

The Impact of Diversity Management on Organizational Growth: A Study of Jendol Superstores, Lagos, Nigeria

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Abstract

The study examined the effects of diversity management in the workplace on organisational growth in Lagos. The specific objectives were to: assess the effect of age distribution in the workplace on organizational growth; determine the impact of gender on employees' workplace experience and organizational growth; ascertain the effect of educational qualifications on organizational growth; and examine the effect of ethnicity on organizational growth. A descriptive survey design was adopted for the study. The sample size consisted of forty-six (46) staff members of Jendol Superstores, Lagos. The simple random sampling technique was used to select the respondents. Copies of questionnaire were administered as the primary instrument for data collection and were validated by experts to ensure clarity and relevance. The data collected were presented, analyzed, and discussed using simple percentages and frequency counts, while Pearson's Product Moment Correlation was used to test the hypotheses. The findings revealed that age distribution of employees has a significant effect on organisational growth in Lagos; gender significantly influences employees' workplace experience and organizational growth; employees' educational qualifications significantly affect organisational growth; while ethnic diversity in the workplace has no significant effect on organisational growth. The study recommended that organisations should implement age-inclusive policies that leverage both youthful innovation and experienced guidance, and recruit employees whose qualifications align with job roles and organizational objectives.

Keywords: Diversity, Employees, Management, Organisation, Superstores, Workplace

INTRODUCTION

Workforce diversity has become a central issue in organizational studies as firms seek strategies to remain competitive in increasingly globalized and complex environments. A diverse workforce can enhance corporate efficiency, strengthen innovation, and improve decision-making, yet it also introduces challenges that require careful management. The concept of diversity extends beyond visible characteristics such as race, gender, and ethnicity, to include educational background, personality, values, and life experiences. When properly harnessed, these differences create opportunities for creativity, collaboration, and long-term organizational growth. Conversely, unmanaged diversity may generate conflict, dissatisfaction, and declining performance.

The role of organizational culture is critical in shaping how diversity influences performance. Culture provides the norms and values that guide interactions, and determines whether differences are perceived as assets or liabilities (Omale et al., 2017). As Rijal (2023) observed, diversity can simultaneously promote innovation and generate conflict depending on how it is managed. Many leaders remain unaware of the subtle dynamics of employee interaction and the extent to which these interactions influence outcomes (Ugwuzor & Apuega, 2021). Thus, leadership competence in addressing employee differences is increasingly recognized as a determinant of organizational effectiveness.

Empirical evidence on the impact of diversity presents a nuanced picture. Choi, Sung, and Zhang (2016) found that diversity enhances creativity, employee satisfaction, and staff competence, particularly when educational differences are acknowledged as strengths. Similarly, Prasetyo, Kusmaningtyas, and Nugroho (2021) reported that functional diversity was positively related to performance, though negatively associated with reward outcomes. These findings underscore that the benefits of diversity are not automatic but depend on how organizations manage it.

Inclusiveness has therefore emerged as a key complement to diversity. Yvette (2023) noted that inclusive workplaces encourage better decision-making, stimulate creativity, and increase productivity, but achieving this requires overcoming stereotypes, fostering equity, and cultivating respect for all individuals. Supporting this view, Thanseer et al. (2020) demonstrated that business process reengineering combined with inclusive practices improves collaboration and efficiency. Omale et al. (2017) further highlighted that effective diversity initiatives facilitate strategic knowledge transfer and informed decision-making, thereby enhancing competitiveness. A comprehensive approach must take into account not only demographic factors but also job-related and relational dimensions of diversity (Hussain & Farooque, 2021).

Other scholars emphasize the importance of diversity for employee commitment and workplace culture. Moon and Christensen (2019) found that diversity initiatives strengthen commitment by ensuring that individuals feel valued. Park and Liang (2019) argued that merit-based policies allow organizations to utilize employees' skills more effectively, while Madera, Dawson, and Guchait (2016) showed that such policies foster positive workplace cultures that improve both individual satisfaction and organizational performance. Collectively, these findings suggest that

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diversity is not merely a human resource concern but an integral component of business strategy.

In practice, forward-looking organizations recognize the need to act proactively by investing in structures and policies that promote equity and inclusion. Firms with diverse workforces are better positioned to understand global markets, increase profitability, attract talent, and maintain ethical standards. Yet challenges remain. In countries such as Nigeria, with a population exceeding 200 million people drawn from multiple ethnic and religious groups, the workforce represents a vast reservoir of talent. However, persistent discrimination in recruitment, promotions, and other organizational processes continues to undermine the potential benefits of this diversity. Ethnic and religious bias, nepotism, and prejudice often generate conflict and reduce organizational cohesion.

Consequently, organizational leaders in Nigeria face the task of balancing diversity's opportunities with its challenges. Harnessing the benefits of a varied workforce requires deliberate strategies that promote inclusion while minimizing discriminatory practices. This study therefore seeks to contribute to the growing literature by examining how workplace diversity influences organizational growth in Lagos, with specific attention to employees' experiences and organizational outcomes.

