

Enhancing Organizational Productivity through Gender Diversity in the Aviation Sector: Asaba International Airport and Stakeholders in Perspective State

Chukwuemeka Emmanuel Mejili¹ and A. Anthony Kifordu^{2*}

¹Department of Business Administration, DELSU Business School Asaba, Delta State, Nigeria.

²Department of Business Administration, Delta State University Abraka, Delta State, Nigeria.

Corresponding Author Email: anthony.kifordu@yahoo.com

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ABSTRACT

This study examined how gender diversity enhances organizational productivity in the aviation sector, with specific focus on Asaba International Airport and key stakeholders in Delta State. The objectives were to: examine the effect of workforce composition on organizational productivity; ascertain the effect of gender pay equity on productivity; and determine the effect of equal opportunity for career advancement on organizational productivity. A cross-sectional survey design was adopted, and primary data were collected through structured questionnaires administered to a sample of 228 respondents. Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis. The findings revealed that workforce composition has a significant positive effect on organizational productivity ($\beta = 0.412$, $t = 6.287$, $p < 0.05$), indicating that a balanced gender workforce enhances operational efficiency and innovation. Gender pay equity also showed a strong and significant relationship with productivity ($r = 0.538$, $p < 0.05$; $\beta = 0.365$, $t = 5.104$, $p < 0.05$), suggesting that fair compensation improves employee motivation and performance. Furthermore, equal opportunity for career advancement was found to significantly influence productivity ($\beta = 0.447$, $t = 6.912$, $p < 0.05$), highlighting the importance of merit-based promotion systems. The overall model was statistically significant ($F = 56.783$, $p < 0.05$) with an adjusted R^2 of 0.593, indicating that gender diversity variables explained 59.3% of the variation in organizational productivity. The study concluded that gender diversity is a critical driver of organizational productivity in the aviation sector. It recommended that aviation organizations adopt inclusive recruitment strategies, enforce pay equity policies, and establish transparent career advancement frameworks. The study contributes to knowledge by providing empirical evidence on the linkage between gender diversity dimensions and productivity within a developing economy's aviation sector, thereby extending existing literature in human resource management and organizational behavior.

Keywords: Gender diversity, organizational productivity, workforce composition, pay equity, career advancement



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INTRODUCTION

Gender diversity in the workplace has been a focal point in organizational studies, with numerous scholars and researchers examining its impact on productivity across various sectors. In Nigeria's aviation industry, particularly in Delta State, understanding the relationship between gender diversity and organizational productivity is crucial for developing effective diversity management strategies. The concept of gender diversity has a global attention as organizations strive to create inclusive work environments. In the aviation, sector gender diversity remains a critical issue due to historically male-dominated roles particularly in technical leadership positions. However, researchers suggest that gender diversity contribute to innovation, decision-making, and overall productivity. The aviation sector is a critical component of modern transportation systems, facilitating global connectivity and economic growth. In Nigeria, the aviation sector has experienced significant growth in recent times, with Delta State being a major hub for air transportation. However, despite its importance, the aviation sector in Nigeria has been criticized for its lack of diversity, particularly in terms of gender representation.

Clara Kogel, Chiara Criscuolo, Peter Gal, Cyrille Shwellnus (2023) across nine OECD countries investigated the link between gender diversity in senior management and firm level productivity and found that increasing the proportion of women in senior management positions positively correlates with firm productivity. For this purpose, he made a novel cross country survey with information on firm's senior management group and other firm characteristics covering both publicly listed and unlisted firms in the manufacturing and non-financial market services across the nine OECD countries. The main result from the analysis is that productivity gains from increasing gender diversity in senior Management positions are highest among firms with low initial diversity. Increasing the female share to the sample average of 20% in firms with initially lower shares would increase aggregate productivity by about 0.6% suggesting that improving women's access to senior management positions matters not only for equity but could yield significant productivity gains. This underscores the potential benefits of promoting gender diversity in leadership roles.

Similarly, Vedres and Vaserhelyi (2022) analyzed 4,011 video game development teams and discovered that diversity in teams can boost creativity and gender diversity was shown to be a major contributor to collective creativity. Recording data on the weighted network from past collaborations, they developed four measures of inclusion, depending on a lack of segregation, strong ties across genders, and the incorporation of women into the core of the team's network. It was also discovered that to reap creative benefits of diversity, developer firms need to include 23% or more female developers (as opposed

to 15% mean female proportion) and include them in the team along all dimensions. This implies that inclusion at low diversity has a negative effect. They opined that by analyzing the sequences of diversity and inclusion across games within firms, they found out putting diversity first, and developing inclusion later can lead to higher diversity and inclusion.

The Vanguard Newspaper published on May 4 2023 captured as NAMA, Others lament low participation of women in the aviation industry, it was disclosed by the Managing Director/Chief Executive Officer, Nigerian Airspace Management Agency, Mr Matthew Pwajok who spoke at the SheEngineer 30% Club Launch/Award sponsored by the Royal Academy of Engineering. Speaking during the occasion which held in Lagos with the theme: Integration and Implementation of gender-sensitive policies in the workplace, Pwajok disclosed that although the aviation sector has supported the nation's GDP with 241,000 jobs, only about 13% of jobs in aviation are held by women. According to him, the aviation industry is grappling with methods to improve inclusion and diversity, with the majority of aircraft pilots, air traffic engineers, air traffic controllers, and aviation administrators in Nigeria being male. He added that the executive side has not fared better as only 3% of managerial and executive positions are held by women. In recent years, organizations including the International Air Transport Association (IATA) has launched IATA 25 by 25 Gender Diversity Initiative, a voluntary initiative for the aviation sector to improve female representation in the industry. This campaign was to serve as an initial step in making the aviation more gender balanced. Also, the International Civil Aviation Organization (ICAO) in 2021 in a bid to encourage women in aviation announced a 50% discount on various aviation courses and certifications for women. Recent studies highlights that organizations embracing gender diversity benefit from a wider range of perspectives, leading to enhanced problem-solving and innovation (Kwofie et al.,2023). Additionally, previous studies on gender diversity have been concentrated on developed economies with limited focus on the Nigerian or Delta State aviation. This study aims at bridging the gap in knowledge by examining how gender diversity impacts organizational productivity in aviation sector in Delta State.

