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possible influence
that proactive



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As establishments continue to face uncertainty, through increasing growth in technology, shifting economic challenges, and a move to a global economy; understanding work behaviours of the industry players are becoming more indispensable. Experts and intellectuals have advocated the importance of observing organizational participants as dynamic agents, who are able to participate in proactive work behaviours that enable positive changes in themselves and their workplace (Grant & Ashford, 2008; Grant, Parker & Collins, 2009).

Employees are not just inert dummies of their workplace; instead, they can make deliberate choices to succeed in hostile and uncertain work settings (Cameron & Lavigne, 2006). The attention in extra-role behaviours is somewhat because they have been mostly associated with several encouraging workplace results (Podsakoff, Whiting, Podsakoff & Blume, 2009). Despite the benefits associated with the exhibition of extra-role, Morrison & Phelps, 1999 argued that the narrow conceptualization of extra-role behaviour has limited the examination and therefore called for a rigorous review of the concept. The scholars defined taking charge as "voluntary and constructive efforts by individual employees to effect organizationally functional change with respect to how work is executed within the contexts of their jobs, work units, or organizations" (Morrison & Phelps, 1999). These positive consequences of taking charge demonstrate the possible influence that proactive work behaviours may have within the workplace context. Thus, a greater understanding of the antecedents of this extra-role behaviour is further warranted, particularly within the Nigerian workspace.

According to Ukachukwu & Iherionhanna (2013), many contemporary organizations have people of multi-cultural backgrounds working together as employees which may be a probable basis of the administrative skirmish. Nigeria is one of the most populous developing African country and splendidly gifted with rich resources, both human and minerals. However, most of the pecuniary drawbacks of the country may be to the apparent inability of governments and private sector organizations to achieve optimally. People's actions could pose a threat to performance and ultimate progress. Therefore, a deliberate attempt at understanding workplace diversity is very integral to the survival of the organization.

Individuals tend to develop a lot of individualities across each stage of their personal and occupational existence. Through this state, according to Ugwuzor, (2014), they often tend to see themselves with respect to their religion, ethnicity, gender, age, professional or educational background and therefore manifest their differences across various circumstances. Managing these diversities wrongly can be disadvantageous to the employee productivity as well as job satisfaction as well as going above and beyond when the time calls for taking charge. This is because organizational members who feel more valued commit more to their job while the group that consider themselves as sectional assembly feel less valued leading to lesser performance. Again, diversity in the personality disposition and other dimensions of diversity could also affect employee behavioural outcomes (Afolabi & Omole, 2011). Consequently, administrators will need to know a wide range of behaviours to bring out the best in the distinctive competencies of the workforce. Overall, the term "workplace

diversity” in the researcher’s framework can be defined as comparisons and variances among employees in terms of age, ethnicity, gender, and education background. However, when an employee chooses to change his other working environment, they must face the changes in values in the work environment.

This is because the employee must learn the new language and adapt to different cultural beliefs that have long embedded within the people in the working environment. Consequently, in adapting (Brown, 2008) concept of diversity in the workplace, this study seeks to explore its variable influence of ethnicity, education background, gender and age and on the employee taking charge in the public service which comes with varied employees in a package. Able scholars of Nigerian descent (Adeleye, Atewologun, and Matanmi, 2014), in their review of the historical and contemporary developments in inequality and diversity posited that, although Nigeria is one of the most diverse countries in the world, with multiplicities, key stakeholders such as the government, organizations, organizational psychologists and academia do not appear to take it as a serious priority. This, in our opinion, cannot be farther than realism.

In the light of the contemporary certainties businesses grapple with nowadays, it may be contingent that workplace diversity could generate opportunities as well as present challenges for the working and behaviour of organizations. In Nigeria, a Nation with several ethnic nationalities and languages, as well as diverse cultural and religious backgrounds, the issue of proper workforce diversity management should even be more important to

managers

1. 1 Research Background The key objective of this study is to <https://assignbuster.com/as-demonstrate-the-possible-influence-that-proactive/>

investigate the factors that affect employees' taking charge behaviour within the Nigerian workspace. It distinguishes the factors that can affect employees' taking charge behaviour by mainly focusing on the components of workplace diversity. This research would also investigate the moderating role of job security in taking charge.

Other than that, the purpose is to develop a methodology that can be applied to the analysis of workplace diversity towards employee taking charge behaviour. The purpose of this study is to inspect how some elements of workplace diversity can potentially affect employee taking charge. Firstly, a brief review of the factors such as ethnicity, gender, age and education background will be embarked upon. Secondly, past research findings on workplace diversity will be summarized and applied to taking charge at work.