Objectives of the Study

The primary objective of the study is to examine the impact of diversity management in workplace on organizational growth. The specific objectives were to:

- i. assess the effect of age distribution on workplace of employees on organizational growth in Lagos.
- ii. Determine the impact of gender has on workplace of employees on organizational growth in Lagos.
- iii. Ascertain the effect of educational qualifications on workplace of employees on organizational growth in Lagos.
- iv. Examine the effect of ethnicity on workplace of employees on organizational growth in Lagos.

LITERATURE REVIEW

Concept of Organisational Growth

Susmitha (2014) defines growth in terms of revenue creation, value addition, and company volume increase, while also noting that it may be assessed in qualitative terms such as market position, product quality, and customer goodwill. According to Kiptugen (2013), growth strategies that a business enterprise may wish to adopt include understanding customer expectations, service, positioning market segmentation, establishing market standards, relationship marketing, human resource strategy, and effective communication strategy. Business growth strategies are ways for increasing the size of a company. The finest business growth plans will assist a company develop its top and bottom lines over time, as well as gain a

competitive edge over competitors (Jagbe, Udo, & Akpan, 2016). However, organizational growth inevitably dilutes that "hands-on" skill, while the complexity of diverse organizational duties rises (Eukeria & Favourite, 2014).

Control gets increasingly challenging as the organization's size increases. However, there are techniques to reduce complexity by distributing responsibilities (Nathan, 2013). Businesses must design growth plans to recruit human resources, stay in business, and compete in order to improve profits. Growth is the most widely employed company strategy. It entails expanding sales, assets, net profits, and the opportunity to use the experience curve to lower the per unit cost of items supplied, hence boosting profits. Productivity has been defined as a challenging notion to define or assess in particularly complex organizations (Amofa, Okronipa, & Boateng, 2016), and so some researchers regard it as arbitrary. Productivity, on the other hand, may be defined as the ability of a person, factory, or machine to convert inputs into outputs in a certain amount of time (Green, 2016).

Thus, productivity is often assessed by dividing the average output during a certain period of time by the cost or resources expended during that time. According to Alrowwad et al. (2020), organizational performance refers to an organization's ability to achieve the goals and objectives outlined in its strategy. According to Lee, Lei, and Garrett (2019), organizational performance refers to the administrative and practical efficacy of the system for employing its resources in the interest of the organization (employees and stakeholders). Organizational performance is divided into numerous categories, including financial performance, operational efficiency, customer happiness, employee satisfaction, and social responsibility awareness (Arundel et al, 2019).

Concept of Diversity Management

Mazur, Dang, and Vega (2020) define diversity as what distinguishes one group of individuals from another on main and secondary dimensions. The major dimension of diversity refers to the elements that have the most effect on our identity, such as age, race, ethnicity, gender, sexual orientation, and physical ability, among others. Al-Jenaibi (2017) described workplace diversity as individuals' ability to collaborate and tolerate variations in other people's education, skill, economic, and social statuses. According to Guillaume et al. (2017), workplace diversity refers to an unlimited number of objective and perceived distinctions among members of an organizational unit, such as age, nationality, and job talents. According to O'Neill et al. (2021), diversity management entails much more than simply hiring a diverse workforce, but also creating an environment that welcomes, appreciates, and respects such diversity, as well as taking into account the needs of the employees.

Diversity management entails recognizing people's differences and then accepting those differences as beneficial. Learning about age, gender, and race is only one aspect of diversity management. As a result, executives must aim to see diversity as a strategy that may boost both individuals' creativity and overall organizational growth (Jiang et al., 2023). Workforce diversity management is taking action to complete a certain job that has a favorable or negative impact on the environment (Shao et al., 2019). Workforce diversity management leads to low turnover expectations, high hierarchical responsibility, and strong firm performance. Work-

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related variety has been linked to creating an environment for workforce diversity management that improves the performance of both individuals and organizations (Li et al., 2020c). According to Park and Liang (2020), workforce diversity management and performance methods have an independent impact on authoritative execution.

Dimensions of Diversity Management

Age diversity: Age diversity refers to an organization's capacity to embrace individuals of various ages. The business environment can only grow and prosper if different age groups within an organisation provide distinct experiences (Seong & Hong, 2018). Age diversity concerns have recently acquired prominence as professionals choose to work beyond retirement age and young person's work part-time while pursuing their degrees (Oliveira & Cabral-Cardoso, 2017). Many organizations are welcome this trend since they want qualified personnel with experience and youthful talent with a creative mentality for new endeavors and improved organizational performance (Sakdiyakorn & Wattanacharoensil, 2018). Young individuals, on the other hand, experience more discrimination in the labor market than older workers, because cultural norms are based on respect for their elders.

