

Workplace Diversity: An Empirical Examination of the Effect of Job-related and Cultural Diversity on Employee Satisfaction in Nigeria Ministry of Communication and Digital Economy

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ABSTRACT

This study examined the impact of job-related and cultural diversity on employee satisfaction within federal government parastatals, specifically at the Ministry of Communications and Digital Economy in Nigeria. The research employed a descriptive survey design, gathering data through structured questionnaires distributed to 529 staff members of the chosen federal parastatals. The reliability of the data was assessed using Cronbach's formula. Additionally, a purposive sampling technique was utilised to select respondents based on specific characteristics deemed important by the researcher. The collected data were analyzed using descriptive statistics, including frequency distribution and averages, while inferential statistics were evaluated through multiple regression to test the hypotheses. Results revealed that both job-related diversity ($\beta=0.098$, $p<0.05$) and cultural diversity ($\beta=0.284$) have a significant positive impact on the job satisfaction of employees within these federal organisations. The study concluded that job-related and cultural diversity significantly enhance employee job satisfaction. It recommended that organizations promote a collaborative work environment by encouraging teamwork that appreciates diverse perspectives. This strategy could facilitate tailored capacity-building initiatives for employees' roles, as well as promote cross-functional projects and job rotation programs that enhance engagement and inclusivity in the workplace.

Keywords: Job-Related Diversity; Cultural Diversity; Employee Satisfaction: Workplace Diversity

Introduction

Public entities, particularly civil services in many developing countries, have struggled to achieve the expected efficiency in service delivery, unlike their counterparts in developed nations, primarily due to the attitudes of civil servants (Yusuf, 2019). Consequently, there have been ongoing calls for civil service reform, reflecting dissatisfaction with the performance of MDAS in these countries, even after several previous reforms (Onuorah & Ntagu, 2024). Rooted challenges include entrenched biases and discriminatory attitudes that impede the active participation of civil servants. Nigeria's civil service faces similar issues, exacerbated by the country's multi-ethnic composition, which fosters deep-seated biases and discriminatory behaviours that hinder workplace inclusion. Although the government has attempted to promote diversity through federal character provisions to include all ethnic groups and tribes in the civil service, true workplace diversity remains elusive. Research indicates (Ucherwuhe, 2024; Onuorah & Ntagu, 2024) that civil servants experience job dissatisfaction and show low commitment levels, ultimately affecting their job performance.

The growing displeasure and dissatisfaction among citizens regarding the quality of care provided by the government through civil service organizations necessitates explanations, as the situation cannot remain unchanged due to its potential dangers. With the multifaceted issues present within this discourse, the connection between workplace diversity and employee performance is perceived at various levels, such as relating each aspect of workplace diversity (job-related diversity and cultural diversity) against measures of employee performance (employee job satisfaction). Existing studies (Abdelfatah et al., 2024; Etalong et al., 2024; Merlyn & Sulaiman, 2024) present divergent perspectives on the perceived relationships and effects among these factors. For this reason, it is essential to consider empirical studies on workplace diversity and employee performance in Nigerian MDAs.

Workplace diversity encompasses the differences and similarities that exist among employees in areas such as age, gender, education, religion, and ethnicity. In this context, human characteristics represent lines of similarities and differences in any social gathering, including civil service organizations with specific mandates. These human characteristics can significantly influence the functionality and performance of such organizations, depending on how they are managed. Therefore, workplace diversity is unavoidable and must be acknowledged and integrated into the work framework.

Workplace diversity has different dimensions (Jasem et al., 2024; Merlyn & Sulaiman, 2024; Onuorah & Ntagu, 2024; Tamunomiebi & Ebere, 2020). For instance, age diversity, gender diversity, and ethnicity diversity, among others, have been

identified, but these appear to be isolated descriptions of diversity. However, this study considers job-related and cultural aspects (Abdelfatah et al., 2024; David & Prasanna, 2024). These three proxies of workplace diversity have been discussed in extant literature from different perspectives. Therefore, this classificatory approach will be utilized in the study.

Job-related diversity (JRD) refers to the inherent similarities and differences among employees' job roles, functions, and designs. It underscores how various job tasks, responsibilities, and areas of expertise continually emerge within organizations (Neha & Sarika, 2024). This suggests that the nature of job content within organizations creates expectations for different tasks and responsibilities, which in turn necessitates coordination to achieve the organization's goals. Over the years, embracing diversity across various job roles has presented challenges for many organizations, particularly within civil service. The bureaucratic nature of jobs, tall organizational structures, and distinct career paths—such as administration, professional roles, and executive positions—require proper organization.

Cultural diversity, or the diverse cultural perspectives within any social group, represents various cultural and ethnic groups (Abdelfatah et al., 2024). Organizations pursue cultural diversity to enhance competitiveness by minimizing cultural biases. Pan and Sen (2024) note that this form of diversity includes individuals from different cultural backgrounds, races, religions, ethnicities, and experiences, fostering unique perspectives, innovative ideas, and diverse talents. The inclusion of employees from various cultural backgrounds has positively impacted many organizations. Research (Katarzyna, 2024; Pan & Sen, 2024) indicates that cultural inclusion can significantly benefit work systems.

The growing displeasure and dissatisfaction of citizens with the quality of care received from the government through civil service organizations requires explanations, as the situation cannot remain the same due to its dangers. To change this situation, a study of this kind is imperative, seeking ways to improve employee performance in civil service through workplace diversity. This study considers Nigeria's Federal Ministry of Communications and Digital Economy because of its strategic role. Against this backdrop, the study proposes to examine the effects of workplace diversity on employee performance in the Federal Ministry of Communications and Digital Economy, Nigeria.