Study Problem

The aviation sector in Delta State, Nigeria, like many other industries, faces increasing pressure to improve organizational productivity amidst evolving market demands, regulatory changes, and growing competition. One of the key factors influencing organizational productivity is the diversity of the workforce, particularly gender diversity. Gender diversity therefore refers to the

inclusion and representation of different genders within an organization, particularly at all levels of the workforce, from entry-level positions to executive leadership. Despite the increasing recognition of the value of gender diversity in enhancing organizational performance, the relationship between gender diversity and organizational productivity within the aviation sector in Delta State remains underexplored. While studies in other industries have highlighted the potential benefits of a diverse workforce such as improved decision-making, increased creativity, and better employee satisfaction there is limited empirical evidence on how gender diversity specifically affects the productivity of organizations in the aviation industry in Delta State.

This lack of research creates a gap in understanding how gender balance within aviation firms may impact critical productivity metrics such as operational efficiency, employee engagement, innovation, and overall performance. Furthermore, aviation is an industry traditionally dominated by male employees, particularly in technical and leadership roles, raising questions about the challenges and opportunities gender diversity presents in this specific context.

The problem is compounded by the fact that, while gender diversity initiatives are being introduced by many organizations, the actual impact of these initiatives on the productivity of the aviation sector in Delta State is not well-documented or fully understood. Therefore, there is a need to examine the relationship between gender diversity and organizational productivity in the aviation sector, to determine whether greater gender balance correlates with improvements in performance, efficiency, and overall productivity. This study seeks to address this gap by exploring how gender diversity influences the operational outcomes of aviation organizations in Delta State, Nigeria.

Research Questions

- i. to what extent does workforce composition influence organizational productivity in aviation sector in Delta State?
- ii. to what extent does gender pay equity affect organizational productivity in aviation sector in Delta State?
- iii. to what extent does equal opportunity for career advancement influence organizational productivity in aviation sector in Delta State?

Study Objectives

- i. to examine the effect of workforce composition on organizational productivity in the aviation sector in Delta State.

- ii. to ascertain the effect of gender pay equity on organizational productivity in the aviation sector in Delta State.

- iii. to ascertain the effect of equal opportunity for career advancement on organizational productivity in the aviation sector in Delta State.

Hypotheses

H₀₁ there is no significant relationship between workforce composition and organizational productivity in aviation sector in Delta State.

H₀₂ there is no significant relationship between gender pay equity and organizational productivity in aviation sector in Delta State.

H₀₃ there is no significant relationship between equal opportunity for career advancement and organizational productivity in aviation sector in Delta State.

Literature Underpinning

Conceptual Review

Gender Diversity

Gender diversity can be defined as an appropriate mix of male and female workers within an organization (Onwuchekwa, Onwuzuligbo, & Ifeanyi, 2019). Studies such as that of (Chew, Lee, Tan, & Tee, 2011; Chepkemoi, Rop, & Chepkwony, 2022) show that the practice of having a good mix of male and female employee has been on the rise due to its capacity of tapping into abilities and skills from the different gender. Also in their study, Kirton and Green (2015) posit that gender diversity is one of the important practices that is found to positively improve employee performance. This is in line with the opinion of (Sharma et al., 2016; Emiko & Eunmi, 2009; Kochan et al., 2002) who contended that firms that prioritize gender diversity practices have a prospect of success and improved employee performance.

On the contrary, researchers such as (Randel, 2002; Wegge, Roth, Neubach, Schmidt, & Kanfer, 2008) argue that gender diversity may create intergroup biases which in turn may end up harming the performance of the employees. Furthermore, other empirical studies established no significant relationship, negative relationship or weak relationship between gender diversity and employee performance. Prior empirical studies (such as Adams & Ferreira, 2009; Ahern and Dittmar, 2011) opine that there is negative relationship between gender-diversity and performance whereas

Miller and Carmen (2009) argue that there is no link between the two. These findings have attracted interest among the researchers to carry out more studies on the relationship between gender diversity and organizational productivity.

