

Productivity Driven by Workplace Diversity in Selected Private Universities in Ogun State, Nigeria

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Article DOI: 10.48028/ijprds/ijarppads.v8.i1.11

Abstract

Productivity of any organisation is a key determinant factor for the survival of such institution such as a university that has her staff output and students' enrollment as the focal point of survival. However, little or no attention is paid by some educational institutions due to non-implementation of workplace diversity variables (WPD) giving way to low productivity. Past authors have researched on Workplace diversity and its effect on organizational performance but not considering the variables used in this current study. This study investigated the effect of workplace diversity (age, gender, ethnicity personality and attitude) and organisational productivity in selected private Universities in Ogun State, Nigeria. Research philosophy and research approach were adopted in this study as well as survey research design. The population was 797 non-academic staff from five private Universities in Ogun State, Nigeria with 475 as sample size which was determined using Research Advisor table. Simple random sampling technique was adopted for the selection of the respondents. A structured and validated questionnaire was used for data collection. Response rate was 73%. Cronbach's alpha reliability coefficients for the constructs ranged from 0.71 and 0.85. Data were analysed using descriptive and inferential (multiple linear regression) statistics at 5% significance level. The study revealed that productivity is significantly affected by workplace diversity variables of selected private Universities in Ogun State, Nigeria ($Adj.R^2 = 0.17$, $F(5, 341) = 15.36$, $p < 0.05$). The study concluded that productivity is enhanced by workplace diversity driven by the contribution of the non-academic staff of selected private Universities in Ogun State, Nigeria. The study recommended that the universities management should improve in the adoption of workplace diversity variables as to enhance institutional productivity.

Keywords: Age, Attitude, Gender, Ethnicity, Personality, Productivity, Workplace diversity

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Background to the Study

There has been a growing concern of the declining level of productivity in private Universities especially by non-academic staff which has been linked to non-adoption of Workplace Diversity (WPD) by such institutions. There is no gain saying that any organization without adequate output from the employees tends to be saddled with low productivity which consequently leads to non-sustainability. This study therefore investigated the effect of workplace diversity (age, gender, ethnicity personality and attitude) and organisational productivity in selected private Universities in Ogun State, Nigeria.

Globally, according to statistics collected from ten large U.S. tech businesses between 2014 and 2019, organisations with more diverse leadership teams report higher innovation revenues (Chirino et al., 2020). This is because, when it comes to diversity and inclusion in the industry, the United States continues to underperform (Evans, 2020). The percentage of women in these workforces increased by less than 2% (Velinov, 2019). Undesirable organisational outcomes such as productivity, creativity are challenges that have not been fully addressed in tertiary education sector in Europe (Piva & Vivarelli, 2018). These unfavourable outcomes in the organisations could be attributed to as one of the potential causes of the employees' low productivity and ineffective service delivery (Jaworski et al., 2018). Organisational undesirable outcomes are caused by several factors including poor diversity management by the leadership, inadequate management strategies, ineffective communication, and lack of motivation (Zhang et al., 2018). According to Rodrigues et al. (2019), lack of clear goals or objectives is seen as a major hindrance to high productivity. On civil legal aid, the Commission recommended that the UK (United Kingdom) should monitor the impact of the legal aid reforms in England, Wales, and the UN (United Nations Committee on the Elimination of Racial Discrimination) reflected this in their recommendations to the UK (Keane, 2020). Without a sense of direction, it can be difficult for employees to know what they should be working towards. Furthermore, there are number of reasons for poor productivity among organisations in the United Kingdom. Firstly, there is a lack of investment in training and development, which means that employees are not equipped with the skills and knowledge they need to do their jobs effectively (Foster & Baker, 2021). Secondly, there is a lack of effective management, which leads to a lack of direction and coordination. Finally, there is lack of motivation among employees, which can be a result of low wages, poor working conditions, and a lack of job satisfaction (Paillé & Halilem, 2019).

