

Promoting Employee Job Satisfaction through Sustainable Workplace Diversity of Selected Firms in the Telecommunications Sector

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ABSTRACT

This study investigates the relationship between workplace diversity and employee job satisfaction within selected telecommunications firms MTN, Glo, and Airtel in Warri, Delta State, Nigeria. The research focuses on key diversity dimensions, including gender, age, ethnicity, and educational background, and their impact on job satisfaction in a dynamic and competitive industry. The study employed a descriptive research design, targeting 75 staff members from the selected firms. Given the manageable population size, the entire population was used as the sample size, with stratified random sampling ensuring representation across various job levels. Primary data was gathered through structured questionnaires, which were validated and tested for reliability. Data analysis was performed using SPSS, incorporating descriptive statistics and linear regression analysis to examine the relationships between diversity variables and job satisfaction. The findings revealed significant positive relationships between gender diversity, age diversity, ethnicity diversity, educational background, and job satisfaction. The study concludes that workplace diversity, particularly in terms of gender, age, ethnicity and education, plays a critical role in enhancing job satisfaction, which in turn can boost organizational performance. Based on these findings, the study recommends implementing targeted gender diversity initiatives, promoting age-inclusive work environments, developing comprehensive ethnic diversity management strategies, and investing in employee education and development programs. These measures are essential for building a more diverse, inclusive, and satisfied workforce in the telecommunications sector.

Keywords: Age Diversity, Airtel, Glo, MTN, Workplace Diversity, Sustainable Practices, Organizational Performance, Employee Job Satisfaction



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INTRODUCTION

Job satisfaction is a vital element of human resource management in the telecommunications industry,

reflecting employees' overall feelings toward their work and workplace. According to Barkhuizen and Gumedé

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(2021), it encompasses employees' pleasure derived from factors such as compensation, management support, promotion opportunities, work environment, and organizational culture. High job satisfaction is essential for promoting employee engagement, retention, and productivity, especially in the highly competitive and dynamic telecommunications sector. Workplace diversity, on the other hand, refers to the differences among employees in terms of gender, ethnicity, religion, age, and other attributes. It enhances creativity, problem-solving, and professional growth but also poses management challenges. Effective diversity management through inclusion and training positively influences employee job satisfaction. The relationship between workplace diversity and job satisfaction is therefore interdependent and crucial for organizational success in the telecommunications industry. As Nwinami (2014) noted, organizations are increasingly diverse, and while this diversity offers benefits, it also requires careful management to avoid potential conflicts. Embracing diversity and inclusivity enables telecommunications firms to boost innovation, employee well-being, and overall competitiveness. Despite the recognized importance of workplace diversity and employee job satisfaction in enhancing business performance, many organizations in Nigeria's telecommunications sector continue to struggle with promoting diversity and inclusion. These challenges include a lack of workforce diversity particularly underrepresentation of women, youth, and minority groups limited career advancement opportunities, poor work-life balance, inadequate compensation, and persistent issues of discrimination and bias. Additionally, weak diversity policies and low employee engagement contribute to job dissatisfaction, high turnover, and reduced productivity. Consequently, these issues undermine the firms' ability to attract, retain, and motivate a skilled and diverse workforce, negatively impacting competitiveness and performance. This study therefore aims to contribute to existing literature by empirically and theoretically examining workforce diversity across age, gender, ethnicity, and educational background and its relationship with employee job satisfaction, effectiveness, and efficiency in the Nigerian telecommunications sector.

Research Objectives

- (a) To examine the relationship between gender diversity and employee job satisfaction in the telecommunications sector.
- (b) To investigate the relationship between age diversity and employee job satisfaction in the telecommunications- sector.
- (c) To examine the relationship between ethnic diversity and employee job satisfaction in the telecommunications sector.

- (d) To inspect the relationship between educational background and employee job satisfaction the telecommunications sector.

Research Questions

- (a) Is there any significant relationship between gender diversity and employee job satisfaction?
- (b) Is there any significant relationship between age diversity and employee job satisfaction?
- (c) Is there any significant relationship between ethnic diversity and employee job satisfaction?
- (d) Is there any significant relationship between educational diversity and employee job satisfaction?

Research Hypotheses

H₀₁: There is no significant relationship between gender diversity and employee job satisfaction.

H₀₂: There is no significant relationship between age diversity and employee job satisfaction.

H₀₃: There is no significant relationship between ethnic diversity and employee job satisfaction.

H₀₄: there is no significant relationship between educational diversity and employee job satisfaction.

Literature Review and Theoretical Framework

Workplace diversity refers to the variety of differences among employees, including race, gender, age, ethnicity, sexual orientation, and other unique characteristics. It emphasizes building an inclusive environment where all employees are valued for their distinct contributions. Effective diversity management promotes innovation, problem-solving, and employee satisfaction, ultimately enhancing organizational performance (Shen et al., 2016; McKinsey & Company, 2015; Cox & Blake, 2019; Nishii, 2016).

Types of Workplace Diversity:

Demographic Diversity: Involves visible traits such as age, gender, race, and ethnicity. It shapes interactions and enhances an organization's inclusiveness and reputation (Nishii, 2016).

Cultural Diversity: Encompasses differences in values, beliefs, and traditions. It broadens perspectives, fosters innovation, and strengthens understanding of global markets (Cox & Blake, 2019).

Functional Diversity: Refers to variations in job roles, expertise, and professional backgrounds. It promotes

teamwork, creativity, and well-rounded decision-making (Ng & Burke, 2018).

Experiential Diversity: Relates to employees' different life experiences, educational backgrounds, and career paths. It encourages adaptability, creativity, and growth by integrating diverse viewpoints (Page, 2017).

Overall, workplace diversity when properly managed creates a more dynamic, innovative, and productive organizational environment.

The Relationship between Work Diversity and Employee Job Satisfaction

Workplace diversity significantly influences employee job satisfaction through various dimensions such as gender, ethnicity, and educational qualification. Research indicates that diverse work environments can enhance job satisfaction by fostering inclusive cultures that respect and value individual differences.