Globally, gender diversity is becoming a hot subject in boardrooms and is playing a significant role in business strategy in addition to being a vital problem for Human Resources (HR) executives. Fair or equal representation of different genders is known as gender diversity (Sharon & Sytsrna, 2016). While non-binary gender categories may also be included, an equal ratio of men to women is the most frequent definition of gender diversity. Numerous projects are now studying and promoting gender diversity in sectors that have historically been dominated by males. One such movement is the discussion of gender diversity on corporate boards. By fostering a sense of community, promoting family support, raising public awareness, and enhancing the well-being of individuals of all gender identities and expressions, gender diversity helps children, adolescents, and adults recognize and comprehend the wide range of gender diversity (Taylor & Harrison, 2013). Gender difficulties in the workplace and laws that are necessary to ensure nondiscrimination, better fairness, and parity. Like males, women are change agents who contribute and are innovative. Overprotection should not impede the growth and potential of women, but it is important to prevent the exploitation of women due to laws that do not apply to them or a lack of awareness of their unique circumstances. Men and women must have equal access to favourable working circumstances and nondiscriminatory policies in the workplace. In order to be creative, women employees, like any others must be able to experience equality and excellence in their workplace with regard to gender, responsibility, reward, and value. Being male or female is referred to as one's gender, usually with relation to social and cultural distinctions rather than biological ones. According to Farrell's (2015) research, gender diversity in the workforce is growing every day in both developed and developing nations. Farrell believes that as diversity and awareness grow, this tendency will probably accelerate.

Furthermore, diversity in the workplace is defined by Naqvi (2012) as the presence of workers from a range of socioeconomic and cultural backgrounds. It covers things like physical ability, colour, gender, age, and race. Naqvi (2012) adds that gender diversity in the workforce has advantages as well as disadvantages.

Gender diversity is a critical aspect of social equity and inclusion, emphasizing the need for representation beyond the binary construct of male and female (Kanter, 2020). It is a crucial component in fostering innovation, productivity, and equality in various sectors. Despite significant progress, gender disparities remain pervasive due to systemic biases, cultural norms, and institutional

barriers (Williams et al., 2021). This paper provides a comprehensive analysis of gender diversity, its relevance, and the challenges it faces.

Organizational Productivity

Organizational productivity refers to the efficiency and effectiveness with which an organization utilizes its resources such as human capital, technology, finances, and materials to produce goods and services that meet desired goals and standards. It reflects the relationship between inputs (resources used) and outputs (goods or services produced), with higher productivity indicating the ability to achieve more output with the same or fewer inputs (Robbins & Judge, 2017). From a managerial perspective, organizational productivity encompasses both efficiency (doing things right by minimizing waste and cost) and effectiveness (doing the right things by achieving organizational objectives). An organization is considered productive when it successfully balances these two dimensions to maximize performance and sustain competitive advantage (Drucker, 2007). In contemporary organizations, productivity also extends beyond quantitative output to include qualitative outcomes such as innovation, employee satisfaction, service quality, and adaptability to environmental changes. Thus, organizational productivity is not merely about output volume but also about value creation and long-term organizational sustainability (Tangen, 2005).

Conceptual Framework

Gender diversity and Organizational Productivity

Gender diversity in the workplace has become a critical factor influencing organizational productivity (Figure 1). Research has demonstrated that diverse teams bring a variety of perspectives, foster innovation, and enhance decision-making, ultimately leading to better financial and operational performance (Smith et al., 2024). This paper explores the connection between gender diversity and organizational productivity, highlighting the benefits, challenges, and strategies for fostering an inclusive work environment. Organizations with gender-diverse teams tend to outperform their less diverse counterparts in problem-solving and innovation. According to Johnson and Perez (2023), diverse teams offer multiple viewpoints, leading to more effective decision-making and innovative solutions. This diversity in thought process is particularly beneficial in industries that rely on creativity and strategic planning, such as technology, finance, and marketing. Empirical studies have shown a strong correlation between gender diversity and financial performance. A report by McKinsey & Company (2024)

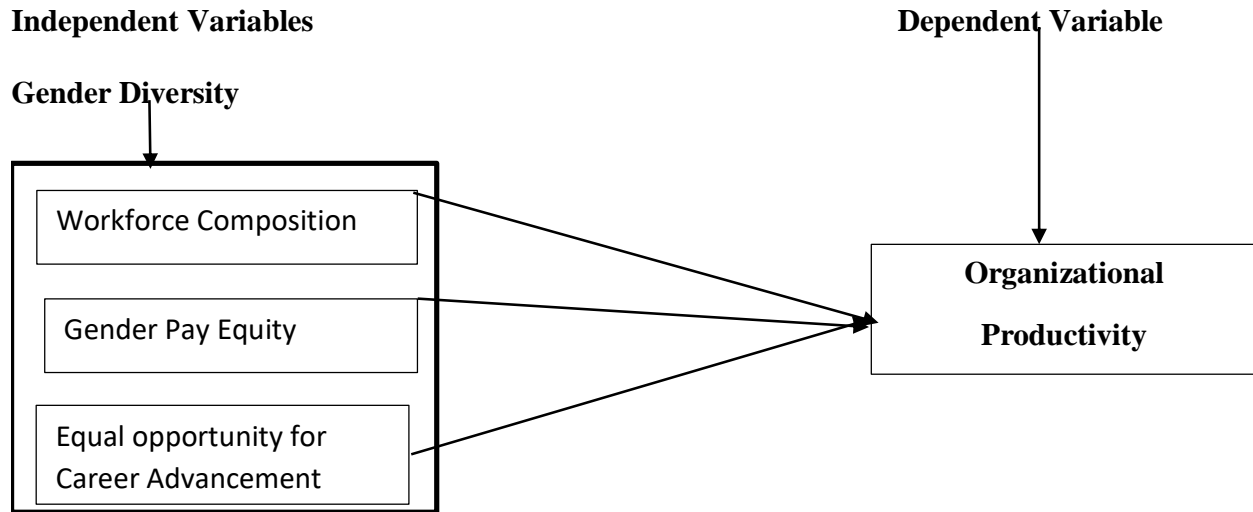


Figure 1: Source: Researcher's Model, (2025)

found that companies in the top quartile for gender diversity on executive teams were 25% more likely to outperform those in the bottom quartile in terms of profitability. Gender-diverse teams contribute to increased customer insights, better product development, and improved brand reputation (Williams & Carter, 2024).

