

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Does Diversity Equate Efficiency? Its Impact on Job Satisfaction, Teamwork, and Employee Productivity among UK Workers

Agulefo Prosper Chinedum

Researcher, Department of Industrial Economics,
University of International Business and Economics Beijing, China

Abstract:

This study set out to answer the question, "Does workplace diversity equate efficiency?" considering factors such as teamwork, job satisfaction, and productivity. Data was gathered from 197 UK workers via a questionnaire to achieve the study's aim. The first section of the questionnaire aimed to gather information on the respondents' demographics, the second part sought information about the employees' perspectives on workplace diversity, teamwork, job satisfaction, and productivity. As a result, SPSS was used to analyze the data and outcomes were displayed in frequency tables, a scatterplot, and a regression analysis. Statistical analysis revealed a significant relationship between the four independent variables, as diversity in the workplace significantly impacted employee productivity, teamwork, and job satisfaction.

Keywords: Diversity, teamwork, job satisfaction and employee productivity

1. Introduction

To succeed in today's extremely diverse economy, employees must band together across lines of race, religion, gender, sexual orientation, and nationality (Fulp, 2018). Diversity may be a burden and an opportunity for businesses, given that it affects how people perceive themselves and others (Kang & Kaplan, 2019). However, in the event of a detected problem, it is particularly important when identified and corrected in a timely manner because it can aid smooth working conditions and allows leadership to resolve issues before they worsen (Momoh & Iyobhebhe, 2023). Thus, coworkers and employers must carefully recognize, accept, and celebrate one another's unique qualities in the workplace (Ellis & Jacobs, 2021). It implies that diversity in the workplace encompasses not only the overt differences in demographics such as class, color, sex, age, etc., but also the more nuanced contrasts and commonalities among employees.

As defined by Janhunen (2023), diversity is the unique characteristics that each group member brings to the table. According to Costa (2023), diversity is not a static concept but rather is shaped by a wide range of factors. Hence, there may be quick shifts in the racial composition, national origin, and other identifying characteristics of a region's population due to changes in immigration policies and other factors. Yet, linguistic and cultural practices continue to develop and diversify regardless (Kim et al., 2022). Language diversity is a direct result of the innate racial sequence and reasoning that leads to successful integration among people of different backgrounds (Hu et al., 2022).

Furthermore, language acts as a means of interaction and a carrier of culture, making linguistic hybridity a significant indicator of cultural and social variety (Wei et al., 2019). People of different areas and backgrounds speaking different languages may have vastly varied cultural norms, just as there are vast individual differences (Hildisch et al., 2015). As a result, every person's native tongue and place of birth are culturally unique, with the former serving as a window into the latter. So, there can be significant differences in the attitudes and behaviors of people who speak different dialects since they frequently have different cultural roots, societal standards, ideas, and concepts (Tektigul et al., 2022). Hence, a region's ability to communicate, collaborate, find job satisfaction, generate novel solutions to challenges, and prosper as an organization may all be impacted by the higher depth of social diversity when more languages are spoken there. In a nutshell, a company's workforce is deemed diverse if the employees exhibit a wide range of similarities and differences between themselves (Sakr et al., 2023). This understanding of diversity extends to include every employee, irrespective of age, ethnicity, gender, and cultural and ethnic origins (Ince, 2023).

Therefore, the real effectiveness of an organization depends on how well its workforce diversity is managed. As described by Knippenberg et al. (2004), workforce diversity management is the process through which a company fosters a productive workplace culture in which individuals' unique qualities and perspectives are recognized and appreciated. Hence, *organizational efficiency* can be defined as the degree to which an organization succeeds in its mission and achieves its objectives by efficiently applying its resources (Taouab & Issor, 2019). When an organization is efficient, it can accomplish its aims effectively (Alkhawaldah et al., 2023); according to Shell (2010), an organization is effective to the degree that it delivers on its commitments to its investors. As Badran & Khalifa (2016) pointed out, managing diversity in the workplace is crucial for bringing together employees with complementary skill sets and perspectives, paving the way for team and individual success. Opara (2022) noted that managing diversity in the workplace entails removing or reducing any obstacles, such as bias and bigotry, that may get in the way of staff doing their job; hence, workers' attitudes

and dedication to the company's stated goals and objectives are influenced directly by the atmosphere at work (Aguilefo & Aguilefo, 2023); hence, management must keep that in mind and create a diverse and friendly atmosphere for work. Businesses must do several specified activities to minimize occupational inequality, and workforce diversity management includes statutory and voluntary administrative measures (Mahadevan & Ilie, 2022).

1.1. Problem Statement

As a result of globalization, the global market is becoming more diverse, which has a markedly favorable influence on the efficiency of enterprises that actively promote workforce variety, leading to a thriving global economy and a reduction in the difficulty of conducting international trade. Sometimes, workers in the same diversified organization go to extremes in their prejudiced attitudes and inability to collaborate, which has a detrimental impact on morale and productivity; this is because the essential ideals of diversity are only sometimes partially harnessed, resulting in a decline in company revenue and overall organizational effectiveness. Therefore, managers in the modern business environment must accept that their workforce and communities are becoming increasingly diverse and make concerted efforts to recruit and retain the best talent possible.

Interestingly, the demographic makeup of the United Kingdom has shifted significantly over the past few decades; as many people have moved to the UK in search of employment, this trend has accelerated in the wake of recent events like Brexit and Covid-19. Current demographic trends present new challenges for corporate management because of employees' diverse cultural and socio-economic backgrounds. Therefore, a lack of attention to diversity management in the workplace can harm productivity by encouraging an environment of distrust, ignorance, and hostility. Most studies have examined how workforce diversity affects organizational efficiency, but there are still many open concerns concerning how diversity impacts factors like teamwork, job satisfaction, and overall effectiveness.

1.2. Research Questions

This paper aims to explore the impact of workplace diversity on organizational efficiency; hence, to outline all the essential information related to the formulated variables and extensively review the relationship among them, the following research questions were answered.

- Does workplace diversity have a significant and positive effect on teamwork among workers in the UK?
- How much of a role does diversity in the workplace affect job satisfaction in the United Kingdom?
- What is the relationship between workplace diversity and employee productivity in the UK?

2. Literature Review and Hypotheses

2.1. Theoretical Framework

According to Jiang et al. (2022), a diverse workplace should foster respect for culture, tolerance, and appreciation for one another's unique qualities. Hence, diversity management and organizational efficiency should be consistent with the needs of a diverse workforce. Therefore, this research is grounded in the following theories:

2.1.1. Social Categorization Theory

Social categorization refers to grouping people into distinct categories based on superficial characteristics such as gender, age, and ethnicity and creating stereotypes about those groups. According to Hogg & Terry (2010), the theory posits that people categorize themselves into identity groups depending on the most prominent qualities. Then they cooperate with those groups by favoring situations that reinforce their identities. So, contrary to what may be expected, Knippenberg et al. (2007) find that people with different backgrounds are less likely to work together than those with the same background. Hence, categorizing people can construct positive biases towards members of the in-group and negative biases towards members of the out-group, both of which can impede the development of information pertinent to the job. As the social categorization theory predicted, employees' cultural backgrounds can be seen as a type of social category variety (Champoux-Larsson et al., 2022). It proposes to explain the emerging higher-order processes of group activity. Individuals will shift their focus from categorizing themselves according to their identities to categorizing themselves according to their social identities. Subgroups or cliques may form among employees of the same company based on their shared cultural experiences.

