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WORKPLACE DIVERSITY: A CATALYST FOR INNOVATION AND HIGH-PERFORMING TEAMS (A STUDY OF SELECTED COMPANIES IN NIGERIA)

ABSTRACT

This study explored Workplace Diversity as a catalyst for innovation and high-performing teams. The study was directed by three research objectives, corresponding research questions, and hypotheses. The research employed a survey design. From a population of 700, a sample size of 228 was chosen, and 114 questionnaires were delivered to each of the two selected organizations. Nonetheless, 198 surveys were retrieved and analyzed using the Statistical Package for Social Sciences (SPSS). The primary study instrument employed was a structured questionnaire, and the obtained data were analyzed using descriptive statistics, including frequency and percentage; Pearson correlations were utilized to evaluate the hypotheses. The results of the tested hypotheses indicated a significant correlation between ethnic diversity and team performance ($r = 0.710, p < .01$); a significant correlation was also identified between gender diversity and employee innovative capability ($r = 0.840, p < .01$), as well as between age diversity and team performance ($r = 0.821, p < .01$). The study concludes that factors such as age, gender, and ethnic diversity significantly impact organizational diversity in the workplace, resulting in enhanced team performance, as a diverse workforce provides varied perspectives, experiences, and innovative solutions. Consequently, the study advocates for organizations to implement policies that support employees from varied backgrounds to mitigate potential legal and financial repercussions. Organizations should strive to eliminate all subtle barriers that impede women's advancement in management.

Keywords: Age Diversity, Ethnic Diversity, Gender Diversity, Innovation, Team performance, Workplace Diversity.

1. INTRODUCTION

Workplace diversity has emerged as a global issue, as organisations recognise that a varied staff enhances inventive thinking, creativity, and effective problem-solving. Research indicates that possessing a diversified staff is crucial for a company's performance. A global analysis conducted by McKinsey (2020) indicates that companies in the top 25% for multicultural and ethnic diversity are 36% more likely to surpass average profitability compared to those in the bottom 25%. This highlights how workplace diversity encourages a range of ideas and perspectives, helping organizations to explore different approaches, especially in unique markets (Podsiadlowski, Gröschke, Kogler, Springer

& Van Der Zed, 2013). Multinational firms have instituted diversity policies to enhance workplace practices, promote employee diversity, and eradicate bias in recruitment (Lee & James, 2022). Diversity may include color, ethnicity, gender, sexual orientation, nationality, language, and immigration status. This has evolved from mere adherence to diversity and inclusion protocols to incorporating these concepts inside the organizational culture (Schwab, Zahidi & Hurlston, 2021).

Additionally, in the contemporary African workplace, diversity is influenced by ethnic variety, colonial legacies, and socio-economic barriers, among other factors. This continent possesses many ethnic groups, languages, and civilizations, contributing significantly to the contemporary world. Many African countries currently confront significant issues such as ethno-political conflicts, gender inequity, and the marginalization of socially relegated groups. Adeoye and Elegbede (2021) asserted that diversity in African workplaces predominantly hinges on race and gender. Hence, recent initiatives have sought to improve gender participation and equity in organizations, especially through governmental efforts and new standards like the UN SDGs. Ogutu, Muthoni, and Ndung'u (2020) observed that numerous small African enterprises encounter challenges, including inadequate internal collaboration stemming from ethnic rivalries and gender discrimination against women; however, significant progress is still necessary, especially concerning the representation of individuals from ethnic minorities, as most societies on the continent are conservative, leading to the marginalization or exclusion of these individuals from visual and cultural representations.

In Nigeria, workplace diversity is influenced by the country's many deeply segmented ethnicities, religious customs, and regional distinctions. The population exhibits considerable ethnic diversity, comprising approximately 250 ethnic groups, with the predominant groupings being Hausa-Fulani, Yoruba, and Igbo. Ethnic divisions present challenges, but the religious divide is equally significant, as the majority of Nigerians identify as Christians or Muslims. Nigeria demonstrates considerable cultural heterogeneity, presenting possibilities and challenges for organisations operating inside the country to embrace diversity. Olowookere and Osibanjo (2023) indicate that the execution of diversity management is still in its nascent stages inside Nigerian businesses. Although major multinational corporations operating in Nigeria, such as Shell and MTN, have implemented global diversity policies, local enterprises do not yet adhere to these principles due to insufficient money and inadequate awareness regarding the implications of diversity and discrimination. This research also shows varied application of diversity practices at the regional level, with greater implementation compared to Lagos and Abuja than in rural areas. Furthermore, gender diversity continues to be a critical concern, with women remaining

