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EFFECT OF WORKPLACE DIVERSITY ON ORGANISATIONAL PERFORMANCE: A STUDY OF MIVA RICE MAKURDI

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ABSTRACT
Diversity-related factors, such as cultural differences, gender and age, and can either enhance or hinder an organization's ability to achieve its strategic goals, foster inclusivity, and maximize overall performance. The main objective of this study is to ascertain the effect of workplace diversity on organizational performance: A study of Miva rice Makurdi. A cross-sectional survey design was used in this study. In view of the size of the population, this study adopts census population of 150 elements and questionnaire was the instrument for data collection. Regression was used in testing the formulated hypotheses and study found that age diversity and gender diversity has a positive significant effect on organisational performance of Miva rice. The study concluded that management of Miva Rice Makurdi should prioritize strategies that enhance age and gender diversity. The study recommended that Management of Miva Rice Makurdi should continue to encourage the inclusion of different age and gender groups in its workforce. This can be done by implementing mentorship programmes that allow experienced employees to guide younger ones and by fostering a workplace that values both fresh ideas and seasoned expertise.
Keywords: *Workplace Diversity, Age Diversity, Gender Diversity, Organisational Performance*

1. INTRODUCTION

Organisational performance, as conceptualised in management literature, reflects the extent to which an organisation efficiently and effectively achieves its stated objectives. It is not merely the attainment of outcomes but the alignment between organisational goals and actual results. Performance indicators such as effectiveness and productivity are therefore central to evaluating how well an organisation functions and sustains competitiveness. However, these outcomes do not occur in isolation; they are significantly influenced by the characteristics and interactions of the workforce (Boukattaya & Omri, 2024; Nyagadza, Gwiza & Hove, 2022) workplace diversity, encompassing differences in age and gender, and other social categories, has emerged as a vital organisational resource. When properly managed, diversity fosters innovation, enhances problem-solving, and improves decision-making by integrating varied perspectives. Conversely, poorly managed diversity may lead to conflicts, reduced cohesion, and inefficiencies, thereby negatively affecting organisational performance. This dual potential underscores the necessity of examining diversity not merely as a demographic feature but as a strategic factor influencing organisational outcomes (Alshaabani, Hamza & Rudnák, 2021).

The motivation for this study is grounded in the growing recognition that workplace diversity is a critical determinant of organisational performance, particularly within contemporary organisations operating in an increasingly globalised and interconnected environment. Despite extensive scholarly attention to performance as a measure of organisational success, there remains a need to understand how internal workforce composition specifically diversity shapes the effectiveness and productivity of organisations (Orsini, & Magnier, 2023).

It is important to note that the relationship between organizational performance and workplace diversity cannot be overemphasis. Workplace diversity has a significant impact on organisational performance. A diverse workforce brings a wide range of viewpoints and ideas together (Nachmias, Mitsakis, Aravopoulou, Rees & Kouki, 2021). The organisation benefits from this diversity of view since it stimulates creativity and innovation. When people from various backgrounds work together, they provide diverse perspectives that can result in more effective problem-solving and decision-making processes. Increased workplace diversity boosts employee morale and engagement (Permana, Purba & Rizkiyah, 2021). Relating organizational performance to workplace diversity involves how diversity within the workforce can impact various performance metrics, including productivity, innovation, employee satisfaction, and overall profitability. A workforce that includes a mix of genders, ethnic backgrounds, ages, and experiences brings a variety of perspectives. This diversity can lead to more innovative solutions to problems and new ideas for products and processes. Diverse teams might develop more effective rice farming techniques or packaging solutions that cater to different markets.

Previous empirical studies relating to workplace diversity and organizational performance produced mixed findings. Nasir, Sajjad, Muhammad, Abdul and Amjad, (2022) result indicates that there is significant relationship between employees' age diversity and performances of banking sector in District Swat Pakistan. However, the study was conducted in banking sector of Pakistan. Aliyu and Abubakar (2024) revealed that that job-related diversity has a positive significant effect on collective organizational commitment in public sector organizations and cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria. Though, this study was carry out in public sector organizations in Nigeria

and not Miva rice. Shivani, Borkowska and Amarjot (2025) found significant effect of gender diversity on organisational performance in Kundan concentrates PVT ltd India. But, the study was not conducted on Miva rice. The study wants to fill the identified gaps by investigating the effect of workplace diversity on organizational performance. The independent variable is workplace diversity (Age and gender diversity) and dependent variable is organizational performance (effectiveness and productivity).