2.1.2. Social Identity Theory

According to the social identity theory, a person's sense of self is formed by membership in specific social circles, especially groups with a more positive self-perception due to shared social qualities (Tajfel, 1982). These memberships serve to safeguard and strengthen individual senses of self. Hence, individuals derive a significant portion of their sense of identity from the communities to which they belong. A person has not just one but many distinct identities, each corresponding to one or more of the many groups to which they belong. The theory asserted that individuals' behaviors might change depending on the social group to which they belong. Because a person's sense of who they are as an individual is shaped in part by the social groups to which they belong. Therefore, according to this hypothesis, people's need to maintain a favorable self-image affects how they evaluate others. To be more specific, it is more common to favor in-group over out-group comparisons that emphasize differences within a group. Social identification procedures are driven not just by the need to improve one's worth and to stand in the world but also by the desire to feel more secure and confident in one's thoughts, feelings, and actions. As stated by Riddell et al. (2023), one's performance is determined by their level of motivation or how driven they are to put in the time and effort required to attain their objectives.

2.2. Conceptual Framework

2.2.1. Workplace Diversity

Diversity can provoke various responses in the workplace (Barnes & Grayer, 2023), with some workers viewing it as an issue to be solved instead of a resource to be leveraged to develop the firm. According to several academics, corporations with a high emphasis on diversity are extraordinarily successful due to decreased turnover costs and excellent sales, which benefit organizations that promote diversity more than those that do not (Pokhrel, 2023). Businesses that include diversity as their strategies instead of viewing it as an added expense receive tremendous benefits. Hence, diversity in the workplace increases productivity. Tiwarim (2022) asserted that individuals can benefit from one another's diverse perspectives, expertise, and life experiences. Recently, companies are becoming increasingly cognizant of the need to manage workforce diversity to improve employee performance and increase organizational effectiveness. Many issues, such as a more diversified workforce, have emerged due to a sector's rapid expansion and depending on its management, this natural phenomenon can either increase or decrease the efficiency of a company. In addition to being the spark that ignites operational excellence, a productive workforce is also essential for sustaining the highest level of organizational efficiency (Okolie & Memeh, 2022).

2.2.2. The Impact of Workplace Diversity on Teamwork

A team is a collection of persons who work to achieve the same goals and objectives for the benefit of customers and enterprises (Agarwal & Adjirackor, 2016). Thus, collaborative effort is frequently acknowledged as a legitimate force for cooperation in any firm or institution, and this acknowledgment fosters teamwork (Triguero-Sánchez et al., 2022). In addition to establishing a culture of success, teamwork helps individuals recognize the need for cooperation and provides insight into the inner workings of a business. Teamwork in an institution is one of the most compelling means of accomplishing everything with efficacy and excellence, and it is a primary reason an organization's effectiveness may be measured to reach its goals (Sanyal & Hisam, 2018). Every business wants to prosper and become more efficient, so naturally, this has led to a plethora of research into the effect that teams have on business outcomes. The widespread notion that teams can influence organizational effectiveness is likely behind this heightened level of interest. Some scholars have concluded that teamwork is crucial to realizing organizational objectives and inspiring employees to provide their best. In addition, researchers and professionals agree that teams that exhibit successful behaviors are better equipped to adapt and thrive when confronted with novel difficulties. Consequently, knowing the impact of cooperation on efficiency is crucial since teamwork is seen as one of the primary motivating factors for boosting an organization's efficiency levels (Jones et al., 2008). Therefore, trust in a team arises when members have faith in one another's abilities, despite their diversity.

Due to technological advancements and the emergence of a global economy, individuals from all walks of life are now more interconnected than ever before (Moll, 2023); as a result, firms are constantly seeking innovative ways to provide the most outstanding quality service to clients. So, to achieve more, organizations must be able to attract and retain the most brilliant individuals; consequently, the competitive advantage and productivity of businesses willing and able to follow the fundamental norms and processes of diversity increase with time (Tu & Wu, 2021). In addition, to be successful, companies recruiting applications from throughout the country and worldwide must accept and appreciate a highly diverse workforce. Thus, the diversity of an organization's workforce can significantly impact its management practices and efficacy (Anwar & Abdullah, 2021).

Luis et al. (1997) conducted research to assess how ethnic diversity influences productivity in the workplace. The study aimed to determine whether a company's performance is enhanced by foreign personnel from diverse cultural backgrounds or hindered by unconnected individuals from diverse cultural backgrounds. The study solicited comments from 500 enterprises to develop a method for estimating the productivity of culturally diverse businesses, considering organizational and industry commonalities. The data analysis concluded that cultural diversity had a moderate impact on productivity.

Debra (1995) assessed the efficacy of multicultural teams in terms of procedure and outcome. The study aimed to determine whether groups with more striking color, gender, ethnicity, personality, and overall variation could perform creative tasks more effectively than teams with less diversity. The study also examined the hypothesis that the values of a community affect the group's efficiency level and vice versa. In order to accomplish the goal of the study, seven groups from R&D agencies in the Midwest were analyzed; the results revealed that a group with members of different sexes, ages, and cultures did not perform better than a group with members of the same culture. For creative assignments, it was discovered that teams with a higher range of traits performed worse. In addition, it was discovered that groups with greater socio-economic diversity were more productive than those with greater positional diversity and that the quality of team mechanisms was higher in diverse groups. The study also concluded that collective efficacy grows when individuals bring varied viewpoints and experiences; diverse teams are more likely to share group ideals. According to the findings, organizations can reap the benefits of diverse groups if they try to increase diversity within groups, maintain open communication channels, and ensure everyone is aware of their responsibilities.

2.2.3. The Impact of Workplace Diversity on Job Satisfaction

Job satisfaction refers to the pleasant or happy emotional state resulting from an employee's evaluation of his or her employment (Alshammari, 2020). A few primary human and organizational outcomes that can directly and indirectly influence job satisfaction are employee work motivation, attrition, efficiency, and commitment (BOR, 2018). On the other hand, Adotey et al. (2023) asserted that job satisfaction is the best predictor of employee turnover, which has substantial

financial ramifications for firms. However, Boamah et al. (2022) defined job satisfaction as an honest assessment of how one feels mentally and physically at work. Although job satisfaction can be affected by numerous external influences, this view maintains that it ultimately boils down to the worker's own subjective experience. It implies that job satisfaction entails a group of interrelated aspects that combine to make up an overall positive experience at work. On the other hand, Mahmood et al. (2021) defined job satisfaction as the employee's place in the company. Hence, job satisfaction can be characterized as people's affective dispositions towards their current work positions. Job satisfaction relates to how much of a positive or negative impact people's jobs have on their lives; as a result, feelings of contentment or discontent with one's job might arise in any workplace (Stanley et al., 2011).