Age diversity refers to an organization's capacity to embrace individuals of various ages. Age diversity, like all other types of diversity in work and life, has a good impact on healthy companies. Treating individuals equitably, regardless of age, is fundamental to the ideals of ethical business and organizations. Many organizations welcome age diversity since they want experienced individuals with experience as well as youthful people with an inventive mindset for new ventures that outperform organizational results.

H₀₁: Age distribution of employees has no significant effect on organizational growth in Lagos.

Gender diversity: Gender diversity refers to the gender identities of men and women. It illustrates the emotional differences and cultural experiences that men and women have in any business (Zhao et al., 2017). According to research, moderate gender diversity improves competitiveness, however more gender diversity reduces organizational performance. Zahid et al. (2020) shown that organizational effectiveness is dependent on gender equality and fairness. Personal biases and preconceptions foster gender-based imbalances in the Pakistani workplace, implying that males are seen to have a higher status than women. Many organizations prefer to hire males because they believe they perform better (Luanglath, Ali, & Mohannak, 2019). Gender diversity refers to the emotional differences and experiences that men and women have in the workplace. According to several research, gender equality and fairness are critical to organisational performance.

H₀₂: Gender has no significant effect on employees' workplace experience and organizational growth in Lagos.

Educational diversity: Educational diversity refers to differences in knowledge, training, skills, experience, and qualifications (Lindsay et al., 2020). Some businesses refuse to hire highly qualified personnel because they do not feel highly educated people are superior performers, whereas others believe employees with less education, abilities, and training

perform poorly. The lowest degree of education impacts rural workers' salaries, although older earners with higher education earn more in cities. Organizations utilize educational variety to ensure a balance of soft and hard-tech skills, and employees believe that educational diversity improves their chances of landing attractive positions (Madsen, Townsend, & Scribner, 2020). Andre-Søraa et al. (2020) found that variety in age, gender, ethnicity, and education enhances the pragmatic approach of projects and organizations. According to Cohen and Bailey (2015), disparities in workers' educational backgrounds can have a significant impact on group performance, as well as their different skills, because they foster a wide range of talents. As such, managers should embrace workers with varied educational backgrounds as a method of encouraging the labor force to effectively work together to fulfill the organization's goals.

H₀₃: Employees' educational qualifications do not significantly affect organizational growth in Lagos.

Ethnic diversity: Ethnic diversity includes distinctions in religion, language, and cultural heritage. Employees from various origins that work in the same organization represent varied lives, cultures, views, and abilities that can help make better strategic decisions. Organizations are concentrating on plurality diversity building as a result of perceived qualities and globalisation, but many fail to design and execute rules that prevent ethnic prejudice, which has a detrimental influence on organizational performance (Jansson & Bursell, 2018). All citizens are equal, regardless of religion, language, gender, or caste, but for minorities, this is a distant dream. According to EEOC data, ethnic diversity infractions cost employers \$112.7 million each year. Ethnic diversity, on the other hand, refers to the existence of individuals with various ethnic backgrounds or identities. Managers must be knowledgeable about diversity and how to manage the ethnic diversity of their workforce in ways that will allow the business to fully capitalize on the benefits of ethnic diversity.

H₀₄: Ethnic diversity in the workplace has no significant effect on organizational growth in Lagos.

Workplace Diversity Management and Organizational Growth and Performance

Humans are seen to be unique due of their diversity. They all have unique tiers (Huang, Chen, and Khojasteh, 2021). In terms of the notion, the difference is considered to include anybody. In many cases, differentiation begins with complimentary and non-discriminatory initiatives that identify the work environment and corporate culture, ensuring that differences are interconnected. It broadens our imaginative and prescient beyond the limitations of the law that governs the regulation, adds new impetus to similar possibilities, and creates an environment in which a significant contribution from all personnel will benefit the organization, humans, and most people (Headworth, 2023). Some organizations may focus on their customer relationships (to improve customer satisfaction and retention by better knowing the client's requirements and preferences).

Other firms will concentrate on their goods (constantly inventing new ideas and bringing them to market swiftly). The third category of firms is largely concerned with themselves and their internal processes (sharing best practices across different units, lowering costs, and increasing

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efficiency) (Kraus et al., 2022). In any case, several visible outcomes such as increased sales, efficiency, higher productivity, return on investment, quality improvement, and others reflect organizational success. Organizational performance is an index that assesses how well an organization or institute has met its objectives (Durst, Hinteregger, & Zieba, 2019). Organizational performance is a technique for improving the outcomes of organizations, teams, and individuals by taking into account certain criteria and objectives. It is evident that when people understand what they are expected to accomplish and are part in defining those expectations, they make a concerted effort to meet them.