Literature Review

Workplace Diversity

Arman et al. (2024) describe workplace diversity in organisations as encompassing both differences and similarities in attributes such as age, gender, ethnicity, physical abilities, race, and sexual orientation among employees. This definition serves as a foundation for our study on diversity. Conversely, Dessler (2012) defines workplace diversity as how individuals differ within a company. Echoing Dessler's view, Thomas (2021) argues that workplace diversity includes the demographic traits that constitute a company's workforce, especially concerning age, race, ethnicity, culture, and disability. Workplace diversity encompasses individuals' distinct and shared traits in a library context. Ugwuzor (2011) defines it as the demographic makeup of an organization's workforce. As mentioned earlier, workplace diversity highlights both the differences and similarities among employees in an organization. In our rapidly changing world, where many organizations function on a global level, fostering diversity in the workplace is crucial. Various aspects of diversity benefit organizations. Pelled et al. (2019) indicate that while diversity can impact conflict, functional background presents a unique case, with certain variables like race, age, and tenure showing no correlation to performance. Organizations are increasingly utilising cross-functional teams and project groups to drive innovation, address challenges, and make informed decisions. Informational diversity is often linked to differences within these teams, including demographic aspects and deeply held beliefs and values (Harrison et al., 2018). Recent research has explored both job-related diversity and cultural diversity (Abdelfatah et al., 2024; David & Prasanna, 2024; Spanjer & van Witteloostuijn, 2021). This study adopts this classification.

Job-Related Diversity (JRD)

Job-related diversity (JRD) examines the differences among employees' job roles, responsibilities, and required expertise (Neha & Sarika, 2024). It includes disparities in educational qualifications and tenure (Yadav & Lenka, 2022). JRD reflects team members' diverse education and functions (Williams et al., 2022). It highlights variables such as knowledge, skills, and expertise that enhance cognitive abilities and decision-making. Researchers categorise job-related diversity (JRD) into fundamental factors such as age, gender, and race, as well as advanced factors like functional background, education, and tenure in relation to job performance (Neha & Sarika, 2024; Spanos, 2022). Sung and Choi (2019) evaluate JRD from content- and process-based perspectives. The content-based perspective highlights various types and attributes of JRD, illustrating its importance as an innovation resource. Conversely, the process-based perspective examines factors influencing behavioural outcomes, including reduced turnover and enhanced satisfaction and performance indicators. This approach enables team members from different backgrounds to effectively utilise their knowledge, thus boosting organisational creativity and innovation. This study's JRD dimensions cover educational, functional, and tenure-related factors. Educational diversity highlights differences in qualifications and skills, while functional diversity refers to varying expertise across areas like

administration and engineering (Spanos, 2022), fostering team creativity (Sung & Choi, 2019). Tenure diversity considers the time spent within the organization (Aliyu & Abubakar, 2024), enriching teams with task-relevant insights and skills, thereby contributing to innovation.

Cultural Diversity

Cultural diversity is a complex concept encompassing a wide range of attributes such as language, religion, socioeconomic status, and gender (Ayega & Muathe, 2018). It signifies the coexistence of various cultural groups that possess unique characteristics, beliefs, practices, and values within organizations (Mahendra, 2024). Thus, it can be regarded as a multitude of cultures present within an organization. While cultural diversity offers advantages in organizations- such as promoting a sense of inclusion and integration among employees, boosting self-confidence, and fostering unity (David & Prasanna, 2024)- it can also pose challenges if not managed effectively, resulting in parochial interests and unhealthy competition, and organizational politics (Spanjer & van Witteloostuijn, 2021).

Historically, Cox and Blake (2021) were the pioneers in identifying the components of cultural diversity, although their approach was somewhat general. They suggested that cultural diversity influences six organizational dimensions: marketing benefits from a diverse workforce, the capability to attract a varied talent pool, cost efficiencies, problem-solving capabilities, and issues related to innovation and creativity. Cultural diversity is closely linked to knowledge transfer, enhancing organizational performance, as employees from diverse cultural backgrounds contribute to increased knowledge sharing (Sochi-Iwuoha et al., 2024). Vrontis et al. (2021) also emphasized embracing workplace diversity across age, education, skills, gender, and cultures. This approach can facilitate the implementation of innovative strategies. Ayega and Muathe (2018) viewed organizational culture as a component of social diversity. They argued that geographic location, client diversity, organizational culture, diverse client backgrounds, and supervisor perspectives are key, unique factors that can affect social diversity within an organization.

Employee Job Satisfaction

Job satisfaction reflects how content and fulfilled individuals feel about their work (Al-Wosabi & Houssaini, 2024). It demonstrates the extent to which an employee's expectations and needs are met at their workplace. Factors influencing job satisfaction include job nature, working conditions, relationships with colleagues, compensation, career advancement, and organizational culture (hadj, 2024). Sidhu (2024) describes it as subjective feelings towards work based on how well expectations align with rewards (Son and Ok, 2018). Essentially, it emerges from comparing actual performance to expectations (alibi, 2024), serving as a key indicator of organisational performance. Leadership must guide employees towards shared goals to enhance job satisfaction, positively affecting productivity (Son and Ok, 2018). The formal definition originates from Fisher and Hanna (1931), defining it as non-regulatory mood tendencies (Zhu, 2018). Dilig-Ruiz et al. (2018) noted it arises from individual perceptions and expectations about the work environment. Alotaibi (2024) describes it as a positive attitude stemming from recognising achievements, while Castellacci and Viñas-Bardolet (2019) indicate that perceptions of career opportunities and income value shape it.

Job-Related Diversity and Employee Job Satisfaction

Research on job- related diversity and its effects on employee and organizational performance reveals a variety of viewpoints, showcasing both commonalities and differences. Notably, studies like Gabaldon et al. (2018) and Kanadlı et al. (2020) underscore the beneficial impact of job- related diversity on strategic decision- making and board functionality. These studies highlight how diversity in knowledge and skills fosters improved strategic involvement and effectiveness, with Kanadlı et al. additionally addressing the crucial moderating influence of leadership. Conversely, De Saá- Pérez et al. (2017) produced more nuanced findings in research teams, indicating that specific dimensions of diversity—such as status diversity—can enhance team performance, while others, like educational diversity, may yield negative or neutral outcomes. This suggests that the effects of diversity can shift depending on the context. Radhika J and Prof. Mahalakshmi (2024) transitioned the focus from governance to employee well- being, revealing that Diversity, Equity, and Inclusion (DEI) initiatives promote heightened engagement and productivity. This aligns with other studies' positive findings but stresses the necessity of inclusive policies and leadership. In agreement, Aliyu and Abubakar (2024) discovered that job-related diversity enhances collective organizational commitment by fostering employees' sense of belonging and collaboration. Additionally, Choi et al. (2021) broadened the discussion to educational diversity, illustrating its favourable impacts on employee satisfaction, innovation climate, and competence. Together, these studies illustrate the diverse influence of diversity within various organizational contexts, highlighting the importance of customised diversity management strategies. While the prevailing trends are promising, the findings also indicate that diversity's effects may vary based on the type of diversity, the organizational context, and leadership approaches. The discourse around job-related diversity remains underexplored in literature; much of the focus has been on age and ethnicity diversity concerning aspects such as Inegbedion et al. (2020), Kaur & Arora (2020), and Omboi

et al. (2020), who examined organizational performance, efficiency, growth, and competitiveness. This study advocates for more comprehensive research addressing a broader range of workplace diversity issues with the following hypothesis:
Ho₁= Job-Related Diversity does not have a significant effect on Employee Job Satisfaction in Nigeria Ministry of Communication and Digital Economy