Therefore, one's level of job satisfaction reflects the sum of one's good and negative emotions about the job. If one's job rewards are commensurate with their expectations, that person will be happy; hence, an employee's actions at work are directly related to how satisfied he or she is with their job (Kurniawaty et al., 2019). It is also widely believed that to be happy in one's work means to perform that work with enthusiasm, competence, and recognition. When employees are satisfied with their job, they enjoy themselves while working. Being happy in one's work is a critical factor in success in one's career and life (Perez-Colon, 2023). Therefore, the degree to which an employee feels his or her efforts are rewarded, especially in the context of the worker's intrinsic motivation, is another definition of job satisfaction (Phillips et al., 2023). Thus, happy workers are more productive than unhappy workers, as contentment with one's job could be a barometer for how things are doing within a company.

Experts in diversity management mainly agree that a more varied workforce can lead to increased conflict in firms (Pitts, 2005); it implies that misunderstandings and misconceptions due to diversity can also contribute to workplace strife. Therefore, conflict sometimes results from reasonable disagreements over the areas and content of organizational goals and activities, particularly as new and diverse perspectives are integrated into an organization (Stazyk et al., 2021). According to Schroth (2019), the fact that organizations are becoming increasingly culturally and ethnically diverse increases workplace friction and uncertainty. According to research conducted by Carbery et al. (2003) on the impact of workplace diversity on job satisfaction and worker retention, the study discovered that it is widely accepted that bringing employees from diverse backgrounds together inevitably fosters a more accepting and collaborative environment. The study concluded that there is a relationship between workplace diversity and work satisfaction on the job as various elements, such as workplace demographic, sentient, and psychological features, influence happiness and loyalty on the job.

Bah (2014) conducted research highlighting diversity's significance to employee satisfaction. The author argues that a workforce with greater diversity is more productive than one without diversity. The study asserted that the amount to which a company is committed to learning about and appreciating its employees' different characteristics and needs is a primary determinant of employee satisfaction; it implies that when an organization recognizes the unique traits of each individual, employee morale and loyalty increase. Hence, a more diversified workforce results in happier employees and a more productive work environment. Ng & Sears (2020) found that a pleasant working environment that promotes and celebrates diversity is directly related to employee satisfaction. It follows that job satisfaction would be high in an organization that recognizes and respects its employees regardless of their differences and makes steps to manage them properly.

In 2011, Campbell conducted a multi-method study on the relationship between diversity and job satisfaction. The survey had replies from 293 individuals; the respondents' ethnicity, age, level of education, degree of competence, and race were considered. The study revealed a correlation between job satisfaction and demographic diversity in the workplace as events (recognition and acceptance of staff diversity) occurring at work affect the employee's level of job satisfaction. On the other hand, Pitts (2009) explored the relationships between managing diversity, job satisfaction, and team success by analyzing the responses of United States government employees. The study's findings revealed a high correlation between good diversity and workplace satisfaction, indicating that efficient diversity management increases team output.

2.2.4. The Impact of Workplace Diversity on Employee Productivity

According to Rabkin & Frein (2021), employee performance refers to the tasks required of an employee and how the worker executes those tasks. High-performance employees prioritize quality in their job, focus on skill development, and take the initiative when making decisions. Thus, people with more work experience tend to perform better due to improved abilities and competencies and increased work experience (Fakhar & Khan, 2008); however, a bias-free environment is also required to improve organizational and employee performance. Hence, it is the obligation of both the employee and the employer to create an environment conducive to the success of all employees, regardless of their background.

Managing a diverse workforce involves carefully considering various aspects, including the reality that a company's success and survival depend on its ability to capitalize on its employees' talents effectively (Perez et al., 2020). Given the increasing diversity of the workforce, Owoyemi et al. (2011) emphasize that a company's ability to thrive depends on its ability to extend its perspective and adopt creative tactics. So, managers must now guide their team while catering to a more multiethnic and multicultural consumer and focusing more on workforce diversity to retain exceptional employees and enhance performance (Elsaid, 2012; Yeung & Shen, 2020). Pondy (2017) argues that diversity is generally recognized and used as a significant organizational asset, whether to be an employer of choice, to provide exceptional customer service, or to maintain competitiveness. Therefore, ensuring the effectiveness of a company's diversity policy rests with the organization's management, as a diverse workforce benefits all parties by enhancing the company's reputation, increasing revenues, and providing employees with more excellent opportunities.

According to Richard (2015), several firms have implemented diversity management practices to assist employees from diverse backgrounds to collaborate more effectively. Moreover, HRM in these companies relies on workforce diversity to locate and hire the most intelligent people from a broad pool. According to Ying et al. (2017), a systematized technique integrating organizational excellence and effective team building is essential to an organization's long-term viability since various human qualities assist in determining and achieving the business's strategic objectives. In addition, every employee's exceptional work should be respected and appreciated since it helps the organization achieve its objectives. Hence, diversity is the acceptance, respect, comprehension, recognition, acceptance, and celebration of employee differences (Kreitz, 2008). Color, employment status, sex, viewpoints, race, marital status, location, years of experience, salary, sexual orientation, and nationality are all factors that contribute to workplace diversity (Bassett, 2005). Joseph (2017) examined the effects of age diversity on workplace productivity in Singapore. The manufacturing and service sectors of Singapore were polled using self-administered survey questions. According to the data study, worker productivity decreases with increasing age. It is commonly believed that differences in organizational culture, HR practices, the nature of employment, and corporate strategy can obfuscate the effect of factors affecting staff performance when comparing workers' experiences in different firms. Krishnan et al. (2017) studied the impact of an age-diverse workforce on employee productivity as part of a descriptive study. In the study, 120 individuals were surveyed using a basic random sampling technique. The study findings indicated that it is possible to forecast staff productivity with a reasonable degree of accuracy by analyzing the age distribution of the workforce. The research also revealed a considerable difference in job efficiency based on demographics, age, job competence, and position.

Kunze et al. (2011) undertook an enterprise-wide investigation of the relationship between age variance, the atmosphere of age bias, and the effects on performance. The survey aimed to gather information about the company's overall performance using Structural Equation Modeling (SEM) analysis to confirm all the hypothesized relationships proposed model. The findings indicated that an atmosphere of age discrimination appears to develop in firms where employees of all ages work together; the study concluded that diversity negatively influences corporate performance via the mediation of loyalty. Chaudhry & Sharma (2016) did a study assessing the effects of ethnic and racial diversity on workplace efficiency. The responses came from five distinct IT companies. Three hundred respondents were asked about their perspectives and degree of awareness regarding the interaction of gender and culture in the workplace through an online survey. Analyzing the data gathered, it was discovered that the most crucial component in an organization's productivity is gender diversity. Thus, the study concluded a relationship between diversity and organizational efficiency. Similar research was undertaken by Desere (2003) to explore how cultural variations impacted the productivity of a group. The study surveyed technical team members in the South African military industry; a structured questionnaire was used to accomplish the study's objective, and 110 individuals participated in the survey. Hence, the study discovered a correlation between workplace diversity and productivity and that diversity issues in firms still need to be managed effectively. Therefore, the study advocated and stressed that team leaders should receive training in management and diversity.