Gender and Employee Job Satisfaction

Gender diversity in the workplace plays a crucial role in shaping employee job satisfaction. Gender-inclusive practices and policies contribute to a more equitable work environment where all employees feel valued and respected. Studies have shown that organizations with higher gender diversity tend to have greater employee satisfaction, as diverse teams bring varied perspectives that enhance problem-solving and decision-making (Kropp & Wilson, 2017). Furthermore, gender diversity can reduce workplace discrimination and improve organizational culture, leading to higher job satisfaction among all employees (Ely & Meyerson, 2015). When women and men are equally represented and have equal opportunities for advancement, job satisfaction levels tend to rise, reflecting a more balanced and fair workplace.

Age and Employee Job Satisfaction

Age diversity in the workplace refers to a workforce that includes employees of various ages ranging from youth adult to those nearing retirement. Research has shown that age diversity can have a significant impact on employee job satisfaction in an organization. A diverse age range within a company can foster a more innovative and creative environment and employ different age brings unique perspective, experiences and problem solving approaches which can enhance overall job satisfaction effectively managed (Kahn, Au & Akram, 2021).) stated that despite it benefit age diversity can also present challenges. Generation differences in communication style work values and technology use can lead to misunderstanding and conflict. However when organizations implements age inclusive policies and promote mutual respect among different age groups, these

challenges can be mitigated resulting in higher job satisfaction. Studies have found that when younger and older employees collaborate, it can lead to greater job satisfaction for all parties involved (Kooji and Van, 2021). Young employees benefit from the mentorship and experience of older colleague while older employees can feel a renewed sense of purpose and satisfaction by contributing to the development of the next generation (Gieinik, Zacher and Wang, 2022) in their work stated that organization that adapt their management practices to accommodate the needs of different age groups tend to see higher job satisfaction across the board. This includes flexible work arrangement continuous learning opportunities and recognitions of the unique contributions that each age brings to the table.

Ethnicity and Employee Job Satisfaction

Ethnic diversity also has a profound impact on employee job satisfaction. An ethnically diverse workplace can lead to a richer, more dynamic environment where diverse perspectives contribute to innovative solutions and creative problem-solving (Shen *et al.*, 2016). Employees from various ethnic backgrounds often bring unique insights and approaches, enhancing overall team performance. However, the benefits of ethnic diversity are maximized when organizations implement effective diversity management practices and create an inclusive culture that actively addresses and mitigates potential biases (Nishii, 2016). When employees feel that their ethnic identity is acknowledged and respected, it can significantly boost their job satisfaction and engagement.

Educational Background and Employee Job Satisfaction

Educational qualification is another critical factor influencing job satisfaction. A diverse educational background within a workforce can enhance job satisfaction by bringing a range of skills, knowledge, and problem-solving approaches to the organization (Ng & Burke, 2018). Employees with varied educational qualifications can contribute to a more intellectually stimulating environment, which can increase job satisfaction by providing opportunities for professional growth and development. When organizations value and leverage the diverse educational backgrounds of their employees, it can lead to more effective teamwork and higher levels of job satisfaction (Ng & Burke, 2018). Employees are more likely to feel satisfied when their educational achievements are recognized and utilized effectively in their roles. In summary, the relationship between work diversity and employee job satisfaction is multifaceted, with gender, ethnicity, and educational qualifications each contributing uniquely to overall job satisfaction. Embracing and effectively managing these diverse elements can lead to a more inclusive and

satisfying work environment, benefiting both employees and organizations.

The concept of Job satisfaction

Job satisfaction, a central construct in organizational behavior, refers to the extent to which employees feel content with their work roles and environment. It is shaped by various factors including job characteristics, work conditions, and personal attributes (Kella, & Kossek, 2021). According to Akinyemi, and Oladipo, . (2017)job satisfaction is a multifaceted concept that encompasses both intrinsic factors, such as the meaningfulness of work and opportunities for personal growth, and extrinsic factors, including compensation and job security. This dual-dimensional perspective highlights that satisfaction arises from a combination of internal fulfillment and external rewards (Locke, 2019).

According to Harter *et al.*, (2016), the critical Job satisfaction plays a crucial role in shaping key organizational outcomes. Satisfied employees tend to be more committed, perform better, and are less likely to leave their jobs (Rafter et al., 2016). Research indicates a strong positive link between job satisfaction and job performance, as employees who enjoy their work are generally more productive and engaged (Krieger, 2012). It also contributes to employee well-being, reducing stress and improving mental health (Cavanaugh et al., 2019). According to Khan et al. (2021), work-life balance and career development significantly enhance job satisfaction. Modern organizations therefore focus on flexible work arrangements and growth opportunities to retain talent. Similarly, Schaufeli and Bakker (2018) highlight the importance of supportive environments and attention to employees' psychological needs. Overall, as Greenberg and Baron (2017) note, organizations can foster greater job satisfaction by implementing holistic strategies that address both the material and emotional aspects of work. Job satisfaction is a multifaceted concept that reflects employees' overall feelings and experiences at work. It can be categorized into intrinsic and extrinsic forms.

Intrinsic Job Satisfaction

This relates to the internal fulfillment employees gain from their work, such as meaning, autonomy, and accomplishment (Khan et al., 2021; Locke, 2019). When employees find their tasks engaging and aligned with their values, they experience higher motivation, performance, and commitment (Ely, & Thomas, 2019). Intrinsic satisfaction also promotes resilience, teamwork, and organizational citizenship behaviors (Harter et al., 2016). Organizations can enhance this form of satisfaction through job design, employee empowerment, and opportunities for skill development (Cavanaugh et al., 2019).

Extrinsic Job Satisfaction

This form focuses on external rewards like salary, benefits, job security, and working conditions (Greenberg & Baron, 2017). Fair compensation and safe, comfortable environments enhance satisfaction and retention (Harter et al., 2016; Khan et al., 2021). However, extrinsic rewards alone are insufficient for long-term engagement; they must be complemented by intrinsic factors (Miller, Schmitz, & Reilly, 2015). Modern employees also value flexible work arrangements and work-life balance, which further improve satisfaction and commitment (Cavanaugh et al., 2019; Schaufeli & Bakker, 2018).

Factors Influencing Job Satisfaction:

Work Autonomy: Freedom in task execution boosts motivation and ownership (Deci & Ryan, 2015; Gagne & Deci, 2019).

Task Significance: Understanding the impact of one's work increases meaning and commitment (Hackman & Oldham, 2017).