Gender-inclusive workplaces tend to have higher employee satisfaction and retention rates. When employees feel valued and included, they are more motivated, leading to improved productivity (Davis et al., 2024). Companies that implement diversity and inclusion programs report lower turnover rates and increased employee loyalty, reducing hiring and training costs (Harrison, 2023).

Despite the benefits, organizations often face challenges in achieving gender diversity. Workplace biases, glass ceilings, and lack of inclusive policies hinder the advancement of women and non-binary individuals in leadership roles (Taylor & Green, 2023). Additionally, some companies struggle with fostering an inclusive culture where diverse employees feel genuinely integrated into the workforce.

Gender diversity is a key driver of organizational productivity, fostering innovation, enhancing financial performance, and improving employee engagement. While challenges remain, implementing inclusive hiring practices, leadership programs, and equitable policies can help organizations harness the full potential of a diverse workforce. As businesses continue to recognize the importance of gender diversity, those that embrace inclusivity will gain a competitive edge in the global marketplace.

Workforce Composition and Organizational productivity

Workforce composition refers to the demographic, educational, and professional makeup of employees within an organization (Figure 1). It encompasses factors such as age, gender, cultural diversity, skills, experience, and educational background. The composition of a workforce significantly impacts organizational productivity, influencing innovation, efficiency, and overall performance.

A diverse workforce fosters innovation by bringing together different perspectives, experiences, and problem-solving approaches. According to Cox and Blake (1991), diversity enhances creativity and drives better decision-making, ultimately leading to improved organizational performance. A heterogeneous workforce introduces unique ideas, leading to the development of innovative products and services (Bassett-Jones, 2005). Thus, organizations that embrace workforce diversity tend to gain a competitive advantage in dynamic markets. The presence of employees with diverse skill sets and expertise enhances task efficiency and productivity. When individuals with complementary skills collaborate, they improve workflow efficiency and reduce redundancies (Huselid, 1995). Organizations that strategically manage their workforce composition by ensuring a balanced mix of skills and experience can optimize performance and meet business objectives more effectively (Becker & Gerhart, 1996). A multigenerational workforce provides a balance between experience and fresh perspectives.

Older employees bring institutional knowledge and stability, while younger employees contribute technological proficiency and adaptability (Ng & Feldman, 2008). A well-structured workforce composition that integrates different age groups results in a dynamic workplace, enhancing productivity through knowledge sharing and mentorship (Zwick, 2015).

Globalization has necessitated cultural diversity in the workplace. Organizations with culturally diverse employees can better understand and cater to a wide range of markets, improving customer relations and brand reputation (Richard et al., 2003). However, effective diversity management strategies must be in place to mitigate potential conflicts and ensure that cultural differences contribute positively to productivity (Ely & Thomas, 2001). Workforce composition is a crucial determinant of organizational productivity. A well-balanced workforce that incorporates diversity in skills, experience, age, and culture can enhance efficiency, innovation, and competitiveness. Organizations that strategically manage their workforce composition will position themselves for long-term success in an evolving business landscape.

Career Advancement and Organizational Productivity

Career advancement plays a pivotal role in shaping organizational productivity, as it directly impacts employee motivation, engagement, and overall performance (Figure 1). When employees perceive opportunities for growth and progression, they are more likely to exhibit higher levels of commitment, efficiency, and innovation, which collectively contribute to the productivity of the organization (Ng & Feldman, 2014). Conversely, the absence of career advancement prospects can lead to dissatisfaction, disengagement, and increased turnover rates, all of which hinder organizational effectiveness (Hameed & Waheed, 2011). One key aspect of career advancement is professional development, which involves continuous learning and skill enhancement. Organizations that invest in training and development programs equip their employees with updated knowledge and competencies, thereby improving both individual and collective performance (Jehanzeb & Bashir, 2013). For instance, companies that encourage employees to pursue further education or attend industry-related workshops often experience increased efficiency and innovation in their operations. Additionally, career advancement fosters a sense of purpose and job satisfaction among employees, leading to higher levels of productivity. According to Herzberg's two-factor theory, intrinsic factors such as recognition, achievement, and career growth significantly influence employee motivation (Herzberg, 1966). When employees are aware that their contributions are valued and that they have the potential to climb the corporate ladder, they

tend to exert greater effort, resulting in enhanced productivity levels.

Moreover, organizations that establish clear career progression paths and succession planning mechanisms create a culture of high performance. Employees who see a well-defined route for advancement are more likely to be proactive in meeting organizational goals and objectives (De Vos & Dries, 2013). Companies like Google and Microsoft, for example, have structured career advancement policies that promote internal promotions and leadership development, thereby driving productivity and retaining top talent (Collings et al., 2019). In contrast, the lack of career advancement opportunities can lead to stagnation, low morale, and increased job turnover, which ultimately affect organizational performance. Employees who feel stuck in their positions with no prospects for growth may become disengaged and less productive (Kosteas, 2011). High job turnover rates also result in additional costs related to hiring and training new employees, further diminishing overall productivity.

Career advancement is a crucial determinant of organizational productivity. By fostering professional development, ensuring employee motivation, and creating structured career progression plans, organizations can enhance performance and efficiency. Companies that prioritize career growth not only benefit from a more skilled and dedicated workforce but also gain a competitive advantage in their industry.

