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KEYWORDS	ABSTRACT
Education and Experience Diversity, Organisational Performance, Workplace Diversity, Age Diversity, Gender Diversity; Ethnic Diversity, Human Resource Management	Organisations are increasingly focused on workplace diversity as a key strategic priority to improve fairness, innovation and competitive advantage. Although there is a wealth of research in the field, previous research literature contains contradictory results on the association between dimensions of assortment and organisational outcomes. This study explores the link between four areas of workplace diversity age, gender, ethnicity and education/ experience and organisational performance, using original survey data from 100 staff members working in the UK organisations and a review of the international literature from 2000 to 2024. A deductive design with quantitative data was used and the collected data were analysed explanatory statistics, correlation and simple linear regressions. All four diversity dimensions were positively and significantly associated with organisational performance, with gender diversity showing the strongest effect ($R^2 = .534$, $\beta = .757$, $p < .001$), followed by diversity of experience and education ($R^2 = .501$, $\beta = .665$, $p < .001$), ethnic diversity ($R^2 = .489$, $\beta = .744$, $p < .001$), and age diversity ($R^2 = .299$, $\beta = .657$, $p < .001$). No relationship (H0) and negative relationship (H2) were rejected, positive and significant relationship (H1) was accepted. The results of the study support the equal opportunity approach to diversity management and have implications for HR practitioners who want to use diversity as an opportunity for enhancing organisational performance.
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Introduction

In today's context, workforce diversity is recognised as one of the most important strategic issues of an organisation; it is important because of its role in promoting even handedness and impartiality in the workplace. From an equal opportunity perspective, diversity can enhance the overall effectiveness and competence of enterprises without actually sacrificing talented people to the employer due to demographic differences, and this has been a major factor in increasing the diversity of the workforce (Yiapanis, Henry and Evans, 2007). In addition, with increased globalisation and immigration, there has been an increase in opportunities for employees to work abroad, and those who do not go abroad are more and more working with colleagues from diverse cultures and ethnicities in their home countries (Ng & Sears, 2012; Barak, 2015).

The fact that diversity in the workplace itself can be a challenging concept to define and manage (Henry and Evans, 2007) is problematic enough. It is seen as the presence of more than one characteristic among the employees in an organization, because of globalisation; it has been a popular subject of organisational scholars and managers. Diversity in an organisation is the presence of differences and similarities among the people in the organisation with respect to gender, ethnicity, age, culture, disability and professional competency (Saxena, 2014; Cho, Ahraemi and Barak, 2017). Most of the researchers in this field view organisational performance as the key dependent variable because the companies' performance is the key to ensure their survival and success in the competition for customers, resources and capital (Triana et al., 2019). Diversity can have a positive effect on an organisation in many ways, such as decrease in role stress, increase in organisational commitment, increase in retention and increase in creativity (Richard, Roh and Pieper, 2013). But, other scholars have found diversity among employees to be beneficial or detrimental for organisational performance (Choi and Rainey, 2010). This has led to a great deal of research into the link between age, gender, culture, race and ethnicity diversity with organisational performance, but this research has yielded mixed results to date (Fredette and Bernstein, 2019).

In the current corporate world, where businesses are drastically making use of time, diversity can now be considered a strategic tool to improve productivity and stay competitive. However, all the above mentioned arguments indicate that the concept of diversity is very important for the success of the organisation because diversity can help to broaden the spectrum of viewpoints for decision making, promote innovation in organisations, and attract and retain employees, as well as ensure family participation and fulfillment of ethical and legal responsibilities for the organisation (Orazalin and Baydauletov, 2020). Those who are responsible for managing diversity have faced an increasingly complex challenge in the rapidly changing demographics, business practices and social needs of the global economy, especially for poor-resource organisations. The world of business is a fast-changing landscape that has seen customer expectations evolve, and corporate social responsibility demands a diverse workplace for effective business operations (Hogan and Huerta, 2019).