Opportunities for Personal Growth: Training and career advancement enhance satisfaction and loyalty (Noe et al., 2014; Bauer et al., 2016).

Competitive Compensation: Fair pay promotes motivation and retention (Cohen & Gattiker, 2017; Harter et al., 2016).

Safe and Comfortable Work Environment:

Both physical and psychological safety contribute to well-being and job satisfaction (Gyekye & Salminen, 2018; Schaufeli & Bakker, 2018).

In summary, job satisfaction stems from both intrinsic fulfillment and extrinsic rewards, supported by autonomy, meaningful work, growth opportunities, fair compensation, and a supportive environment.

Theoretical Review

In the context of job satisfaction and employee motivation, several theories have been developed to explain the factors that influence employees' attitudes toward their work. Two of the most prominent theories in this field is Herzberg's Two-Factor Theory. These theories offer valuable insights into the psychological and motivational factors that drive employee behavior and satisfaction in the workplace (Ajayi, & Adeoye, 2018).).

Herzberg's Two-Factor Theory and Its Relevance in Nigeria

The study was centered on Herzberg's Two-Factor Theory

(1959), also known as the Motivation-Hygiene Theory, explains job satisfaction through two sets of factors: motivators and hygiene factors. Motivators, such as recognition, achievement, and personal growth, lead to positive satisfaction, while hygiene factors—like salary, working conditions, and job security—prevent dissatisfaction but do not necessarily increase satisfaction. The theory emphasizes that organizations must address both factors to maintain motivation and employee well-being. In the Nigerian context, employees tend to value hygiene factors more due to economic instability and job insecurity (Ogunyemi, & Afolabi, 2020). However, motivators such as recognition and career advancement remain essential for long-term satisfaction and retention. Thus, Nigerian organizations should balance both to create a stable and fulfilling work environment.

While Herzberg's model has been influential in shaping HR practices, critics note that the distinction between motivators and hygiene factors is not always clear and can vary across individuals and cultures (Adebayo, 2016). Despite these limitations, the theory remains a useful tool for understanding job satisfaction in Nigeria. When combined with Maslow's Hierarchy of Needs, Herzberg's theory provides a strong framework for improving employee motivation and satisfaction. In Nigeria's diverse and socio-economically varied workforce, these theories help organizations design strategies that address both basic and higher-level employee needs (Koodi, & Vom De Voordejk, 2024); Ogunyemi, & Afolabi, 2020). By meeting employees' essential needs and offering recognition and growth opportunities, organizations can foster engagement, reduce turnover, and enhance overall performance.

Empirical Review

Gender and Employee Job Satisfaction

Bauer, Erdogan, & Caughlin, (2016) studied Gender diversity and employee performance in the Tanzania Textile Firms. The study aimed at examining the influence of gender diversity on employees' performance dimensions. The sample size was 618 whereby 203 respondents were from Dares Salaarn; 173 from Mwanza; 117 from Shinyanga and 125 from Simiyu who were chosen by using multistage sampling technique. In total, 554 respondents filled in and returned the questionnaire which makes the response rate of 89.6%. Mean scores and Structural Equation Model (SEM) were used as data analysis techniques. The findings revealed that gender diversity had a statistically significant and positive influence on all employees' performance dimensions i.e. adaptive, contextual and task performance. The study therefore recommended that organizations should ensure the appropriate mix of men and women at workplace through engendered recruitment, retention and career

development. Kahn, Barton and Schaufeli, (2021) examined the impact of gender diversity on employees' work performance. The research study was based on survey data from 240 professionals of the Pakistan's private and public hospitals. As regarding the findings of the study, there was substantial positive association between gender diversity and employee performance. Further, the study's results have also established the fact that interpersonal conflict is also a vital intervening mechanism to establish the relationship between gender diversity and employee performance.

Karmmeyer-Mueller, Wanberg, Glomb, and Ahlburg . (2019).evaluated Gender diversity and Employee performance In Selected Commercial Banks in Rivers State, Nigeria. The findings of the study revealed that there was a significant relationship between gender diversity on employee productivity. The study concluded that when work force diversity is promoted in any organization/company; it improves employee performance. The research has proven that gender diversity enhances performance among employees in organization/company. The researcher therefore recommended amongst others that; management of organizations should continue to promote equal employment and opportunity for career growth for all genders and should improve cultural awareness of the employees through social interaction.

Sumbi, and Ahmad Khanday (2023) explored the impact of gender diversity on employee job performance within Nigerian organizations. Their study, conducted across several sectors in Nigeria, revealed that gender diversity significantly influences job performance. The researchers found that diverse teams, which include a balanced representation of men and women, tend to exhibit higher levels of job performance due to varied perspectives and approaches. The presence of gender diversity helps in creating a more inclusive work environment, which boosts employee morale and productivity. The authors emphasized that gender diversity enhances problem-solving and decision-making capabilities by integrating different viewpoints. This integration leads to more innovative solutions and better overall performance. The study also highlighted that organizations that actively promote gender equality and diversity tend to have more satisfied and motivated employees, which in turn improves job performance.

Age and Employee Job Satisfaction

Shukla and Satishprakash, (2020) studied Age diversity and organizational performance in deposit money banks in Awka. The objectives of the study were to examine the effect of age and ethnicity diversity on organizational performance in deposit money bank in Awka. The study utilized a survey research design with a structured questionnaire to gather firsthand information from 203

randomly selected staff members of deposit money banks in Awka, Anambra State. Data were analyzed using percentage tables and ANOVA, with SPSS versions 18 and 23 aiding the process. From the analysis conducted the study found that age and ethnicity diversity, has significant positive effect on organizational performance. It is recommended that organizations particularly banking sector system should consider age diversity during theft employment and ethnicity spread; this comes with its own advantage in organizational performance and productivity.

Ethnicity and Employee Job Satisfaction

Olatunji, and Adeniran, (2017) examine the impact of ethnic diversity on the performance of employees at the National Museum of Kenya. According to the assessment report from the Quality Assessment and Performance Improvement Strategy, it was identified that the staff members of the state corporations in Kenyan exhibited low performance levels, leading to a decline in employee satisfaction. The National Cohesion and Integration Commission (NCIC) audit report revealed disparities in race and ethnicity within the corporations. The primary objective of the research was to examine the impact of ethnic diversity on the performance of employees at the National Museum of Kenya. The research drew guidance from similarity/attraction theory. In the study, a descriptive cross-sectional survey design was employed. The research uncovered significant positive correlations between ethnic diversity and employee performance within the National Museum of Kenya. This highlight the importance of cultivating diversity when hiring personnel, as it contributes to enhanced performance.