Cultural Diversity and Employee Job Satisfaction

Existing studies emphasise the crucial role of workforce diversity in enhancing employee performance and job satisfaction; however, several research gaps remain. For instance, investigations by Arman et al. (2024) and Canet (2023) focus on limited industries and small sample sizes, which diminishes the general applicability of their conclusions. Furthermore, research conducted by Islam and Babgi (2023) and Sochi-Iwuoha et al. (2024) underlines the need for longitudinal studies to evaluate the enduring impacts of diversity initiatives. The ways in which diversity affects performance and satisfaction are also not completely understood, as pointed out by Adhikari (2024) and Gojinetchi (2020), indicating a demand for deeper exploration of factors such as leadership and organizational culture that mediate or moderate these relationships. Additionally, Fadhlan et al. (2024) highlight a gap between diversity policies and real workplace experiences, suggesting that future research should develop effective strategies to bridge this disconnect. They also note the importance of organizational culture as a mediating factor in diversity's impact, advocating for leadership strategies that promote inclusivity, as recognised by Melinda and Nuraini (2024). Lastly, sector-specific diversity management strategies have not been thoroughly examined. Gurung et al. (2024) and Canet (2023) advocate for customised approaches to enhance the benefits of diversity on job satisfaction and performance across various fields. Addressing these gaps will lead to a deeper understanding of optimising diversity management for improved employee well-being and organizational success. Consequently, this study promotes comprehensive research exploring a broader range of workplace diversity issues, underpinned by the following hypothesis.
Ho₂ = Cultural Diversity does not significantly affect Employee Job Satisfaction in the Nigeria Ministry of Communication and Digital Economy.

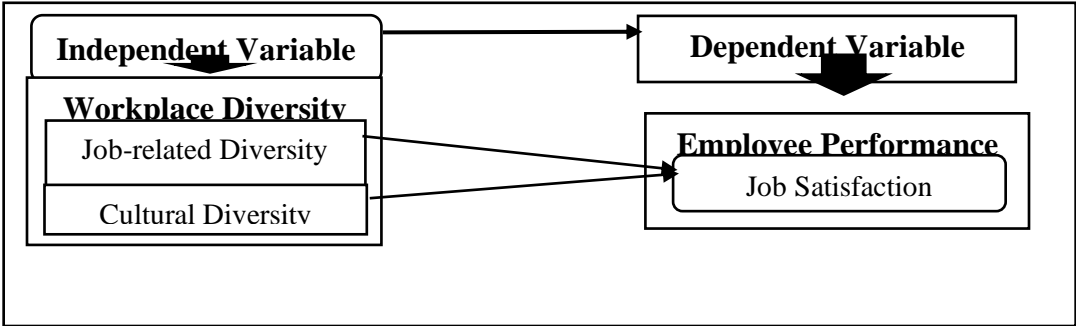


Figure 1: Researchers' Conceptual Framework (2025)

Figure 1 shows the interplay between Job-related Diversity and Cultural Diversity (independent variable) and job satisfaction (dependent variable) proxied by job satisfaction.

Theoretical Framework

The Person-Environment Fit (P-E Fit) theory has evolved significantly over time, rooted in the idea that the compatibility between individuals and their work environments influences attitudes, behaviours, and overall well-being. Early foundations in vocational psychology, such as Frank Parsons' "Trait and Factor Theory" in the early 20th century, emphasized matching individual traits to job demands for enhanced satisfaction and productivity. During this period, fit was viewed as a static, one-dimensional construct. In the mid-20th century, Kurt Lewin introduced the interactionist perspective, shifting the focus to the dynamic interplay between individuals and their environments, encapsulated in the equation $B = f(P, E)$ (behaviour as a function of person and environment). Research in the 1960s and 1970s expanded on this concept, with scholars like John Holland emphasizing congruence between individual personalities and work environments. This period marked the rise of organizational fit research.

By the 1980s and 1990s, the theory became more refined and multidimensional. Researchers introduced sub-dimensions such as Person-Job Fit (P-J Fit), Person-Organization Fit (P-O Fit), Person-Group Fit (P-G Fit), and Person-Vocation Fit (P-V Fit). Fit was further categorized as objective (measurable compatibility) and subjective (perceived compatibility). Contemporary perspectives from the 2000s onward view P-E Fit as dynamic, emphasizing that fit evolves over time as individuals and

environments change. The theory now includes broader applications, incorporating cultural, social, and emotional factors while linking fit to outcomes like job satisfaction, performance, and retention.

Application of P-E Fit Theory to Job-Related and Cultural Diversity

The P- E Fit theory serves as a solid framework for examining how job- related and cultural diversities affect employee satisfaction. Regarding job- related diversity, the theory emphasises Person- Job Fit (P- J Fit), which reveals how well employees' skills and experiences match diverse roles and tasks. A strong P- J Fit enhances competence and satisfaction, while mismatches can lead to dissatisfaction or burnout. Additionally, Person-task fit delves into how well employees align with the variety and complexity of tasks introduced by job-related diversity. Regarding cultural diversity, PersonOrganisation fit (P-- O Fit) assesses the alignment of employees' cultural values with the organisation's culture. A strong P- O Fit in diverse settings promotes inclusion and belonging, thereby increasing satisfaction, while misalignment may cause feelings of isolation. PersonGroup- Group Fit (P- G Fit) evaluates team compatibility, considering diverse cultural backgrounds and collaboration preferences. A high P- G Fit cultivates group harmony and individual satisfaction, while mismatches can disrupt teamwork. The interplay between job-related and cultural diversity reveals synergistic effects, where simultaneous fits across both dimensions enhance overall satisfaction. Compensatory effects arise when strengths in one area offset weaker fits in another, preserving overall satisfaction. Organisations can incorporate the P- E Fit theory into their recruitment and selection processes, using assessments to gauge fit across job-related and cultural aspects. Training programs to enhance cultural competence can improve Person-Group Fit, while fostering an inclusive organizational culture can strengthen Person-Onoural Fit. Implementing continuous feedback mechanisms enables organizations to identify and address misfits, sustaining satisfaction and engagement. The Person-Environment Fit theory offers a broad framework for understanding how job-related and cultural diversities influence employee satisfaction. By emphasising compatibility across various fit dimensions, organizations can develop strategies that embrace diversity while optimizing employee well-being, retention, and performance.