Diverse teams and workforces have been shown to improve organization performance by encouraging creativity and innovation. When people from different origins, viewpoints, and experiences gather together, they provide a diverse set of ideas and insights. This variety of thinking may result in more imaginative problem-solving, the creation of distinctive solutions, and the capacity to react to changing market needs. Tamunomiebi and John-Eke's (2020) study found that workplace diversity management improves organizational performance via better decision-making. Diverse teams are more likely to examine other points of view, question assumptions, and have meaningful debates. This diversity of viewpoints can lead to more well-rounded and educated decision-making processes, lowering the likelihood of groupthink and improving the quality of internal organizational choices (Rieger, Bredius, Tintarev, & Pera, 2023).

According to Kuknor and Bhattacharya (2022), workplace diversity management improves organizational performance by creating a more inclusive and engaged working environment. Employees who feel appreciated, respected, and involved are more likely to be driven, devoted, and content with their jobs. High levels of employee engagement have been linked to better productivity, lower turnover, and higher customer satisfaction. An inclusive culture that values diversity can attract and retain top talent, resulting in a more robust and competitive workforce.

Theoretical Review

Social Identity Theory (SIT)

Henri Tajfel introduced Social Identity Theory (SIT) in 1978 to explain how individuals derive part of their identity from membership in social groups. The theory emphasizes that the self is both complex and dynamic, mediating the relationship between social structures and individual behaviour (Hogg et al., 1995). A social identity represents an individual's recognition of belonging to a group that provides meaning, protection, and reinforcement of self-concept. Groups are defined as collections of people who see themselves as members of the same category, share emotional bonds, and reach consensus on the value of their membership (Tajfel & Turner, 2004; Stets & Burke, 2000).

Central to SIT is the distinction between the "in-group" and the "out-group" (Islam, 2013). Individuals tend to evaluate their in-group positively while viewing out-groups less favorably. Such categorization—based on ethnicity, nationality, political affiliation, or even sports teams—shapes behaviour, promotes self-esteem, and reinforces identity (Biomass et al., 2003).

People are motivated to emphasize positive differences between their group and others, which may lead to favoritism toward the in-group and discrimination against outsiders.

SIT argues that social categorization and self-classification influence not only personal identity but also intergroup relations. By highlighting both similarities and differences, individuals form clusters that favor their in-group while distancing from others. In organizational contexts, this may encourage collaboration within groups but also increase conflict between groups. As globalization diversifies workplaces, differences among employees may heighten intragroup tensions, creating challenges for organizational harmony and productivity (Inegbedion et al., 2020). Thus, SIT provides valuable insight into favoritism, discrimination, and conflict at work. It helps explain how employees react when their group membership enhances or threatens self-esteem and clarifies the social behaviours that shape cooperation, attachment, and performance in organizations (Dewua, 2019).

Empirical Review

Aliyu and Abubakar (2024) studied diversity in the workplace: implications for collective organizational commitment in Nigerian public sector organizations. The study employed a survey research design. The study selected 2169 Department of Administration and Human Resources employees using judgmental (purposive) non-probability sampling approaches. Descriptive statistics and multiple regression analysis were applied. According to the findings, job-related diversity has a significant influence on collective organizational commitment in Nigerian public sector organizations, however cultural diversity had no significant effect on collective organizational commitment. The study recommended that organizational leaders/managers develop rules that protect against gender discrimination based on individual characteristics such as gender, ethnicity, religion, education, culture, and so on.

Atmaja and Dewi (2024) investigated impact of diversity management on employee engagement through the role of organizational trust and motivation. The purposive sample method was employed to pick 135 respondents. It was examined using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings demonstrated that diversity management has a favorable and significant impact on employee engagement, as well as on organizational trust. The study recommended that the company provide full support to employees in order to increase work engagement and employee confidence in the company by providing open opportunities for employees to provide positive ideas to the company so that employees are more enthusiastic about their jobs, as well as providing training to employees in both the field of work and soft skills.

Verma and Madaan (2024) studied diversity at workplace: a key to organizational performance. The study employs a cross-sectional approach, utilizing a quantitative research design. The study sample includes 153 people from the IT industry. Correlation analysis and regression were used as inferential statistics. The findings revealed that gender and disability have a positive relationship with organizational performance; however, the age construct of workforce diversity had a detrimental influence on organizational performance. The study recommended that HR experts have differing opinions on how to incorporate new trends into HR rules and how to address this rising trend.

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Gidi, Debela and Kero (2024) examined the effect of workforce diversity management on organizational performance in the case of higher educational institutions in Ethiopia: Does leadership style play a moderating role? A descriptive research design was used. The institutions were chosen purposefully using stratified and rigorous selection approaches. The data were analyzed using correlation and regression techniques. The findings demonstrated statistically significant beneficial relationships between the parameters of workforce diversity and academic success. It was recommended that academic leaders use the transformational leadership style, which moderates the association between diversity management and academic achievement.