Educational background and Employee Job Satisfaction

Rebecca (2024) did an assessment of the impact of educational qualifications on employee job performance among Ghanaian university administrative staff. The study highlight that it is important that organizations to warrant that theft employees have the requisite qualifications, the abilities, and the resources to meet organizations objectives.

The results of the study proved that there is a strong relationship between educational qualification and job performance. It has been found by 80% of the study's respondents that by virtue of theft educational qualification, they are able to come up with new ideas to perform theft jobs very well. Subsequently, when employees' performance is not at the standard level or above the level set, then organizational leaders have the responsibility to determine which performance factors need to be improved, and what strategies are adopted to improve them.

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METHODOLOGY

The study adopts a descriptive cross-sectional survey design, which provides a structured plan for data collection and analysis. Primary data were obtained from employees of three telecommunication firms MTN, GLO, and Airtel located in Warri, Delta State, Nigeria. The population consisted of 75 employees (core and contract staff) from these firms. Since the population size was small, the entire population was used as the sample size, ensuring complete representation. A stratified random sampling technique was employed to ensure that all staff categories (senior, junior, contract, and casual workers) were proportionally represented. Data were collected using a structured, close-ended questionnaire comprising two sections:

Section A: Respondents' demographic information

Section B: 25 items on workplace diversity and employee performance, measured on a **five-point Likert scale** (ranging from "Strongly Agree" to "Strongly Disagree").

Validity of the instrument was ensured through face and content validation, with expert reviews by the supervisor to confirm the relevance and clarity of the items. Reliability was confirmed using Cronbach's Alpha, with coefficients ranging between 0.62 and 0.74, indicating acceptable internal consistency. For data analysis, both descriptive statistics (frequencies and percentages) and linear regression analysis were applied using SPSS software (Version 2025). The regression model examined the influence of gender, age, ethnic, and educational diversity on job satisfaction, expressed as:

Job Satisfaction (JS) = F (GD, AD, ED, ETD)

$$JS = X_0 + \beta_1 GD + \beta_2 AD + \beta_3 ED + \beta_4 ETD + \epsilon$$

Where JS = Job Satisfaction

X_0 = Constant

β = Coefficient of X

X_1 Gender Diversity.

X_2 = Age Diversity.

X_3 = Ethnic Diversity.

X_4 = Educational Diversity.

ϵ = Error Term

Presentation, Analysis and Interpretation of Results

General Response Rate:

Seventy five (75) copies of questionnaires were administered specifically to employees in MTN, GLO and Airtel offices in Warri, Delta State. A total of Seventy five (75) questionnaires were retrieved properly and

Table 1: Analysis of the Field Survey.

	Number administered	Number returned	Unused copies	Number used	Response rate
Employees	75	75	None	75	100%

Source: Researcher's Field Survey (2025)

Table 2: Gender Distribution of Respondents.

Demographic distribution of respondent	No of Respondents	Percentage
Gender		
Male	31	41.3%
Female	44	58.7%
Total	75	100
Age category		
Below 30 years	42	56%
31-40years	25	33.3%
41-50years	8	10.7%
Total	75	100
Educational Status		
O'Level	22	29.3%
NCE/OND	21	28%
HND/B.SC	25	33.3%
Postgraduate Degree	7	6.4%
Total	75	100
Marital status		
Single	41	54.7%
Married	28	37.3%
Divorced	6	8%
Total	75	100
Job status		
Senior Staff	24	32%
Junior Staff	35	46.7%
Contract Staff	16	21.3%
Total	75	100

Source: Researcher's Field Survey (2025)

adequately completed by the staffs of these companies. All frilly completed and retrieved 75 questionnaire will be used for the analysis of this study (Table 1).

Socio-Demographic Profile of the Respondents:

This section shows the reported demographic profile of the sample, showing distribution in terms of gender, age, academic qualification, marital status and job status. Table 2 shows the Gender distribution of respondent's distribution. It shows that 44 out of the total questionnaires returned were Female representing 58.7% of the total sample size while 31 were Male representing 41.3% of the total sample size. From the above analysis, it can be inferred that majority of the respondents were Females. Table 2 shows age distribution of respondents. The numbers of the respondents that are below 30 years of age, were 42, and this represents 56.0% of the total sample followed by 25 respondents in the age bracket of 31-40 which represents 33.3% of the total sample. 8 respondents are in the age bracket of 41-50 making up 10.7% of the total sample size. Table 2 present information on the educational status of the respondents. It shows that 25 respondents have a Bachelor's degree making up 33.3% of the total respondents. 21 respondents have O'

bevel certificate representing 28.0% of the total respondents. 22 respondents have an NCE/OND degree making up 29.3% of the total respondents. 7 respondents have a postgraduate degree representing 6.4% of the total respondents. It is vivid that majority of the respondents have a Bachelor's degree as their highest academic qualification. Table 2 present information regarding the marital status the sample population. It shows that 41 respondents are Single, representing 54.7% of the sample population which is clearly the largest. 28 respondents are married and this represents 37.3% of the total respondents. While 6 respondents are divorced and this represents 8% of the total sample size. It can thus be inferred that majority of the respondents are single. Finally, Table 2 Indicate the job status distribution of respondents, the greatest number of respondents are junior staffs which are 35 representing 46.7% of the total respondents. 24 respondents are senior staffs making up 32.0% while contract staffs are 16 make up 21.3%.

Descriptive Analysis of Data on Relevant Variables

This section focuses on the responses of the respondents to statements concerning Work place diversity and

Table 3: Employee responses regarding Gender diversity.