Theoretical Review

Socio-Cultural Theory

Vygotsky introduced the concept of sociocultural theory (1978). According to the notion, setting and organizational culture may have an impact on an individual's behaviour. According to House, Hanges, Javidan, Dorfman, and Gupta (2004), an organization's culture may have an impact on how inclusive it is for men and women. According to Matsumoto and Juang (2013), workplace social interactions and organizational culture may have an impact on people's behaviours, including how well they perform at work. By emphasising the ways in which people's environment, or socio-cultural variables inside the organisation, particularly influence their behaviours, emotions, and ideas. Sanderson (2010) enhanced the theory by positing that positive behaviours are influenced by workplaces that value diversity (Ullah, 2020).

Sanderson (2010) goes on to say that the socio-cultural viewpoint characterizes people's actions and thought processes as influenced by a variety of elements, including gender. In this sense, the socio-cultural approach offers insight into the driving forces behind an individual's behaviour. Matsumoto and Juang (2013)

contended that cultural factors and the environment in which conduct happens impact an individual's behaviour. Consequently, this theory offers insight into the rationale behind an individual's action. Hofmann and Hinton (2014) also contended that an individual's conduct and perception are influenced by the social and cultural norms of their job. In a similar vein, Farndale, Beijer, Van Veldhoven, Kelliher, and Hope-Hailey (2014) contended that social and organizational influences are important in shaping workers' behaviours, including their performance. According to the Socio-cultural Theory, companies that value gender diversity foster good behaviour in their workforce. People, for instance, display behaviours like better performance when they work in a welcoming and inclusive setting. Thus, the theory provides a clear explanation of how gender diversity may affect workers' performance inside the company. It is the duty of managers to foster a culture that values gender diversity and to make an effort to improve employee performance. As a result, this theory is appropriate and pertinent for explaining how gender diversity affects organizational performance. Based on the Sociocultural Theory, organizations that embrace gender diversity encourage employees' positive behavior. For instance, Galinsky, Bond and Hill (2004) posited that when individuals experience conducive and inclusive working environment, they exhibit behaviours such as improved performance. The theory therefore explains well the way gender diversity may influence the performance of employees in the organization. Managers are responsible to create an environment that promotes gender diversity and exert their efforts to enhance their performance. Hence, this theory is relevant and suitable to explain the influence of gender diversity on the employee performance dimensions.

Empirical Review

Ibinabo, Warmate, Samuel, and Isaac (2020), on gender diversity and organizational performance of three (3) star hotels in South-South Nigeria. This study examined the relationship between gender diversity and organizational performance of 3-star hotels in South-South, Nigeria. Primary data was generated through self-administered questionnaire. The target population of the study is all the 3-star hotels in South-South, Nigeria registered with the Nigeria Tourism Development Commission. Five managers were selected from each of the 60 hotels in the South-South giving a total of 300 managers. The sample size of 171 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved using the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings of the study revealed that there is a significant relationship

between gender diversity and organizational performance of 3-star hotels in South-South, Nigeria. The study concludes that gender diversity significantly predicts organizational performance of 3-star hotels in South-South, Nigeria. The study recommends that organizations should endeavour to remove every subtle obstacle that hinders women from climbing up the managerial ladder. All forms of organizational practices and processes which create difficulties and limitations for women attaining the highest position of their field must be effectively removed. Edeme & Iyede (2024), carried out an investigation on Re-Discoursing Gender Diversity and Organizational Performance of Selected Banks in South-South Nigeria. The study used a survey research approach to gather data from respondents who work as contract or permanent employees of two particular commercial banks, Polaris Bank and Zenith Bank branches that are now located in Delta State and Edo (five-point Likert scale) structured questionnaire that the researcher used for personal gain at the chosen commercial banks. A sample size of 262 was obtained using the probability sampling approach (multistage random sampling) for this investigation. The research included percentages and frequency tables to describe the analyses. Multiple regression analysis was used to test the hypotheses, and the correlation coefficient was utilized to determine the link between the independent and dependent variables. The correlation analysis showed that there is a substantial association between the dependent variable (organizational performance) and all of the independent factors (planning and intuitive decision making). All of the independent factors had a favourable impact and a substantial link with organizational success, according to the regression analysis. The research came to the conclusion that organizational performance of certain banks in South-South Nigeria is significantly impacted by gender diversity. According to the survey, companies should make an effort to eliminate any little barrier preventing women from moving up the management ranks. It is essential to eliminate any organizational procedures and policies that hinder women from rising to the top positions in their respective fields.

Amsi and Kiflemariam (2023) carried out an investigation on Gender Diversity and Employee Performance in the Tanzania Textile Firms. In this regard, many researchers have been attracted to study such relationship. But most prior empirical studies focused on employee's performance as a single dimensional variable instead of being multidimensional variable. Employees' performance can be categorized as adaptive, contextual and task performance. In this regard, the article aimed at examining the influence of gender diversity on employees' performance dimensions. The sample size was 618 whereby 203 respondents were from Dares Salaam; 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. Hence, the article recommends that organizations must ensure the appropriate mix of men and women at workplace through engendered recruitment, retention and career development. However, promotion and appointment of the higher positions such as managerial positions should base on the merits of an individuals and not on their gender.