under-represented in senior positions in Nigerian companies. According to Okafor and Idowu (2022), cultural norms that reinforce traditional gender roles continue to hinder women's advancement in the workplace. However, there have been some positive developments; for instance, Nigerian startups in the fintech sector are increasingly recognizing the importance of different teams in fostering inventiveness and have implemented inclusive hiring practices to attract talent from various backgrounds (Akanbi & Fakoya, 2023).

1.1 Problem Statement

Diversity is a major issue in modern companies as globalisation and individual diversification have made it so relevant. In terms of gender, ethnicity, age, education, and cognition, it has been associated with different ideas, better solutions, and skill variety within the group (Cox & Blake, 1991). Nonetheless, research reveals that affirmative mixed groups always perform better than homogeneous ones, and organizations continue to struggle with strategies for managing it for the greatest impact (Kochan et al., 2003).

The issue arises when such organizations are diverse yet do not benefit from diversity due to poor diversity management and exclusion (Jayne & Dipboye, 2004). Intergroup conflict may also be an outcome of inadequately managed diversity alongside erosion of communication patterns and discipline, which affects the cohesiveness of members and, therefore, results in low performance (Jehn et al., 1999). In this regard, the challenge is not only a problem of diversity but the practice of utilizing diversity to stimulate extraordinary performance. Suppose there is no clear framing of how diversity could be embraced within talents; in that case, diversity efforts can become stuck at this level, and often, what is changed on the surface level does not necessarily translate into significant change at the level of teams or organizations

Techniques and strategies for cultivating inclusive organizations are still emerging from the discovery stages, moving beyond recruiting and hiring to recognizing that organizations need to actively encourage and welcome diverse voices and perspectives. This chasm between diversity and inclusion is a significant concern of diverse work groups (Shore et al., 2011). Investigating diversity, inclusion, and team dynamics is crucial for comprehending how diversity enhances team performance and elevates overall organisational efficacy. Consequently, it is imperative to ascertain the role of management in establishing and maintaining inclusive work environments for teams. Furthermore, there has been a rise in research examining the impact of diversity on multiple organisational performance indicators, including employee engagement, retention, and profitability (Roberson, 2006). On the other hand, most studies have focused

on management, development, and strategic advantage (Alshemmari & Monawer, 2024; Cherian et al., 2020; Emoh & Akhigbe, 2022; Patrício & Mário, 2022; Rusu et al., 2023). However, this study fills those gaps by analysing how diversity might improve workplace performance and build high-quality teams; it zeroes in on gender, age, ethnicity, and team performance as diversity indicators.

1.2 Study Objectives

The main objective of this study is to examine Workplace diversity as a Catalyst for Innovation and High-Performing Teams; however, the following specific objectives offer guidance to the study they are to;

- i. Examine the effect of ethnic diversity on team performance.
- ii. Determine the effect of age diversity on team performance.
- iii. Evaluate the effect of gender diversity on innovation.

2. LITERATURE REVIEW

2.1 Conceptual Review

Workplace Diversity

Employees' diverse range of skills and experiences is an essential aspect of workforce diversity. Coordinating and managing staff differences to improve organizational outcomes is an endeavor that every organization strives for (Muthoni, 2017; Cherian et al., 2020). Prasad (2015) defines workforce diversity as the existence of varied demographics within an organisation that influence job roles and interpersonal relationships. The demographics encompass age, gender, ethnicity, educational attainment, religion, and culture. The author asserts that diversity management addresses disparities within a secure, validating, and supportive workplace environment. Diversity in the workplace denotes the extensive array of attributes that differentiate individuals within an organisation. The variables encompass gender, age, race, ethnicity, personality, cognitive style, tenure, organisational function, learning, background information, and additional factors (Gomathy et al., 2023).