Bae & Skaggs (2017) examined the efficiency effects of a diverse workforce. Using data from the waves of the Korea Occupational Community Survey, the researchers investigated the influence of gender diversity on company success. The findings suggest that the presence of women in management has a U-shaped effect on productivity. There appears to be a non-linear link between gender diversity in management and corporate success, as teams with the best worker productivity had the highest proportion of the exact gender representation in management. Thus, the study asserted that diversity influences efficiency. Ali et al. (2009) investigated the effect of a diverse workforce on performance in service and manufacturing settings. To compare hypotheses, researchers employed a longitudinal study design. The study population included all for-profit firms in Australia, regardless of size or industry. While the favorable linear and inverse U-shaped curvilinear forecasts and the predicted moderating effect of sector type were partially supported, it is essential to highlight that the results were not definitive. The study also illustrated that, depending on the industry, the effects of gender diversity could be accentuated or diminished.

2.3. Hypothesized Model

Today, businesses worldwide are attempting to overcome the difficulties posed by increasingly diverse workforces; it is one of the most pressing challenges facing businesses today, as diverse employees have left favorable and adverse marks on businesses. This is because diversity provides the opportunity for a creative and inventive environment and the opportunity for those who require a place to advance their careers without regard to diversity discrimination. Upon review of pertinent literature, the following hypothesis was developed:

- H₁: Workplace diversity and teamwork have no significant and positive correlation.
- H₂: There is no significant and positive correlation between workplace diversity and job satisfaction
- H₃: Workplace diversity and employee productivity have no significant and positive correlation.



Figure 1: Research Conceptual Model
Source: Agulefo (2023)

Figure 1 depicts the research model for the study. It comprises the factors underlying the research; each arrow represents a hypothesized relationship between the opposing variable. It displays the connection between the independent and dependent variables. Organizational efficiency is the dependent variable; it is quantified using the metrics: teamwork, job satisfaction, and employee productivity, while workplace diversity is the independent variable.

3. Methodology

The convenience sample method was used to determine the participants for this study, which included two hundred staff members working at the Harvest Care Home in Scotland. According to the study's survey-based methodology, a closed-ended structured questionnaire was used to collect responses from selected individuals. The survey was divided into two parts:

- The first dealt with participants' basic demographic information (age, gender, and country),
- The second part had 16 questions representing the four categories under investigation (teamwork, diversity, job satisfaction, and employee productivity).

Four structured questions belonged to workplace diversity; four represented the job satisfaction variable; four statements pertained to teamwork and four referred to employee productivity. Hence, organizational efficiency was evaluated in three aspects (job satisfaction, teamwork, and employee productivity). In addition, all items were revised to ensure that they were appropriately worded. Therefore, respondents were asked to rate their level of agreement with each statement displayed in the questionnaire on a 5-point Likert scale, with 1 representing strong disagreement, 2 representing disagreement, 3 representing neutral agreement, 4 representing agreement, and 5 representing strong agreement.

In addition to ensuring that the statements were understandable, a pilot study was conducted. A pilot study is appropriate to ensure that all questions accurately measure the relevant variables. Thus, 20 workers in the United Kingdom were surveyed for the preliminary evaluation, and the link to the questionnaire was provided to all participants in the pilot project. Before the questions were incorporated and used for the main study, they were reviewed and assessed for validity and dependability. After performing the tests, it was determined that every component was authentic and reliable; consequently, no statement was excluded as participants' feedback was utilized to improve the survey's wording.

Reliability Statistics				
Cronbach's Alpha			N of Items	
0.816			4	
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
Job Satisfaction	42.71	56.484	0.623	0.777
Teamwork	42.79	52.811	0.706	0.735
Employee Productivity	43.1	56.122	0.688	0.744
Workplace Diversity	43.35	66.79	0.541	0.811

Table 1: Cronbach Alpha Result

The table above summarises the results of the reliability test, from which Cronbach's alpha reliability coefficients were calculated for each of the study's variables: job satisfaction (0.777), team collaboration (0.735), employee productivity (0.744), and workplace diversity (0.767). (0.811).

The study's sample size was 200 UK workers selected via a simple random sampling method to represent the population; one of the criteria for those who participated in the study was that they must be currently and actively employed. The author's primary objective in conducting this study is to discover whether or not diversity in the workplace influences organizational efficiency in the United Kingdom, as diversity in the workplace is one of the most severe issues in the United Kingdom; hence, the questionnaire link was sent to 200 participants.

4. Data Analyses and Hypotheses Testing

4.1. Response Rate

Considering factors such as diversity, job satisfaction, teamwork, and employee productivity, this study seeks to answer the question, "Does diversity in the workplace equal efficiency?" Current UK-based employees from various firms participated in the study. The data were analyzed using SPSS Version 26.0 and descriptive statistics to generate tables and statistical data to interpret the results. Only 197 of the initial 200 surveys were completed and submitted for processing, making the final response rate from qualified office staff members 98.5%. Thus, this large percentage of responses indicates that a good number of people participated in the survey.

4.2. Participants' Demographics

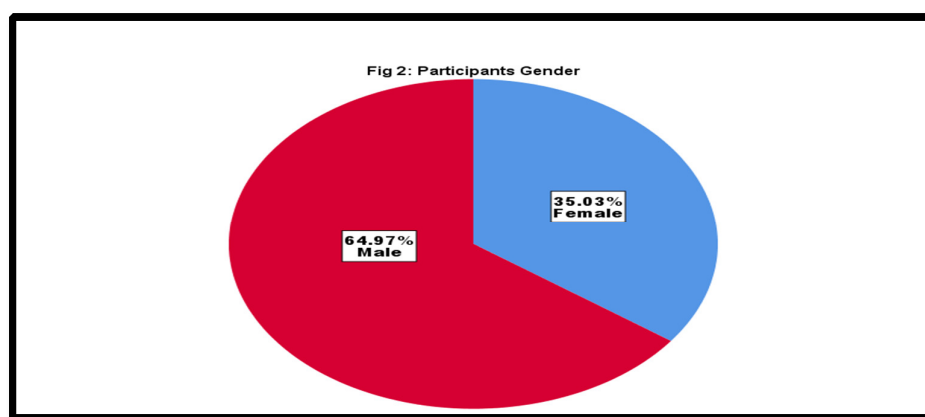


Figure 2: Participants' Demographics
Source: Field Survey (2023)

Figure 2 shows that in terms of gender, 64.97 percent of all respondents were male, while 35.03 percent were female. It indicates that the study is gender inclusive since it does not discriminate or generate gender biases. Consequently, the information obtained for this study may be considered balanced and reliable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 Years	79	40.1	40.1	40.1
	31-40 Years	109	55.3	55.3	95.4
	41-50 Years	6	3.0	3.0	98.5
	51 Years & above	3	1.5	1.5	100.0
	Total	197	100.0	100.0	

Table 2: Participants' Age
Source: Field Survey (2023)

In terms of age, 40.1 percent of all respondents were between the ages of 18 and 30 years old, 55.3 percent were between the ages of 30 and 41 years old, 3.0 percent were between the ages of 41 and 50 years old, and 1.5 percent were between the ages of 50 and above. According to this research, most respondents are between the ages of 31 and 40, which is the modal age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UK	60	30.5	30.5	30.5
	Nigeria	51	25.9	25.9	56.3
	India	23	11.7	11.7	68.0
	Namibia	2	1.0	1.0	69.0
	Kenya	11	5.6	5.6	74.6
	Ghana	10	5.1	5.1	79.7
	Uganda	7	3.6	3.6	83.2
	US	20	10.2	10.2	93.4
	Cameroun	7	3.6	3.6	97.0
	Gambia	6	3.0	3.0	100.0
	Total	197	100.0	100.0	

Table 3: Participants' Country of Origin

Source: Field Survey (2023)

In terms of participants' country of origin, 30.5 percent are from the UK, 25.9 percent are Nigerians, 11.7 percent are from India, 1 percent of the participants are from Kenya, 5.6 percent are Namibians, 5.1 percent are from Ghana, participants are from Uganda account for 3.6 percent of the total population, 10.2 percent are from the USA, 3.6 percent are from Cameroun. In comparison, those from the Gambia are 3.0 percent. It implies that most respondents are from the UK, suggesting that different participants fairly represent the population.