S/N	STATEMENT	4 SA	3 A	2 D	1 SD	Mean	Remark
Q1	My organization values gender diversity in the workplace	49	20	4	2	3.55	Strongly agree
Q2	There are equal opportunities for career advancement regardless of gender in my organization.	22	38	13	2	3.07	Agree
Q3	Gender diversity is actively promoted through training and awareness programs.	39	30	4	2	3.41	Strongly agree
Q4	My organization has clear policies in in addressingp4çr discrimination.	33	31	8	1	3.25	Strongly agree
Q5	My organization provides a supportive environment for individuals of all gender identities	51	16	6	2	3.53	Strongly agree
	Grand Mean (x)					3.36	Strongly agree

Table 4: Employee responses regarding Age diversity.

S/N	STATEMENT	4 SA	3 A	2 D	1 SD	Mean	Remark
Q1	The age diversity in our team enhances our ability to solve problems creatively.	29	37	8	1	3.25	Strongly agree
Q2	Younger and older employees collaborate effectively in our workplace.	45	28	1	1	3.56	Strongly Agree
Q3	There are sufficient opportunities for mentorship between older and younger employees.	49	24	1	1	3.61	Strongly agree
Q4	Our organization actively promotes age diversity in its recruitment practices.	41	30	1	1	3.48	Strongly agree
Q5	Employees of all ages are given equal opportunities for career advancement.	38	33	1	1	3.46	Strongly agree
	Grand Mean					3.46	Strongly agree

Source: Researcher's Field Survey Result (2025)

employee job satisfaction on selected firms telecommunication sector Warri, Delta State. Response are based on 4 likert scale indicating “strongly agree”, “agree”, “disagree”, or “strongly disagree” with the statements provided. Below are the statements and the tables showing the frequency of the responses along with their interpretations? The threshold of the mean is 2.5. This implies the point of decision any responses below is rejected.

Table 3 indicates that in Q1, a high number of respondents that is (49) strongly agree, while (20) tend to agree with the statement. (4) Disagree with the statement and (2) strongly disagree with the statement. The implication of the mean at 3.55 indicates that most of the respondents are leaning towards upper limit of strongly agree. Majority of the respondents (38) agree with the statement in Q2, (22) strongly agree and (13) disagree. (2) Respondents strongly disagree with the statement. The implication of the mean at 3.07 indicates that most of the respondents are leaning towards Agree, A great number of the respondents in Q3 that is (39) strongly agree with the statement, (30) agree. While (4) disagree with the statement. (2) Respondents strongly disagree with the statement. The implication of the mean at 3.41 indicates that most of the respondents are leaning towards strongly agree.

Most of the respondents in Q4 which comprises (33) strongly agree about the statement, (31) agree with the statement, while (8) disagree with the statement. Only (1) strongly disagree with the statement. The implication of the mean at 3.25 indicates that most of the respondents agree. Finally (51) of the respondents strongly agree about the statement in Q5. (16) Agree, (6) tends to disagree while (2) strongly disagree with the statement. The implication of the mean at 3.53 indicates that most of the respondents are leaning towards the upper limit of strongly agree. The Grand Mean (3.36) is above the threshold (2.5).

This indicate that majority of the respondent strongly agree with the Statement as regard to Gender diversity.

Table 4 indicates that in Q1, a high number of respondents that is (29) Agree, while (37) tend to Strongly agree with she statement. (8) Disagree with the statement and (1) strongly disagree with the statement. The implication of the mean at 3.25 indicates that most of the respondents strongly agree.

Majority of the respondents (45) Strongly agree with the statement in Q2, (28) Agree and (1) disagree. (1) respondents strongly disagree with the statement. The implication of the mean at 3.56 indicate that most of the respondents Strongly Agree.

A great number of the respondents in Q3. that is (49) strongly agree with the statement, (24) agree. while (1) disagree with the statement. (1) respondents strongly disagree with the statement. The implication of the mean at 3.61 indicates that most of the respondents strongly agree. Most of the respondents in Q4 which comprises (41) Strongly agree about the statement, (30) agree with the statement, while (3) disagree with the statement. Only (1) strongly disagree with the statement. The implication of the mean at 3.48 indicates that most of the respondents strongly agree.

Finally (38) of the respondents strongly agree about the statement in Q5. (33) agree, (3) tends to disagree while (1) strongly disagree with the statement. The implication of the mean at 3.44 indicates that most of the respondents strongly agree.

The Grand Mean (3.46) is above the threshold (2.5). This indicate that majority of the respondent Strongly Agree with the Statement as regard to Age Diversity. Table 5 indicates that in Q1, a high number of respondents that is (40) Strongly agree, while (34) tend to Agree with the statement. (1) Strongly disagree with the statement and (0) disagree with the statement. The implication of the mean at 3.51 indicates that most of the respondents strongly

Table 5: Employee responses regarding Ethnic diversity.

S/N	STATEMENT	4 SA	3 A	2 D	1 SD	Mean	Remark
Q1	The ethnic diversity in our team contributes to a richer exchange of ideas.	40	34	0	1	3.51	Strongly agree
Q2	The ethnic diversity in our team contributes to a richer exchange of ideas.	45	29	1	0	3.59	Strongly Agree
Q3	Our organization provides sufficient support for employees from diverse ethnic backgrounds.	38	35	2	0	3.48	Strongly agree
Q4	I feel comfortable working with colleagues from different ethnic backgrounds.	41	33	2	1	3.53	Strongly agree
Q5	Ethnic diversity is considered an important aspect of our organizational culture.	43	22	8	2	3.41	Strongly agree
	Grand Mean					3.5	Strongly agree

Source: Researcher's Field Survey Result (2025)

Table 6: Employee responses regarding Educational diversity.

S/N	STATEMENT	4 SA	3 A	2 D	1 SD	Mean	Remark
Q1	The diversity of educational backgrounds in our team enhances the quality of our analytical processes.	39	29	5	2	3.40	Strongly agree
Q2	Colleagues with varied educational Qualifications contribute uniquely to problem-solving and innovation.	28	33	12	2	3.16	Agree
Q3	The organization recognizes and leverages the strengths of employees from diverse academic disciplines.	48	23	2	2	3.56	Strongly agree
Q4	Educational background diversity is a significant factor in our team's ability to approach challenges from multiple perspectives.	53	15	5	2	3.59	Strongly agree
Q5	I feel that my educational background is valued and respected by my colleagues.	38	33	3	1	3.47	Strongly agree
	Grand Mean					3.44	Strongly agree

Source: Researcher's Field Survey Result (2025)

Table 7: Employee responses regarding Job satisfaction.