Despite this substantial body of research, the literature has not produced consistent conclusions about the diversity performance relationship, and comparatively little of it draws on primary survey evidence from UK organisations specifically. That gap is filled by this research. Its goals are to assess the effects of age, gender, ethnicity, and education/experience diversity on organisational performance; analyse how organisations manage assortment in the workplace; determine how organisations address the challenges associated with workplace diversity; and investigate the relationship between workplace diversity and organisational performance. Beyond demographic traits, workplace diversity takes many forms. Surface-level diversity (age, gender, race/ethnicity), deep-level diversity (values, personality, education), cognitive diversity (thinking styles, expertise), and functional diversity (professional background) are all distinguished by research (Shijimol E, 2024).

Organisational performance similarly involves multiple outcome measures including financial metrics i.e. profitability, ROA & ROE, operational indicators i.e. productivity, & efficiency, innovation metrics i.e. patent filings & new product development, and employee-centric outcomes i.e. engagement, retention & satisfaction (Khadijah et al., 2026). Framed as a deductive study, three hypotheses are tested:

- H0: There is no relationship between workplace organisational performance and diversity.
- H1: There is a positive and significant relationship between organisational performance and workplace diversity.
- H2: There is a negative and significant relationship between organisational performance and workplace diversity.

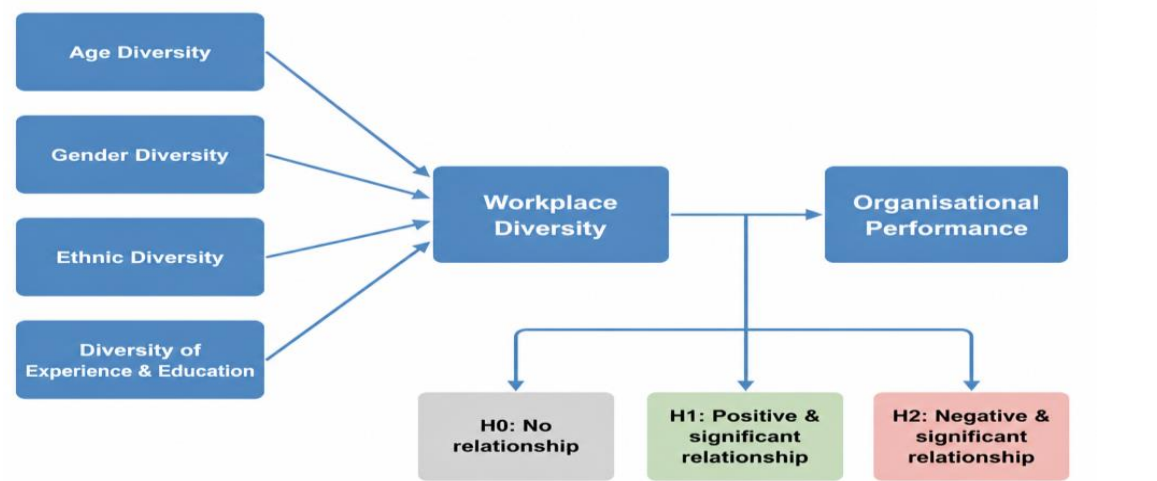


Figure 1:

Literature Review

The importance of diversity in the workplace is on the rise and has become a strategic priority for many organisations to address different issues (Hussain and Farooquie, 2021). The connection between the characteristics of diversity in the workplace and organisational performance is based on several theoretical frameworks, both positive and negative (Korovyakovskaya, 2024). Through effective diversity management, synergies and organisational performance can be enhanced (Thanseer et al., 2020; Kunda and Mor, 2016) and diversity is considered a key factor in meeting organisational objectives, increasing productivity, in making informed decisions and in expanding business. This comprehensive view of diversity management takes into account job-related, task-related and relational-oriented as well as demographic dimensions of diversity. The Chartered Institute of Personnel and Development (CIPD) understands diversity to mean valuing people as individuals, both inside and outside the organisation whether as clients, customers or employees and the United Nations Development Program considers workplace diversity to include disparities in financial status, age, gender, language, physical ability, culture, religion, personal history, professional experience, competences, and beliefs. The diversity in the workplace also has been defined as differences in age, identity, ethnicity, and related categories; together with the way in which individuals perceive themselves and others (Rijal, 2023; Hussain and Farooquie, 2021). Positive outcomes of effective diversity management include higher productivity, income, market share, and profitability, better organisational financial performance, achieving targets or goals, having a better business profile, and higher employee morale and satisfaction (Gomez and Bernet, 2019).