4.3. Responses for the Research Constructs

	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
My work environment gives me confidence in devising novel and superior methods for discharging my duties.	0.5%	5.6%	21.8%	38.6%	33.5%
My work environment provides me with a sense of accomplishment	5.1%	25.4%	24.9%	22.3%	22.3%
I am aware of the reasons why my organization values diversity	2.5%	5.6%	14.2%	42.1%	35.5%
The organization provides me with the tools and supplies necessary to do my duties competently.	9.1%	19.8%	22.8%	30.5%	17.8%

Table 4: Job Satisfaction

Table 4 illustrates the opinions of respondents on job satisfaction, and it shows that 38.6%, which accounted for the majority, agreed that their work environment gives them confidence in devising novel and superior methods for discharging their duties. On the other hand, most of the respondents (25.4%) disagreed that the work environment provides them with a sense of accomplishment, 42.1 percent of respondents agreed about being aware of the reasons why their organization values diversity and 30.5% agreed to the statement that the organization provides them with the tools and supplies necessary to do their duties competently.

	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
As an employee, I am free to share any ideas with my company, regardless of my racial background.	5.1%	13.2%	24.9%	25.4%	31.5%
In the face of difficulty, employees try to confide in one another and work together to find a solution.	7.1%	11.2%	16.8%	33.0%	32.0%
My team has no racial or cultural divide, as everyone works together as one.	4.6%	15.2%	25.4%	31.0%	23.9%
Regardless of my ethnicity, I feel that my contributions are being respected and appreciated.	8.1%	10.7%	19.3%	35.0%	26.9%

Table 5: Teamwork

Source: Field Survey (2023)

In table 5, we see how respondents felt about teamwork. The majority (31.5%) strongly agreed they are free to share their ideas with the organization regardless of race. 31 percent of respondents said there is no racial or cultural

difference on their team since everyone works together as one, and 35 percent said they believe their contributions are valued and appreciated regardless of their ethnicity.

	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
My company is helpful because it gives me the necessary resources and direction for success.	6.1%	15.2%	23.9%	37.1%	17.8%
I have ample opportunities for advancement and progress in my career.	6.1%	12.7%	22.8%	27.9%	30.5%
My duties are always and thoroughly explained to me.	6.6%	15.2%	24.4%	33.5%	20.3%
I am satisfied with the frequency with which I am permitted to participate in problem resolution at work.	1.5%	14.2%	27.4%	29.9%	26.9%

*Table 6: Employee Productivity Construct
Source: Field Survey (2023)*

According to table 6, which displays respondents' views on employee productivity, the majority (37.1%) of respondents agree that the business is beneficial because it provides employees with the resources and direction they need to succeed. Thirty-five percent of the population agrees they have room to grow professionally. Just then, a third of respondents (33%) agreed that they are always informed of their roles, and 29% agreed they were happy with the amount of time they are given to contribute to solving workplace issues.

	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
The leadership of my organization has established an environment where all employees can freely express themselves without discrimination.	3.0%	19.3%	29.9%	32.5%	15.2%
Management expresses its support for workforce diversity through its policies and practices.	5.6%	14.7%	22.8%	29.9%	26.9%
The distinctive qualities of employees are appreciated and valued by the organization.	5.6%	17.3%	25.9%	33.0%	18.3%
Management treats all employees equally and fairly	5.6%	14.7%	22.3%	28.9%	28.4%

*Table 7: Workplace Diversity Construct
Source: Field Survey (2023)*

According to table 7, the majority (32.5%) of participants agreed that their firm's leadership had created a space where all employees may express themselves freely and without fear of reprisal. Twenty-nine percent of respondents said management shows its commitment to diversity in the workplace through its policies and practices. Also, most respondents (28.9%) agreed that management treats all employees equally and fairly, and 33% agreed that the firm values and appreciates people for their unique traits.

4.4. Hypotheses Testing

The data collected were analyzed using SPSS, which showed recurrent patterns. This regression study includes a model description, an analysis of variance, and tables of coefficients. As a result, a criterion was developed for making decisions: the results of the regression analyses must show a statistically significant association between the independent variable and the dependent variable(s) for the analysis to be valid. The significance rate is 5%.(0.05). If the data shows a relationship between two variables, the alternative hypothesis will be accepted, and the null hypothesis will be rejected.

4.4.1. Hypothesis One

- H_0 : Workplace diversity and teamwork have no significant and positive correlation.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.488 ^a	.238	.234	2.872	1.475	
a. Predictors: (Constant), Workplace Diversity						
b. Dependent Variable: Teamwork						
ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	502.427	1	502.427	60.903	.000 ^b
	Residual	1608.669	195	8.250		
	Total	2111.096	196			
a. Dependent Variable: Teamwork						
b. Predictors: (Constant), Workplace Diversity						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.092	1.100		5.537	.000
	Workplace Diversity	.604	.077	.488	7.804	.000
a. Dependent Variable: Teamwork						

Table 8: Regression Analysis

Source: SPSS Output

The table summarizes the model and describes its features. The model summary table displays the R-value, which illustrates the degree of correlation between the dependent (teamwork) and independent variables (Workplace diversity). Having a rating of 0.488, which is positive, is encouraging. However, the R-squared value indicates the proportion of variation in the independent variables that can be attributed to changes in the dependent variable; thus, the table displays a value of 0.238, indicating that Workplace diversity determines 2.38% of teamwork. The ANOVA table is used to check if the model is statistically significant enough to be used to predict the outcome. A p-value of 0.000 indicates that the result is statistically significant because it is less than the cutoff value of 0.05. F-ratio shows how much more accurately the variable can be predicted by the fitted model when a model error is considered. Thus, the stated f-value of 60.903 is acceptable, as F-ratios larger than 1 indicate efficient models. The coefficient table further supports a statistically significant correlation between the variables, which shows a p-value of 0.000 (far below the .05 threshold). Therefore, it is concluded that there is a positive and statistically significant association between Workplace diversity and teamwork.

