Workforce diversity's Nexus on Ethiopia Universities Performance

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ABSTRACT

The goal of this study was to investigate the impact of workforce diversity management on organisational performance in the context of Bule Hora University, Ethiopia with a particular emphasis on management of age, gender, ethnicity, educational background, cultural diversity, and religion diversity. Data from a sample of 362 people with a response rate of 97.2% was collected using a questioner to fulfil the study's goal. Self-administered questionnaires were used to collect primary data, while published articles, journals, and research documents were reviewed to gather secondary data. After that, the SPSS software version 26.0 descriptive was used to analyze the data. Inferential statistics were employed to show the link between the independent and dependent variables, and statistics like frequencies, means, standard deviations, and percentages were used to describe the sample. The results show that management of age diversity, gender diversity, ethnic diversity, educational diversity, cultural diversity, and religion diversity has a statistically significant relationship with organisational success. In order to demonstrate their commitment to diversity and inclusion, higher education institutions should have a clear policy that is communicated to all relevant parties including the general public.

Keywords: Diversity, Cultural Diversity, Diversity Management, Workforce Diversity Management

1. INTRODUCTION

A more varied workforce than ever before is likely to arise from recent social and economic changes, and practically any organisation is now free to create its diverse human capital [1,2]. These elements have enhanced how often workers engage with one another. It affected the companies of all sizes and innovative effects have produced new results [3]. In the current era, workplace diversity management principles are a trend that is quickly spreading and gaining favor in national and worldwide businesses [4].

The majority of studies on corporate entrepreneurship diversity has focused on top or middle managers who seek corporate entrepreneurship within cutting-edge (multinational) organisations. Corporate venture strategies unavoidably call for a strong leader and significant employee involvement [5]. Workforce diversity may therefore have an effect on an employee's propensity to become self-employed, an entrepreneur, or to stay employed within entrepreneurial organisations. The impact of workforce diversity on corporate entrepreneurship results, such as the creation of new businesses under the control of their employers, is less well understood [6].

Implementing diversity management, strengthens and expands the organisation by increasing staff retention, enhancing motivation and, consequently, organisational performance, and enhancing

work quality [7]. Therefore, diversity management must be well handled in order to be effective and produce beneficial consequences [6]. The relationship between diversity management and organisational performance is examined in this essay. Using diversity literature, the researchers looked at the impact of workforce diversity management on organisational performance and made an effort to build a conceptual framework and model that would link diversity management and performance [8].

2. STATEMENT OF THE PROBLEM

In the business world of today, as well as in the workplace and on the market, workforce diversity has become a hot topic. Conflicts of interest between employees and the management team can exist in any organization [9]. When the organisation is made up of individuals from various backgrounds owing to globalisation, such conflicts are on a wide scale. For any organisation, managing workplace diversity is a top priority. The theoretical framework debate is based on a literature analysis about culture, a varied workforce, and diversity management. It demonstrated the detrimental effects of diversity management and the general process of theoretical implementation [10].

The impact of workforce diversity management on employee engagement at work and affective attachment to the organisation is demonstrated by study empirical findings [11]. Diversity management has a beneficial impact on employees' feelings, which leads to increased engagement at work and a stronger sense of devotion to the company, which in turn shows that employees are benefited [12]. According to the results, customer satisfaction is significantly influenced by reliability, efficiency, and usability; responsiveness and communication; security and privacy; and responsiveness and communication. Reliability has the most impact on customer satisfaction [13].

In industrialised nations, there have been several studies on workforce diversity; however, in less developed nations like Ethiopia, there has been less research and focus on this topic. In light of the aforementioned, this paper critically examines the relationship between workforce diversity management and organisational performance [14]. To do so, the author reviews earlier research from other academics to determine whether managing workforce diversity has a positive or negative effect on organisational performance [15].

As a result, there has been little research done on the topic of how managing workforce diversity affects organisational performance in Ethiopia, notably in higher education institutions, but none on this topic at Bule Hora University [16].

3. THEORETICAL REVIEW

a. Multiculturalism Theory

People from different cultures can coexist peacefully without the necessity for or call to assimilation. The LGBT (Lesbian, Gay, Bisexual, or Transgender) community is one example of a group that was defined as being disadvantaged by this approach [17] [19].

b. Pluralism Theory

The pluralist approach holds that authority is split among numerous organisations, including unions, coalitions of like-minded individuals, professional associations, civil rights organisations, and lobbying. Power is shared, and groups typically provide more effective forms of representation [18] [12].