The main objective of this study is to investigate the effect of workplace diversity on organizational performance: A study of Miva rice Makurdi. The specific objectives of the study include the following:

i. To determine the effect of Age diversity on performance of Miva rice Makurdi.
ii. To ascertain the effect of gender diversity on performance of Miva rice Makurdi.

The following hypotheses are formulated in line wth the specific objectives

H_{01}: Age diversity does not have significant effect on performance of Miva rice Makurdi
H_{02}: Sender diversity does not have significant effect on performance of Miva rice Makurdi.

2. LITERATURE REVIEW AND THEORY

This section is essential as it helps to establish a conceptual, empirical and theoretical foundation for the study.

2.1 Organisational Performance

Performance is the end result of action; it encompasses the actual outcomes of the crucial management process (Le, Palmer Johnson & Fujimoto, 2020). Okwurume, and Onuoha (2020) defines organisational performance as the attainment of its objectives. Organizational performance includes all actions related to organisational goals and is determined by people's dedication to the organisation (Nienaber & Martins, 2020). Organizational performance, on the other hand, is a mirror that reflects the organization's ability to achieve high levels of efficiency, provided it is linked to customer satisfaction and has a well-defined piece of the pie that provides a reasonable monetary discount, as well as social and ethical considerations.

Furthermore, Barak (2022) states that estimation for organisational performance is dependent on the fields of performance in business organizations, which shift and vary depending on their various organizations, and that the nature of exercises and the level of focus on the fields that are accepted to accomplish objectives are viewed as fundamentally important for the organisation. According to this study, Organizational performance can be seen as how effectively and efficiently an organization achieves its goals and objectives. It includes a range of outcomes that indicate the success of an organization, including financial results (such as profitability and revenue growth), operational efficiency, customer satisfaction, employee engagement, innovation, and the achievement of strategic goals. In this study, organisational performance is operationally defined as the degree to which the organisation achieves its set objectives through efficient and effective utilisation of resources, measured specifically by effectiveness and productivity.

2.2 Workplace Diversity

Diversity in the workplace is the existence of differences among the employees of the organization stemming from religion, gender, race, origin, age, experience, education, language and culture (Herbert, Ferri, Hernandez, Zamarripa, Hofer, Fazeli & Abdallah, 2023). That is, the workforce in the organization should enjoy diversity in these areas of increasing creativity and innovation and improving the competitive capabilities of the organization based on the intellectual, cultural, ethnic and religious crop of each individual working in it (Fine, Sojo & Lawford-Smith, 2020). Achieving diversity in the workplace is one of the most challenging goals as there are many barriers present in the subconscious of individuals. Such barriers may lead to reject the idea of diversity and look at it from a specific cultural or religious perspective, such as prejudice to men against women, rejection of other religions, inequality in opportunities available and discrimination in favor of the more numerous groups (Mousa, Massoud & Ayoubi, 2020). Hays-Thomas (2022) and Flory, Leibbrandt, Rott and Stoddard (2021) confirm that there are many ways to promote diversity in the workplace, and these methods are represented in adopting comprehensive and supportive policies and strategies for diversity. These policies included building programs to recruit employees from different ethnic backgrounds and origins, as well as employees of different ages and experiences, avoiding sexism and promoting religious and cultural integration (Evan, et al. 2023).

In this study, workplace diversity is operationally defined as the measurable variation in employees' demographic and socio-cultural characteristics within an organisation, specifically in terms of age, gender, and religious affiliation. It refers to the extent to which employees differ across these dimensions and how such differences are represented within the workforce of the organisation under investigation.

Age diversity is a widespread phenomenon across various social and organisational settings, including workplaces, where employees belong to different age groups. It reflects the generational uniqueness of the workforce, which presents challenges in attracting, retaining, and managing talent (Kuknor, & Bhattacharya, 2020). Age diversity involves employing individuals from varied age brackets to promote inclusiveness, enhance creativity and innovation, and ensure equal opportunities while reducing discrimination and workplace stereotypes (Gross-Gołacka, Kupczyk & Wiktorowicz (2022); Clark, Dambrosio & Zhu, 2021).