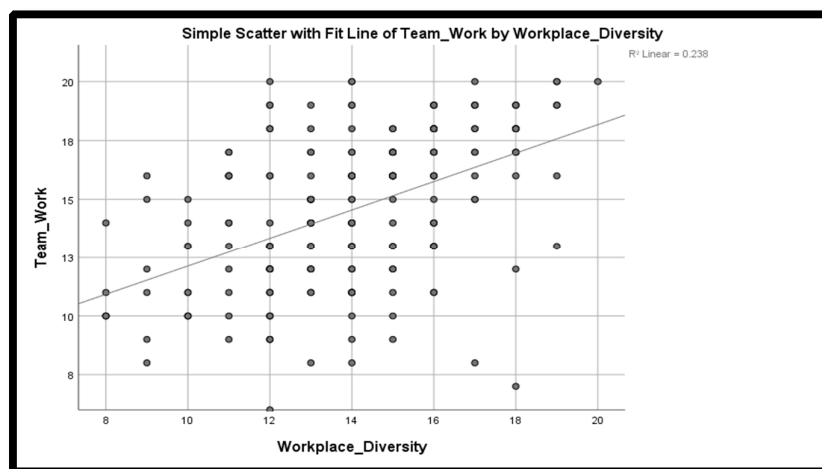


Figure 3: Workplace Diversity and Teamwork

A scatterplot was used to confirm and depict the correlation between the two variables, demonstrating the direction and strength of the link between them. A similar number (0.238) is shown in the top right corner of the graph, which corresponds with the R2 value in the model summary table of the regression study. This is further evidence that a diverse workforce leads to more outstanding teamwork.

4.4.2. Hypothesis Two

- H₀: There is no significant and positive correlation between workplace diversity and job satisfaction.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.390 ^a	.152	.148	2.988	.827	
a. Predictors: (Constant), Workplace Diversity						
b. Dependent Variable: Job Satisfaction						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	311.872	1	311.872	34.931	.000 ^b
	Residual	1741.031	195	8.928		
	Total	2052.904	196			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Workplace Diversity						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.963	1.145		6.957	.000
	Workplace Diversity	.476	.081	.390	5.910	.000
a. Dependent Variable: Job Satisfaction						

Table 9: Regression Analysis

Source: SPSS Output

The table provides a concise overview of the model and its fundamental characteristics. *The model summary* table includes the R-value, which measures the relationship strength between the dependent (job satisfaction) and the independent variables (Workplace diversity). The optimistic figure of 0.390 is encouraging. In contrast, the R-squared value shows the proportion of variation in the dependent variable that is attributed to changes in the independent variable; thus, the value of 0.152 in the table indicates that Workplace diversity determines 1.58 percent of job satisfaction, indicating a positive relationship. The adjusted R-square shows how close the results are to the actual population value or how much the sample deviates from the regression mean. Adjusted R-square must deviate from R-squared by no more than a predetermined minimum. While 0.148 is above the minimum acceptable number, it is still below the cutoff value of 0.152. *The ANOVA* table shows a p-value of 0.000, indicating that the result is statistically significant because it is less than the cutoff value of 0.05. The stated F-ratio of 34.931 is satisfactory, as F-ratios greater than 1 suggest a successful model. *The coefficient* table demonstrates a statistically significant connection between the variables, with a p-value of 0.000 (far below the 0.05 threshold). Given that a p-value of 0.000 is significantly smaller than the threshold of significance set at 0.05, it is concluded that there is a positive and statistically significant correlation between Workplace diversity and job satisfaction.

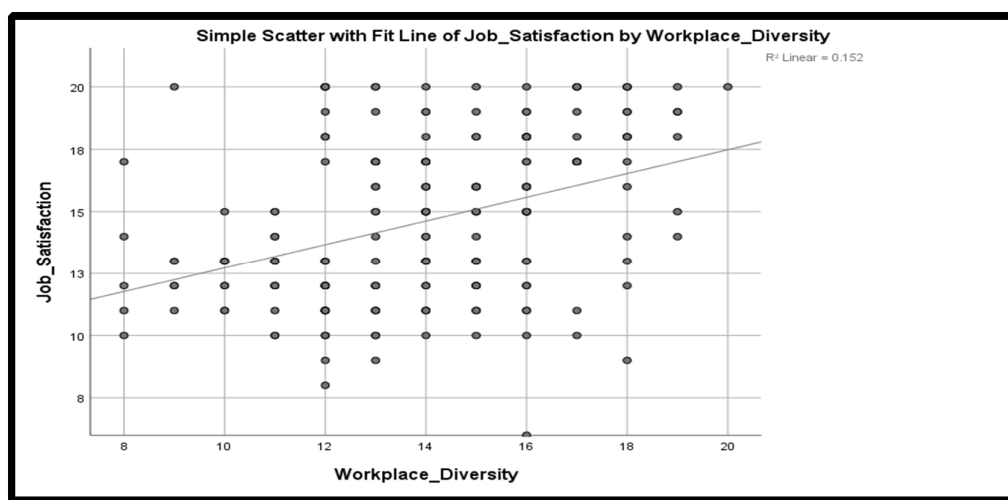


Figure 4: Workplace Diversity and Job Satisfaction

The R2 value (0.152) from the model summary table generated for the regression analysis is in the top right corner of figure 4. This further underlines the correlation between a diverse workplace and increased levels of job satisfaction.

4.4.3. Hypothesis Three

- H₃: Workplace diversity and employee productivity have no significant and positive correlation.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.507 ^a	.257	.253	2.656	1.627	
a. Predictors: (Constant), Workplace Diversity						
b. Dependent Variable: Employee Productivity						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	475.960	1	475.960	67.495	.000 ^b
	Residual	1375.086	195	7.052		
	Total	1851.046	196			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Workplace Diversity						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.002	1.017		5.901	.000
	Workplace Diversity	.588	.072	.507	8.216	.000
a. Dependent Variable: Employee Productivity						

Table 10: Regression Analysis

Source: SPSS Output

Table 10 shows a positive relationship between workplace diversity and employee productivity which is indicated by the R-value of 0.507 displayed in the *model summary* table, further supported by the R-squared value of 0.257. This value shows that the independent variable (workplace diversity) predicts the total variation in the dependent variable (employee productivity). A model's ability to accurately predict an event depends on whether or not it meets the statistical threshold established by the *ANOVA* table. Since the p-value is less than 0.05, the result is considered statistically significant. A model with an f-ratio greater than one is considered adequate, and the reported f-value of 67.495 is consistent. The *coefficient* table demonstrates and confirms a statistically significant connection between the variables, with a p-value of 0.000. Therefore, it is concluded that there is a positive and statistically significant correlation between Workplace diversity and employee productivity.

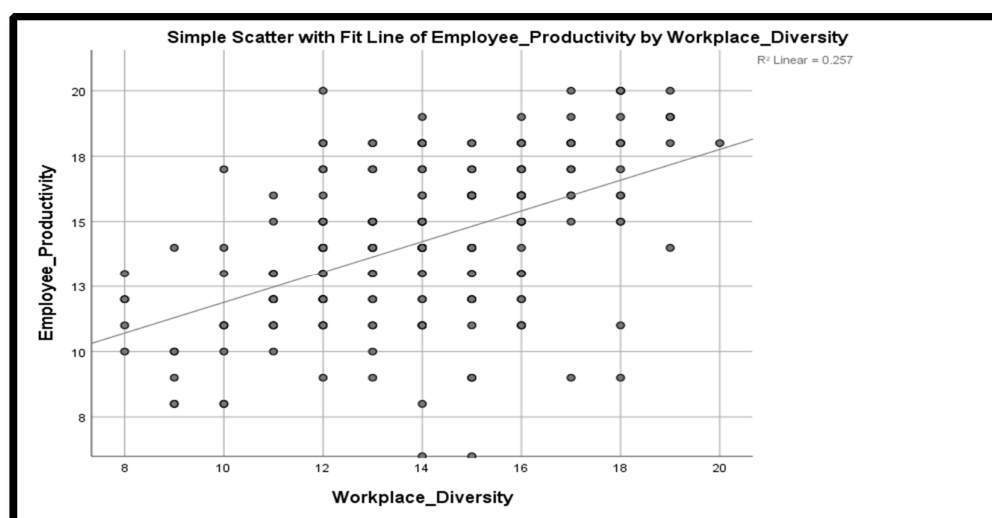


Figure 5: Workplace Diversity and Employee Productivity

The value of the scatterplot displayed in the top right corner of the graph (0.257) and the value of the R² found in the model summary table in the regression analysis both have the same value. It points to and further confirms a correlation between workplace diversity and employee productivity.