4. EMPIRICAL REVIEW

a. Gender Diversity

Gender diversity and organisational performance have a substantial relationship [19]. According to research, businesses with more women on their boards typically outperform their rivals in terms of return on equity, sales, and return on capital, as well as share performance and stock price growth [20].

b. Ethnic Diversity

According to an empirical analysis of the writings of numerous researchers, an organisation may benefit from having ethnically diverse staff or may suffer harm [21]. According to a study in Addis Credit and Saving Institutions, ethnic diversity was found to have a substantial impact on the functioning of the organization [22].

c. Age Diversity

In the face of competition, age diversity has been shown to be a crucial and strategic capability that contributes (if not produces) value to the company [24]. Age variety is a frequent occurrence in almost all societies, including families, higher education institutions, sports teams, and work or team groups with members of diverse ages [23].

d. Ethnicity diversity

Ethnicity can be seen of as a grouping of people who share cultural traditions and customary practices and who also give their members a sense of self. Diversity in language, religion, race, and culture is implied by ethnic diversity. Increase the proportion of multicultural workers in the organisation to foster engagement and synergy, boost employee satisfaction, and improve organisational effectiveness [25].

e. Educational Background diversity

Organisational managers employ educational diversity initiatives in an effort to inspire and encourage each person to collaborate well with others in order to achieve organisational goals. Employees with poor academic records would struggle to find decent jobs and perform well at work [26]. A person's productivity is inversely correlated with their amount of schooling. The more education a worker has, the more involved they will be in the business [28].

f. Cultural diversity

The cultural aspect of a workplace represents the current socioeconomic demographics, social, and cultural diversity. Managing a culturally varied workforce has a significant impact on any organisation [27] because it creates a heterogeneous work environment. In order to manage people who are quite different from one another and achieve their shared objectives, managers need to be aware of cultural diversity in the workplace [28].

g. Religion Diversity

One can anticipate that religious diversity will be significant for both rich and emerging nations given the current economic climate [20]. Groups of clients, consumers, suppliers, and employees from different national, ethnic, and cultural backgrounds as well as from different religions have been produced as a result of globalisation and the operations of the global economy for enterprises [22].

5. HYPOTHESIS

H1: Age diversity management has a positive and significant relationship with organization performance.

H2: Gender diversity management has a strong positive and significant relationship with organization performance.

H3: Ethnicity diversity management has a positive and significant relationship with organization performance.

H4: Education Background diversity management has positive and significant relationship with organization performance.

H5: Cultural diversity management has a positive and significant relationship with organization performance.

H6: Religion diversity management has a positive and significant with organization performance.
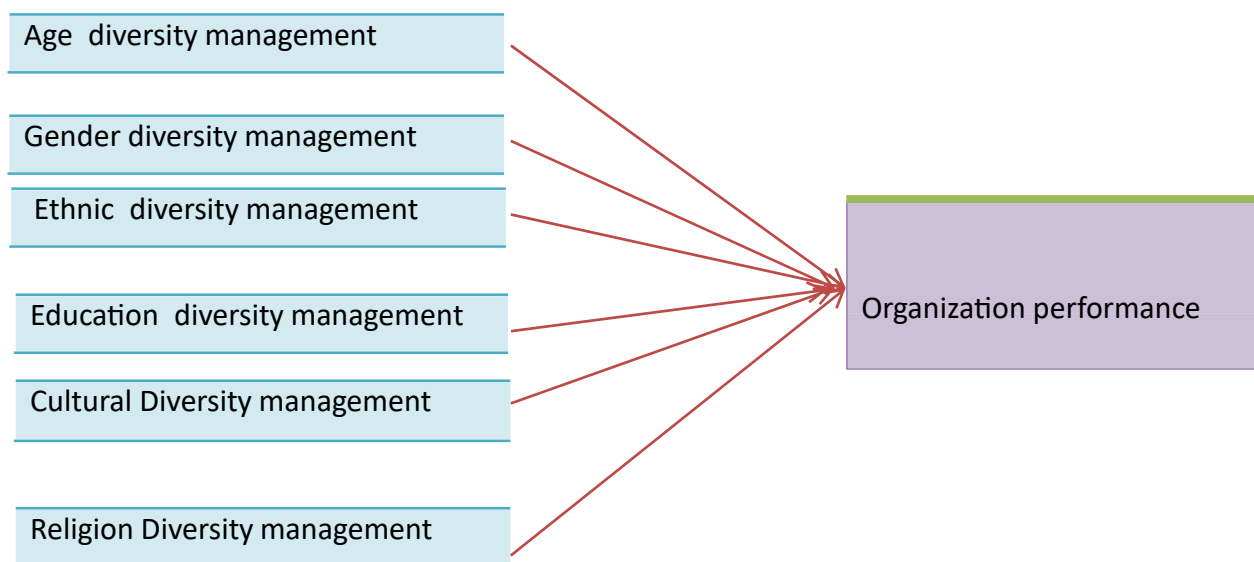
6. CONCEPTUAL FRAMEWORK