The German economy has seen a positive impact on their citizens. According to the World Bank, the poverty rate in Germany has decreased in recent years, and the country now has a higher standard of living than much of Europe (World Bank, 2018). Although, creativity and productivity among organisations in Germany is an important one, in the recent years, the German economy has been heavily affected by the global economic crisis, resulting in a decrease in the demand for goods and services. This has had an impact on the revenues of German organisations, leading to a decline in their organizational outcomes (Prol, 2018).

In Africa, negative employee outcomes may have generally contributed to these institutions' poor organisational productivity. Frequent job-hopping hinders an organisation's ability to deliver services efficiently (Beardwell & Claydon, 2007). In South Africa, organisational productivity is a critical issue in contemporary times. Institutions face the constraints of technological backwardness, lack of human resource skills, weak management systems, and insufficient use of information technology and low level of organisational outcomes (Makanga & Paul, 2017). South Africa for instance has been faced with frequent labour unrest, with many employees expressing dissatisfaction with their jobs precisely in the financial sector (Mlandi & Vander, 2015).

Nigeria can be attributed to a high level of corruption, which means that many organisations are not able to function effectively (Abubakar, 2020). Also, the country has a high level of poverty, which means that many organisations are not able to provide adequate resources for their employees. Likewise, the country has a high level of political instability, which means that many organisations are not able to operate effectively and efficiently (Ahmed & Bukar, 2020). Makhdoomi & Nika (2017) as long as individuals with differences work in the same environment, diversity in the workplace will always be an issue. Though our differences can promote creativity and increase satisfaction at work nonetheless, they can be the root of conflict and frustration between groups. There are work place diversity components that are essential in many institutions which have not been given adequate attention to includes age, gender, ethnicity, personality and attitude among others. In a diverse work environment, challenges related to age, gender, ethnicity, personality, and attitude often arise, impacting workplace dynamics and overall harmony. Age differences does lead to varying perspectives on work styles and approaches, potentially causing communication gaps or misunderstandings (Hapompwe et al., 2020). Gender disparities also does contribute to unequal opportunities and biases, affecting career progression (Casu et al., 2021). Ethnic diversity regularly brings unique cultural perspectives but also leads to misunderstandings if not managed effectively. Given the declining success of most companies, the contributions of a diverse workplace can no longer be overemphasized (Ajemba, 2023). The diversity of the workplace relates to gender, ethnicity, age, disability, personality, identity and education (Onwuzu & Nnamani, 2023).

Objective of the Study: The objective of this study was to examine the effect of workplace diversity (age, gender, ethnicity, personality and attitude) on organisational productivity of selected private universities in Ogun State, Nigeria.

Hypothesis

H₀: Productivity is not significantly affected by work place diversity of selected private universities in Ogun State, Nigeria.

Literature Review

The conceptual, empirical and theoretical reviews of the study variables (independent and dependent) were done in this section.

Productivity

Productivity refers to the capacity to convert various inputs such as labor, capital, land, raw materials, and information into outputs (Green, 2016). It entails increasing the value of produced outputs relative to the level of inputs within a specific time frame. Consequently, the productivity of a firm or country expands when they generate more outputs per unit of input (Kour et al., 2019). Understanding productivity is crucial as it enables us to gauge the efficiency with which a country or firm utilizes its available resources to create economic value in the long term (Adhikari, 2020). Productivity growth stands as one of the most critical components of economic prosperity, improving living standards and quality of life in numerous ways (Mohamed et al., 2018). For instance, it can improve the circumstances of countries facing development challenges like inadequate infrastructure, limited access to basic services, growing inequality, and rising unemployment rates. While there is no single definitive path, technological advancements have widely been acknowledged as a major driver of sustained economic growth (Ejika et al., 2021).

Enhancing productivity growth is the ultimate source of long-term economic development and improved living standards (OECD, 2019). Productivity is alternatively described as the ratio of output volume to input volume (Pham & Ho, 2017), which indicates how much output is obtained from a given set of inputs. This notion is supported by Miragaia and Aleixo (2021), who argue that productivity is typically perceived as the ratio between input and output components. Productivity is a technical concept that evaluates the efficiency of utilized production elements. Increased productivity is likely to enhance a firm's competitiveness relative to its rivals. Moreover, increased productivity leads to economic growth, resulting in a competitive advantage through cost reduction and improved output quality (Miragaia & Aleixo, 2021). Pooja and Sachin (2015) assert that productivity, defined as a ratio of output to resources used in production, can involve one or several input and output measures.