Kabuoh, Adeoye and Barreto (2023) examined workplace diversity and innovativeness of selected private Universities in Ogun State, Nigeria. The study used a survey research design. The sample size of 475 was determined using a basic random sampling procedure. Data were examined using descriptive and inferential statistics, including multiple and hierarchical regression. The researchers discovered that workplace diversity had a considerable impact on innovativeness. The study found that workplace diversity had a substantial impact on the innovativeness of selected private universities in Ogun State, Nigeria. The study recommended that to guarantee the effectiveness of diversity programs, management should create a mechanism for monitoring and measuring their effects over time.

METHODOLOGY

This study adopted a descriptive survey design to gather quantitative data from employees of Jendol Superstores in Lagos. The design was considered appropriate as it enabled the assessment of current practices and the investigation of relationships between variables such as age, gender, education, ethnicity, and their influence on organizational growth. Standardized data were collected through structured questionnaires, which facilitated analysis of patterns and valid conclusions on the effects of diversity management.

The population comprised all staff across six selected branches of Jendol Superstores in Lagos, including managerial and non-managerial employees in departments such as sales, customer service, logistics, and administration. From a target population of fifty-seven (57), a sample of fifty (50) staff was selected using the Taro Yamane formula. Respondents were drawn from three branches through simple random sampling to ensure fair representation across demographic categories such as gender, age, education, and ethnicity.

The primary instrument for data collection was a structured questionnaire divided into two sections. Section A gathered demographic data such as age, gender, marital status, education, and years of service, while Section B focused on employees' perceptions of diversity dimensions and their effects on organizational growth. Responses were rated on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The questionnaire was validated by the project supervisor to ensure clarity, content coverage, and accuracy. Reliability was confirmed through a pilot test at Justrite Supermarket in Lagos, where Cronbach's Alpha yielded a coefficient above 0.7, confirming internal consistency.

Data were collected through self-administered questionnaires physically distributed at the branches, with confidentiality assured. Completed instruments were retrieved and analyzed using descriptive statistics such as frequencies and percentages, while Pearson Product Moment Correlation (PPMC) was employed to test the strength and direction of relationships between diversity management variables and organizational growth, with SPSS version 25.0 used for computation.

RESULTS AND DISCUSSIONS

In this section, the data collected from the respondents were presented and analyzed. The data were analysed using the simple percentage and frequency count while Pearson product moment correlation was used to test the hypotheses. fifty (50) copies of the questionnaire were distributed to staff of Jendol superstores, Lagos while forty-six (46) was duly returned.

Analysis of Data

Table 1: Age Distribution Diversity

S/N	STATEMENTS	SA	A	N	D	SD	Total
1.	The organization benefits from having employees across different age groups.	11 5.0%	7 3.22%	9 4.14%	11 5.06%	8 3.68%	46 100%
2.	Employees from various age categories contribute unique perspectives to the workplace.	13 5.98%	9 4.14%	11 5.0%	6 2.76%	7 3.22%	46 100%
3.	Age diversity enhances team collaboration and creativity.	15 6.9%	6 2.76%	14 6.44%	4 1.84%	7 3.22%	46 100%
4.	Equal opportunities are provided to employees regardless of age.	8 3.68%	16 7.36%	3 1.38%	15 6.9%	4 1.84%	46 100%
5.	Age diversity is considered in team formation and leadership roles.	6 2.76%	7 3.22%	13 5.98%	11 5.0%	9 4.14%	46 100%

Source: Field Survey, 2025

Table 1 indicated that 5.0% respondents strongly agree that the organization benefits from having employees across different age groups, 3.22% agreed, 4.14% were neutral, 5.06% disagree while 3.68% strongly disagreed. The study reveals that 5.98% respondents strongly agree that employees from various age categories contribute unique perspectives to the workplace, 4.14% agreed, 5.0% were neutral, 2.76% disagree while 3.22% strongly disagreed. The study also reveals that 6.9% respondents strongly agree that age diversity enhances team collaboration and creativity, 2.76% agreed, 6.44% were neutral, 1.84% disagree while 3.22% strongly disagreed. The study also reveals that 3.68% respondents strongly agree that equal opportunities are provided to employees regardless of age, 7.36% agreed, 1.38% were neutral,

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6.9% disagree while 1.84% strongly disagreed. The study also reveals that 2.76% respondents strongly agree that age diversity is considered in team formation and leadership roles, 3.22% agreed, 5.98% were neutral, 5.0% disagree while 4.14% strongly disagreed.