Gender diversity, on the other hand, refers to the recognition and inclusion of individuals based on their gender identities, encompassing male, female, and non-binary groups (Scarborough, Williams, Lambouths, & Holbrook, 2019). It highlights the role of gender in shaping responsibilities, opportunities, and experiences within organisations (Nwaoma, 2022). Promoting gender diversity involves ensuring balanced representation across roles, particularly in leadership and decision-making positions, thereby fostering diverse perspectives essential for effective problem-solving and organisational development (Scarborough, Williams, Lambouths & Holbrook, 2019).

2.3 Empirical Literature Review

Aliyu and Abubakar (2024) examined diversity in the workplace to achieve collective organizational commitment in public sector organizations in Nigeria. The study relied on a self-developed structured questionnaire as the instrument for data collection. The population of the

study s 4750 with sample size of 2169. Using SPSS version 20 software, descriptive statistics and multiple regression analysis were used to assess the data and statistically analysed the data that had been collected. The findings revealed that job-related diversity has a positive significant effect on collective organizational commitment in public sector organizations in Nigeria and that cultural diversity has no significant effect on collective organizational commitment in public sector organizations in Nigeria. However, while the statistical methods used are suitable, the paper lacks detail on the specific variables included in the multiple regression models and how they were measured.

Shivani *et al.* (2025) investigated the Impact of gender diversity on organisational performance in Kundan concentrates PVT ltd India. The study adopted survey research design. The population of the study constituted one thousand nine hundred and sixtyfour employees of eight selected multinational companies. Borg and Gall (1973) formula was employed to determine the sample size of 383. The questionnaire items were analyzed using frequency tables and percentage while the hypotheses were tested using ordinary least square regression technique at 0.05 level of significance. The study found that gender diversity has significant positive effect on organizational performance. However, the critical issue is how those 383 employees were selected from the eight MNCs at random or stratified sampling. The description doesn't mention if it was not random, the sample may not be representative, introducing selection bias.

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Tanimu, Hadiza and Cross (2024) examined the effect of workplace diversity on organisational performance of selected Public Sector Organizations in Nigeria. The study adopted a descriptive survey research design in which 2169 respondents were selected from a population of 4750 staff using a judgmental (purposive) sampling technique. The study relied on a self-developed structured questionnaire as the instrument of data collection. Using SPSS version 20 software, descriptive statistics (frequency count, percentage count, mean, and standard deviation) and multiple regression analysis were used to assess the data that had been collected. The findings of the study revealed that Job-related diversity has a significant effect on employee job satisfaction in public sector organizations in Nigeria and that cultural diversity has a positive significant effect on employee job satisfaction in public sector organizations in Nigeria. However, while the authors report the use of descriptive statistics (frequency count, percentage count, mean, and standard deviation), they do not explain how these statistics contribute to the analysis or interpretation of the results.

Kabuoh, Adeoye and Barreto (2023) investigated the effect of workplace diversity and innovativeness of selected private universities in Ogun State, Nigeria. The population of study was 797 non-academic staff of five selected private Universities in Ogun State, Nigeria. The sample size of 475 was determined using research advisor table. Simple random sampling technique was used in selecting respondents. A structured and validated questionnaire was used for data collection with Cronbach's alpha reliability coefficient for the constructs that ranged between 0.716 and 0.837. The response rate was 73%. Data were analyzed using descriptive and inferential (multiple and hierarchical regression) statistics. The study found that workplace diversity has positive significant effect on innovativeness. However, the paper could benefit from a more detailed discussion of why private universities were chosen as the focus and how their context might differ from other types of institutions.

Nasir, Sajjad, Muhammad, Abdul & Amjad (2022) examined the effect of age diversity on banking sector performance in District Swat Pakistan. The study is descriptive in nature and survey research is conducted. Data was collected through a questionnaire administered to the respondents. All the employees working in banking sector including all public and private sectors banks constituted the population of the study which comprises 280 employees. Questionnaire was used for data collection from the respondents. The data were placed into SPSS version 18 and reliability alpha was calculated which was 74. The results of the study illustrated that there is significant relationship between employees' age diversity and organizational performances. Furthermore, significant correlation was found between age diversity of the employees and problems solving approaches and abilities of the organization.