According to Gordon et al., (2015), productivity represents the efficiency with which enterprises, organisations, industries, and the overall economy transform inputs (labor, capital, and raw materials) into outputs. Productivity increases when output surpasses inputs, indicating enhanced efficiency. Productivity does not measure how much a corporation values its results but instead assesses how effectively it utilizes resources to generate them. Consequently, improving productivity can be achieved by either reducing inputs while maintaining a constant level of output or increasing output with a fixed amount of input.

Work Place Diversity (WPD)

Work place diversity (WPD) is a concept that denotes the differences between people working in or for an organisation (Amaliyah, 2015). It is the difference and similarity existing among employees in terms of age, gender, ethnicity, culture, religion, nationalities etc. It also encompasses the differences existing in firm's departments, divisions and subsidiaries domiciled in different regions or nations. According to Guillaume et al., (2017) workplace diversity is defined as an infinite number of objective and perceived differences among

members of an organisational unit, such as age, nationality, and work abilities. Work place diversity is a holistic concept that denotes the differences that exist between people working within and with various characteristics, such as different sex, gender, race, ethnicity, sexual orientation. Amaliyah (2015) defined workplace diversity (WPD) as a concept that denotes the differences between people working in or for an organisation. This can also mean the multiplicity of differences amongst individuals and their beliefs about how they identify themselves as well as how others distinguish them in that organisation Al-Jenaibi (2017) defined non-academic as the ability of individuals to work together and tolerate the differences found in other individuals due to education, skill, economic and social status. The transition to a diverse workplace can be difficult; employers across the country and the globe are making moves to diversify (Scarborough et al., 2019). They're finding it's worth the effort and the investment and that the results are both morally and financially rewarding. Diversity in the workplace requires a commitment from every level of the chain of command for it to be a successful experience.

Age Diversity

Age diversity is a term used to describe the differences in age among people in a group or organization. Boehm and Kunze (2015) show that, in practice, age diversity generally has more undesirable effects than desired effects on the performance of organisations. In the workplace, age diversity means having employees from different age groups, such as Baby Boomers, Gen X, Millennials, and Gen Zs. It is defined as the measure of the time elapsed from date of live birth to a specific point in time, usually the date of collection of the data. Age is an attribute of the counting unit of person. Age stereotypes exist for older as well as young workers and are both positive and negative. The concept of age describes how old a person is at a particular point in time, the time of life at which some particular qualification, power, or capacity arises or stages of life and the length of an existence from the beginning to any given time. Furthermore, due to the increasing pressure on pension systems, many countries have raised the retirement age of the working population (Boehm & Kunze, 2015). Age diversity has been associated with variables such as conflict and age discrimination, and the relationship between age diversity and work performance has been found to be predominantly negative.

According to Odhiambo et al., (2018) organisations are facing the challenge of age diversity because it is natural that individuals inclined towards their own groups at the cost of other groups. Furthermore, if employee's age is set significant criteria for distinction, other age groups feel insecure and sense of emotional instability and discrimination developed inside the institutions. Gomez & Bernet (2019) summarized that diversity in age group may adversely influence the efficiency of workers because of difference in belief, values and preferences of distinct age groups. Each generation believed that its strengths are matchless and therefore no needs to worry about disparities come forward because of generations gaps (Hekman et al., 2017). Boehm & Kunze (2015) argued that age diversity yields a host of multiple skills, intellectual styles, morals, and preferences that may result in increased productivity.

Ethnicity Diversity

The differences in the ethnicity can bring innovative and creative performance among the members. Pitts et al. (2010) argued that institutions are becoming more divers on racial viewpoint, therefore logically it is very important to study how various ethnic groups behave at workplace. The peaceful coexistence allows each group to maintain its identity giving rise to societies free of discrimination and conflict. Countries such as Switzerland and Indonesia are renowned for the peaceful coexistence of multi-ethnic groups (Van-Staveren & Pervaiz, 2017).