Figure1. Researcher own Conceptual framework, (2023)

7. RESEARCH METHODOLOGY

a. Description of the Study Area

The Bule Hora University is situated in the West Guji Zone of the Oromia Regional State, 470 km south of Addis Abeba. According to a 2014 baseline survey conducted by the mayor's office of Bule Hora town, the town is located between latitudes 5026' and 5052'N and longitudes 37056' and 38052'E. One of Ethiopia's newest universities is Bule Hora University [29].

b. Research Design and Approach

In this study, both quantitative and qualitative data techniques were used. The population in research methodologies refers to the complete collection of objects from which samples can be taken. There are 3852 staff members at Bule Hora University, which breaks down to 2478 administrative and 1374 academic staff. In order to collect the necessary data, the researcher concentrated on academicians and administrative staff while leaving out labour, messenger, cleaner, and cafeteria service staff.

c. Sample Size Determination

The researcher calculates the sample size using the Yemanahe formula (1967) after segmenting the entire population into various homogeneous groups. The sample size was 362 personnel from the Bule Hora University's academic and administrative staff.

$$n= \frac{3852}{1+3852(0.05)^2} = 362$$

Table 1: Bule Hora University employee Statics

No	Name of staff	Male	Female	Total number of staff in BHU
1	Administration staffs	1173	1305	2478
2	Academic staffs	1244	130	1374
	Total	2417	1435	3852

Source; Bule Hora University Human Resource Management office (2023)

8. MODEL SPECIFICATIONS

A key statistical method for estimating an unknown variable's value from known factors is multiple linear regression analysis. It also involves building a model and determining how different variables relate to one another. Utilising independent factors for managing workforce diversity and a dependent variable for organisation success, the model for this study was created. The equation for multiple linear regressions can be written as follows:

$$Y= \alpha + \beta_1A+ \beta_2G + \beta_3E + B_4Eth + \beta_5C + \beta_6R + \text{?}$$

Table 2: Reliability Statistics for each variable

Item-Total Statistics	Cronbach's Alpha
Age diversity management	.865
Gender diversity management	.868
Ethnic diversity management	.914
Educational background diversity management`	.890
Cultural diversity management	.888
Religion diversity management	.875
Organizational performance	.856

Source: Computed from SPSS, (2023)

Table 2 shows that the Cronbach's Alpha for the Age diversity management item is 0.865, while that for the Gender diversity management item is 0.868, the Ethnic diversity management item is 0.914, the educational background diversity management item is 0.890, the Cultural diversity management item is 0.888, the Religion diversity management item is 0.875, and the Organisational performance item is 0.856. This suggests that the entire workforce diversity management item is positively influencing the measure's internal consistency.

9. DESCRIPTIVE STATISTICS OF THE VARIABLES

Table 3: Descriptive Statistics

Dimensions	N	Mean	Std. Deviation
Age diversity management	318	4.0220	.69677
Gender diversity management	318	3.7469	.55706
Ethnic diversity management	318	3.3931	.53309
Education background diversitymanagement	318	3.6999	.57395
Cultural diversity management	318	3.6882	.57184
Religion diversity management	318	3.8579	.77674
Organizational performance	318	3.9095	.67768
Valid N (listwise)	318		

Source: Own Survey Data of 2023

In the case of Bule Hora University, the table above presents descriptive statistics on the impact of workforce diversity management on organisational performance, including management of age diversity, gender diversity, ethnic diversity, education background diversity, cultural diversity management, and religious diversity management. Age diversity has the highest overall mean score of 4.0220, according to the table's findings, followed by religion with a mean score of 3.8579, gender diversity management with a mean score of 3.7469, education background diversity with a mean score of 3.6999, cultural diversity management with a mean score of 3.6882, and ethnic diversity with a relatively low overall mean score of 3.3931. Employees at Bule Hora University in Ethiopia claim that this show has a more diverse workplace.