Table 2: Gender Diversity

S/N	STATEMENTS	SA	A	N	D	SD	Total
6.	Gender diversity promotes a healthy and inclusive work environment.	6 2.76%	7 3.22%	13 5.98%	11 5.0%	9 4.14%	46 100%
7.	Gender balance is evident in all departments of the organization.	8 3.68%	16 7.36%	3 1.38%	15 6.9%	4 1.84%	46 100%
8.	Both male and female employees are equally represented in leadership positions.	15 6.9%	6 2.76%	14 6.44%	4 1.84%	7 3.22%	46 100%
9.	Policies are in place to support gender equality within the organization.	13 5.98%	9 4.14%	11 5.0%	6 2.76%	7 3.22%	46 100%
10.	Gender is not a barrier to career growth in the organization.	11 5.0%	7 3.22%	9 4.14%	11 5.06%	8 3.68%	46 100%

Source: Field Survey, 2025

Table 2 reveals that 2.76% respondents strongly agree that gender diversity promotes a healthy and inclusive work environment, 3.22% agreed, 5.98% were neutral, 5.0% disagree while 4.14% strongly disagree. The result also reveals that 3.68% respondents strongly agree that gender balance is evident in all departments of the organization, 7.36% agreed, 1.38% were neutral, 6.9% disagree while 1.84% strongly disagreed. The result also reveals that 6.9% respondents strongly agree that both male and female employees are equally represented in leadership positions, 2.76% agreed, 6.44% were neutral, 1.84% disagree while 3.22% strongly disagreed. The finding also reveals that 5.98% respondents strongly agree that policies are in place to support gender equality within the organization, 4.14% agreed, 5.0% were neutral, 2.76% disagree while 3.22% strongly disagreed. The finding reveals that 5.0% respondents strongly agree that 3.22% career growth in the organization, 4.14% neutral, 5.06% disagree while 3.68% disagree.

Table 3: Educational Qualifications Diversity

S/N	STATEMENTS	SA	A	N	D	SD	Total
11.	The organization values both formal and informal educational experiences.	15 6.9%	6 2.76%	14 6.44%	4 1.84%	7 3.22%	46 100%
12.	Employees with diverse educational backgrounds contribute to innovation.	8 3.68%	16 7.36%	3 1.38%	15 6.9%	4 1.84%	46 100%
13.	A variety of qualifications among staff enhances problem-solving.	11 5.0%	7 3.22%	9 4.14%	11 5.06%	8 3.68%	46 100%
14.	Opportunities are accessible to individuals regardless of educational level.	13 5.98%	9 4.14%	11 5.0%	6 2.76%	7 3.22%	46 100%
15.	Educational diversity is an asset in team performance.	6 2.76%	7 3.22%	13 5.98%	11 5.0%	9 4.14%	46 100%

Source: Field Survey, 2025

Table 3 indicated that 6.9% respondents strongly agree that the organization values both formal and informal educational experiences, 2.76% agreed, 6.44% were neutral, 1.84% disagree while 3.22% strongly disagreed. The finding also reveals that 3.68% respondents strongly agree that employees with diverse educational backgrounds contribute to innovation, 7.36% agreed, 1.38% were neutral, 6.9% disagree while 1.84% strongly disagreed. The study also reveals that 6.9% respondents strongly agree that a variety of qualifications among staff enhances problem-solving, 2.76% agreed, 6.44% were neutral, 1.84% disagree while 3.22% strongly disagreed. The study reveals that 5.98% respondents strongly agree that opportunities are accessible to individuals regardless of educational level, 4.14% agreed, 5.0% were neutral, 2.76% disagree while 3.22% strongly disagree. The study also reveals that 5.0% respondents strongly agree that educational diversity is an asset in team performance, 3.22% agreed, 4.14% were neutral, 5.06% disagree while 3.68% strongly disagreed.

Table 4: Ethnic Diversity

S/N	STATEMENTS	SA	A	N	D	SD	Total
16.	Employees from different ethnic backgrounds are respected and valued.	6 2.76%	7 3.22%	13 5.98%	11 5.0%	9 4.14%	46 100%
17.	Cultural diversity is embraced as strength in the organization.	8 3.68%	16 7.36%	3 1.38%	15 6.9%	4 1.84%	46 100%

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S/N	STATEMENTS	SA	A	N	D	SD	Total
18.	The workplace encourages cross-cultural collaboration.	15 6.9%	6 2.76%	14 6.44%	4 1.84%	7 3.22%	46 100%
19.	Ethnic diversity improves service delivery to clients or customers.	13 5.98%	9 4.14%	11 5.0%	6 2.76%	7 3.22%	46 100%
20.	There are policies to prevent ethnic discrimination in the organization.	11 5.0%	7 3.22%	9 4.14%	11 5.06%	8 3.68%	46 100%

Source: Field Survey, 2025

Table 4 indicated that 2.76% respondents strongly agree that employees from different ethnic backgrounds are respected and valued, 3.22% agreed, 5.98% were neutral, 5.0% disagree while 4.14% strongly disagreed. The study also reveals that 3.68% respondents strongly agree that cultural diversity is embraced as strength in the organization, 7.36% agreed, 1.38% were neutral, 6.9% disagree while 1.84% strongly disagreed. The study reveals that 6.9% respondents strongly agree that the workplace encourages cross-cultural collaboration, 2.76% agreed, 6.44% were neutral, 1.84% disagree while 3.22% strongly disagree. The study also reveals that 5.98% respondents strongly agree that ethnic diversity improves service delivery to clients or customers, 4.14% agreed, 5.0% were neutral, 2.76% disagree while 3.22% strongly disagreed. The study also reveals that 5.0% respondents strongly agree that there are policies to prevent ethnic discrimination in the organization, 3.22% agreed, 4.14% were neutral, 5.06% disagree while 3.68% strongly disagreed.