Ethnicity though a unifying factor, can be regarded as two edge sword having advantages and disadvantages which can result to clashes because of traditions that may affect quality, outcome and earnings of the organisation. Dahlin et al., (2005) advocated those conflicts, clashes and collision emerged due to ethnic diversity and social categorization. Benschop (2001) maintained that inequity is drawback of the ethnic diversity. Moreover, Van Esbroek (2008) summarized that management of diverse workforce is imperative to protect institutional benefits and eliminate the weakness of the ethnicity diversity that might have adverse effect of employees' performance. Ethnicity Diversity is considered to be shared characteristics such as culture, language, religion, and traditions, which contribute to a person or group's identity. This shows that ethnicity is not necessarily genetic (Fischer et al., 2025).

Gender Diversity

Gender refers to one self-identity i.e. how much a person associates himself or herself as prescribed by the society. Usually, firms preferred male over to female on the basis of perception that male could perform better on managerial positions. The term gender was introduced in 1970 in place of sex to define traits of women and men (Unger, 1979). Carr-Ruffino (2003), opined that workforce diversity in the organisation become redundant due to mismanagement of the gender issues. Connel (2002) avowed that gender diversity is positively correlates with the performance of workers. Genders are defined as a range of differences between man and women, extending from a biological to the social. The influence of employee gender on various workplace outcomes has gained significant attention in recent years. Gender equality is good for marginalised racial groups, fosters peace and gives everyone equal opportunities (Hideg & Ferris, 2016). Hence, it gives concern why the ability, skills and good talent of women are not fully recognised especially in the workplace and remained under-utilised even though the modern women at times compete with the men.

Attitude

Attitude refers to the degree to which concepts or actions are evaluated as favorable or unfavorable and are influenced by the person (e.g., values, goals, language, emotions, developmental influences), the social context, and the broad socio historical context (Albarracin & Shavitt, 2019). An attitude represents man's total inclinations and feelings, prejudice or preconceived notions, ideas, fears, threats, and other any specific topic. Attitudes are not innate, but formed after the individual is born. Many factors that can affect attitudes, including knowledge and understanding, values, education, life goals, emotions,

environment, and so on (Albarracin & Shavit, 2018). Attitudes are learned predispositions towards aspects of our environment. Attitudes are dynamic and they are formed over time as individuals get exposed to stimuli since the subject matter of attitude can be an object, a person or an abstract idea (Albarracin & Shavit, 2018). An attitude refers to our opinions, beliefs, and feelings about aspects of our environment. We have attitudes toward the food we eat, people we meet, courses we take, and things we do. Attitudes are an established way of thinking or feeling that is typically reflected in a person's disability.

Personality Diversity

Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. It is used to indicate the external outlook of an individual. In philosophy, it means internal quality (Eysenck, 1979). Larsen et al. (2017) conceptualized personality as "the set of psychological traits and mechanisms within the individual that are organised and relatively enduring and that influence his or her interactions with, and adaptations to, the intra-psychic, physical, and social environments. Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. It is used to indicate the external outlook of an individual. In philosophy, it means internal quality (Eysenck, 2018). By knowing one's personality type, it is easy to identify one's strong and weak areas. Everybody loves doing things in different ways; no two humans are alike on how we approach issues. Personality helps one to connect with his/her emotions on a deeper level. Knowing, I score higher on the feeling and intuitive side, I tend to be sensitive and sometimes vulnerable to the outside world (Geukes et al., 2018). It helps in better understanding oneself and the people around. It can give you clues as to why certain people think or feel in a certain way and why and how you think or feel is different from them.

Work Place Diversity and Productivity

Milagros and Yakira (2020) found that promoting gender diversity is important to boost efficiency and that it is vital to consider possible indirect effects such as the role of leverage. Correspondingly, the study of Mba et al., (2018) revealed that organisations that are constituted of different cultures should build themselves by acknowledging different values of the employees and incorporate it into the organisational culture for greater efficiency and productivity. The findings of Mba et al., (2018) agree with Alvarez et al. (2015), whose study revealed that manufacturing and service industries have similar determinants of the probability of introducing technological innovations. The study showed a positive effect of technological and non-technological innovation on labor productivity for both sectors. Equally, the result from the study of Acosta et al. (2015) revealed that innovation output influences productivity with an elasticity of 0.29 for the innovation variable.