5. Conclusion and Recommendation

The findings of this study show that workplace diversity influences teamwork. This corroborates the findings of Luis et al. (1997); the author measured the effect of racial and ethnic diversity on teamwork and how it influences a firm's

productivity. The research aimed to ascertain whether or not a company benefited from employing foreign nationals with varying cultural backgrounds. Participants from different companies were polled to compare industry and organizational standards to develop a method for assessing the efficiency of culturally diverse enterprises. The results indicated that cultural diversity had a moderate impact on teamwork. Therefore, management should foster an environment that promotes teamwork to help employees, regardless of their cultural backgrounds, recognize the value of cooperating and giving their all to the company. When gauging an organization's success, management and staff should consider the value of teamwork as one of the most persuasive strategies for achieving organizational goals.

The results of this study also indicate a statistically significant relationship between diversity and job satisfaction. This is consistent with the findings of Campbell (2011), who conducted a cross-sectional investigation to determine the relationship between diversity and job satisfaction. Participants in the study were 293 individuals of diverse ages, ethnicities, educational backgrounds, and levels of expertise. The author asserted that the analysis of the relationship between job satisfaction and diversity in the workplace demonstrates that events (recognition and acceptance of respondents' diversity) occurring at work impact the employee's degree of job satisfaction. Pitts (2009), on the other hand, evaluated the relationships between diversity management, employee satisfaction, and team performance and discovered strong evidence of a good association. This finding indicates that good diversity management increases job satisfaction. Therefore, it is recommended that management prioritize diversity and deploy diversity management strategies. Periodically evaluating the effectiveness of current diversity management policies and procedures is essential; hence, employees must know their contributions are valued through management actions.

The findings show that there is also a correlation between workplace diversity and employee productivity. Desree (2003) researched the effect of cultural variations on group productivity, and the findings are congruent with the findings of this study. The study demonstrated a correlation between workplace diversity and productivity. So, it is recommended that firms develop a unique work environment that motivates individuals to perform at their peak. The business must reconsider its office environment so personnel from diverse backgrounds can interact more easily. Prospective employers must consider and appreciate candidates' qualifications, race, religion, and cultural background.

6. References

- i. Adotey, P. B., Segbefia, E., & Afram, K. O. A. O. (2023). The relative relevance of occupational health and safety systems on maintaining job satisfaction: A moderating effect of employee turnover intentions. *EPRA International Journal of Economics, Business and Management Studies (EBMS)*, 10(2), 107–117.
- ii. Agarwal, S., & Adjirackor, T. (2016). Impact of teamwork on organizational productivity in some selected basic schools in the Accra metropolitan assembly. *European Journal of Business, Economics and Accountancy*, 4(6), 40–52.
- iii. Agulefo, P. C., & Agulefo, P. C. (2023). Understanding the domain of culturally-influenced counterproductive organizational behaviours and their effects on organizational performance. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 9(1), 242–254.
- iv. Ali, A., Yan, E. R., Chen, H. Y., Chang, S. X., Zhao, Y. T., Yang, X. D., & Xu, M. S. (2016). Stand structural diversity rather than species diversity enhances aboveground carbon storage in secondary subtropical forests in Eastern China. *Biogeosciences*, 13(16), 4627–4635.
- v. Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence on job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30.
- vi. Alkhawaldah, R., AlShalabi, F., Alshawabkeh, Z., Alshaar, H., Alzoubi, M., Alshawabkeh, R., & Dweiri, M. (2023). The mediating role of organizational capabilities on the relationship between lean supply chain and operational performance. *Uncertain Supply Chain Management*, 11(1), 11–20.
- vii. Alshammari, A. A. (2020). The impact of human resource management practices, organizational learning, organizational culture and knowledge management capabilities on organizational performance in Saudi organizations: A conceptual framework. *Revista Argentina de Clínica Psicológica*, 29(4), 714.
- viii. Anwar, G., & Abdullah, N. N. (2021). The impact of human resource management practice on organizational performance. *International Journal of Engineering, Business and Management (IJBEM)*, 5.
- ix. Bae, K. B., & Skaggs, S. (2019). The impact of gender diversity on performance: The moderating role of industry, alliance network, and family-friendly policies—Evidence from Korea. *Journal of Management & Organization*, 25(6), 896–913.
- x. Badran, N., & Khalifa, G. (2016). Diversity management: Is it an important issue in hotel industry in Egypt. *International Journal of Heritage, Tourism, and Hospitality*, 7(2), 275–286.
- xi. Barnes, A., & Grayer, M. (2023). Does language matter? Perceptions of the use of diversity training in the public sector workforce. *Public Personnel Management*, 00910260221143075.
- xii. Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and Innovation Management*, 14(2), 169–175.
- xiii. Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work-life interference and burnout on faculty turnover intentions and career satisfaction. *International Journal of Environmental Research and Public Health*, 19(2), 809.
- xiv. Bor, R. J. (2018). Workforce diversity and employee performance: A case of African Banking Corporation (ABC Bank) Head Office, Kenya.
- xv. Champoux-Larsson, M. F., Ramström, F., Costa, A., & Baus, C. (2022). Social categorization based on language and facial recognition. *Journal of Language and Social Psychology*, 41(3), 331–349.