S/N	STATEMENT	4 SA	3 A	2 D	1 SD	Mean	Remark
Q1	I am satisfied with the responsibilities and tasks assigned to me in my current role.	49	29	1	1	3.61	Strongly agree
Q2	I have the resources and support needed to perform my job effectively.	41	30	3	1	3.48	Strongly Agree
Q3	The work environment is conducive to my productivity and job satisfaction.	55	16	2	2	3.65	Strongly agree
Q4	The balance between my work and personal life meets my expectations.	41	31	3	0	3.51	Strongly agree
Q5	The balance between my work and personal life meets my expectations.	55	16	3	1	3.67	Strongly agree
	Grand Mean					3.58	Strongly agree

Source: Researcher's Field Survey Result (2025)

agree. Majority of the respondents (45) Strongly agree with the statement in Q2, (29) Agree and (1) disagree. (0) respondents strongly disagree with the statement. The implication of the mean at 3.59 indicates that most of the respondents Strongly Agree. A great number of the respondents in Q3. that is (38) strongly agree with the statement, (35) agree. While (2) disagree with the statement. (0) respondents strongly disagree with the statement. The implication of the mean at 3.48 indicates that most of the respondents strongly agree. Most of the respondents in Q4, which comprises (41) Strongly agree about the statement, (22) agree with the statement, while (8) disagree with the statement. Only (2) strongly disagree with the statement. The implication of the mean at 3.53 indicates that most of the respondents strongly agree.

Finally (43) of the respondents strongly agree about the statement in Q5. (22) agree, (8) tends to disagree while (2) strongly disagree with the statement. The implication of the mean at 3.41 indicates that most of the respondents strongly agree. The Grand Mean (3.5) is above the threshold (2.5). This indicate that majority of the respondent Strongly Agree! Accept the Statement as regard to Ethic Diversity. Table 6 indicates that in Q1, a high number of respondents that is (39) Strongly agree, while (29) tend to Agree with the statement. (5) Strongly disagree with the statement and (2) disagree with the statement. The implication of the mean at 3.40 indicates that most of the respondents strongly agree.

Majority of the respondents (33) Agree with the statement in Q2, (28) strongly agree and (12) disagree. (2) respondents strongly disagree with the statement. The implication of the mean at 3.16 indicates that most of the respondents Strongly Agree. A great number of the respondents in Q3 that is (48) statement, (23) agree while (2) disagree with the statement. Disagree with the statement. The implication of the mean at 3 shows that the respondents strongly agree. Strongly agree with the (2) respondents strongly 56 indicates that most of Most of the respondents in Q4. Which comprises (41) Strongly agree about the statement, (15) agree with the statement, while (5) disagree with the statement. Only (2) strongly disagree with the statement. The implication of the mean at 3.59 indicates that most of the respondents strongly agree. Finally (38) of the respondents strongly agree about the statement in Q5. (33) agree, (3) tends to disagree while (1) strongly disagree with the statement. The implication of the mean at 3.47 indicates that most of the respondents strongly agree.

The Grand Mean (3.44) is above the threshold (2.5). This indicate that majority of the respondent Strongly Agree with the Statement as regard to Educational background. Table 7 indicates that in Q1, a high number of respondents that is (49) Strongly agree, while (29) tend to Agree with the statement. (1) Strongly disagree with the statement and (1) disagree with the statement. The implication of the mean at 3.61 indicates that most of the

respondents strongly agree. Majority of the respondents (41) Strongly agree with the statement in Q2, (30) Agree and (3) disagree. (1) respondents strongly disagree with the statement. The implication of the mean at 3.48 indicates that most of the respondents Strongly Agree. A great number of the respondents in Q3, that is (55) strongly agree with the statement, (16) agree. While (2) disagree with the statement. (2) respondents strongly disagree with the statement. The implication of the mean at 3.65 indicates that most of the respondents strongly agree.

Most of the respondents in Q4. Which comprises (41) Strongly agree about the statement, (15) agree with the statement, while (5) disagree with the statement. Only (2) strongly disagree with the statement. The implication of the mean at 3.59 indicates that most of the respondents strongly agree.

Finally (55) of the respondents strongly agree about the statement in Q5. (16) agree, (3) tends to disagree while (1) strongly disagree with the statement. The implication of the mean at 3.67 indicates that most of the respondents strongly agree.

The Grand Mean (3.58) is above the threshold (2.5), this indicate that majority of the respondent Strongly. Agree with the Statement as regard to Job Satisfaction.

Test of Hypotheses

Four (4) hypotheses will be tested using the linear regression analysis in the course of this study. In the regression analysis, when the significant (sig) value is less than 0.05 for 95% confidence level or less than 0.01 for 99% confidence level we accept the alternative hypothesis and reject the null hypothesis and vice versa.

Ho₁: There is no significant relationship between gender diversity and employee job satisfaction.

Table 8a revealed that there is a strong relationship at R0.545a between Gender diversity and Job satisfaction. The co-efficient of determination R square = 0.297 implies that, Gender diversity accounts for 29.7 % of variations having a significant effect on Job satisfaction.

Table 8a: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Errors of the Estimate
1	0.545 ^a	0.297	0.287	0.36176

Source: Researcher's computation 2024, using SPSS.

Predictors: (Constant), Gender diversity.

The Adjusted R Square 0.287 measures the goodness or fitness of the model and also explain the impact of Gender Diversity in relation to Job Satisfaction 28.7% ways. Table 8b shows that the F-Ratio is the Mean Square Regression (4.027) divided by the Mean Square Residual (0.131), yielding F=30.772. From the result in this table the level of

statistical significant is (Sig<.000). Therefore, Gender diversity is a significant predictor of Job satisfaction. Table 8c above revealed the degree of influence of Gender diversity on Job satisfaction in selected firms' telecommunication sector Waif i, Delta State, and its level of significance. The coefficient result of the impact of Gender diversity is (3-0.545, t=5.574, p<0.000). This suggest that, Gender diversity has a positive effect on Job satisfaction in selected firms telecommunication sector Warri, Delta State.

Decision: Since the associated p-value 0.000 is less than 0.05 (5%) which the level of significance, therefore, the alternate hypothesis which says Gender diversity has significant effect on Job satisfaction is accepted, while the null hypothesis which says Gender diversity has no significant effect on Job satisfaction is rejected.