Table 4: Correlation Matrix of Dependent and Independent Variables

Correlations		AG	GD	Ethnic	EDU	CU	RE	OP
Age Diversity management	Pearson Correlation	1	.729**	.182**	.728**	.493**	.822**	.839**
	Sig. (2-tailed)		.000	.001	.000	.000	.000	.000
	N	318	318	318	318	318	318	318
Gender diversity management	Pearson Correlation	.729**	1	.552**	.524**	.661**	.632**	.876**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	318	318	318	318	318	318	318
Ethnic diversity management	Pearson Correlation	.182**	.552**	1	.027	.411**	.188**	.423**
	Sig. (2-tailed)	.001	.000		.633	.000	.001	.000
	N	318	318	318	318	318	318	318
Education	Pearson Correlation	.728**	.524**	.027	1	.347**	.610**	.650**
background	Sig. (2-tailed)	.000	.000	.633		.000	.000	.000

diversity management	N	318	318	318	318	318	318	318
Cultural diversity management	Pearson Correlation	.493**	.661**	.411**	.347**	1	.483**	.699**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	318	318	318	318	318	318	318
Religion diversity management	Pearson Correlation	.822**	.632**	.188**	.610**	.483**	1	.755**
	Sig. (2-tailed)	.000	.000	.001	.000	.000		.000
	N	318	318	318	318	318	318	318
Organizational performance	Pearson Correlation	.839**	.876**	.423**	.650**	.699**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	318	318	318	318	318	318	318
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Own Survey Data, (2023)

According to the correlation table above, there is a positive association between organisational success and diversity in terms of age, gender, ethnicity, educational background, culture, and religion.

The strength and orientations of the association between two variables are assessed using the Pearson correlations. The connection between managing age diversity and organisational effectiveness in this instance is 1, which denotes a 100 percent positive association. This implies that when management of age diversity improves, organisational performance also improves proportionately. Similarly, there is a favourable association between age diversity management and organisational success, which is indicated by the correlation coefficient of 0.839. This indicates that as management of age diversity grows, there is a good chance that organisational performance will as well. Overall, these findings imply that age diversity management is a crucial element in determining organisational performance and those organisations that give it top priority would probably experience improved performance.

10. REGRESSION ASSUMPTIONS

Autocorrelation Test

To ascertain whether there is a serial correlation among the residuals, the Durbin-Watson statistic is employed. If the Durbin-Watson statistic is close to 2, it suggests there is no autocorrelation problem. If it is greater than 2, it indicates a high autocorrelation problem, and if it is less than 2, it indicates a positive autocorrelation problem. The Durbin-Watson statistic value for table number 12 is 1.514, which is less than 2, indicating that this model has an issue with positive autocorrelation. The computed value for Durbin-Watson was less than 2.00, indicating that there is autocorrelation, and the Durbin-Watson statistic from our model summary below demonstrated that this assumption had been met.

Table 5: Autocorrelation Test

Model	Durbin-Watson
1	1.514
Predictors: (Constant) AG, GD,ETHN, EDU,CU,RE	
Dependent Variable: Organizational Performance	

Sources: Own Survey, computed in SPSS, (2023)