3. Methodology

The survey method is useful in presenting facts concerning the effect of cultural diversity, job-related diversity, and employee job satisfaction in this study. The study population covers 16,000 employees, as shown in Table 1 below.

Table 1: Staff Population and Sample Size of the Selected Six MDAs under Ministry of Communication and Digital Economy under Study

Organisations	Population	Sample
Nigerian Communications Commission (NCC)	1005	$\frac{1005}{16,000} \times 579 = 36$
National Information Technology Development Agency (NITDA)	420	$\frac{420}{16,000} \times 579 = 15$
Nigerian Communication Satellite Limited (NigComSat).	295	$\frac{295}{16,000} \times 579 = 11$
Nigerian Postal Service (NIPOST)	10,000	$\frac{10,000}{16,000} \times 579 = 362$
Galaxy Backbone	280	$\frac{280}{16,000} \times 579 = 10$
The National Identity Management Commission (NIMC)	4,000	$\frac{4,000}{16,000} \times 579 = 145$
Total	16,000	579

Source: HR Departments of the Organizations and Researcher's Compilation, (2024)

The study sample size was determined to be 579 using the Cochran formula. One justification for using the Cochran formula is its applicability to heterogeneous populations, providing actual precision with an appropriate confidence level, which is suitable for this study. Primary data were collected through a structured questionnaire, with section A covering the demographic profile; sections B and C employing a five-point Likert scale for Job-Related Diversity and Cultural Diversity, respectively (Strongly Agree, Agree, Indifferent, Disagree, Strongly Disagree). Section D links to employee job satisfaction and employs a five-point Likert scale (Strongly Agree, Agree, Indifferent, Disagree, Strongly Disagree). The collected data will be analysed using multiple regression to test the hypotheses in the study, while descriptive analysis will be used for the demographic status of the sample respondents.

Model Specification

This study adopts the model specified by Acheampong et al. (2019) in their research on the effect of workplace diversity on organisational performance in higher educational institutions, with modifications relevant to this study, which examines cultural and job-related diversities affecting employee job satisfaction.

as thus;

$EJS = f(JRD, CD) \dots\dots\dots (i)$

$EJS = \beta_0 + \beta_1 JRD + \beta_2 CD + \epsilon_i \dots\dots\dots (ii)$

Where:

EJS = Employee Job Satisfaction

JRD = Job-Related Diversity

CD = Cultural Diversity

β_0 = Intercept (constant term)

β_1, β_2 = Coefficients of the independent variables

ϵ_i = Error term capturing unobserved factors

Table 2 Variables Operationalization

This is the notation and connotation of measurable variables. Is the researcher’s expectation the result before actual data analysis?

VARIABLE NOTATION	VARIABLE CONNOTATION	A PRIOIRI	ESTIMATE
JRD	Job-Related Diversity	+	$\beta, \alpha, \Omega > 0$
CD	Cultural Diversity	+	$\delta, \lambda, \gamma > 0$

Source: Researcher’s Derivation, 2025

The apriori expectation of this study is that Job-Related Diversity and cultural diversity would have a positive + relationship with this estimate.

4. Results and Discussion

579 questionnaires were distributed to the targeted respondents, and all 579 were returned, representing an impressive 100% response rate. This high level of participation underscores the effectiveness of the data collection strategy and the engagement of the respondents. Of the returned questionnaires, 35 (6.04%) were rejected or removed due to issues such as incomplete responses or errors, leaving 544 (93.96%) questionnaires deemed usable for analysis. The relatively low rejection rate highlights the overall quality and completeness of the responses. The exceptionally high rate of usable data (93.96%) enhances the reliability of the study and ensures that the data is robust and representative of the population under investigation. This strong response and the substantial rate of usable data provide a solid foundation for the subsequent analysis and interpretation of findings.

Key demographic variables, including age, gender, educational qualification, years of service, and job role, were rigorously analyzed to provide a comprehensive profile of employees in the Federal Government parastatals under the Ministry of Communication and Digital Economy, Nigeria. These variables are critical for understanding the diverse backgrounds, experiences, and characteristics of the workforce, which may influence the relationships between workplace diversity and employee performance.

Respondent’s Profile	Frequency	Percentage	Cumm. Percentage
Gender			

Table 3:	Male	343	63.2	63.2
	Female	200	36.8	100.0
	Age-Group			
	21-30 years	81	14.9	14.9
	31 – 40 years	299	55.1	70.0
	41 – 50 years	145	26.7	96.7
	51 – 60 years	18	3.3	100.0
	Marital Status			
	Single	127	23.4	23.4
	Married	398	73.3	96.7
	Divorced	18	3.3	100.0
	Highest Educational Qualification			
	Diploma (OND/HND)	14	2.6	2.6
	Bachelor’s Degree (B.Sc./B.A./B. Eng)	195	35.9	38.5
	Master’s Degree (MBA/M.Sc.)	316	58.2	96.7
	Doctorate (PhD)	18	3.3	100.0
	Years of Experience			
	1-5 year	148	27.3	27.3
	6-10 years	181	33.3	60.6
	11years and above	214	39.4	100.0
	Name of Organization			
	Nigerian Communications Commission (NCC)	7	1.3	1.3
	National Identity Management Commission (NIMC)	529	97.4	98.7
	Nigerian Communication Satellite Limited (NigComSat)	7	1.3	100.0

Respondents Demographic Distribution

Source: Field Survey, 2025

The demographic profile of respondents, as presented in Table 3, offers critical insights into the characteristics of employees within the Federal Government parastatals under the Ministry of Communication and Digital Economy in Nigeria. These characteristics serve as the basis for understanding how various dimensions of workplace diversity might influence employee performance.