2.4 Resource-Based View Theory

This study is anchored on the Resource-Based View (RBV) theory propounded by Penrose (1959). This theory provides an excellent framework for investigating workplace diversity and its impact on organisational performance (Tamunomiebi & Worgu, 2020). According to this notion, an organization's resources, especially its varied personnel, can provide a competitive edge and contribute to exceptional performance. According to RBV, workplace diversity provides organizations with unique resources that can improve their ability to adapt and innovate. A diverse workforce brings together people from various origins, experiences, viewpoints, and talents. This diversity of views and knowledge within the organisation can lead to more creative problem-solving, improved innovation, and better decision-making processes (Saranya, 2022).

RBV further contends that diversity can increase organisational performance by increasing employee satisfaction and engagement. Employees are more likely to be motivated and committed to the organization's goals when they feel valued for their unique contributions and are given equal opportunities for growth and development regardless of their background or qualities (Olorunisola & Ibironke, 2021). However, simply having a diverse staff does not ensure higher organisational success. Effective diversity management is critical for obtaining its potential benefits. Organizations must foster an inclusive culture that values differences, encourages open communication, provides cultural competence training, and implements fair rules and procedures in the recruitment and promotion processes (Alberta, 2012). The Resource-Based View theory provides a theoretical foundation for comprehending how workplace diversity might improve organisational performance. Recognizing the importance of varied resources inside an organisation, such as knowledge, skills, and perspectives from various backgrounds, allows organizations to efficiently harness these resources through inclusive practices, resulting in higher performance outcomes.

3. METHODOLOGY

This employed quantitative research design by survey research method. This is because
Primary data were collected using questionnaire instrument. Questionnaire is cheap and help the researchers to obtain first hand information from the respondents. The Population for this study consists of 150 employees of Miva Rice Company Makurdi Benue State (company profile, 2024. Reason for chosen this company is because of it diversity of staffs in teams of age, gender, culture and religion. Table 1 is the population of the study.

Table 1: Population of the Employees

S/no	Miva Rice Makurdi	Number of Employees
1	Professional staff	50
2	Casual staff	100
	Total	**150**

Source: Field Survey (2024)

Table 1 shows the population of the study and census population employees working with miva rice company in makurdi, Benue state is utilized. The reason for census population is that the population is not large enough to determine sample size. Again, the justification for adopting a complete enumeration (census) sampling technique in this study is grounded in its methodological strengths and suitability to the nature of the research population. Complete enumeration is justified where the population size is relatively small, accessible, and manageable, thereby making it feasible for the researcher to collect data from every member. By including all units of the population, the technique eliminates sampling error, which typically arises when only a subset is studied. Therefore, the study made use of all 150 employees working with miva rice company in makurdi, Benue state.

Data for this study were gathered from primary source (questionnaire instrument) by the researchers' administration. The advantage of using primary data is that it enables the researchers to collect firsthand information for the specific purposes of the study. Primary data were collected using questionnaire that has structured questions and analysed with using SPSS Version 26. The regression models for this study were the linear model because the aim is to test the linear relationship of the variables from the beginning.

$$\mathbf{Y_i = \beta 0_i + \beta_1 ad_i + \beta_2 gd_i + e_i}$$

Where

Y = Performance
AD = Age diversity
GD = Gender diversity
β 0 = Constant
ϱ = stochastic term (error)

4. RESULTS AND DISCUSSIONS

This section focuses on presenting the findings and discussions of the study by detailing the general characteristics of the study sample, descriptive study, the aggregates of the variables and regression analysis of the dependent and independent variables. The section details the research findings and discussions on the strength of the model; test of hypothesis and the summary. The section also presents analysis and findings of the study as set out in the research methodology. It also presents result collected from the respondents on workplace diversity and performance of Miva rice in Makurdi. It also includes test of hypotheses and discussion of findings.

4.2 RESULTS

this section presents and analyses results of data collected through the questionnaire instrument to test the hypotheses.

Table 2: Response Rate

Item	Total	Percentage (%)
Questionnaire Administered	150	100
Questionnaire Returned	145	97.0
Questionnaire Not Returned	5	3.0

Source: Field Survey, 2025.

The result presented in Table shows that a total of 150 copies of the questionnaire were distributed and 145(97.0%) were successfully completed and returned by the respondents while 5(3.0%) were not returned by the respondents. The response rate of the questionnaire was high enough for any meaningful research work. Data presentation and analysis was done based on the valid questionnaires retrieved from the respondents.

