Organizational Harmony

The first purpose of the study sought was to determine the extent generational gaps influence organizational harmony of telecommunication companies in Rivers State, Nigeria. In order to achieve this purpose, the following research non-directional null hypothesis was formulated; Ho1: There is no significant relationship between employee generation and teamwork of Telecommunication Companies in Rivers State, Nigeria.

Ho2: There is no significant relationship between employee generation and productivity of Telecommunication Companies in Rivers State, Nigeria.

Table 4   Correlation Between Generational Gaps and Teamwork

			Generational Gaps	Teamwork
Spearman's rho	Generational Gaps	Correlation Coefficient	1.000	.832[**]
		Sig. (2-tailed)	.	.000
		N	277	277
	Teamwork	Correlation Coefficient	.832[**]	1.000
		Sig. (2-tailed)	.000	.
		N	277	277

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

The empirical investigation between generational gaps and teamwork was found to be significant with a probability value of 0.000 which is less than the critical value of 0.05 however, the strength of relationship existing between generational gaps and teamwork was found to be strong with a correlation coefficient of 0.83. This finding was highly supported with the works of Lyon et al (2011), which in their study investigated the values of generations and discovered that working with present day generation encompass team building and employee involvement relative to workers of generations of yesterday.

Table 5. Correlation between generational gaps and productivity

			Generational Gaps	Productivity
Spearman's rho	Generational Gaps	Correlation Coefficient	1.000	.671[**]
		Sig. (2-tailed)	.	.000
		N	277	277
	Productivity	Correlation Coefficient	.671[**]	1.000
		Sig. (2-tailed)	.000	.
		N	277	277

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

The relationship between generational gaps and productivity of telecommunication companies in Rivers State, Nigeria was found to be positive and significant. This is empirically validated with the probability value of 0.000 which is less than the critical value of 0.05. The strength of relationship existing between generational gaps and productivity in the context of telecommunication companies in Rivers State, Nigeria was strong. This is revealed through the correlation coefficient of 0.67.

The foregoing findings were supported with the study of Winne (2008), that younger generation's willingness to learn and accept new ideas leads to organizational productivity. The implication is that youngsters who are learning are more willing to learn things and accept new ideas. It was discovered that corroboration at work birth companies performance.

Ho1: There is no significant relationship between employee social class and teamwork of Telecommunication Companies in Rivers State, Nigeria.

Ho2: There is no significant relationship between social class and productivity of Telecommunication Companies in Rivers State, Nigeria

Table 6.   Correlation Between Social Class and Teamwork

			Social Class	Teamwork
Spearman's rho	Social Class	Correlation Coefficient	1.000	.697**
		Sig. (2-tailed)	.	.000
		N	277	277
	Teamwork	Correlation Coefficient	.697**	1.000
		Sig. (2-tailed)	.000	.
		N	277	277

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

The relationship between social class and teamwork of telecommunication companies in Rivers State, Nigeria was found to be positively related. This is validated with the empirical result of the probability value of 0.000 measuring the level of significance which is positive and the correlation coefficient of 0.69 signifying strong relationship existing between social class and teamwork.

These empirical results were supported with the studies of (Dutton, Worline, Frost &Lilius, 2006; Grant & Parler, 2009; Margolis & Walsh, 2003). This study revealed that social class enhances social engagement and organizational performance.

Table 7. Correlation Between Social Class and Productivity

			Social Class	Productivity
Spearman's rho	Social Class	Correlation Coefficient	1.000	.585[**]
		Sig. (2-tailed)	.	.000
		N	277	277
	Productivity	Correlation Coefficient	.585[**]	1.000
		Sig. (2-tailed)	.000	.
		N	277	277

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

Social class and productivity nexus was found to be positive and related. This is empirically validated with the probability value of 0.000 signifying positive relationship between social class and productivity. However, the correlation of 0.58 signified the strength of relationship between social class and productivity thus moderate relationship was found. This finding was corroborated with the study of (Dutton, Worline, Frost &Lilius, 2006; Grant & Parler, 2009; Margolis &Walsh, 2003), this is on the premise that organizational class collaboration leads to firm productivity through mediating influence of teamwork.

7.0. Conclusion and Recommendations

Findings of this study revealed a strong and positive relationship exists between workplace diversity and organizational harmony of telecommunication companies in Rivers State, Nigeria. Thus, this singular case study may not be generalized, considering some caveats. For instance, the research focused on just two dimensions which are generational gaps and social class which may have limited robustness of the study. Each of these characteristics measured may also be linked to other unmeasured, but theoretically interested dimensions of diversity, like physically challenged, sexual orientation, religion or culture. Telecommunication companies should endeavor to incorporate good organizational culture to boost organizational harmony. A company that promotes good organizational culture will enhance organizational harmony in the industry which will give room for worker improvement and fulfillment which in turn increases the performance of the firm.

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