Age diversity

Age diversity concerns the capacity of an organisation to accommodate a range of age groups, and its business relevance has grown as professionals increasingly work beyond traditional retirement age while younger people pursue part-time work alongside their studies (Wang and Fang, 2020). Age diversity is generally seen as beneficial because it combines the innovative mindset of younger employees with the experience of seasoned professionals (Sakdiyakorn and Wattanacharoensil, 2018), although younger employees can face greater workplace discrimination than older employees in cultures that place a high value on seniority (Khan et al., 2019). There are still conflicting empirical results about the link between age diversity and performance. Using data from 14,260 employees across 93 German companies, Lu, Chen, Huang, and Chien (2015) discovered that age diversity improved the effectiveness of human resource management and, consequently, organisational performance. Mahadeo, Soobaroyen, and Hanuman (2012) found a positive correlation between age diversity and return on assets among 42 Mauritian organisations. Using panel data on 5,892 organisational observations, a further study found that age diversity increased performance among large firms with high job security, while Backes-Gellner and Veen (2009) found, across 18,000 businesses, that age diversity did not lower firm productivity and was positively associated with creativity and innovation. By contrast, Kunze, Boehm and Bruch (2011) found that age diversity was associated with poorer performance

among 28 German companies, and Abdullah and Ku Ismail (2013) reported a similar detrimental association among 100 non-financial Malaysian enterprises.

Gender diversity

Gender diversity is an issue that involves the gender identities of men and women in an organisation, as well as the experiences and emotional dynamics that are part of the organisational life. According to Zahid et al. (2020), gender equity is also thought to be crucial for organisational success even in the absence of a uniform trajectory in achieving it. At the intermediate level, gender diversity has a positive association with the competitive advantage, while at higher levels, it has a negative association. On an empirical level, found that among 422 While Srinidhi, Gul, and Tsui (2011) discovered a positive link between gender diversity and revenue for 2,480 organisational observations throughout the US, there was a positive correlation between gender diversity and corporate performance among Australian Securities Exchange (ASX) listed businesses. The study by Badal and Harter (2014) also revealed a positive correlation between gender diversity and organisational performance in over 800 business units in the hospitality and retail industry. However, Bøhren and Staubo (2016) found a negative correlation between gender diversity and Tobin's Q, stock returns, and return on assets across 1,200 Norwegian companies, while Haslam et al. (2010) found a negative correlation between gender diversity and market value for the UK FTSE 100 companies.

Ethnic diversity Language, faith, and cultural legacy are examples of ethnic diversity, and workers from various ethnic origins have a variety of lifestyles, attitudes, and skill sets that may improve strategic decision-making. Despite this, numerous organisations still face challenges creating policies that curb ethnic prejudice that have adverse consequences on performance and the estimated cost of ethnic diversity violations to businesses is over \$112.7 million per year, according to EEOC data (Hennekam, Bacouel-Jentjens and Yang, 2019). The results of the impact of ethnic diversity on performance are once again mixed. Brown (2002) found an association between high levels of racial diversity and high performance among 121 executive directors of charitable organisations, and Roberson and Park (2004) determined that ethnic diversity led to better performance among 100 companies over the course of the Fortune 500 list between 1998 and 2003. King et al. (2011) reported that data from 142 hospitals in the UK NHS showed that that patients' perception of courtesy was correlated positively with the level of ethnic diversity in the hospital, and that the better the patients' perception of courtesy, the better was the hospital's organisational performance. However, Hassan, Marimuthu, and Tariq (2017) reported that ethnic diversity had a negative impact on the performance of banks they surveyed, based on 131 banks in the United States, and noted that status-related conflict should be avoided to improve the effectiveness of a group and the work life of its members. Choi and Rainey (2010) found an adverse relationship between diversity and organisational efficiency using personnel data on US federal organisations (Dahanayake et al., 2018).