Table 3: Demographic Characteristics of Respondents

Attributes	Frequency	Percentage (%)
Gender		
Male	81	55.9
Female	64	44.1
Age		
20-25 years	51	35.2
26-30 years	65	44.8
31-35 years	20	13.8
36 years and above	9	6.2
Educational Qualification		
SSCE	56	38.6
OND/NCE/ HND/B.Sc	85	58.6
MBA/MS.C	3	2.1
PhD	1	.7
Work Experience		
1-5 years	58	40.1
6-10 years	66	45.5
11-15 years	14	9.7
16-20 years	1	.7
21-25 years	6	4.1
Total	**145**	**100**

Source: Authors's Computation (2025) using SPSS Version 26.

The result presented in Table 2 shows the demographic characteristic of respondents by gender, age, educational qualification and working experience. The distribution of the respondents by gender shows that 81(55.9%) were males while 64 (44.1%) were females. This implies that the distribution of respondents cut across genders and most respondents (employees of Miva Rice, Makurdi who participated in the survey were males.

The age distribution of the respondents indicated that 51(35.2%) of the respondents were from the age range of 20-25 years, 65(44.8 %) were between 26 and 30 years and 20(13.8 %) respondents were from the age of 31-35 years while 9(6.2%) were from36 years and above. This implies that the respondents who participated in the survey were old enough to provide valid answers to the topic under investigation.

The distribution of respondents based on level of education as presented in Table 4.2 showed that, 56 (38.6%) respondents had SSCE qualifications, 85(58.6%) respondents had OND/NCE/HND/B.SC qualifications 3(2.1%) had MBA/M.SC qualifications while 1(.7%) had PhD qualifications. This implies that the respondents were educated enough to understand the effect of workplace diversity on performance of Miva rice Makurdi.

The result in Table 4.2 also showed the distribution of respondents by experience as follows: 58(40.0%) respondents had experience from 1-5 years, 66(45.5%) had experience from 6-10 years, 14(9.7 %) had experience from 11-15 years and 1(.7 %) have worked from 16-20 years and 6(4.1%) had experience from 21-25 years. This implies that the respondents had enough working experience to provide valid answers to the topic under investigation. They had understanding on work-life balance practices affect performance of Miva Rice, Makurdi.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.487a	.237	.215	.5410	1.798

a. Predictors: (Constant), Age diversity and Gender diversity
b. Dependent Variable: Organizational performance
Source: Author's Computation (2025) using SPSS Version 26**.**

The result in Table 4 showed the variation in the dependent variable explained by changes in the independent variables. The value of R-square was 0. .237 Which indicates that there was 23.7 % variation in performance of Miva rice Makurdi due to changes in Age diversity and Gender diversity at 95 % confidence interval. The table also shows that there is a strong positive relationship between the variables as shown by the R value of 0.487. Durbin-Watson statistic was used to determine the presence or absence of auto-correlation. When there is no auto-correlation, the Durbin-Watson statistic will be near 2, or (a value of 2 or close to 2 is ideal). For this model, the value of Durbin-Watson statistic was computed to be 1.798, which was reasonably closed to 2. This implied that there was no auto-correlation.

Table 5: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	279.434	4	69.859	10.812	.000[b]
Residual	898.121	139	6.461		
Total	1177.556	143			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Age diversity and Gender diversity,

Source: Author's Computation (2025) using SPSS Version 26.

The result of the Analysis of Variance (ANOVA) presented in table 4.9 showed that the processed data had a significance level of 0.000 which and F-value (10.812) indicating that the model was statistically significant, valid and fit. This implies that Age diversity, Gender diversity, Cultural diversity and Religious diversity significantly affect the performance of Miva rice company Makurdi.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	Variables	B	Std. Error			Tolerance	VIF
1	(Constant)	.766	.268	13.227	.000		
	AD	.365	.072	5.088	.000	.576	1.737
	GD	.092	.038	2.413	.017	.958	1.044

a. Dependent Variable: Organizational Performance
Source: Authors' Computation (2025) using SPSS Version 26

The regression coefficient in Table 5 indicates that holding all variables to a constant zero, performance of Miva rice Makurdi would be .766; a unit increase in age diversity would lead to 36.5% increase in performance of Miva rice Makurdi, a unit increase in gender diversity would lead to .92.0% change in performance of Miva rice Makurdi.