Additionally, workforce diversity is crucial in light of globalization; thus, organizations must grasp market needs and appreciate diverse perspectives globally to effectively serve consumers if they want to succeed (Ipinloju, Oladipo & Hamed, 2020). As the market expands and is increasingly diverse, businesses must mirror this variety by employing and nurturing a broad staff. This includes prioritizing employee diversity and pursuing strategies to cultivate inclusive workplace cultures. However, merely including diverse individuals in an organization's workforce is inadequate for attaining significant outcomes; instead, the ability of a company to reap the benefits of a diverse workforce depends on how

much every employee feels like they belong there and are appreciated for their contributions (Sisodia & Indore, 2022). Notably, employees from many backgrounds demonstrate cultural competence in an inclusive workplace by effectively engaging with individuals with differing viewpoints; hence, promoting diversity is crucial in the hiring process by employing applicants who embody diverse characteristics and backgrounds (Sweety et al., 2023).

Gender Diversity

The term gender is associated with male or female based on inherent predispositions, natural inclinations, and ideas regarding which behaviours, Okeke and Mbah (2023) found that different sexes are more attracted to different attitudes, cognitive talents, and hobbies. Gender, according to Connell and Messerschmidt (2013), is a way of defining a person's masculinity or femininity. Psychological variations and life events linked to gender are part of gender variety (Ali, Kulik, & Metz, 2011). According to Nnabuife and Madu (2020), gender diversity negatively impacts behaviours such as discrimination, prejudice, and stereotyping, which detrimentally affects workplace efficiency and teamwork. Additionally, Okeke and Mbah (2023) contended that it is a significant issue since the capabilities, skills, and talents of women are not yet fully acknowledged and thus remain underutilized, where typically, organizations favor males over females due to the belief that males may excel in managerial roles better. Sebastian, Warriar, and Nanda (2022) asserted that involving women at all levels is essential for improving the organization's overall efficiency. Consequently, worker diversity within the organization becomes superfluous due to the mismanagement of gender issues (Revuru & Kumari, 2023).

In addition, using salary data, Ivanova-Stenzel and Kübler (2011) studied how gender differences affect collaboration and competition within teams. The authors found that performance was influenced by the interplay between gender and the incentive scheme rather than only by the scheme itself. The authors found that men performed better than women in two situations: their pay was based on their combined productivity and when competing on teams comprised entirely of men. Gender diversity does not automatically result in positive results like increased motivation, improved abilities, greater commitment, and decreased conflict, according to several academics, including Jayne and Dipboye (2004).

Age Diversity

As described by Backes-Gellner and Veen (2009), age diversity refers to the generational disparities within an organization's workforce, along with the values and perspectives associated with each generation. A generation comprises individuals with similarities in birth order, lifestyle choices, educational attainment, and life experiences; these shared traits influence the group's thoughts and

behaviours (Zemke, Raines, & Filipczak, 2013). Kinanti and Hermiati (2023) observed that age preconceptions affect older and younger workers, potentially yielding positive or negative consequences. Consequently, organizations encounter challenges with age diversity, as individuals typically align with their age cohorts, frequently at the expense of other age groups. Harini and Luddin (2019) determined that age group diversity could adversely affect employee productivity owing to differing attitudes, values, and interests across various age cohorts. The authors contended that generational disparities contribute to diminished productivity, discord, and conflicts, as each generation perceives its strengths as unparalleled (Goswami & Goswami, 2018).

Age variety may negatively impact productivity, as noted by Backes-Gellner and Veen (2009), due to the differing values and interests among various age groups. Age disparities did not affect either subjective assessments of group performance or objective measures of group output. A more productive workforce may result from a more diversified set of skills, perspectives, attitudes, and interests, according to Boehm and Kunze (2015). Okeke and Mbah (2023) posited that older employees tend to resist change, and due to their advancing age, they may experience deteriorating memory and increased absenteeism, which could stem from their diminished energy and enthusiasm compared to younger employees. In addition, when different generations within an organization complete a task similarly, it shows that older workers' unwillingness to learn new things hurts their productivity (Akpakip, 2017).

Ethnicity Diversity

The term "ethnic diversity" refers to the racial, ethnic, religious, and linguistic diversity in a company's workforce (Hoogendoorn & Van Praag, 2012). Ethnic diversity, according to Rasul and Rogger (2015), affects organisational efficiency, job happiness, employee motivation, and product and service quality. In 2011, Østergaard, Timmermans, and Kristinsson observed that a company's creativity and innovation are boosted by ethnic diversity since it increases the company's exposure to different ideas and perspectives. According to Lambert (2016), individuals from many ethnic backgrounds within the same firm embody various lifestyles, values, ideas, and talents, which might enhance strategic decision-making. Therefore, organizations emphasize the inclusion of multiple diversity due to these perceived attributes, yet many organizations encounter difficulties formulating and executing rules that mitigate ethnic discrimination, affecting organizational performance.