The sample comprises 343 males (63.2%) and 200 females (36.8%), reflecting a notable gender disparity favoring male employees. This gender composition aligns with existing literature suggesting that male dominance remains prevalent in public-sector employment in Nigeria (Amahalu et al., 2023). Such disparities may have implications for gender-based inclusivity policies and their impact on employee performance.

Respondents are predominantly in the 31–40 years age group, accounting for 299 individuals (55.1%). This is followed by the 41–50 years group (26.7%) and the 21–30 years group (14.9%), while the 51–60 years group comprises only 3.3%. The dominance of middle-aged employees corresponds with the operational demands of parastatals, which require skilled and experienced personnel during their prime working years. Age diversity within this range is crucial for fostering innovative solutions while maintaining organizational stability (Antonio et al., 2019).

A significant majority of the respondents are married (73.3%), while 23.4% are single, and a small proportion (3.3%) are divorced. The prevalence of married employees may reflect the organizational culture and recruitment policies that prioritize stability and maturity, often associated with family responsibilities. Diversity in marital status may influence workplace dynamics, especially regarding work-life balance initiatives.

Most respondents possess advanced educational qualifications, with 316 employees (58.2%) holding Master's degrees, followed by 195 (35.9%) with Bachelor's degrees. A small percentage have Doctorate degrees (3.3%) and Diplomas (2.6%). This high level of educational attainment highlights the skilled nature of the workforce in these parastatals, reflecting the technical and administrative demands of the Ministry. Educational diversity brings varying perspectives and expertise that could enhance organizational innovation and performance (Andoh et al., 2019).

The respondents exhibit a balanced distribution of work experience, with 27.3% having 1–5 years, 33.3% with 6–10 years, and 39.4% with over 11 years. This shows that the workforce includes both early-career professionals and seasoned employees, providing a mix of fresh ideas and institutional knowledge. Such diversity benefits knowledge transfer and strategic decision-making within public organizations (Keya & Rupsa, 2024).

The National Identity Management Commission (NIMC) makes up the overwhelming majority of respondents, with 97.4% of the sample, while the Nigerian Communications Commission (NCC) and Nigerian Communication Satellite Limited (NigComSat) each account for 1.3%. This skewed representation likely reflects the operational scale of these parastatals, with NIMC being more workforce-intensive due to its nationwide mandate of managing identity data.

The demographic distribution presented in Table 3 showcases significant diversity in gender, age, marital status, educational qualifications, and work experience. This diversity reflects the multifaceted workforce composition within the Ministry of Communication and Digital Economy. Understanding these variables is essential for interpreting the relationships between workplace diversity and employee performance. It also emphasizes the need for tailored diversity management strategies that address the unique needs and contributions of various demographic groups.

Construct	Indicators	Loadings	AVE	CR
Job-Related Diversity (JRD)	JRD1	0.568	0.48	0.82
	JRD2	0.728		
	JRD3	0.770		
	JRD4	0.649		
	JRD5	0.743		
Cultural Diversity (CD)	CD2	0.635	0.54	0.78
	CD3	0.696		
	CD5	0.855		
Job Satisfaction (JS)	JS1	0.565	0.49	0.79
	JS3	0.655		
	JS4	0.807		
	JS5	0.758		

Reliability of Instrumentation

Table 4: Item Loading, Internal Consistency and Average Variance Extracted (AVE)

Note: three items (CD1, CD4, & JS2) were deleted due to measurement issue (n=543)

Source: Author's Computation, 2025

In this study, the reliability assessments confirm that the instruments effectively represent the complex aspects of workplace diversity and its effects on employee performance, establishing a strong basis for upcoming statistical analyses and theoretical insights. Table 4 shows the outcomes of the measurement model review, which evaluates the reliability, validity, and robustness of the constructs utilized in this research. The examined constructs include Job-Related Diversity (JRD), Cultural Diversity (CD), and Job Satisfaction (JS), crucial for understanding how workplace diversity impacts employee performance in Federal Government parastatals under Nigeria's Ministry of Communication and Digital Economy. The indicator loadings illustrate the extent to which each item correlates with its associated construct. For example, Cultural Diversity (CD) exhibited loadings generally above the acceptable 0.6 threshold (Hair et al., 2020), indicating satisfactory convergence. In contrast, some indicators, such as JRD1 and JS1, had loadings below 0.7; although lower than the preferred level, these remain acceptable for research (Avkiran & Ringle, 2018).

Composite Reliability (CR) values indicate the degree of internal consistency among each construct's indicators. All constructs achieved CR values ranging from 0.78 to 0.84, surpassing the 0.70 minimum threshold, indicating good reliability (Hair et al., 2020). Notably, the CR for Cultural Diversity (CD) was 0.78, slightly less than that of the others, presenting an opportunity

for improvement in future studies aimed at enhancing internal consistency. The Average Variance Extracted (AVE) indicates how well a construct explains the variance of its indicators. While AVE values close to or above 0.50 are preferred for establishing convergent validity (Fornell & Larcker, 1981), constructs like Job-Related Diversity (JRD) and Job Satisfaction (JS) recorded AVE values just below this threshold (0.48–0.49). Although not ideal, these findings are still acceptable in academic research, as they do not significantly affect the constructs' validity (Sarstedt et al., 2022).

Three items (CD1, CD4, and JS2) were removed due to low loadings or measurement concerns, which could have jeopardized the constructs' validity and reliability. This decision aligns with best practices advocating for the removal of underperforming indicators to enhance the measurement model (Hair et al., 2020). The findings confirm that the measurement model is both reliable and sufficiently valid for research purposes. Nevertheless, the somewhat lower AVE values for certain constructs indicate a need for further refinement in future studies. These results emphasize the essential role of robust measurement tools in capturing the intricate dynamics of workplace diversity and its effects on employee performance in Nigerian parastatals.