Table 5: Organizational Growth

N= 46

S/N	STATEMENTS	SA	A	N	D	SD	Total
21.	Workforce diversity contributes positively to organizational growth.	13 5.98%	9 4.14%	11 5.0%	6 2.76%	7 3.22%	46 100%
22.	Diverse teams help the organization remain competitive.	6 2.76%	16 7.36%	5 2.3%	15 6.9%	4 1.84%	46 100%
23.	Inclusion of different backgrounds leads to better decision-making.	11 5.0%	7 3.22%	4 1.84%	14 6.44%	10 4.6%	46 100%
24.	Organizational growth is supported by effective diversity management.	12 5.52%	9 4.14%	8 3.68%	6 2.76%	11 5.0%	46 100%
25.	Diversity enhances innovation	13	4	9	12	8	46

S/N	STATEMENTS	SA	A	N	D	SD	Total
	and long-term sustainability.	5.98%	1.84%	4.14%	5.52%	3.68%	100%

Source: Field Survey, 2025

Table 5 indicated that 5.98% respondents strongly agree that workforce diversity contributes positively to organizational growth, 4.14% agreed, 5.0% were neutral, 2.76% disagree while 3.22% strongly disagreed. The result indicated that 2.76% respondents strongly agree that diverse teams help the organization remain competitive, 7.36% agreed, 2.3% were neutral, 6.9% disagree while 1.84% strongly disagree. The result also indicated that 5.0% respondents strongly agree that inclusion of different backgrounds leads to better decision-making, 3.22% agreed, 1.84% were neutral, 6.44% disagree while 4.6% strongly disagreed. The result also showed that 5.52% respondents strongly agree that organizational growth is supported by effective diversity management, 4.14% agreed, 3.68% neutral, 2.76% disagree while 5.0% strongly disagreed. The result also showed that 5.98% respondents strongly agree that diversity enhances innovation and long-term sustainability, 1.84% agreed, 4.14% neutral, 5.52% disagree while 3.68% disagreed.

Test of Hypotheses

To achieve the purpose of this inquiry, it is necessary to test hypotheses relevant to the objectives of this study. In analyzing the hypotheses, the Statistical Package for Social Sciences (SPSS) was used as a help for the Pearson product moment correlation analysis. If the p-value is less than 5% (0.05), the alternative hypothesis is accepted and the null hypothesis is rejected; otherwise, the null hypothesis is accepted and the alternative hypothesis is rejected.

Hypothesis One

Ho: Age distribution of employees has no significant effect on organizational growth in Lagos.

Table 6: Correlations between Age Distribution of Employees and Organizational Growth in Lagos

		Age Distribution	Organizational Growth
Age Distribution	Pearson Correlation	1	.061
	Sig. (2-tailed)		.043
	N	46	46
Organizational Growth	Pearson Correlation	.061	1
	Sig. (2-tailed)	.043	
	N	46	46

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The Table 6 shows that a coefficient of 0.061 at $p = 0.043$ ($p = 0.043, p < 0.05$). The p-value (0.043) is lesser than the significant level of 0.05, thus the alternative hypothesis is accepted, and null hypothesis is rejected. The result of Pearson Correlation test revealed that age distribution of employees has significant effect on organizational growth in Lagos.

Hypothesis Two

Ho: Gender has no significant effect on employees' workplace experience and organizational growth in Lagos.

Table 7: Correlations between Gender of Employees and Organizational Growth in Lagos

		Gender of Employees	Organizational Growth
Gender of Employees	Pearson Correlation	1	0.113*
	Sig. (2-tailed)		0.030
	N	46	46
Organizational Growth	Pearson Correlation	0.113*	1
	Sig. (2-tailed)	0.030	
	N	46	46

The Table 7 shows that a coefficient of 0.113 at $p = 0.030$ ($p = 0.030, p < 0.05$). The p-value (0.030) is lesser than the significant level of 0.05, thus the alternative hypothesis is accepted and null hypothesis is rejected. The result of Pearson Correlation test revealed that, gender has significant effect on employees' workplace experience and organizational growth in Lagos.

Hypothesis Three

Ho: Employees' educational qualifications do not significantly affect organizational growth in Lagos.

Table 8: Correlations between employees’ educational qualifications and organizational growth in Lagos.