Team Performance

A group's performance is a reflection of how well its members work together in pursuing a shared objective and aim. Nicola, Carlo, Marco, and Mirko (2023) observed that although teams occasionally

appear to collaborate instinctively, a high-performing team often arises from intentional and purposeful efforts. Hence, A robust group dynamic that fosters successful team performance includes energy, excitement, responsibility, and accountability. Furthermore, team performance delineates the degree to which a team attains its objectives through collaborative efforts; high-performing teams effectively collaborate to surmount hurdles and address issues while concurrently fulfilling targets, such as adhering to a budget, meeting a project deadline, etc. Occasionally, a team has a supervisor who, although not a part of the group, is accountable for the team's overall success. Turi, Khastoori, Sorooshian, and Campbell (2022) argued that a supervisor can significantly influence a team's output, and their management affects the results. In addition to team effectiveness, team performance is an important factor to consider; typically, teams are seen to "perform well" when they achieve exceptional outcomes (Guzzo & Dickson, 2010). therefore, team performance results from members collaborating toward objectives and utilizing individual and collective resources (Vaja, 2018). Consequently, it is an essential determinant of organizational efficacy.

Innovation

Kline and Rosenberg (2010) characterized innovation as a process stemming from inquiry and experimentation, comprising elements that had not previously existed. It denotes a novel entity or a modification to an existing product, notion, or sector. It is the recombination of previously acquired information and concepts (Vito, Higgwe & Mekuri-Ndimele, 2019). Laursen and Salter (2006) assert that a pivotal component influencing a company's inventive capabilities is its ability to amalgamate a distinctive array of ideas and information. Although there has always been a desire to know how diversity affects a company's ability to innovate, researchers have only recently focused on how diverse teams perform better in this area (e.g., Bantel and Jackson, 1989; Devangana, Kamaljeet & Davindra, 2022).

2.2 Empirical Review

Agbeze, Nkwonta, and Obiefuna (2019) investigated the influence of a heterogeneous workforce on productivity in manufacturing enterprises. The research employed a cross-sectional descriptive survey, targeting workers from chosen industrial organizations who completed the questionnaire. Thus, the study aims to demonstrate that workplace diversity is a vital component of manufacturing organizations while affirming that the advantages derived from diversity are essential to organizational success. Furthermore, the research conducted by Nida and Nida (2018) on organizational performance, transformation, and workforce diversity employed the descriptive survey research methodology. The findings indicate that

diversity management substantially enhances organizational effectiveness and assert that diversity is essential for organizations to maintain elevated levels of performance and effectiveness in the market.

Akpakip (2017) examined the efficacy of the diversity strategy in improving staff productivity across Nigerian banking institutions. The research utilised a survey methodology, employing advanced statistical techniques like multiple regression analysis and Spearman rank-order correlation. This study's findings revealed that age, gender, and education are the three elements of workforce diversity that most significantly impact performance. It claimed that diverse management is the most effective organisational competitiveness and development technique. Khan, Sohail, Sufyam, Uddin, and Basit (2019) investigated the moderating effects of endogenous and exogenous variables on students' academic performance. The descriptive survey research, indicates that gender, age, educational attainment, and ethnic dispersion significantly influence work satisfaction and staff performance.

Imbambi, Aketch, and Awiti (2020) examined the influence of diverse ethnicities on employee productivity. The research utilised a descriptive survey methodology, involving division chairpersons from four public colleges. The study demonstrates a positive association between ethnic diversity and employee performance, indicating that diversity improves employee performance. The research indicates that many respondents at these institutions expressed a good attitude towards the ethnic diversity policy implemented in their workplace.

Warmate, Jaja, and Zeb-o-bipi (2020) examined the organizational performance and gender dynamics within three-star hotels in Nigeria. The study demonstrated a positive correlation between gender diversity and organizational success based on the questionnaires that were conducted. The realization of these results demonstrates a substantial influence of gender diversity on organizational efficacy within the analysed hotel sample. Muhu and Zewdie (2021) utilize descriptive survey research to investigate the influence of gender diversity on organizational performance. Path analysis indicated that ethnicity, gender, and religion, as components of organizational diversity, positively correlated with employee satisfaction, creativity, innovation, and productivity. Furthermore, enhanced decision-making indicated that diversity within firms positively influenced organizational effectiveness.