The moderating role of perceived job insecurity will also be explored. Then, the result of an empirical study, which examines issues related to workplace diversity and employees proactive work behaviours will be broadly x-rayed.

1.

2 **Problem Statement** In recent years questions have been raised on the reasons why employees and even managers especially in Nigeria are hardly willing to take charge in the workplace despite the benefits of doing so.

Recently, researchers who have begun investigating the possible reasons to this question have advocated that more contextual and individual variables be examined, specifically within the Nigerian work environment (Onyishi & Ogbodo, 2012) to encourage the behaviour. In this study therefore, attempt will be made to provide answers and expand the taking charge

concept which according to Morrison and Phelps (1999), is a response to the shortcomings of overly narrow conceptualization of extra role behaviours that has mainly focused on helping contemporaries, being punctual, and attending to non-required work functions, as opposed to more extensive behaviours embedded in a desire to help one's organization develop, advance, and improve (Moon, et al., 2005). Also, understanding the impacts of diversity on organizational consequences, such as taking charge and efficiency has become indispensable. Even though there are concerted efforts to invest in workforce diversity management to boost employee morale and performance, organizations rarely achieve their expected benefits in advanced countries. This cannot be said of Nigeria because the promotion of taking charge behaviour as well as workforce diversity is also very low among Nigerian institutions given that diversity initiatives have no basis in law in most of the organizations (Adeleye, Atewologun and Matanmi, 2014). 1.

3 Proposed Research Objectives Establish a better understanding of the antecedents of an employee taking charge and its relationship with all the components of workplace diversity. 1. 3. 1 General Objective The first goal of this study is to offer insights and detailed understanding of the workplace diversity that will affect taking charge in an organization. Secondly, the purpose of this research is to identify whether the variables include gender, age, ethnicity and education background would affect taking charge in an organization.

Lastly, the specific objectives of this research areas follows: 1. Investigate the relationship of gender towards taking charge in an organization. 2. <https://assignbuster.com/as-demonstrate-the-possible-influence-that-proactive/>

Investigate the relationship of age towards taking charge in an organization.

3. Investigate the relationship of ethnicity towards taking charge in an organization. 4. Investigate the relationship of education background towards taking charge in an organization. 5.

Investigate the impact of independent variables towards the dependent variable. 6. Investigate which independent variable has greater influence on the dependent variable 7. Investigate the mediating role of perceived job security on workplace diversity and taking charge 1. 4 Research Questions

The research questions of this proposed study are: 1.

What is the relationship between gender and taking charge? 2. What is the relationship between age and taking charge? 3. What is the relationship between ethnicity and taking charge? 4.

What is the relationship between educational background and taking charge?

5. What is the relationship between workplace diversity and taking charge?

6. What are the factors affecting taking charge behaviour in the Nigerian public service? 7. What are the factors affecting taking charge s in private sector-led organizations? 8. What is the mediating role of job insecurity in taking charge and workplace diversity? 1. 5 Hypothesis of the Study

In this proposed study, taking charge is our dependent variables. Meanwhile, gender, age, ethnicity and education background will be our independent variables. Thus, our hypothesis is that there is the significant relationship between these dependent variables and independent variables.

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positive effect to influence taking charge in an organization. Job insecurity will
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be reviewed as a possible moderating variable H1: There is significant relationship between gender and taking charge H2: There is significant relationship between age diversity and taking charge H3: There is significant relationship between ethnicity and taking charge H4: There is significant relationship between educational background and taking charge H5: The four variables (gender, age, ethnicity, and educational background) are significant in explaining the variance in taking charge.

1. Knowledge Gap In a multi-ethnic country like Nigeria, there is need to be more thoughtful research efforts on approaches to encourage taking charge behaviour by managing workforce diversity if apprehensions over ethnicity and gender imbalance in the workplace are going to be limited before they detonate and become human rights problems. So far, many studies have been done in the field of workforce diversity management in Nigeria focusing on the challenges of managing diverse workforce, equity, inclusion, corporate performance, effects of workplace diversity management on organizational effectiveness (Ugwuzor, 2014; Ukachukwu & Iheriohanma, 2013; Adeleye, Atewologun and Matanmi, 2014). Some conducted these research with a local perspective, however, there is no research that has been done on the effect of the various components of workforce diversity on extra-role behaviour, particularly, taking charge. The strategies adopted by these researchers clearly leaves a vacuum to be filled with the role of the workplace diversity as it relates to the employee going above and beyond at their workplace in Nigeria.