- xvi. Chaudhry, S., & Sharma, D. (2016). Role of gender and ethnicity diversity on the performance of employees. *International Journal of Research in IT and Management*, 6(11), 112-119.
- xvii. Costa, D. (2023). Diversity and Health: Two Sides of the Same Coin. *Italian Sociological Review*, 13(1), 69-90.
- xviii. Eberz, F. M. (2022). Diversity and Human Resource Management: The Impact of Different Dimensions of Workforce Diversity on Various Work-related Outcomes. (Doctoral dissertation, Free University of Bozen-Bolzano).
- xix. Ellis, C., & Jacobs, M. (2021). The complexity of health disparities: More than just black-white differences. *Perspectives of the ASHA Special Interest Groups*, 6(1), 112-121.
- xx. Elsaid, A. M. (2012). The effects of cross-cultural workforce diversity on employee performance in Egyptian pharmaceutical organizations. *Business and Management Research*, 1(4), 162.
- xxi. Fulp, C. (2018). *Success through diversity: Why the most inclusive companies will win*. Beacon Press.
- xxii. Hildisch, K., Froese, F. J., & Toh, S. M. (2015). Foreigners welcome? Discrimination and turnover of self-initiated expatriates in Asia. In *Annual Meetings of the Academy of International Business*, Bangalore, India, and European Academy of Management, Warsaw, Poland.
- xxiii. Hu, H., Yu, G., Xiong, X., Guo, L., & Huang, J. (2022). Cultural diversity and innovation: An empirical study from dialect. *Technology in Society*, 69, 101939.
- xxiv. Ince, F. (2023). Transformational Leadership in a Diverse and Inclusive Organizational Culture. In *Handbook of Research on Promoting an Inclusive Organizational Culture for Entrepreneurial Sustainability* (pp. 188-201).
- xxv. Jiang, Z., DeHart-Davis, L., & Borry, E. L. (2022). Managerial Practice and Diversity Climate: The Roles of Workplace Voice, Centralization, and Teamwork. *Public Administration Review*, 82(3), 459-472.
- xxvi. Janhunen, J. A. (2023). The unity and diversity of Altaic. *Annual Review of Linguistics*, 9, 135-154.
- xxvii. Kang, S. K., & Kaplan, S. (2019). Working toward gender diversity and inclusion in medicine: Myths and solutions. *The Lancet*, 393(10171), 579-586.
- xxviii. Kim, Y. J., Toh, S. M., & Baik, S. (2022). Culture creation and change: Making sense of the past to inform future research agendas. *Journal of Management*, 48(6), 1503-1547.
- xxix. Kunze, F., Boehm, S. A., & Bruch, H. (2011). Age diversity, age discrimination climate, and performance consequences—a cross-organizational study. *Journal of Organizational Behavior*, 32(2), 264-290.
- xxx. Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886.
- xxxi. Mahadevan, J., & Ilie, I. A. (2022). Case 8: What Does Diversity Actually Mean, and How Does This Shape Corporate Diversity Policies and Actions?: Insights from Germany. In *Strategic Human Resource Management and Employment Relations: An International Perspective* (pp. 257-269). Cham: Springer International Publishing.
- xxxii. Mahmood Aziz, H., Jabbar Othman, B., Gardi, B., Ali Ahmed, S., Sabir, B. Y., Burhan Ismael, N., ... & Anwar, G. (2021). Employee commitment: The relationship between employee commitment and job satisfaction. *Journal of Humanities and Education Development*, 3(3), 54-66.
- xxxiii. Momoh, J. I., & Itohan, I. (2023). The effect of strategic management practices on organizational competitiveness. *EPRA International Journal of Research and Development (IJRD)*, 8(5), 142-153.
- xxxiv. Moll, I. (2023). Why there is no technological revolution, let alone a 'Fourth Industrial Revolution.' *South African Journal of Science*, 119(1-2), 1-6.
- xxxv. Ng, E. S., & Sears, G. J. (2020). Walking the talk on diversity: CEO beliefs, moral values, and the implementation of workplace diversity practices. *Journal of Business Ethics*, 164, 437-450.
- xxxvi. Okolie, U. C., & Memeh, N. J. (2022). Influence of change management on modern organizational efficiency. *Jurnal Riset Ekonomi dan Bisnis*, 15(3), 171-195.
- xxxvii. Opara, D. N. (2022). Workforce diversity and corporate sustainability: A moderating role of organizational culture of multinational corporation in Nigeria. *BW Academic Journal*.
- xxxviii. Perez-Colon, E. (2023). Work-Life Integration in Medicine: Unlearning Medical Culture and Establishing Boundaries. In *Cases on Diversity, Equity, and Inclusion for the Health Professions Educator* (pp. 253-269). IGI Global.
- xxxix. Perez, R. J., Robbins, C. K., Harris Jr, L., & Montgomery, C. (2020). Exploring graduate students' socialization to equity, diversity, and inclusion. *Journal of Diversity in Higher Education*, 13(2), 133.
- xl. Phillips, J. M., Dlugos, K. E., Park, H. M., Carter, K. M., & Roumpi, D. (2023). Recognizing Employees. In *Handbook of Principles of Organizational Behavior: Indispensable Knowledge for Evidence-Based Management* (p. 255).
- xli. Pokhrel, L. M. (2023). Workforce Diversity and Its Impact on Organizational Success. *Academia-Research Journal*, 2(1), 119-132.
- xlii. Rabkin, S. W., & Frein, M. (2021). Overcoming obstacles to develop high-performance teams involving physician in health care organizations. In *Healthcare* (Vol. 9, No. 9, p. 1136). MDPI.
- xliii. Riddell, H., Lamont, W., Lombard, M., Paduano, S., Maltagliati, S., Gucciardi, D. F., & Ntoumanis, N. (2023). Autonomous motivation promotes goal attainment through the conscious investment of effort, but mental contrasting with implementation intentions makes goal striving easier. *The Journal of Social Psychology*, 1-14.
- xliv. Sanyal, S., & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. *IOSR Journal of Business and Management*, 20(3), 15-22.

- xliv. Sakr, N., Son Hing, L. S., & González-Morales, M. G. (2023). Development and Validation of the Marginalized-Group-Focused Diversity Climate Scale: Group Differences and Outcomes. *Journal of Business and Psychology*, 1–34.
- xlvi. Schroth, H. (2019). Are you ready for Gen Z in the workplace? *California Management Review*, 61(3), 5–18.
- xlvii. Stanley, D. J., Allen, N. J., Williams, H. M., & Ross, S. J. (2011). Examining workgroup diversity effects: Does playing by the (group-retention) rules help or hinder? *Behavior Research Methods*, 43, 508–521.
- xlvi. Stazyk, E. C., Davis, R. S., & Liang, J. (2021). Probing the links between workforce diversity, goal clarity, and employee job satisfaction in public sector organizations. *Administrative Sciences*, 11(3), 77.
- xliv. Taouab, O., & Issor, Z. (2019). Firm performance: Definition and measurement models. *European Scientific Journal*, 15(1), 93–106.
- l. Tiwarim, S. P. (2022). Knowledge Enhancement and Understanding of Diversity. *Technium Soc. Sci. J.*, 30, 159.
- li. Tektigul, Z., Bayadilova-Altybayev, A., Sadykova, S., Iskindirova, S., Kushkimbayeva, A., & Zhumagul, D. (2022). Language is a Symbol System that carries Culture. *International Journal of Society, Culture & Language*, 1–12.
- lii. Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organizational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83, 101335.
- liii. Tu, Y., & Wu, W. (2021). How does green innovation improve enterprises' competitive advantage? The role of organizational learning. *Sustainable Production and Consumption*, 26, 504–516.
- liv. Turner, J. R., Baker, R., & Morris, M. (2018). Complex adaptive systems: Adapting and managing teams and team conflict. *Organizational Conflict*, 1, 65–93.
- lv. Wei, Y., Kang, D., & Wang, Y. (2019). Geography, culture, and corporate innovation. *Pacific-Basin Finance Journal*, 56, 310–329.
- lvi. Ying Liao, Y., Soltani, E., Wang, W. Y., & Iqbal, A. (2017). The dynamics of workplace relationships in a diverse internationally staffed organization: A qualitative ethnographic assessment. *The International Journal of Human Resource Management*, 28(8), 1182–1211.
- lvii. Yeung, E., & Shen, W. (2020). Diversity climate promises in ideological psychological contracts: Racial differences in responses to breach and fulfillment. *European Journal of Work and Organizational Psychology*, 29(2), 262–278.