Ahmad and Rahman (2019) examined the impact of gender diversity on workplace productivity. The study comprised 545 employees and 105 departmental executives. Data were collected by questionnaires, and participants were chosen via a stratified random selection method. The data underwent examination by regression analysis and Pearson correlation testing. The findings indicate that experiential variety positively influences employee performance, whereas diversity in gender, age, and ethnicity exerts a

negative impact. Amakiri and Perewari's 2021 study examined cultural diversity management for organizational creativity. A content analysis method indicates that a diverse workforce is more adept at addressing complicated issues and formulating superior solutions due to the heightened creativity fostered through collaboration. The poll revealed that creativity and innovation thrive in the company's ethnically diverse and inclusive environment.

Matelong (2017) evaluated the inclusion of various age groups and how it affects team performance. The research employed a descriptive survey methodology for the investigation, which involved three hundred seventy-three persons, comprising middle and senior managers from a teaching hospital. Questionnaires were utilised to gather data, and the reliability coefficient of the study instruments was assessed using Cronbach's alpha. The study's instruments were pre-tested to verify their validity and relevance to the research objectives. It was assessed for missing information, unclear terminology, reading issues, and relevancy. The regression model produced tables and infographics that revealed a statistically significant correlation between team performance and age diversity.

2.3 Theoretical Framework

The Symbolic Interactionist Theory

This is a micro-level theoretical framework that focuses on the interaction between two or more individuals, their group, and individual self-identification. This study uses the idea because it defines the notions of diversity from the viewpoint of the employee experience resulting from such encounters. This perspective emanates from the pragmatism theories of Mead, Dewey, Thomas, and Park associated with the Chicago School (Reskin, 2003). Symbolic interactionism is concerned with how, in a way, people build reality within and, at the same time, accept the outside world. This mainly micro-level framework emphasizes connections and variables concerning persons. A subject-oriented perspective focuses on individual wants, needs, and goals or plans of subjects concerning their objectives, needs, or circumstances. Symbolic interactionism's meanings include people's self-reflective activity so that meaningful, self-reflecting people's interactions affect both external and internal conditions and behaviour.

Reflexivity means using and reacting to large signs, including words, symbols, and concepts. Self-organization is considered when a person is aware of and responds to the impressions and comments of others regarding one's doings. Third, people's behaviours are always associated with those of others; their responses to these behaviours convey approval or disapproval (Ely, Thomas 2001). Workforce diversity management requires leadership, employee power, staff sourcing and staffing, employee support,

diversity training, internal equality, work environment, integration, organization supervision, and staff encouragement.

Resource Based Theory

According to the resource-based theory, diversity's importance to an organization entails applying diversity management methods to reap its results. When diversity is perceived as relevant to an organization, strategists use diversity more vigorously to mobilize profit from this heterogenic asset. Consequently, examining the relationship between strategy and diversity management helps enhance comprehension of the differences in diversity management approaches among organisations (2009). Barney and Clark (2007) contend that diversity management frameworks enable organisations to derive value from a heterogeneous workforce. Despite the adverse effects of diversity, such as prejudice, discrimination, and intergroup conflict, which can be detrimental to organisations, diverse backgrounds and ideas foster valuable benefits, including enhanced information, adaptability, and superior decision-making that facilitate implementation and innovation. The resource-based theory uses diverse resistance management recommendations for capital consolidation and capital enhancement as the goals of diversity management plans. The theory's relevance to the study lies in its emphasis on diversity management, which aims to diminish stereotypes, prejudice, and discrimination within the workforce while highlighting the importance of leveraging diverse backgrounds to generate organizational value.