Ugwuzor, 2014, in his study of workforce management and corporate performance of firms in Nigeria has advocated that more studies should be

conducted in the Nigerian Civil Service. This study, therefore, seeks to bridge the gap by reviewing variables that are largely voluntary but play the integral role in the survival of an organization. Also, a cursory look at possible mediating factors such as job insecurity will be explored.

1.7 Scope of the Study

The study will focus on finding approaches for managing workforce diversity in Nigerian public service. The framework will seek to evaluate the attitudes that tend to encourage taking charge of the employees in these organizations. The research focuses on major establishments in Nigeria picked based on how diverse they are in terms of ethnicity, gender, cultural background, education and age.

A review of organizational activities of corporations to identify the strategies they use for managing their workforce diversities will also be embarked.

1.8 Conceptual Framework

The study will attempt to explore workforce diversity across various sectors in Nigeria. Personnel in an organization is the demographic and cultural/social unit whose diversity can affect the organization's performance. The dependent variable for this paper, therefore, is taking charge. The various components of workforce diversity which includes; ethnicity, gender, cultural background, education and age put in place as measures of a diverse workforce are the independent variables.

Specifically, the relationship between taking charge and the components of workforce diversity will be explored. Job insecurity was proposed as a plausible moderator. In addition, there is a strong need for the examination of contextual antecedents of positive work behaviours. Finally, this study offers timely contributions to the literature on the extra-role behaviour of

taking charge and workplace diversity, which are currently flourishing. It attempts to bridge these two important and popular streams of research. 2.

Theoretical Framework The following theories will be reviewed: i.

Expectancy theory (Victor Vroom, 1964)ii. Attachment theory (Bowlby, 1969/1982)iii. Social exchange theory (Peter Blau, 1964)iv. Leader-Member Exchange Theory (Graen, Haga & Dansereau, 1975)v. Self-determination theory (Deci & Ryan, 2002)vi.

Goal-setting theory (Locke & Latham, 1990)vii. Realistic Conflict Theory and viii. Social Identity Theory) Several theories link workforce diversity and extra-role performance. However, this study will rely heavily on the Realistic Conflict Theory (RCT and Social Identity theory. Workplace diversity in any corporate entity is valuable to the performance of the organization given the varied abilities of the individuals involved.

Diversity is also tough to handle as failure to manage diversity can distress the economic and social well-being of an organization, be they public or private sector driven. When people feel isolated or discriminated against, their efficiency is typically lowered. Other attendant implications could also be segregation, truancy, indiscipline, rebellion, low level of taking charge behaviour amongst others. Globally, organizations of varying sizes have begun to develop strategies for ensuring smooth day-to-day business management and good relations among their workforce by enhancing accountability for diversity at the workplace. This hasn't been the case in Nigeria, nonetheless. Workforce diversity integrates various groups of people

who work together and there are several theories that try to explain the concept of intergroup relations that are relevant to organizations' workforce.

These models bring out the questions that are relevant to workforce particularly when they are characterized into diverse groups carried by cultural, gender, educational background and even intellectual disparity. This study will base its opinions on two theories; first, the realistic conflict theory (RCT) which postulates that people's acts are driven by their self-interests whereby conflicts can arise between different people or groups due to the ambition of maximizing their own or groups benefits at the expense of others (Sherif, 1966). When applied to workforce diversity, employees in different levels can act to defend their interests at the workplace with the consequence of conflicts in the long run.

This can lead to an unhealthy rivalry that comes in from discrimination and bias that arises. Social identity theory (Tajfel, 1982) is another vital theory that elucidates intergroup relations. This theory hypothesizes that people tend to categorize themselves into social groups that must mean for them and this shape the way individuals interrelate with others from their own identity group and from other groups. Social identity stems from the knowledge of an individual that they belong to a certain group. This classification may stem from the aspects that are related to a group formation making others fall in a group they would wish not to be associated with. At the workplace, such labelling can lead to exclusion in which some folks are left out of some events by the virtue of being part of a certain group.

According to (Larkey, 1996), to support this, with the conflict theory, self-interest becomes the motivation for prohibiting certain individuals or groups from accessing valuable resources and power. Those who belong to groups with advanced perceived social status will admit and include people they consider to be like them while excluding and be selective of those they perceive to be dissimilar from them.