Validity of Instrument
Convergent Validity Using Average Variance Extracted (AVE)

When establishing decision criteria, an AVE value of 0.50 or higher indicates acceptable convergent validity, while values below this require further examination (Sarstedt et al., 2022). Indicators with low loadings (under 0.40) should typically be discarded, as they can undermine construct validity. However, indicators with loadings ranging from 0.40 to 0.70 need thorough evaluation before removal to ensure potentially significant items aren't lost (Hair et al., 2020). Furthermore, the relationship between AVE and Composite Reliability (CR) should be analysed; a high CR alongside a low AVE may suggest redundant items or an excessive dependence on internal consistency (Avkiran & Ringle, 2018). In this study, assessing AVE ensures that constructs related to workplace diversity are both valid and meaningful, facilitating a thorough evaluation of their effects on employee performance in the Federal Government parastatals under Nigeria's Ministry of Communication and Digital Economy. Thus, using the AVE findings in Table 4 to evaluate construct validity, JRD and JS show factor loadings of 0.48, 0.49, and 0.48, respectively. Although these indicators have loadings nearing 0.50, which meets the acceptable convergent validity threshold, they remain valid constructs regarding workplace diversity, as confirmed by various studies (Aliyu & Abubakar, 2024; Keya & Rupsa, 2024; Abdelfatah et al., 2024).

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JRD	543	.84	1.18	1.0240	.07356
CD	543	.84	1.18	1.0187	.07513
JS	543	.84	1.18	1.0017	.06525
Valid N (listwise)	543				

Descriptive Statistics
Source: Author's Computation, 2025

Table 5 above shows the mean score for JRD is 1.0240, with a standard deviation of 0.07356, indicating a high degree of homogeneity among respondents' perceptions of job-related diversity. This suggests a relatively uniform understanding or implementation of diversity practices related to job roles and responsibilities within the studied parastatals. Low variability in JRD could imply consistent workplace policies that influence diversity in job-related roles (Ely & Thomas, 2001).

The mean score for CD is slightly lower at 1.0187, with a standard deviation of 0.07513. While the mean suggests a broadly positive perception of cultural diversity, the slightly higher standard deviation relative to other variables indicates some degree of variation in respondents' experiences. This could reflect differences in the inclusiveness of cultural diversity initiatives across different departments or organizations within the Ministry (Hofstede, 2011).

With a mean of 1.0017 and a standard deviation of 0.06525, JS exhibits relatively low dispersion. This finding underscores a consistent level of satisfaction among employees, potentially influenced by uniform policies or workplace conditions. The relatively lower mean, however, might signal room for improvement in satisfaction levels, which could be addressed by enhancing diversity management practices (Greenhaus & Parasuraman, 1993).

Table 6: Descriptive Statistics

N	Std. Deviation	Skewness	Kurtosis
Statistic	Statistic	Statistic	Statistic
		Std. Error	Std. Error

JRD	543	4.33485	1.058	.105	.995	.209
CD	543	4.45414	1.201	.105	1.244	.209
JS	543	3.71156	2.031	.105	5.590	.209
Valid N (listwise)	543					

Source: Author’s Computation, 2025

The descriptive statistics in Table 6 offer insights into the distribution, variability, and normality of responses across the constructs under investigation: JRD, CD, and JS. The standard deviations for these constructs vary from 1.058 (JRD) to 2.031 (JS), indicating different degrees of response dispersion. A lower standard deviation, as seen in JRD and CD, suggests greater homogeneity in respondent perceptions regarding these dimensions. Conversely, the higher variability in JS indicates diverse opinions on job satisfaction. These variations highlight the importance of analyzing each construct independently to understand its unique contribution to the study objectives.

An examination of skewness and kurtosis provides further insights into the normality of the data. Skewness values range from 1.058 (JRD) to 3.71156 (JS), with positive skewness noted across all constructs, indicating a tendency for responses to cluster toward the lower end of the scale. Similarly, kurtosis values, ranging from .995 (JRD) to 5.590 (JS), reveal variations in the peakedness of distributions. Constructs like JS (5.590) exhibit leptokurtic distributions, indicating a concentration of responses around the mean with fewer extreme values. In contrast, JRD and CD have relatively normal kurtosis values, suggesting distributions closer to Gaussian. These findings emphasize the need to address potential deviations from normality in subsequent inferential analyses to ensure statistical robustness and validity (Hair et al., 2020).

Correlation Analysis

Source: Author’s Computation, 2025

Table 7: Correlations

		JS	EC	JRD	CD	ED
JS	Pearson Correlation	1	.731**	.664**	.755**	.784**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	543	543	543	543	543
JRD	Pearson Correlation	.664**	.704**	1	.761**	.741**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	543	543	543	543	543
CD	Pearson Correlation	.755**	.730**	.761**	1	.837**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	543	543	543	543	543

**.

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

The correlation matrix in Table 7 examines the relationships between Job Satisfaction (JS) as the dependent variable and Job-Related Diversity (JRD) and Cultural Diversity (CD) as independent variables. Pearson correlation coefficients indicate the strength and direction of these relationships, with significance levels denoting the statistical robustness of these associations. A positive and statistically significant correlation is observed between JRD and JS ($r = 0.664$, $p < 0.01$), indicating that as job-related diversity increases, employees' job satisfaction tends to improve. The moderate strength of this correlation suggests that JRD plays an important, though not exclusive, role in shaping job satisfaction. The correlation between CD and JS is stronger ($r = 0.755$, $p < 0.01$) than JRD, implying that cultural diversity has a more pronounced effect on job satisfaction, potentially fostering inclusiveness, belongingness, and cross-cultural understanding among employees. JRD shows moderate to strong correlations with CD ($r = 0.761$, $p < 0.01$), indicating that these dimensions of diversity are interconnected yet distinct. The high significance ($p < 0.01$) across all correlations affirms the robustness of these relationships. The findings highlight that both dimensions of workplace diversity—job-related and cultural—positively impact job satisfaction. This correlation analysis reinforces the theoretical underpinnings of job-related and cultural diversity as critical drivers of employee satisfaction outcomes.