2.4 Conceptual Framework

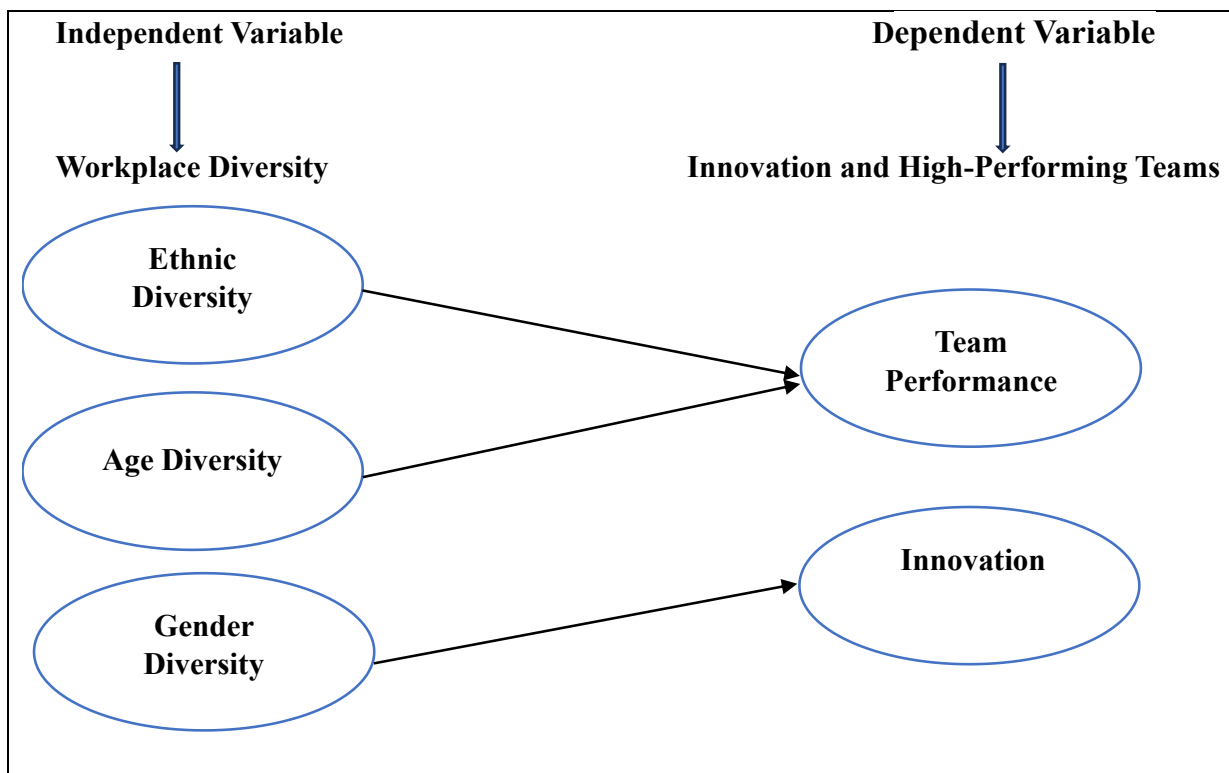


Figure 1: Conceptual Model

Source: Olayiwola, Iyobhebhe, and Olayemi (2024)

3. METHODOLOGY

The study utilized a survey research strategy, as the inquiry required interactions between the researchers and respondents for data collection through a questionnaire. The population comprised all full-time employees of Nigerian Breweries and Guinness Nigeria Plc, their regional office in Lagos. As of December 2023, Nigerian Breweries had three hundred twenty-seven (327) full-time staff at its Lagos headquarters, while Guinness Nigeria Plc had three hundred seventy-three (373) full-time staff at its Lagos headquarters (Annual Report, 2023). Additionally, the Taro Yamane method was employed to ascertain the sample size for this study, yielding a sample of two hundred twenty-eight (228) out of 700. Of a sample size of 228, 114 questionnaires were delivered to each organization, employing a simple random sampling procedure that allowed each participant to be picked to complete the questionnaire. The primary tool for collecting data was a closed-ended questionnaire with multiple-choice questions: 1 (strongly agree), 2 (agree), 3 (neutral), 4 (disagree), and 5 (strongly disagree). Furthermore, a reliability test was performed on 10% of the sample size to validate the research instrument, yielding a Cronbach's alpha of 0.75. All acquired data was analysed using SPSS, employing the Pearson Correlation and ordinary least squares regression analysis methods.

4. RESULTS AND FINDINGS

Hypotheses Testing

Hypothesis One: There is no significant relationship between ethnic diversity and team performance.