The study also found that all p-values were less than 0.05 (.000 and .017,), indicating that all the variables has statistically significant effect on performance of Miva rice Makurdi, while one variable indicate negative significant. The result of the regression analysis further indicated that age diversity have more significant effect on performance of Miva rice Makurdi.

Also, the tolerance and variance inflation factor (VIF) values in Table 4.10 showed the absence of multi-collinearity. The VIF values of all the variables were less than 2 which were far less than 10 considered harmful for regression analysis. The general rule is that when VIF values exceed 10 it is a sign of multi-collinearity. The tolerance values are a measure of the correlation between the predictor variables and can vary between 0 and 1. The closer to zero the tolerance value is for a variable, the stronger the relationship between the variable and the other predictor variables.

4.3 Test of Hypotheses

The four hypotheses formulated in this study were tested at 0.05 level of significance as follows:

H_{01}: Age diversity does not have significant effect on performance of Miva rice Makurdi.

The result of hypothesis one indicated that Age diversity significantly predicted performance of Miva rice in Makurdi ($t = 5.088$, $P < 0.05$). This implies that there is statistical evidence to reject the null hypothesis (**H_{01}**). Since the P – value (0.000) is less than 0.05 level of significance ($P < 0.05$), the null hypothesis (Ho_1) was rejected and we conclude that Age diversity have significant effect on performance of Miva rice Makurdi.

H_{02}: Gender diversity does not have significant effect on performance of Miva rice Makurdi.

The result from Table 4.10 indicated that Gender diversity is a significant predictor of performance of Miva rice in Makurdi ($t = 2.413$, $P < 0.05$). This suggests that there is statistical evidence to reject the null hypothesis (H_{02}). Since the P-value (0.000) is less than 0.05 level of significance ($P < 0.05$), the null hypothesis was rejected and we conclude that gender diversity have significant effect on performance of Miva rice Makurdi**.**

4.4 Discussion of Findings

Findings of the study on objective one revealed that age diversity have significant effect on performance of Miva rice in Makurdi. Regression was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This could be statistically given as P-value $0.000 < \alpha = 0.05$. This finding is in line with previous studies who established significant effects of age diversity on organisation performance. Nasir, Sajjad, Muhammad, Abdul and Amjad, (2022), examined the effect of Age Diversity on Organizational Performance: A Case of Banking Sector in District Swat Pakistan with the results of the study illustrated that there is significant relationship between employees' age diversity and organizational performances. The implication of the finding is that age diversity does not stop organisation performance of Miva rice Makurdi.

Result on the second hypothesis revealed that gender diversity has significant effect on performance of Miva rice inMakurdi. Regression was used to test the hypothesis at 5 % level of significance and the p-value (0.017) was lower than the significance level. This can be statistically given as P-value $0.000 < \alpha = 0.05$. This finding is supported by Shivani et al. (2025) also found significant effects of gender diversity on organisational performance in Kundan concentrates PVT ltd India. The implication of the finding is that when the organisation embraces a gender-diverse workforce, it benefits from a wider range of perspectives, skills, and approaches to problem-solving.

5. CONCLUSIONS AND RECOMMENDATIONS

This study examined the effect of workplace diversity on the performance of Miva Rice, Makurdi. Based on the findings, it was concluded that age and gender diversity has a significant positive effect on organisational performance. This implies that incorporating a mix of different age groups alongside balanced gender representation contributes meaningfully to improved productivity, innovation, and overall effectiveness within the organisation. It is evident that similar firms particularly those operating within the agro-processing and manufacturing sectors can derive comparable benefits from embracing workplace diversity. Organisations with diverse age

structures are better positioned to combine experience with innovation, while gender diversity fosters inclusiveness, creativity, and broader perspectives in decision-making. Consequently, firms that intentionally promote diversity are likely to experience enhanced employee engagement, improved problem-solving capacity, and stronger organisational performance. In light of these findings, it is recommended that similar firms adopt deliberate diversity management policies aimed at achieving a balanced workforce in terms of age and gender. Such firms should implement inclusive recruitment strategies, ensure equal opportunities for career advancement, and create organisational cultures that value and respect diversity. Additionally, management should provide diversity training and awareness programmes to promote collaboration among employees from different demographic backgrounds.

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