Ajetunmobi, Faleye & Adeyemo (2024), examined the effects of Gender Inequality on organizational performance. The independent variable is Gender Inequality specifically recruitment, promotion, compensation and benefits. The sample population was selected using purposive sampling technique. Primary data was conducted using questionnaires and interviews while secondary data was conducted using several books and journals. Also, the dependent variable is the organizational performance which bothers on the employees in the organization. The research proceeded to utilize both quantitative and qualitative methods to gather its primary data. The research discovered that there is unequal opportunity for growth and advancement for employees. Therefore, this empirical study provides guideline for managers in deducing inequality practices from the organization, in order to ensure equality amongst employee to increase organization productivity.

METHODOLOGY

Research Design

Research design involves defining the methodological structure or apparatus within which research is to be experimented Agbonifoh and Yomere (1999). It is a logical model of proof that allows the researcher to draw inferences concerning causal relationship among the variables under investigation. The overall framework this study adopted was the survey research design method, which is usually concerned with the systematic gathering of information from respondents for the purpose of understanding and/or predicting some aspects of behaviour of the population of interest. Survey approach is deemed to be the most appropriate for this study since the issue of concern deals with opinions, perceptions or attitudes of individuals which cannot be measured directly.

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Population of the Study

The population of a study refers to all members of a specified group being examined. "Population is made up of the entire universe of which we would like to generalize our findings". According to Agbonifoh and Yomere (1999), it is the totality from which researcher draws his sample. To be complete, population to be investigated must be defined in terms of elements, sampling units, extent and time (Tull & Hawkins, 1993). With respect to these constituent's part, the target population of this study is management and staff of Nigerian Airspace Management Agency (NAMA), Federal Airport Authority of Nigeria (FAAN), Nigerian Safety Investigation Bureau (NSIB) and Nigerian Meteorological Agency (NiMET) all whose branches are in Asaba Delta State. The population was generated from the firm's websites and interview was held with the key personnel who are privy to the employees' registers in their respective firms, the population figure is estimated at 511 (Table 1).

Sample size

Sample size according to Polit (2001), is a proportion of a population while Tustin, Ligthelm and Van (2005), state that sample size is a smaller set of the larger population. For this study, Taro Yamai gave a sample size of 228. This sample using Bowley's was further allocated as in (Table 2).

Sampling Techniques

This study used the simple random sampling technique. The simple random sampling technique will be used because it allows for the possibility of every member of the population to be included in the survey study (Saunders, Lewis, & Thornhill, 2009). The aim of choosing simple random sampling technique was to obtain a sample that is representative of the larger population. Simple random sampling technique was adopted in getting the respondents to answer the questionnaires.

Method of Data Collection

There are basically two sources of data in social and management science research; they are primary and secondary sources. The primary source of data collection was employed in this research work. Based on the nature of this research, the researcher employ structured questionnaire. The questionnaire was in two sections A and B. Section A is the personal data of the respondents while section B was used to get information on the variables selected for the study.

Table 1: Population Spread of Staff of the Selected Organizations.

Categories of Employees	Nigerian Airspace Management Agency (NAMA)	Federal Airport Authority of Nigeria (FAAN)	Nigerian Safety Investigation Bureau (NSIB)	Nigerian Meteorological Agency (NiMET)	Total
Senior Staff	24	25	28	29	106
Middle Staff	27	46	31	24	128
Lower Staff	68	107	54	56	277
Total	119	178	113	109	511

Source: Human Resource Department of the studied firms through websites 2025

Table 2: Proportion Sample from selected organization.

Firms	Sample Size
Nigerian Airspace Management Agency (NAMA)	52
Federal Airport Authority of Nigeria (FAAN)	78
Nigerian Safety Investigation Bureau (NSIB)	50
Nigerian Meteorological Agency (NiMET)	48
Total	228

Source: Researcher's computation 2025

Table 3: Result of Pilot Test.

Construct	Cronbach's Alpha	No of Items	No of Respondents
Workforce Composition	0.871	5	20
Gender Pay Equity	0.798	5	20
Career Advancement	0.765	5	20
Organizational Productivity	0.965	5	20

Source: Researcher's computation, 2025

The questionnaire were in four responses of the modified Likert scaling of five (5) point closed ended questions which are; 5= Strongly Agree, 4 =Agree, 3 = Undecided, 2 = Disagree, 1= Strongly Disagree.

The purpose of this is to ensure that participants, who would understandably be busy at their jobs, fill it at their convenience.

Validation of the Research Instrument

This focuses on ensuring that the measuring instrument is of quality in order to prevent measurement errors. Specifically, validation of instruments is of two-fold involving validity and reliability.

Reliability of the Research Instrument

Reliability refers to the consistency of the questionnaire in producing same or similar results in repeated trials. A pilot study will be conducted using 25 respondents within a week using test-retest method. The respondents were randomly drawn from the employees of the companies under the study. Reliability is determined through the interpretation of the Cronbach's Alpha, reliability coefficient that indicates how well the items in a set are positively correlated to each other (Seksrn and Bougie, 2010). The result of the pilot test is shown in (Table 3). All the independent variables are in good reliability since Cronbach's Alpha exceeds 0.70. The dependent variable, organizational productivity is yielding excellent reliability

result with Cronbach's Alpha of 0.939. In conclusion, all variables fall under good reliability score ranges. The rule of thumb indicated that Cronbach's Alpha of coefficient 0.7 to <0.8 and 0.8 to <0.9 is very good.