Table 1: Ethnic Diversity and Team Performance

		Ethnic diversity	Team performance
Ethnic diversity	Pearson Correlation	1	0.710**
	Sig. (2-tailed)		0.000
	N	198	198
Team performance	Pearson Correlation	0.710**	1
	Sig. (2-tailed)	0.000	
	N	198	198

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

The findings indicate a favourable connection (0.710) between team effectiveness and ethnic diversity. The correlation is statistically significant, evidenced by a p-value of .000 (2-tailed) below the customary threshold of 0.05, indicating a probability of less than 1% that this association arises from random variation. Given that the correlation above coefficient indicates a robust positive association, the null hypothesis is rejected based on the current data. Ethnic diversity across teams = 0.710, $p < 0.01$. The sample size is $N=198$; thus, this finding challenges the reliability of the assertion that the observed connection is consistent across the analysed population. Due to the robust positive correlation, organisations may gain advantages by enhancing ethnic diversity within teams, improving overall team performance.

This aligns with the assertions of Marx, Pons, and Suri (2021), who advocate for encouraging and promoting ethnicity within teams to juxtapose various views and experiences, hence fostering creativity and innovation. This suggests that team members with various backgrounds are more likely to provide innovative ideas, increasing the likelihood of providing varied perspectives on problem-solving. The diversity of thought within teams results in a broader range of problem-solving methods, leading to more possibilities and the creation of more distinctive products. Moreover, Patrício and Franco (2022) determined that multiethnic teams are more inclined to generate superior decisions owing to varied perspectives. Evidence suggests that groups with diverse people are more inclined to evaluate various facets of a situation and consider potential outcomes more comprehensively. This decision-making technique yields superior plans and solutions, enhancing the team's overall performance.

Stahl and Maznevski (2021) discovered that ethnic diversity in the workplace enhances employee happiness and reduces turnover. When employees' backgrounds are acknowledged and respected, they feel valued and appreciated, enhancing their work morale. This inclusive atmosphere fosters optimal contributions from team members, minimizing turnover and keeping exceptional talent. Although ethnic variety provides numerous advantages, it may also provide obstacles, including communication barriers and possible misunderstandings.

Hypothesis Two: No significant relationship between gender diversity and innovative capability.

Table 2: Correlations analysis between Gender Diversity and Employee Innovative Capability

		Gender diversity	Employee innovative capability
Gender diversity	Pearson Correlation.	1	0.840**
	Sig. (2-tailed).		0.000
	N.	198	198
Employee innovative capability	Pearson Correlation.	0.840**	1
	Sig. (2-tailed).	0.000	
	N	198	198

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

The analysis demonstrates a robust positive correlation between gender diversity and employee innovation potential, and it is statistically significant, as indicated by a p-value of.000 (two-tailed), indicating an almost negligible probability that this link arises from random variation. A robust positive correlation ($r = 0.840$, $p < .01$) indicates that increased gender diversity within teams is significantly linked to enhanced employee inventive potential; hence, the null hypothesis is discarded based on this result. This large correlation indicates that fostering gender diversity in the workplace may substantially enhance individuals' creative abilities. Teams characterised by diversity, particularly those with gender equilibrium, are inclined to provide a variety of perspectives and ideas that can stimulate innovation and creativity.

This finding underscores the significance of gender diversity in fostering innovation. It indicates that organizations ought to prioritize gender diversity to augment their innovative capacities, aligning with Griffin and Xu (2021), who discovered that gender diversity in the workplace amalgamates diverse perspectives and methodologies for problem-solving. This suggests that diverse perspectives enhance creativity as team members question one another's preconceptions and present novel ideas. When men and women collaborate, they frequently generate innovative ideas by leveraging diverse experiences and cognitive frameworks. A study by Tahir et al. (2017) demonstrated that increasing gender diversity

improved comprehension within teams and addressed the needs of various consumers. Participation from diverse gender teams enables more effective anticipation and response to the demands of various market segments. This understanding fosters the creation of goods and services that attract a larger consumer base, enhancing the company's market position and promoting innovation. Furthermore, it was determined that a more equitable gender composition enhances a team's capacity to make superior decisions (Konadu et al., 2022). Integration improves discussions and evaluations by consolidating diverse perspectives and assessing potential outcomes. This method results in equitable and just decisions while enhancing the innovative capabilities of the relevant team.

Hypothesis Three: No significant relationship between age diversity and team performance.