Job Satisfaction’s Regression Model Result

Table 8: Model Summary

Model R	R Square		Change Statistics
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			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.806 ^a	.650	.648	2.20110	.650	334.037	3	539	.000

a. Predictors: (Constant), JRD, CD

b. Dependent Variable: JS

The model summary presented in Table 7 evaluates the overall fit of a multiple linear regression model that examines the impact of job-related diversity and cultural diversity dimensions on job satisfaction among employees in Federal Government parastatals under the Ministry of Communication and Digital Economy in Nigeria. The multiple correlation coefficient (R) of 0.806 indicates a strong positive relationship between the independent variables (JRD and CD) and the dependent variable (JS). This suggests that the model accounts for a substantial proportion of the variability in job satisfaction, reinforcing the significance of job-related diversity and cultural diversity as key predictors.

The R Square value of 0.650 shows that 65.0% of the variance in job satisfaction (JS) is explained by the combined influence of job-related and cultural diversity. This substantial explanatory power highlights the relevance of these diversity dimensions in understanding and improving employee satisfaction. However, 35.0% of the variance remains unexplained, indicating the presence of other factors not included in this model (e.g., organizational climate, leadership style, or personal factors).

The Adjusted R Square value of 0.648 adjusts for potential overestimation caused by the inclusion of multiple predictors in the model. This adjusted figure indicates that 64.8% of the variability in job satisfaction is explained after accounting for the number of predictors. The minimal difference between R Square and Adjusted R Square illustrates the stability and reliability of the model, with no evidence of overfitting. The standard error of the estimate (2.20110) measures the average deviation of the observed values from the predicted job satisfaction values. A smaller standard error suggests that the model's predictions are relatively close to the actual data points. However, the 2.20110 standard error indicates reasonable precision.

The results of the model summary affirm that workplace diversity dimensions—particularly job-related and cultural diversity—are significant contributors to job satisfaction among employees in Federal Government parastatals. The strong explanatory power (R Square = 0.650) and high correlation coefficient (R = 0.806) underscore the importance of implementing diversity-focused policies to foster a more satisfied workforce. These findings align with existing literature that emphasises the positive effects of diversity on employee attitudes and organizational outcomes (Aliyu & Abubakar, 2024; Keya & Rupsa, 2024; Etalong et al., 2024).

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4855.043	3	1618.348	334.037	.000 ^b
	Residual	2611.358	539	4.845		
	Total	7466.401	542			

a. Dependent Variable: JS

b. Predictors: (Constant), JRD, CD

The ANOVA results in Table 4.10 assess the overall significance of the regression model examining the effect of workplace diversity dimensions—job-related Diversity (JRD) and cultural diversity (CD)—on Job Satisfaction (JS) among employees in Federal Government parastatals under the Ministry of Communication and Digital Economy in Nigeria. The regression sum of squares (4855.043) is significantly larger than the residual sum of squares (2611.358), indicating that the model explains a substantial portion of the total variability in job satisfaction.

The F-statistic of 334.037 is highly significant ($p = .000$), confirming that the independent variables collectively have a statistically significant impact on job satisfaction at the 1% level. This finding underscores the validity of workplace diversity dimensions as critical predictors of employee satisfaction, aligning with prior studies that highlight diversity as a strategic driver of positive workplace outcomes (Cox & Blake, 1991; Shore et al., 2009). The results emphasize the importance of

leveraging diversity management strategies to enhance employee satisfaction and organizational performance within Nigeria's public sector.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.629	.309		5.278	.000
	JRD	.084	.035	.098	2.379	.018
	CD	.236	.042	.284	5.630	.000

a. Dependent Variable: JS

Source: Author's Computation, 2025

Table 10 shows the regression model on which the study was based; $JS_i = \beta_0 + \beta_1 JRD_i + \beta_2 CD_i + \epsilon_i$ was transformed into $JS_i = 1.692 + 0.098 (JRD) + 0.284 (CD) + \epsilon$. Study Y is the dependent variable (Job Satisfaction) in MDAs in the Federal Ministry of Communication and Digital Economy in North Central, Nigeria, α = Constant; β_1 , β_2 , =Beta Coefficients; Job-Related Diversity; Cultural Diversity influence job satisfaction in Federal Ministry of Communication and Digital Economy in North Central, Nigeria.

The results in Table 10 provides insights into the individual contributions of Job-Related Diversity (JRD) and Cultural Diversity (CD) to Job Satisfaction (JS), the dependent variable. Using the standardized coefficients (Beta values), the findings reveal that Cultural Diversity (CD) with a Beta value of 0.284 exerts the most substantial influence on JS followed by JRD (Beta = 0.098). The significant positive Beta coefficients for all independent variables indicate that increasing any dimension of workplace diversity leads to an increase in employee job satisfaction, though the magnitude of the effect varies across the constructs.

The first hypothesis indicated that Job-Related Diversity (JRD) is statistically significant (Beta = 0.098, $p = 0.018$), but it has the smallest impact on job satisfaction compared to the other dimensions of diversity. This finding suggests that while job-related factors, such as education and skills, contribute to employee satisfaction, their influence is less pronounced than that of cultural factors. These results highlight the need for public sector organizations in Nigeria to prioritize diverse hiring and inclusive policies, particularly focusing on Job-related diversity to enhance employee satisfaction and performance. Job-related diversity encompasses factors such as varied skills, experiences, qualifications, and responsibilities, which collectively create a dynamic and innovative work environment. In the Nigerian context, where public sector organizations are tasked with implementing national development policies, leveraging diversity to enhance employee satisfaction is essential for achieving organizational objectives. Studies such as Radhika and Mahalakshmi (2024), Gabaldon et al. (2018), Kanadli et al. (2020), Wegge et al. (2021), Gomez and Bernet (2019), Ogbo et al. (2021), Prasad (2021), Choi et al. (2021), Kaur and Arora (2020) and Omboi et al. (2020) have corroborated the importance of diversity management, reporting that job-related diversity fosters collaboration, problem-solving, and task efficiency, which, in turn, enhance employees' perceptions of job satisfaction.