Ho₂: There is no significant relationship between Age diversity and employee job satisfaction.

Table 9a revealed that there is a strong relationship at 0.741 a between Gender diversity and Job satisfaction. The co-efficient of determination R square = 0.549 implies that, Age diversity accounts for 54.9 % of variations having a significant effect on Job satisfaction. The Adjusted R Square 0.543 measures the goodness or fitness of the model and also explain the impact of Age diversity in relation to Job satisfaction 54.3% ways. Table 9b shows that the F-Ratio is the Mean Square Regression (7.456) divided by the Mean Square Residual (0.084), yielding F=88.871. From the result in this table the level of statistical significant is (Sig <.000). Therefore, Age diversity is a significant predictor of Job satisfaction.

Table 9c revealed the degree of influence of Age diversity on Job satisfaction in selected firms telecommunication sector Warri, Delta State, and its level of significance. The coefficient result of the impact of Age diversity is (β =0.741, t=9.427, p<0.000). This suggest that, Age diversity has a positive effect on Job Satisfaction in selected firms telecommunication sector Warri, Delta State.

Decision: Since the associated p-value 0.000 is less than 0.05 (5%) which the level of significance, therefore, the alternate hypothesis which says Age diversity has significant effect on Job satisfaction is accepted, while the null hypothesis which says Age diversity has no significant effect on Job satisfaction is rejected.

Ho₃. There is no significant relationship between Ethnic diversity and employee job satisfaction.

Table 10a revealed that there is a strong relationship at 0.695a between Ethnic diversity and Job satisfaction. The co-efficient of determination R square = 0.482 implies that, Ethnic diversity accounts for 48.2 % of variations having a significant effect on Job satisfaction.

Table 8b: ANOVA^a

Model	Sum of squares	Degree of Freedom	Mean Square	F-Ratio	Significance
1 Regression	4.027	1	4.027	30.772	.000 ^b
Residual	9.554	73	0.131		
Total	13.581	74			

Source: Researcher's computation 2025 using SPSS.

a. Dependent Variable: Job satisfaction.

b. Predictors: (Constant) Gender diversity.

Table 8c: Coefficients.

Model	Unstandardized Coefficient	Standardized Coefficients	Test Statistic Value	Significance
	B	Std. Error	Beta	
1 Constant	1.702	0.542		4.979
Gender Diversity	0.560	0.101	0.545	5.574

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job satisfaction.

Table 9a: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.741 ^a	0.549	0.543	0.28965

Predictors: (Constant), Age diversity.

Table 9b: ANOVA^a.

Model	Sum of squares	Degree of Freedom	Mean Square	F-Ratio	Significance
1 Regression	7.456	1	7.456	88.871	.000 ^b
Residual	6.125	73	0.084		
Total	13.581	74			

Source: Researcher's computation 2024, using SPSS.

a. Dependent Variable: Job satisfaction.

b. Predictors: (Constant) Age diversity.

Table 9c: Coefficients.

Model	Unstandardized Coefficient	Standardized Coefficients	Test Statistic Value	Significance
	B	Std. Error	Beta	
1 Constant	0.924	0.284		3.250
Age Diversity	0.767	0.081	0.741	9.427

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job Satisfaction.

The Adjusted R Square 0.475 measures the goodness or fitness of the model and also explain the impact of Ethnic diversity in relation to Job Satisfaction 47.5% ways.

Table 10b shows that the F-Ratio is the Mean Square Regression (7.456) divided by the Mean Square Residual (0.084), yielding F=88.871. From the result in this table the level of statistical significant is (Sig <.000). Therefore, Ethnic diversity is a significant predictor of Job satisfaction. Table 10c revealed the degree of influence of Ethnic diversity on Job satisfaction in selected firms telecommunication sector Warri, Delta State, and its level of significance. The coefficient result of the impact of Ethnic diversity is ($\beta=0.695$, $t=8.247$, $p<0.000$). This suggest that, Ethnic diversity has a positive effect on Job Satisfaction in selected firms telecommunication sector Warri, Delta State,

Decision: Since the associated p-value 0.000 is less than 0.05 (5%) which the level of significance, therefore, the alternate hypothesis which says Ethnic diversity has significant effect on Job satisfaction is accepted, while the null hypothesis which says Ethnic diversity has no significant effect on Job satisfaction is rejected.

Ho₄. There is no significant relationship between Education background and employee job satisfaction.

Table 11a revealed that there is a strong relationship at 0.755' between Education background and Job satisfaction. The co-efficient of determination R square 0.571 implies that, Education background accounts for 57.1 % of variations having a significant effect on Job satisfaction. The Adjusted R Square 0.565 measures the

Table 10a: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.695 ^a	0.482	0.475	0.31033

Predictors: (Constant), Ethnic diversity

Table 10b: ANOVA^a

Model		Sum of squares	Degree of Freedom	Mean Square	F-Ratio	Significance
1	Regression	7.456	1	7.456	88.871	.000 ^b
	Residual	6.125	73	0.084		
	Total	13.581	74			

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job satisfaction.

b. Predictors: (Constant) Ethnic diversity.

Table 10c: Coefficients.

Model		Unstandardized Coefficient		Standardized Coefficients	Test Statistic Value	Significance
		B	Std. Error	Beta		
1	Constant	1.024	0.313		3.276	0.002
	Ethnic diversity	0.731	0.089	0.695	8.247	0.000

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job Satisfaction.

Table 11a: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.755 ^a	0.571	0.565	0.28266

Predictors: (Constant), Education background.

Table 11b: ANOVA^a

Model		Sum of squares	Degree of Freedom	Mean Square	F-Ratio	Significance
1	Regression	7.748	1	7.748	96.978	.000 ^b
	Residual	5.833	73	0.080		
	Total	13.581	74			

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job satisfaction.

b. Predictors: (Constant) Education background.

Table 11c: Coefficients.