Table 3: Age Diversity and Employees' Performance

		Age diversity	Team performance
Age diversity	Pearson Correlation	1	0.821**
	Sig. (2-tailed)		0.000
	N	198	198
Team performance	Pearson Correlation	0.821**	1
	Sig. (2-tailed)	0.000	
	N	198	198

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

The computation of the coefficients shows an internal reliability of 0.821, with a probability threshold of 0.000 (less than 0.05). This indicates a positive correlation between age diversity and team success. Team performance is significantly enhanced when a wide range of ages is represented on the team (coefficient of determination = 0.671, significance level = 0.01). We can see that teams that include members of all ages tend to do better overall. Teams including mixed age groups can yield diverse outcomes due to their age disparities, enhancing the productivity of problem-solving, creative thinking, and decision-making sessions.

Secondly, the study findings indicate significant enhancements in team performance that may be realised through the promotion of age diversity, thus placing the onus on businesses to foster and sustain such variety within teams. This conclusion aligns with Liet et al. (2021), who asserted that age diversity in the workplace fosters various ideas and experiences that enhance creativity. Younger employees contribute innovative thoughts and information, while older employees provide seasoned insights and policy perspectives. This amalgamation of perspectives promotes creativity and problem-solving, leading to improved and innovative solutions. Gerpott et al. (2021) assert that team age diversity correlates with

advantages derived from varied decision-making processes. It is consistently apparent that senior staff leverage their knowledge and long-term viewpoints, whilst junior personnel concentrate on emerging trends and specific technology. This combination renders the decision more rational and less biased, as age disparity introduces diverse perspectives on the outcomes and their implications. Guzzo et al. (2022) assert that membership variety improves a team's capacity to manage change, particularly regarding age. New employees contribute fresh information and methodologies, while seasoned employees offer greater safety and wisdom. This dynamic sustained continual learning and knowledge exchange, enhancing team performance and aiding the organisation in maintaining competitiveness in a dynamically evolving environment.

5. CONCLUSIONS

The study evaluated Workplace Diversity as a catalyst for Innovation and High-Performance Teams, focusing on Nigerian Breweries Plc. and Guinness Nigeria Plc. A detailed systematic review of extensive literature pertinent to the study issue was done to contextualise the research within the existing body of knowledge.

The research delineated a definitive correlation between ethnic diversity and team efficacy, indicating that ethnic variety impacts employee performance. A notable correlation was seen between gender diversity and employee innovative capacity, demonstrating that gender diversity among employees improves innovative capabilities. There was also a strong relationship between a diverse workforce regarding age and productivity. This illustrates that having a staff of different ages makes them more productive. Hence, it's reasonable to say that today's workplaces are becoming more diverse. Many companies are working to increase the representation of under-represented groups by creating a culture that respects and appreciates each employee's unique skills and abilities and helps them reach their full potential in pursuit of company and personal objectives (Gilbert et al., 1999).

According to Mazur (2010), a more diverse workforce benefits from the skills of people of all genders and other demographics. Companies that can recruit and retain top personnel by providing equitable opportunities to advance in their careers will most likely come out on top. This indicates that workplace diversity is a crucial determinant of organisational performance; age, gender, and ethnic diversity significantly impact both organisational and team performance, as a diverse workforce offers a range of perspectives, experiences, and innovative solutions. A varied workplace is characterised by respect for diversity and valuing employee participation, resulting in heightened productivity, higher performance, and increased retention rates. A diverse workplace is desirable and pursued by many talents and

experiences, devoid of bias and discrimination, and can recognise the importance of team dynamics and collaboration.

6. RECOMMENDATIONS

According to the study's findings, it is recommended that;

- i. Organizations to execute enjoyable gatherings, recreational activities, official dining events, and lunches to which all employees, regardless of age, ethnicity, or gender, are invited. This approach fosters a congenial and pleasurable work atmosphere that promotes the exchange and cross-pollination of ideas.
- ii. Organizations should strive to eliminate all subtle barriers that impede any gender's advancement in management and key positions.
- iii. Planning, implementing, and monitoring effective workplace initiatives and policies is essential to eradicate racial discrimination and foster a more diverse workforce.
- iv. Implement policies to support employees from varied backgrounds to for enhancing enterprise's adaptability, growth, sustainability, and competitive advantage is crucial.
- v. Promoting and incentivizing innovation through inclusivity is advisable

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