Homoscedasticity Test

The assumption of homoscedasticity serves as the foundation for the linear regression model. It represents a situation where the error term, which refers to a random disturbance in the relationship between the independent and dependent variables, is constant across all independent variable values. Below is a scatter plot graphic that was used to test hypotheses. The model's predicted values are plotted against the resulting residuals in the output. As the anticipated values rise, the variation in the residuals should be fairly similar. The graph seems like a haphazard collection of dots. The model is hence homoscedastic.
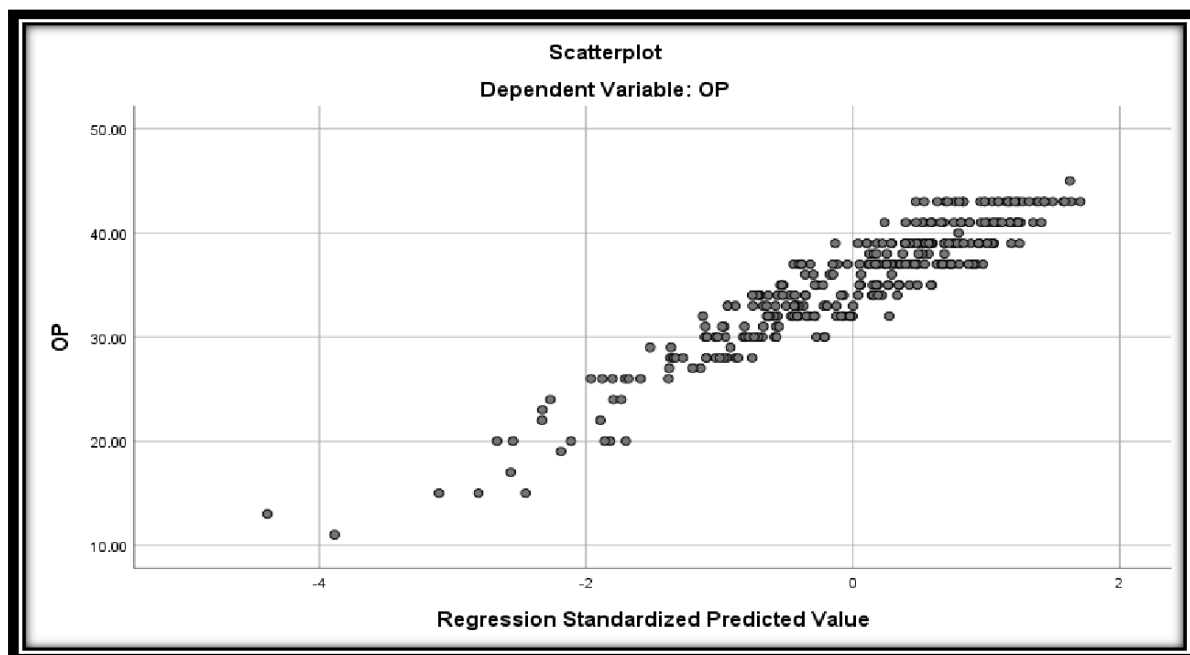

Figure 2: Homoscedasticity Test

Source: Own computation from SPSS, (2023)

Normality Test

An error term's zero men and constant variance in the model are checked using a normalcy test. One of the additional presumptions of the linear classical ordinary least Square approach is the normality test. It is necessary for the residuals in multiple regressions to be regularly distributed. Statistical tools that can be used to determine whether or not data is regularly distributed include skewness and kurtosis. Kurtosis and skewness distribution, the normal probability plot, and the Histogram plot tests were all used to determine whether the given regression model was normal. In this study, the test is checked using a histogram plot. The distribution of the model's error terms is shown in the graph below to be regularly distributed.

Multicollinearity Test

The table below shows that multicollinearity will happen if the model has a correlation or link between explanatory variables. In the event of multicollinearity in the regression model, it is challenging to distinguish the effects of each independent variable from the dependent variable (Brooks, 2008). Various tests were employed in various types of literature to identify whether a high multicollinearity problem existed in a certain model. The correlation matrix and the variance inflation factor (VIF) were frequently used in the literature. The acceptable tolerance and variance inflation factor (VIF) values, are larger than 0.10 and lower than 10 [31]. Each tolerance and VIF value of the independent variable is larger than 0.1 and less than, as shown in table 6,

Table 6: Multicollinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Age diversity management	.190	5.267
	Gender diversity management	.244	4.106
	Ethnic diversity management	.566	1.768
	Educational background diversity management	.453	2.209
	Cultural diversity management	.549	1.823
	Religion diversity management	.316	3.166

Source: Own Survey computed from SPSS, (2023)