Diversity of education and experience

Educational and experience diversity describes differences in knowledge, training, skills, and certification among employees (Shao, Feng and Hu, 2017). Organisations differ in how they value this form of diversity: some regard less-educated or less-experienced workers as underachievers, while others are reluctant to hire highly qualified candidates on the assumption that they are not necessarily better performers (Mun and Jung, 2018). Employers use educational variety to balance hard and soft skills within their workforce, and employees with diverse educational backgrounds report improved prospects of securing desirable positions (Madsen, Townsend and Scribner, 2020; Makudza, Muchongwe and Dangaiso, 2020). Diversity in age, gender, ethnicity, and educational background together has been shown to improve the synergistic effectiveness of projects and organisations more broadly (da Silva Barros, 2019; Søraa et al., 2020).

Rationale of hypotheses

The literature suggests that workplace diversity defined as gender, age, education, experience and ethnicity, has a significant impact on an organisation's performance and can contribute to decision making, employee morale and innovation. Meanwhile, empirical findings from studies are mixed: Some find a positive association between workplace diversity and performance; others a negative or null association; and poorly managed diversity has been associated with communication issues, lower morale, and increased turnover. The following hypotheses were developed and tested as a result of this inconsistency, in the context of primary survey data from different organisations in the UK (H0, H1 and H2 above).

Methodology

A deductive research method was used to study the influence of workplace diversity on the performance of the organisation. Hypothesis development is initiated in this study while the hypotheses are then tested by data collection and analysis such as descriptive statistics, correlation and linear regression. Organisational performance is the dependent variable in this study, with workspace diversity such as age, gender, ethnicity and education/experience diversity, being the independent variable.

Both primary and secondary data were used. Using sources including Google Scholar, Science Direct, Wiley Online Library, and Elsevier, secondary data was gathered via literature according to the demographic variables of the study. Most of the literature reviewed was published in the last 25 years, between 2000 and 2024. Managers, leaders, and officers from both officers and other employees across a variety of organisations in the United Kingdom used a self-administered questionnaire that was distributed online using Google Forms as a method of primary data collection, and was widely recognised as having a high level of workplace diversity. The questionnaire used a five-point Likert scale and is provided in the appendix to the original study.

The sample was 100 respondents, who were selected in a non-probabilistic convenience sampling method, and included various ethnic groups, ages, gender, employment level, and educational level. In addition to answering the items on diversity and performance, respondents were asked to give their demographic information (age, gender, ethnicity, education and experience).

Primary data was analysed using descriptive statistics, Pearson correlation, and simple linear regression, with organisational performance regressed separately on each of the four diversity dimensions i.e. age, gender, ethnicity, and education/experience, at a conventional significance level of 0.05. All analyses were conducted to test the three hypotheses.

Results

Sample profile

Majority of respondents were between the ages of 21 and 30, with 23% being between the ages of 31 and 40, 21% being between the ages of 41 and 50, and the remaining 9% being between the ages of 51 and 60. This suggests that the respondent base across UK organisations is relatively young. The human relationships that make up an organisation are what define it. In order to prevent ambiguity and unforeseen repercussions, as well as to predict and manage outputs, an organisation is described as a framework for differentiating among its members in terms of power, status, and tasks. The sample was predominantly male, with 42 per cent of responses from female respondents and a smaller remaining proportion from other gender identities, reflecting a diverse but male-leaning sample. In terms of ethnicity, the majority of respondents identified as White, with 33 per cent and 24 per cent identifying as Asian and Black respectively. Most respondents held a postgraduate degree, with 29 per cent holding an undergraduate degree and 22 per cent holding a certificate or diploma, and the remaining 11 per cent holding a doctorate. Regarding work experience, 36 per cent of respondents reported 1–5 years of experience, consistent with the concentration of respondents in the 21–30 age group, 24 per cent reported more than 10 years of experience, 21 per cent reported less than one year, and the remaining 19 per cent reported 5–10 years.