Data Analysis Techniques

Data analysis is an application of reasoning to understand, clear and interpret the data or information that have been collected through the questionnaire (Zikmund *et al.*, 2010). This is the mathematical and statistical techniques employed in analyzing and interpreting the outcome of the research instrument as regards the hypotheses (Olowoyo, 2006). Both descriptive and inferential statistics will be used in analyzing data. Descriptive statistics involves the computation of frequency distribution, mean, and standard deviation etc., which are useful to identify differences among groups. Inferential analysis assists in understanding relationships between the study variables. In order to meet the research objectives of the study, all valid responses were assessed using regression analysis via the use of Statistical Package of Social Sciences (SPSS) version 27. Multiple regressions was used to predict whether there is any significant relationship between the independent variables (workforce composition, gender pay equity and career advancement) and the dependent variables (organizational productivity). According to Sekaran and Bougie (2010) multiple regression analysis is an analysis of association which

Table 5: Collinearity statistics of Independent Variables.

Independent variable	Tolerance	VIF
Workforce Composition	0.843	1.166
Gender Pay Equity	0.784	1.276
Career Advancement	0.939	1.065
Mean		1.16925

Source: computed from SPSS analysis of field survey data, 2025

Table 6: Multiple Regression Analysis of Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.034	.488			6.215.000
Workforce Composition	0.147	.047	0.184		3.130.002
Gender Pay Equity	0.143	.049	0.178		2.914.004
Career Advancement	0.168	.047	0.156		2.897.001

a. Dependent Variable: Organizational productivity

were females. This indicates that females were more in number than the male respondents. From (Table 4), the age distribution of respondents which was spread across various age brackets show that the highest concentration of respondents fell within the age bracket of 26 – 35 years with 123(59%) of respondents. The categories of respondents between 18-25 years accounts for 38(18%). 48 (23%) of the respondents fell at the range of 41-50 years. Also the tables indicates that 90(43%) were Christian, 70(33) practice Islam while 49(23%) had other beliefs. It shows from the above table showed that respondents that are WAEC/GCE/NECO holders account for 30(14.0%), those respondents that possess ND/NCE were 40(%). 120(57%) of the respondents indicated that they were HND/B.Sc degree and those who had MBA/M.Sc and Others educational qualifications accounted for 19(10%) of the respondent. It also indicates the marital status of the respondents. It was observed that 129 (62%) of the respondents were married while 60 (29%) were single and 20 respondents representing 9% are divorced. For number of work experience, it can be observed from (Table 4) that respondents ranging from 1-5 Years accounts for 12(6%), 6-10 years accounted for 110(53%), 10-15 years accounted for 50(24%) and lastly 16 years and above accounted for 37(17%). Lastly, (Table 4) shows category of respondents 74 (35%) are lower level, 108(52%) are in the middle level while 27(13%) were top level staff.

Multicollinearity Test

The result in (Table 5) shows the test for variance inflation factor test (VIF); the mean VIF value Reported is 1.16925 which is less than the benchmark value of 10 point to the absence of multicollinearity. The multiple regression analysis was adopted to test the relationship workforce composition, gender pay equity and career advancement and organizational productivity (Table 6).

The results were shown in (Table 7). From the data shown, the correlation $R=0.598$ means that the three (3) factors have high relationship with organizational productivity. In this regression, the independent variables at 67% ($R^2=0.678$), ANOVA statistics ($F=13.552$, $p<.05$) indicated that the overall model is statistically significant (Table 8). When considering the regression data of independent variables. The F-ratio in the ANOVA Table tested whether the overall regression model is a good fit for the data. The table showed that the independent variables (workforce composition, gender pay equity and career advancement) significantly predict the dependent variable (organizational productivity), since $F(4, 288) = 34.298$, $p<.005$, the regression model is good for the data.

Test of Research Hypotheses

The Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypothesis will be accepted while the alternate hypothesis is rejected and vice versa. If the probability value is 0.000 is smaller than the critical value of 5% (ie $.000 < 0.05$), we conclude that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypothesis and to accept the alternate.

Hypothesis one

H_{01} there is no significant relationship between workforce composition and organizational productivity in aviation sector in Delta State.

From the coefficient (Table 7) workforce composition exhibited positively with organizational productivity given the Beta value ($\beta=.184$ $p<.002$). The regression analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.598 ^a	0.678	0.147	0.78019

a. Predictors: (Constant), Career advancement, Workforce composition, Gender pay equity

workforce composition and organizational productivity on the test of hypothesis one, Table 4.7 indicated that the exact level of significant calculated (.002) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis is rejected to accept the alternate hypothesis thereby implying that there is significant influence between Workforce composition and organizational productivity.

Hypothesis two

Ho₂: there is no significant relationship between gender pay equity and organizational productivity in aviation sector in Delta State.

The coefficient (Table 7) showed the extent to which Gender pay equity positively affects organizational productivity. Given the Beta value ($\beta=.178$, $p<.001$). The regression analysis for Gender pay Equity and organizational productivity on the test of hypothesis two, Table 7 indicated that the exact level of significant calculated (0.004) is less than the probability of committing a type one error (0.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that, there is significant positive relationship Gender pay equity and organizational productivity.

Hypothesis three

Ho₃: there is no significant relationship between equal opportunity for career advancement and organizational productivity in aviation sector in Delta State.

The coefficient (Table 7) showed the extent to which Equal opportunity for career advancement positively affects organizational productivity. Given the Beta value ($\beta=.156$, $p<.001$) The regression analysis for Equal opportunity for career advancement and organizational productivity the test of hypothesis one, (Table 7) indicated that the exact level of significant calculated (0.001) is less than the probability of committing a type one error (0.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that, there is significant positive relationship between Equal opportunity for career advancement and organizational productivity.