A normal distribution looks like a symmetric bell- shaped curve, and the mean, median, and mode are equal or close to each other [32]. Therefore figure 9 above shows the underlying frequency distribution that look like bell-shaped curve.
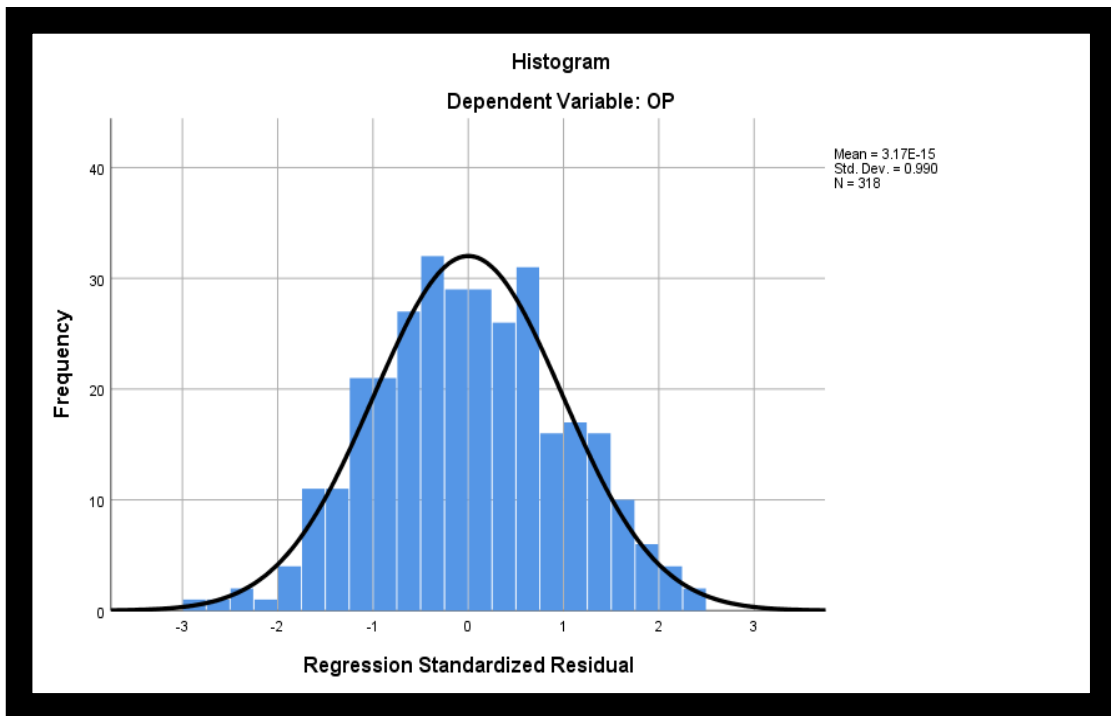
Figure 3: Normality Test Using Histogram
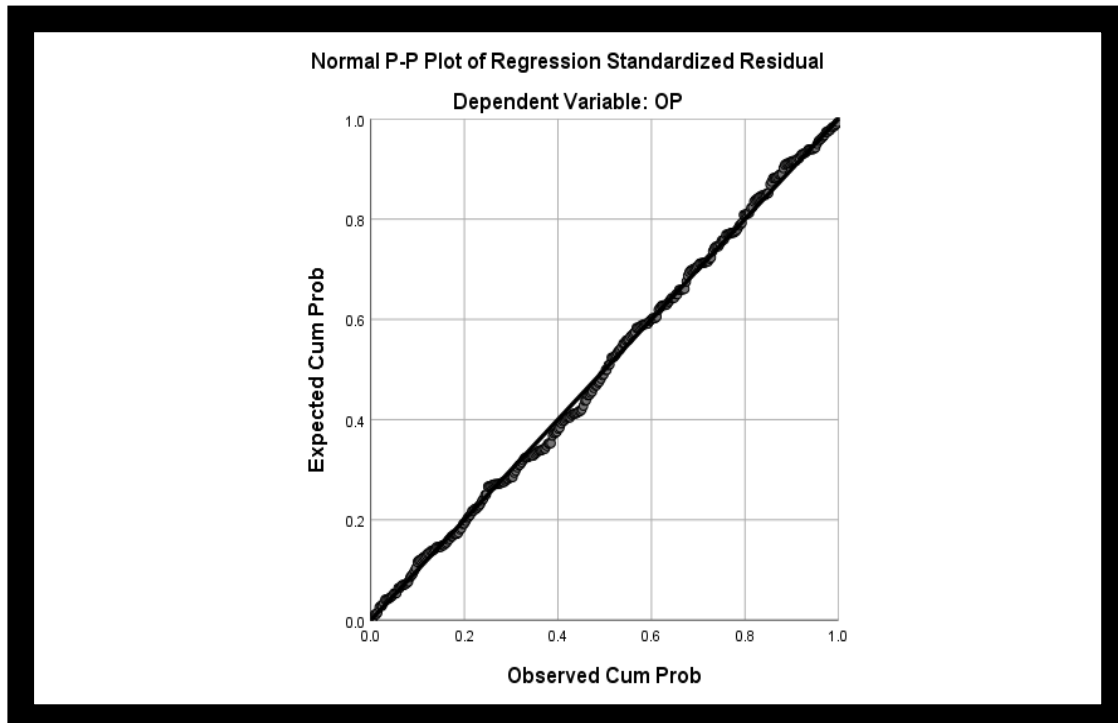
Figure 4: Plot of standardized residuals

Source: Own computation from SPSS, (2023)

The normal probability plot displays several outliers. The points in this plot reflect the observed residuals, and the straight line represents a normal distribution.