		Employees’ Educational Qualifications	Organizational Growth
Employees’ Educational Qualifications	Pearson Correlation	1	0.214**
	Sig. (2-tailed)		.000
	N	46	46
Organizational Growth	Pearson Correlation	0.214	1
	Sig. (2-tailed)	.000	
	N	46	46

Table 8 shows that a coefficient of 0.214 at $p = 0.000$ ($p = 0.000, p < 0.05$). The p-value (0.000) is lesser than the significant level of 0.05, thus the alternative hypothesis is accepted and null hypothesis is rejected. The result of Pearson Correlation test revealed that, employees’ educational qualifications significantly affect organizational growth in Lagos.

Hypothesis Four

Ho: Ethnic diversity in the workplace has no significant effect on organizational growth in Lagos.

Table 9: Correlations between Ethnic Diversity in the Workplace and Organizational Growth in Lagos

		Ethnic Diversity	Organizational Growth
Ethnic Diversity	Pearson Correlation	1	0.100
	Sig. (2-tailed)		0.055
	N	46	46
Organizational Growth	Pearson Correlation	0.100	1
	Sig. (2-tailed)	0.055	
	N	46	46

Table 9 shows that a coefficient of 0.100 at $p = 0.055$ ($p = 0.055, p > 0.05$). The p-value (0.055) is greater than the significant level of 0.05, thus the alternative hypothesis is rejected and null

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hypothesis is accepted. The result of Pearson Correlation test revealed that, ethnic diversity in the workplace has no significant effect on organizational growth in Lagos.

Discussion of Findings

The first hypothesis revealed that age distribution has a significant effect on organizational growth in Lagos. This aligns with Muthiora (2017), who found that employee performance is strongly influenced by age diversity. Similarly, Akpakip (2017) reported a positive link between age diversity and employee performance in Nigeria’s banking sector, while Jili (2017) confirmed a significant relationship between age diversity and firm profitability. These findings suggest that intergenerational collaboration enhances organizational effectiveness.

The second hypothesis showed that gender significantly affects employees’ workplace experience and organizational growth. This outcome is consistent with Chaudhry (2016) and Rizwan et al. (2016), who found a positive relationship between gender diversity and employee performance. Likewise, Ngao and Mwangi (2013) observed a strong link between gender diversity and employee engagement, while Gulzar and Teli (2018) reported that female respondents demonstrated higher levels of work engagement than their male counterparts. These studies collectively emphasize that gender diversity contributes positively to organizational outcomes.

The third hypothesis revealed that educational qualifications significantly influence organizational growth in Lagos. This finding corroborates Mwatumwa (2016) and Zhuwao (2017), who established a positive relationship between educational diversity and employee performance. Agbeze, Nkwonta, and Obiefuna (2019) also confirmed that gender, language, and education positively affect productivity in Nigerian manufacturing firms. Similarly, Khan et al. (2019) demonstrated positive associations between gender, age, educational background, and ethnic diversity, and employee performance.

The fourth hypothesis showed that ethnic diversity does not have a significant effect on organizational growth. This outcome supports Akpoviro and Owotutu (2018), who found mixed results in the seafood industry, and partially aligns with Munjuri and Maina (2013), who noted that cultural diversity management improves retention, productivity, and customer service in banks. Other studies (Ayega & Muathe, 2018; Soud et al., 2020) suggest cultural diversity contributes to organizational performance, though the effect may not always be significant.

CONCLUSION AND RECOMMENDATIONS

Based on the finding of the study, result revealed that age distribution of employees has significant effect on organizational growth in Lagos. A workforce composed of both younger and older employees promotes a dynamic exchange of ideas. Older employees contribute experience and mentorship, while younger ones bring energy and innovation. This balance supports adaptability and long-term sustainability. Therefore, age diversity should be strategically managed to optimize organizational outcomes. Also, finding showed that gender has significant effect on employees’ workplace experience and organizational growth in Lagos. A gender-diverse environment fosters equality, inclusion, and broader perspectives in decision-

making. It enhances employee morale and promotes fairness, which improves productivity and retention. Gender-balanced teams often perform better and respond more effectively to customer needs. Promoting gender equity is thus essential for sustained growth.

Furthermore, employees' educational qualifications significantly affect organizational growth in Lagos. Highly educated employees tend to possess better problem-solving, communication, and technical skills. These competencies enhance operational efficiency and innovation within the organization. Educational advancement should be a core part of employee development strategies. Lastly, result showed that ethnic diversity in the workplace has no significant effect on organizational growth in Lagos. While diversity can enrich organizational culture, its impact may be limited without inclusion. Simply having different ethnic groups present does not guarantee better performance. Inclusion strategies must accompany diversity to realize potential benefits. Organizations should focus on integration and collaboration across ethnic lines.

Based on the result of the study, it is therefore recommended that:

- i. Organizations should implement age-inclusive policies that leverage both youthful innovation and experienced guidance.
- ii. Companies should promote gender equality through inclusive hiring and promotion practices.
- iii. Organizations should recruit employees with qualifications aligned to job roles and company goals.
- iv. Continuous education and professional development should be encouraged through sponsorships or training.
- v. Management should regularly assess diversity initiatives to ensure they align with company growth goals.

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