Furthermore, the significance of this finding reflects the evolving workforce composition in Nigeria's Federal Government parastatals, particularly within the Ministry of Communication and Digital Economy. This sector is rapidly adapting to technological advancements and digital transformation, requiring a diverse pool of talent to meet emerging challenges. Job-related diversity allows organizations to draw on a broad spectrum of expertise and insights, ultimately leading to greater satisfaction among employees who feel valued for their unique contributions. Studies by Jejenwa et al. (2024) emphasize that public sector employees in Nigeria derive higher satisfaction levels when they perceive equitable distribution of roles and opportunities aligned with their skills and qualifications. Gabaldon et al. (2018) and Kanadli et al. (2020) emphasize the positive effects of job-related diversity on strategic decision-making and board performance. In a similar vein, Radhika and Mahalakshmi (2024) shifted the focus from governance to employee well-being, finding that Diversity, Equity, and Inclusion (DEI) initiatives foster higher engagement and productivity. Furthermore, Choi et al. (2021) expanded the scope of diversity to include educational diversity, demonstrating its positive effects on employee satisfaction, innovative climate, and competence. Additionally, Kaur and Arora (2020) and Omboi et al. (2020) examined the links between diversity and organizational performance, efficiency, growth, and competitiveness.

Despite these positive associations, there are contrasting views in the literature that highlight challenges related to job-related diversity. For example, Kirton and Greene (2020) argue that poorly managed diversity can lead to interpersonal conflicts,

resentment, and perceptions of favouritism, which could negatively affect job satisfaction. However, these opposing studies often arise in organizations with weak diversity management practices, which may not reflect the conditions in well-structured parastatals like those in the Ministry of Communication and Digital Economy. Therefore, this study's finding reinforces the need for effective policies that promote equitable access to opportunities and recognition of employees' contributions to maximize the benefits of job-related diversity in Nigeria's public sector.

The second result presented in Table 10 indicates that Cultural Diversity (CD), with a Beta value of 0.284, has a significant impact on job satisfaction ($p = 0.000$). It revealed that cultural diversity significantly and positively affects employees' job satisfaction in Nigeria highlighting the value of a multicultural workplace in enhancing employee morale and engagement. Cultural diversity, encompassing differences in ethnicity, language, traditions, and values, can foster inclusivity and creativity, which are crucial in a diverse nation like Nigeria. Studies, such as those by Pan, K., & Sen, R. (2024), Arman et al. (2024) Gojinetchi (2020), Canet (2023), Sochi-Iwuoha et al. (2024), Islam and Babgi (2023) suggest that employees in culturally diverse environments often feel more respected and understood, leading to increased job satisfaction. In the Nigerian public sector, where Federal Government parastatals include individuals from the country's myriad ethnic groups, fostering cultural diversity aligns with national ideals of unity and fairness, promoting a sense of belonging among employees.

This finding resonates strongly within Nigeria's socio-political framework, where diversity is both a challenge and an asset. Employees' job satisfaction is positively influenced when cultural diversity is effectively managed, as it reduces instances of bias and discrimination while encouraging the exchange of ideas and perspectives. Abdelfatah et al. (2024) assert that culturally diverse workplaces enhance employees' interpersonal relationships and communication, contributing to a harmonious working environment. The findings of Arman et al. (2024) and Gojinetchi (2020), suggest that cultural diversity can enhance performance. Additionally, Adhikari (2024) reports that cultural diversity is positively associated with improved organizational harmony, effectiveness, and personal enrichment. Canet (2023) also found that cultural diversity contributes to increased employee productivity. Moreover, Sochi-Iwuoha et al. (2024), along with Islam and Babgi (2023), and Takdir (2020), discovered that cultural intelligence among employees can lead to higher job satisfaction, subsequently enhancing employee performance. Moreover, organizations like the Ministry of Communication and Digital Economy benefit from leveraging cultural diversity to foster innovation and adaptability, critical for achieving national objectives in the digital age. These findings align with Herzberg's Two-Factor Theory, where cultural inclusivity serves as a motivator, enhancing employees' intrinsic satisfaction with their roles.

However, it's noteworthy that poorly managed cultural diversity can lead to misunderstandings, stereotypes, and conflicts, potentially lowering job satisfaction. These contrary views in the works of Arman et al. (2024) and Gojinetchi (2020) caution that cultural diversity can negatively affect performance if not managed effectively. Also, other opposing views, such as those presented by Singh et al. (2022), emphasize the risks of cultural clashes and exclusion in workplaces where inclusivity is not prioritized. Despite these challenges, the positive effects of cultural diversity dominate the discourse, as studies by Onuorah & Ntagu, 2024 and Almostadi et al. (2019) demonstrate. These findings indicate that structured diversity training and inclusive policies can mitigate cultural conflicts and maximize the benefits of a diverse workforce. This positive impact of cultural diversity on job satisfaction in Nigeria underscores the need for Federal Government parastatals to invest in robust diversity management frameworks, enabling them to harness the collective strengths of their multicultural employees and improve overall workplace satisfaction.

Conclusion and Recommendations

Based on the findings of this research, both job-related diversity and cultural diversity significantly enhance job satisfaction among employees at Federal Government parastatals under the Ministry of Communications and Digital Economy. This suggests that promoting diversity in the workplace is an effective way to improve organisational performance by fostering inclusiveness, which in turn boosts job satisfaction and strengthens organizational unity and commitment in a supportive environment.

The study suggests several recommendations based on the positive impact of job-related diversity on employee job satisfaction. First, Federal Government parastatals and their management should cultivate a collaborative work environment that values teamwork and diverse perspectives. This approach could lead to capacity-building initiatives tailored to employees' specific roles and encourage cross-functional projects and job rotation schemes that are more engaging and inclusive.

Second, recognizing the significant influence of cultural diversity on job satisfaction, parastatals should establish policies that promote cultural awareness and inclusivity. This can be implemented through diversity workshops, intercultural celebrations, and sensitivity training programs. By ensuring that all employees feel valued and respected, regardless of their cultural background, organizations can enhance overall harmony and productivity in the workplace.

The study offers valuable insights into how job-related diversity and cultural diversity affect employee job satisfaction in federal government agencies under the Ministry of Communications and Digital Economy. It underscores the challenges and opportunities associated with managing both forms of diversity within organizations. Future research could expand to include larger ministries in both the public and private sectors. This would enhance our understanding of how workplace diversity influences job satisfaction and other performance measures across various public and private organizations in Nigeria, providing more comprehensive insights. Furthermore, future studies could conduct a comparative analysis of job-related and cultural diversity on employee job satisfaction and performance within other industries in Nigeria, such as agriculture, education, and oil and gas. This would also contribute significantly to the broader framework of human resource management.

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