In a data set with precisely regularly distributed data, all points will lie on the line [33]. Similarly, as we can see in the image above figure, the dots are tightly plotted to the straight line, indicating a minimal or non-existent departure from normality and the absence of any extreme examples.

11. REGRESSION ANALYSIS

A statistical method known as regression analysis is employed to calculate the associations between endogenous and exogenous variables. It enables both the evaluation of the predictive ability of the independent variables on the dependent variable as well as the strength of the relationship between the variables. Regression, in essence, aids researchers in determining how much a change in one variable while the other independent variables remain constant; the value of the dependent variable induces a change in the value of the independent variables. A statistical tool for figuring out which variables influence is regression analysis. Regression analysis comes in many forms, but they all focus on how one or more independent variables affect a dependent variable.

Multiple Linear Regression Analysis

One modelling method for analysing data and making predictions is linear regression. Multiple linear regression creates a multivariate model by extending the model to include more than one explanatory variable (X1, X2,...., Xn). To include more than one explanatory variable, multiple linear regressions extend simple linear regression. Assuming that the response variable is correlated linearly with a set of explanatory variables in both scenarios, we continue to refer to both as linear [34].

Table 7: Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941[a]	.886	.884	2.07627
a. Predictors: (Constant), RE, ETHN, CU, EDU, GD, AG				
b. Dependant Variable (organizational Performance)				

Source: Own Survey Data of (2023)

R value is 0.941 according to the model's summary. This number represents the correlation between the dependent variable and the six independent variables. Therefore, it may be said that there is a moderately positive link. Additionally, the R square value for the six independent variables is 0.886, as can be seen on the model summary. This shows that 88.6% of the variation in the dependent variable (i.e., organisational performance) can be accounted for by the six independent variables of age diversity management, gender diversity management, ethnicity diversity management, educational background diversity management, cultural diversity management, and religion diversity management.

Analysis of Variance (ANOVA)

An F test is presented in this section for the statistical model. If this F is significant, it means that the model as a whole, or all independent variables taken together (age diversity management, gender diversity management, ethnicity diversity management, education background diversity

management, cultural diversity management, and religion diversity management), predicts significantly more variability in the dependent variable (organisational performance) than a null model with only an intercept parameter.

Table 8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10451.363	6	1741.894	404.06	.000[b]
	Residual	1340.690	311	4.311		
	Total	11792.053	317			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), AG, GD, ETHN, EDU, CU, RE,						

Source: Own Survey Data of, (2023)

The study determined the regression model had a significance level of 0.000 from the aforementioned ANOVA statistics in Table 8. This indicates that the data was suitable for drawing conclusions about the population parameters because the value of significance (p-value) was less than 0.05 or 5%. The calculated value was higher than the critical value (404.067 > 2.717), which is a sign that managing age, gender, ethnicity, educational background, cultural diversity, and religion diversity is significant in explaining the variation in perceived organisational performance.

Table 9: Regression Coefficient Analysis for Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta		
(Constant)	7.808	1.084		7.201	.000
Age diversity management	.429	.064	.294	6.705	.000
Gender diversity management	.702	.071	.385	9.924	.000
Ethnic diversity management	.108	.048	.057	2.223	.027
Education diversitymanagement	.156	.043	.103	3.619	.000
Cultural diversity management	.338	.046	.190	7.376	.000
Religion diversity management	.162	.053	.104	3.065	.002

a. Dependent Variable: Organizational Performance
Source: Own SPSS output of, (2023)

The results showed that if organisational performance in Bule Hora University was kept constant in terms of age diversity management, gender diversity management, ethnic diversity management, educational diversity management, cultural diversity management, and religion diversity management, it would be at 7.808. A one percent change in age diversity management would result in an increase in organisational performance in Bule Hora University by a variation of 0.429%.

At a one percent change in organisation performance in Bule Hora University by variations of 0.108%, at a one percent change in organisation performance in Bule Hora University would leaped

gender diversity management by variations of 0.702%, ethnic diversity management by variations of 0.156%, and at a one percent change in organisation performance in Bule Hora University would leaped ethnic diversity management by variations of 0.108%. Gender diversity management, with a 0.702% significance level, is therefore the most important component.

Finally, the study developed the fitted regression equation using the data in Table 9:

$Y = 7.808 + .429$ Management of Age Diversity $+ .702$ Management of Gender Diversity $+ .108$ Management of Ethnic Diversity $+ .156$ Management of Education Background Diversity $+ .338$ Management of Cultural Diversity $+ .162$ Management of Religion Diversity. We can infer from the study's findings that gender diversity had a greater impact on Bule Hora University's organisational effectiveness.