DISCUSSION

In conformity with the data analyses carried out in

chapter four and the review of extant literature in chapter two, the discussion of the findings of this research study is accordingly presented below:

Workforce composition and Organizational productivity

From the results of data analyzed in (Table 7) it was reported that the overall positive correlation coefficient values among variables of psychological wellbeing is indicative that they are appropriate indicators and dimensions. It showed the extent to which Workforce composition accounted for change in organizational productivity ($\beta= 0.184$, $P< 0.02$). This shows that there is significant positive relationship between Workforce composition and organizational productivity. Table 8 showed that the Adjusted R² reported 0.678(67%) of the change organizational productivity is explained by Workforce composition. This result agreed with the findings of (Certo et al., 2019) that those especially interested in understanding the relationship between the diversity of the firm's workforce and the capability to succeed in radical innovation. Prior management studies of diversity and innovation have focused attention on a few specific units within the company deemed to play a forefront role in the innovation processes, such as the top management or the product teams.

Gender pay equity and Organizational productivity

The result obtained from (Table 7) portrayed an overall positive correlation coefficient values among variables that measure Gender pay equity, and this point out the fact that they were all appropriate measures of Gender pay equity It showed that the ($\beta=.178$, $P< 0.002$) indicates that Gender pay equity has significant positive relationship and accounted for variance in organizational productivity. Also Table 8 showed that the Adjusted R² reported 0.678(67%) of the change organizational productivity is explained by Gender pay equity. *This supports the findings of Buttner and Lowe (2019), stated that Perceived pay equity directly influenced OC and interacted with scholarly productivity to affect commitment. Highly productive participants who perceived pay equity reported the highest commitment. When pay was seen as inequitable, the most productive scholars reported the lowest commitment. Perceived internal pay equity had an effect, over and above perceived external pay equity on commitment which turn set turn has a positive effect on organizational productivity. Also the findings of Huyer, (2020) which*

Table 8: ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.996	4	8.249	13.552	0.000 ^b
	Residual	175.304	288	0.609		
	Total	208.300	292			

a. Dependent Variable: Organizational productivity

b. Predictors: (Constant), workforce composition, gender pay equity, career advancement

stated gender pay gap remains a significant barrier to achieving workplace equality, as numerous studies have shown. When women perceive that they are undercompensated compared to their male counterparts, their motivation and engagement with the organization decline, which in turn affects their productivity. This study reinforces the argument that gender equality in compensation is not merely a matter of fairness but also a strategic organizational imperative. Fair compensation practices have been consistently linked to higher job satisfaction and improved organizational outcomes. Companies that invest in gender pay equity programs can enhance their competitiveness by fostering a more motivated and loyal workforce.

Equal Opportunity for Career Advancement and Organizational productivity

The result from the regression on (Table 7) revealed that Equal opportunity for career advancement has significant positive effect on organizational productivity. It showed that the ($\beta = 0.156$, $P < 0.001$) shows the extent to which goal setting accounted for change in organizational productivity. In (Table 8) showed that the Adjusted R² reported 0.678(67%) of the change organizational productivity is explained by Equal opportunity for career advancement. More so, the result of hypothesis tested showed that there is significant positive relationship between Equal opportunity for career advancement and organizational productivity. This is in line with Ugwu (2021) the study's findings align with global research, which shows that organizations that actively implement gender equality strategies such as diversity training, equitable compensation, and gender-balanced promotion practices tend to experience improved employee engagement and organizational effectiveness. Gender biases, particularly in hiring and performance management, continue to undermine women's potential in the workplace. Addressing these biases is not only a matter of fairness but also a strategic imperative for organizations seeking to enhance productivity and innovation. By ensuring that women are given equal opportunities and support, organizations can unlock untapped talent and drive greater organizational success. And also include that equal employment opportunity increases organizational productivity, boosts employee

morale and above all, improves organizational harmony and tranquility. Sequel to the findings.

Conclusion

Gender diversity in the aviation industry has a significant impact on organizational productivity. A diverse workforce fosters innovation, enhances decision-making, and improves problem-solving by incorporating a wide range of perspectives and experiences. In aviation, where safety, efficiency, and customer satisfaction are paramount, gender-inclusive teams contribute to more balanced leadership, better risk assessment, and improved operational outcomes. Furthermore, gender diversity promotes a positive work environment, leading to increased employee morale, job satisfaction, and retention rates. Airlines and aviation organizations that prioritize diversity often benefit from stronger employer branding, attracting top talent and enhancing their competitive edge in a globalized market. However, challenges such as gender biases, underrepresentation of women in technical and leadership roles, and workplace culture barriers still hinder full inclusivity. Addressing these issues through targeted policies, mentorship programs, and inclusive leadership strategies can further maximize the benefits of gender diversity. Furthermore, embracing gender diversity in the aviation industry is not just a matter of social responsibility but a strategic imperative that enhances organizational productivity, innovation, and long-term sustainability.

Recommendations

- i. Aviation organizations should promote gender balance by increasing the recruitment and retention of women in technical and leadership roles through targeted hiring, mentorship, and diversity initiatives.
- ii. Regular pay audits should be conducted to eliminate gender-based wage disparities, supported by transparent salary structures and fair compensation policies.
- iii. Companies should establish clear, merit-based career development pathways, ensuring equal access to promotions, training, and skill development for all employees.

- iv. Regulatory bodies should enforce inclusive workplace policies such as flexible work arrangements, parental leave, and diversity training to enhance work-life balance and overall productivity.

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