Model		Unstandardized Coefficient		Standardized Coefficients	Test Statistic Value	Significance
		B	Std. Error	Beta		
1	Constant	0.752	0.289		2.599	0.011
	Ethnic diversity	0.824	0.084	0.755	9.848	0.000

Source: Researcher's computation 2025, using SPSS.

a. Dependent Variable: Job Satisfaction.

goodness or fitness of the model and also explain the impact of Education background in relation to Job Satisfaction 56.5% ways. Table 11b shows that the F-Ratio is the Mean Square Regression (7.748) divided by the Mean Square Residual (0.080), yielding $F=96.978$. From the result in this table the level of statistical

significant is ($\text{Sig}<.000$). Therefore, Education background is a significant predictor of Job satisfaction. The (Table 11c) revealed the degree of influence of Education background on Job satisfaction in selected firm's telecommunication sector Warri, Delta State, and its level of significance. The coefficient result of the impact of

Education back ground (0.755, $t_{9.848}$, $p < 0.000$). This suggest that, Education back ground has a positive effect on Job Satisfaction in selected firms telecommunication sector Ward, Delta State.

Decision: Since the associated p-value 0.000 is less than 0.05 (5%) which the level of significance, therefore, the alternate hypothesis which says Education background has significant effect on Job satisfaction is accepted, while the null hypothesis which says Education background has no significant effect on Job satisfaction is rejected.

DISCUSSION

The findings of this study are presented base on the objective of the study, statistical data analyses and hypotheses testing.

The study examines the relationship between gender diversity and employee job satisfaction in the telecommunications sector. The regression result in table 8b shows that gender diversity ($F = 1, 73 = 7.011$; $P\text{-value } 30.772$) significantly influences employee job satisfaction. Also, table 8c ($t_{5.574}$; $P = 0.000 < 0.05$) this shows that there's a positive and significant relationship between gender diversity and employee job satisfaction. This led to the acceptance of the alternate hypothesis which says Gender diversity has significant effect on Job satisfaction and rejection of the null hypothesis which says Gender diversity has no significant effect on Job satisfaction. The findings is supported by the empirical result of Kooij, and Woerkom, (2021). The findings indicate a statistical significant relationship between gender diversity and workforce performance. Wang, (2022) and Amsi, & Kifleariam, (2023) also support the findings stating that when work force diversity was promoted in any organization/company; it improves employee performance and job satisfaction.

This study examines the relationship between age diversity and employee job satisfaction in the telecommunications sector.

The regression result in (Table 9b) shows that age diversity ($F = 1, 73 = 7.011$; $P\text{-value } 88.871$) significantly influences employee job satisfaction. Also, Table 9c ($t = 9.427$; $P = 0.000 < 0.05$) this shows that there's a positive and significant relationship between age diversity and employee job satisfaction. This led to the acceptance of the alternate hypothesis which says age diversity has significant effect on Job satisfaction and rejection of the null hypothesis which says age diversity has no significant effect on Job satisfaction. The findings of this study collaborate with the findings of McLeod, and Lobel, (2015) highlighting the significant effect of age diversity on organizational performance. The findings is also supported by Ibrahim and Suleiman, (2019) and Kahn, Au, and Akram, M. (2021) and Ogunyemi and Afolabi, (2020)

highlighting the significant effect on the relationship between both age groups of employees and an organization performance. The study also, examine the relationship between ethnic diversity and employee job satisfaction in the telecommunications sector. The regression result in (Table 9b) shows that ethnic diversity ($F = 1, 73 = 7.011$; $P\text{-value } 88.871$) significantly influences employee job satisfaction. Also, (Table 10c) ($t = 8.247$; $P = 0.000 < 0.05$) this shows that there's a positive and significant relationship between ethnic diversity and employee job satisfaction. This led to the acceptance of the alternate hypothesis which says ethnic diversity has significant effect on Job satisfaction and rejection of the null hypothesis which says ethnic diversity has no significant effect on Job satisfaction. The findings collaborate the research studied by Barkhuizen and Gumede, (2021). The findings also align with the result of Nwinami, (2014) highlighting that a significant relationship exists between ethnic diversity on employee productivity respectively in commercial banks in Rivers State, Nigeria. Finally, the study inspect the relationship between educational background and employee job satisfaction the telecommunications sector. The regression result in (Table 11b) shows that educational background ($F = 1, 73 = 7.011$; $P\text{-value } 96.978$) significantly influences employee job satisfaction. Also, (Table 121c) ($t = 9.848$; $P = 0.000 < 0.05$) this shows that there's a positive and significant relationship between educational background and employee job satisfaction. This led to the acceptance of the alternate hypothesis which says educational background has significant effect on Job satisfaction and rejection of the null hypothesis which says educational background has no significant effect on Job satisfaction. The findings aligns with the study of Rebecca, (2024) the research highlights that higher educational qualifications are perceived to positively influence job performance. The connection between education and performance suggests that employees who pursue further education feel more capable and confident in their abilities, leading to higher job satisfaction. Glenik, Zachar, and Wang, (2022) and Harrison, D. and Klein, (2016). also support the findings stating that the significant of educational level shows great job outcomes and improved organizational performance whilst promotes employees mindset to perform their task effectively.

Conclusion

This study investigated the influence of workplace diversity on employee job satisfaction within selected telecommunication firms MTN, GLO, and Airtel in Warri, Delta State, Nigeria. Using a descriptive research design and data from 75 employees analyzed through SPSS, the study explored four key dimensions of diversity: gender, age, ethnicity, and educational background. The results revealed that gender diversity, age diversity, and

educational background each had a statistically significant positive relationship with job satisfaction. Gender diversity was shown to enhance employees' sense of value and respect, age diversity facilitated intergenerational knowledge sharing, and educational diversity contributed to a sense of competence and meaningful engagement in organizational goals. Although ethnic diversity did not demonstrate a statistically significant impact, its potential to foster inclusion remains relevant when cultural identities are acknowledged and supported. Workplace diversity, when strategically managed, serves as a catalyst for improving employee morale, motivation, and overall satisfaction. Organizations that embrace inclusive practices across gender, age, and educational lines are more likely to experience enhanced engagement and performance. Ethnic diversity, while requiring more nuanced approaches, can enrich workplace culture and cohesion. These findings highlight the importance of embedding diversity and inclusion into recruitment policies, leadership development, and human resource strategies. As the telecommunications sector continues to evolve in a competitive and multicultural environment, leveraging the strengths of a diverse workforce will be essential for sustainable growth and innovation.

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