Resource-Based View Theory

Barney 1991 propounded The Resource-Based View (RBV). Barney's 1991 article "Firm Resources and Sustained Competitive Advantage" is widely cited as a pivotal work in the emergence of the resource-based view. The theory is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive

advantage. While the primary focus of institutional theory is on organisational homogeneity, the main research question of resource-based view theory is performance heterogeneity among organisations (Barney & Clark, 2007). This perspective views of organisations consists variety of resources, generally including four categories: physical capital, financial capital, human capital, and corporate capital resources (Barney & Clark, 2007).

Supporters of the Resource-Based View (RBV) argue that the basis of a firm's sustained competitive advantage lies in the resources and capabilities it has accumulated (Dubey et al., 2019). These resources and capabilities must be valuable, rare, and costly to imitate in order to provide a competitive advantage. This is because valuable resources can be used to generate products and services that are in high demand, rare resources are not easily replicated by competitors, and costly to imitate resources make it difficult for competitors to replicate them (Nason & Wiklund, 2018). The RBV also proposes that firms should strive to create a bundle of resources and capabilities that are difficult for competitors to imitate. This is because the combination of resources and capabilities can provide an even greater competitive advantage (Barney, 2018). Additionally, firms should continually strive to develop and enhance their resources and capabilities in order to maintain their competitive advantage. Furthermore, the RBV theory suggests that firms should strive to create a competitive advantage that is durable, meaning that it is difficult for competitors to replicate or imitate. This can be done by continuously innovating and developing new resources and capabilities that are difficult to imitate (Singh et al., 2021). In conclusion, the Resource-Based View theory ((RBV) argues that the basis of a firm's sustained competitive advantage lies in the resources and capabilities it has accumulated, and that firms should strive to create a bundle of resources and capabilities that are difficult for competitors to imitate in order to gain and maintain a competitive advantage (Freeman et al., 2021).

A number of criticisms of RBV have been widely cited, and are as follows: The RBV is tautological (Collis, 1994). Different resource configurations can generate the same value for firms and thus would not be competitive advantage. The role of product markets is undersized in the argument. The theory has limited prescriptive implications. The failure to consider factors surrounding resources; that is, an assumption that they simply exist, rather than a critical investigation of how key capabilities are acquired or developed (Stinchcombe, 2000). It is perhaps difficult (if not impossible) to find a resource which satisfies all of Barney's VRIN criteria (Almarri & Gardiner, 2014). It ignores external factors concerning the industry as a whole; Porter's Industry Structure Analysis ought also to be considered (Rumelt, 1991). Given the research objectives to be addressed in this study, and despite the sufficiency critics of RBV, this present study is in support of the RBV given that achieving a sustainable competitive advantage lies at the heart of much of the literature in strategic management and strategic marketing. The resource-based view offers strategists a means of evaluating potential factors that can be deployed to confer a competitive edge.

Methodology

The positivism philosophy and research approach were employed. According to Saliya (2023). the adoption of a positivist research philosophy in a study signifies a commitment to

principles entrenched in empiricism, objectivity and quantifiability. This is in relation with the possibility to evaluate research with the understanding that gives precision of choices that makes an impact in the finding of the study. Research approach was primarily to embrace the quantitative method. The study also adopted survey research design. The population was 797 non-academic staff of five private Universities in Ogun State, Nigeria. Research Advisor's table was used for the extraction of 475 sample size. Simple random sampling technique was adopted for the selection of the respondents. A structured and validated questionnaire was used for data collection. Response rate was 73%. Cronbach's alpha reliability coefficients for the constructs ranged from 0.72 and 0.84. Data were analysed using descriptive and inferential (multiple linear regression) statistics at 5% significance level.