12. HYPOTHESIS TESTING

In this section, the researcher evaluates the two hypotheses relating to the dimensions of the coffee market and the supply side of the coffee marketing. To determine whether the hypotheses were accepted again or rejected, the following table of hypothesis testing is based on standardised coefficients Beta () and P-value.

Table 10: Hypothesis testing of variables

Variable	Contents	Accept/ Reject
Age Diversity Management	H_1; Age diversity management has statistical significant effect on organizational performance	Accepted
	H_0: Age diversity management has no statistical significant effect on organizational performance	Rejected
Gender Diversity Management	H_1: There is statistical significant relationship between gender Diversity management and organizational performance.	Accepted
	H_0: Gender diversity management has no statistical significant effect on organizational performance	Rejected
Ethnic diversity management	H_1: There is statistical significant relationship between ethnic diversity management and organizational performance	Accepted
	H_0: Ethnic diversity management has no statistical significant effect on organizational performance.	Rejected
Education diversity management	H_1: There is statistical relationship significant Education background diversity between management and organizational performance	Accepted
	H_0: Education background diversity performance has no statistical significant effect on organizational performance	Rejected
Cultural diversity management	H_1: There is statistical relationship significant Cultural diversity between and management organizational performance	Accepted

	H0: Cultural diversity management has no statistical significant effect on organizational performance	Rejected
Religion diversity management	H1:There is statisticalsignificant relationship between Religion diversity management and organizationa l performance	Accepted
	H0: Religion diversity has no statistical significant effect on organizational performance	Rejected

Sources: Own Survey (2023)

In this section, the researcher evaluates the two hypotheses relating to workforce diversity management's components and its impacts on organisational performance. The P-value and standardised coefficient Beta are used in this hypothesis test to determine whether the hypotheses were accepted or rejected. The results of the regression analysis were also used by the researcher to examine the impact of the independent factors on the dependent variable.

13. CONCLUSION

According to the study's findings, workforce diversity appears to have a favourable impact on Bule Hora University's organisational performance. The study's goals were met, and the analyses completed provided comprehensive answers to the research questions. The research questions have a positive answer, indicating that there is a substantial connection between organisational performance and workforce diversity (managing of differences in age, gender, ethnicity, education, culture, and religion). This implies that organisational effectiveness is also influenced by workforce diversity. Additionally, gender diversity has a significant impact on employee performance; a youthful employee who still has the strength and aptitude to complete a task may be more productive. It is learned through observations that an organization [34].

Due to the fact that people of each gender think and behave in different ways, if an organisation values diversity, it is indirectly embracing the many viewpoints that male and female employees would express [37]. Employee performance is impacted by ethnic diversity; it also provides advantages that might improve organisational and employee performance. Employees can use this to understand more about their coworkers' cultures. When necessary, such information can help carry out a specific activity that calls for such expertise successfully. It can also promote tolerance among the workforce. Management of cultural diversity is crucial because it fosters a strong understanding and bond between an organisation and its workforce [35].

Management of religious diversity can influence and uphold employees' respect, application, and trust, which can then demonstrate the effectiveness of the company. This can improve performance, reduce miscommunication, and make the workplace more welcoming for the staff. Finally, this study demonstrates that managing diversity in terms of age, gender, ethnicity, educational background, culture, and religion significantly improves employee performance [36].

14. RECOMMENDATIONS FOR THE ORGANIZATION

➢ It's interesting to note that Bule Hora University understands and values the value of having a diverse workforce and has developed its diversity strategies. Each organisation needs to understand good diversity, be content with having such a workforce, and ensure that they take full advantage of all the benefits that come from diversity.

- The findings of this study provide evidence that workforce diversity factors, such as age diversity management, gender diversity management, ethnic diversity management, educational background diversity management, cultural diversity management, and religion diversity management, have a positive impact on organisational performance. As a result, the organisation should make these challenges a priority.

- Having varied workforce boosts inventiveness, collective problem-solving skills, and organisational performance—all of which are important for competition—and should thus be taken into account. It is evident from the research's findings that employees are more motivated when they work with coworkers who are diverse in terms of age, gender, ethnicity, educational background, culture, and religion. They see these differences as being appropriate for carrying out their tasks in an efficient manner.

DECLARATION: Authors not have any conflict of interest and study was self funded by the authors.

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