Analysis

A total number of 475 copies of questionnaire were administered to the non-teaching staff of five selected private Universities in Ogun State, Nigeria and three hundred and forty-seven (347) which represented approximately 73% were returned and found usable for the analysis. One hundred and twenty-eight copies of the questionnaire which represents 27% were not returned for varied reasons ranging from incompletely filled, double filling of options, none responses, thus were taken to be invalid and not suitable for the analysis. Table 1 presented results of the response rate.

Table 1: Response Rate

Category	Number	Percentage
Completed, usable copies of questionnaire	347	73%
Unreturned/incomplete copies of questionnaire	128	27%
Total	475	100%

Source: Field Survey, 2026

Restatement of Research Objective; Examined the effect of Workplace Diversity on the productivity of selected private universities in Ogun State, Nigeria.

Respondents were requested to share their views on various enquiries presented in the questionnaire regarding the study's variables. Six-point Likert type scale was used to analyse their responses. These points formed the weights for calculating the score for each item. The findings were presented in various tables of WPD which could not be presented due to limited pages as required by the publishing institution followed with an analysis and interpretation. The descriptive statistics for productivity was presented as well in another table followed with the interpretations.

Restatement of Research Hypothesis

H₀: Productivity is not significantly affected by workplace diversity

Table 2: Summary of multiple regression analysis for effect of workplace diversity dimensions on Productivity of Selected private Universities in Ogun State, Nigeria

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (5,341)
347	(Constant)	12.975	7.726	.000	0.000 ^b	.429 ^a	0.172	15.361
	Age Diversity	-.024	-.453	.651				
	Gender Diversity	9.415E-5	.002	.999				
	Ethnicity Diversity	-.054	-.981	.327				
	Personality Diversity	.264	4.648	.000				
	Attitude	.257	4.121	.000				
	a. Dependent Variable: Productivity							
b. Predictors: (Constant), Attitude, Age Diversity, Ethnicity Diversity, Gender Diversity, Personality Diversity								

Source: Researchers' Field Survey, 2026

Interpretation

Table 2 above presents the results of a multiple regression analysis examining the effect workplace diversity dimensions on productivity in selected private universities in Ogun State, Nigeria. According to Table 4.19, the constant term in the regression model is 12.975, representing the expected value of productivity when all predictor variables are set to zero. The t-values and associated p-values provide insights into the individual contributions of each predictor variable to productivity. The results indicate that personal diversity ($\beta = 0.264$, $t = 4.648$, $p < 0.001$) and attitude ($\beta = 0.257$, $t = 4.121$, $p < 0.001$) have a positive and significant effect on productivity. This suggests that personal diversity and attitude positively predict the level of productivity in the selected private Universities in Ogun State. On the other hand, age diversity ($\beta = -0.024$, $t = -0.453$, $p = 0.651$), gender diversity ($\beta = 9.415E-5$, $t = 0.002$, $p = 0.999$), and ethnicity diversity ($\beta = -0.054$, $t = -0.981$, $p = 0.327$) do not show significant relationships with productivity. These results imply that age diversity, gender diversity, and ethnicity diversity may not have a substantial impact on the productivity of the selected private Universities in the selected private universities in Ogun State. According to table 2, workplace diversity dimensions have a moderately strong positive relationship with the productivity of Selected Private Universities at $R = 0.429$. This indicates that work diversity dimensions positively influence productivity in the Selected Private Universities. The adjusted R-squared ($R^2 = 0.172$) indicates that 17.2% variation in productivity of selected Private Universities can be attributed dimensions of workplace diversity that only affect productivity while the remaining 82.8% is attributed to other factors not included in the model. The predictive and prescriptive models from the results of the multiple regression

analysis illustrated on table 4.19 are thus expressed:

$$\text{PROD} = 12.975 - 0.024\text{AD} + 9.414\text{E}5\text{GD} + -0.054\text{ED} + 0.264\text{PD} + 0.257\text{ATT} + \mu_i \text{-----}$$

Eqn. 4.1 (Predictive Model)

$$\text{PROD} = 12.975 + 0.264\text{PD} + 0.257\text{ATT} + \mu_i \text{-----} U_i \text{-----Eqn. 4.1 (Prescriptive Model)}$$

Where:

AD = Age Diversity

GD = Gender Diversity

ED = Ethnicity Diversity

PD = Personality Diversity

ATT = Attitude

PROD = Productivity

From the predictive regression equation established, taking all the factors (age diversity, gender diversity, ethnicity diversity, personal diversity, and attitude) constant at zero, the the productivity of selected Private Universities in Ogun State, Nigeria would be 12.975. From the predictive model, age diversity, gender diversity and ethnicity diversity did not significantly predict productivity of Selected Private Universities, hence were not prescribed for the selected Private Universities in Ogun State in strategic decision making. Therefore, these variables were removed from the prescriptive model. The prescriptive model showed that, if all the other variables of workplace diversity are kept constant, an increase in Age Diversity will lead to a -0.024 decrease in productivity of Selected Private Universities sector. A unit increase in Gender Diversity will lead to a 9.415E5 increase in the productivity of Selected Private Universities. A unit increase in Ethnicity Diversity will lead to a -0.054 decrease in the productivity of Selected Private Universities. A unit increase in Personal Diversity will lead to a 0.264 increase in the productivity of Selected Private Universities, and a unit increase in Attitude will lead to a 0.257 increase in the productivity of selected Private Universities. This suggests that selected Private Universities in Ogun State should pay close attention to personal diversity and attitude to improve their productivity. In addition, the F-statistics ($df = 5, 341$) = 15.361 at $p = 0.000$ ($p < 0.05$) indicated that the overall model for predicting effect workplace diversity dimensions on productivity is significant. Therefore, the management of the selected private universities in Ogun State should prioritize fostering personal diversity, promoting a positive attitude, and managing attitude effectively to enhance productivity. While age diversity, gender diversity and ethnicity diversity may not directly impact productivity, maintaining an inclusive and respectful work environment remains crucial for overall organisational success. Based on these results, the null hypothesis (H_0) which states that workplace diversity has no significant effect on productivity was rejected.

Discussion of Findings

The aggregated results of the multiple regression analysis for hypothesis four, revealed workplace diversity variables (age diversity, gender diversity, ethnicity diversity, personality

diversity, and attitude) have positive and significant effect on productivity of selected Private Universities in Ogun State, Nigeria ($R^2 = 0.172$; $df = 5, 341$) = 15.361 at $p = 0.000$ ($p < 0.05$). Thus, the combination of the independent sub-variables was significant in predicting productivity of selected Private Universities in Ogun State, Nigeria. This study supports that workplace diversity variables (age diversity, gender diversity, ethnicity diversity, personal diversity, and attitude) have positive and significant effect on productivity of selected Private Universities in Ogun State, Nigeria. The results of the study are in line with Milagros and Yakira (2020) which found that promoting gender diversity is important to boost efficiency and that it is vital to consider possible indirect effects such as the role of leverage.

Consequently, the finding of the study aligns with Mba et al. (2018), which revealed that organisations that are constituted of diverse employees should build themselves by acknowledging different values of the employees and incorporate diverse ethnicity and personality for greater efficiency and productivity. The findings of Mba et al. (2018) agree with Alvarez, Equally, the result from the study of Acosta et al. (2015) revealed that innovation output influences productivity with an elasticity of 0.29 for the innovation variable. The findings of this study agree with the assumptions of RBV theory. According to RBV, diverse human capital within an organisation can be considered a valuable resource that contributes to sustained organizational productivity with effective adoption of WPD.

Conclusion and Recommendations

This study examined the effect of workplace diversity variables on the productivity of selected private universities in Ogun State, Nigeria. Based on the empirical findings, important conclusion has been drawn that has significant implications for theory and practice. The study revealed that workplace diversity positively enhanced productivity of the selected private universities in Ogun State, Nigeria.

Based on the findings of this study, following recommendations were made:

1. Based on the significant positive relationship between workplace diversity and productivity, Universities should focus on providing support and resources to diverse teams.
2. The Universities should ensure clear communication channels, fostering collaborations, and removing any potential barriers that may hinder productivity.
3. There should be recognition and celebration of the achievements of diverse teams which can also contribute to a positive work environment and enhanced productivity.

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