Across the diversity items, respondents generally expressed positive or neutral views of how their organisations managed age, gender, ethnic, and education/experience diversity, and generally agreed that diversity contributed positively to organisational outcomes such as operating efficiency, product and service quality, customer satisfaction, and financial performance, while also identifying areas, including managerial representation and inter-generational skill sharing, where perceptions were more mixed.

Descriptive statistics

Table 1 presents descriptive statistics for the four diversity dimensions and organisational performance. Mean scores ranged from 3.123 (age diversity) to 3.368 (organisational performance), indicating that, on average, respondents held moderately positive views across all

constructs. Standard deviations ranged from 0.880 to 1.125. Kurtosis values were negative for all variables, indicating flatter than normal distributions, and skewness values were also negative for all variables, indicating that responses were concentrated toward the upper end of the scale.

Table 1. Descriptive statistics

	Age diversity	Gender diversity	Ethnic diversity	Diversity experience education and	Organisational performance
Mean	3.123	3.180	3.247	3.268	3.368
STD Er.	0.088	0.102	0.099	0.112	0.106
Median	3.214	3.333	3.286	3.400	3.333
Mode	4.000	4.000	4.000	4.000	4.000
SD	0.880	1.020	0.992	1.125	1.056
SV	0.774	1.040	0.985	1.265	1.115
Kurtosis	(0.718)	(0.781)	(0.416)	(0.642)	(0.565)
Skewness	(0.292)	(0.247)	(0.321)	(0.465)	(0.368)
Range	3.857	4.000	4.000	4.000	4.000
Min	1.000	1.000	1.000	1.000	1.000
Max	4.857	5.000	5.000	5.000	5.000
Sum	312	318	325	327	337
Count	100	100	100	100	100

Regression analysis

Simple linear regression was used to test the relationship between each diversity dimension and organisational performance.

Age diversity

Age diversity and organisational performance were correlated at $r = 0.547$, with age diversity accounting for 29.9 per cent of the variance in organisational performance ($R^2 = 0.299$; adjusted $R^2 = 0.292$). The regression model was statistically significant, $F(1, 98) = 41.843$, $p < 0.001$. The unstandardised coefficient for age diversity was 0.657 ($t = 6.469$, $p < 0.001$), indicating a positive and statistically significant effect on organisational performance.

Table 2. Regression analysis: age diversity and organisational performance

Regression statistics	Values
Multiple R	0.547005
R Square	0.299215
Adjusted R Square	0.292064
STD Er.	0.888535

Observations	100				
	df	SS	MS	F	Significance F
Regression	1	33.0349	33.0349	41.84314	3.9016
Residual	98	77.37038	0.789494		
Total	99	110.4053			

	Coefficients	Standard error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.317703949	0.32922825	4.002402	0.000122	0.664361202	1.971047
Age diversity	0.656651678	0.101513295	6.468627	3.90167	0.455201847	0.858102

Ethnic diversity

Ethnic diversity and organisational performance were correlated at $r = 0.699$, with ethnic diversity accounting for 48.9 per cent of the variance in organisational performance ($R^2 = 0.489$; adjusted $R^2 = 0.484$). The regression model was statistically significant, $F(1, 98) = 93.829$, $p < 0.001$. The unstandardised coefficient for ethnic diversity was 0.744 ($t = 9.687$, $p < 0.001$), indicating a positive and statistically significant effect on organisational performance.

Table 3. Regression analysis: ethnic diversity and organisational performance

Regression statistics	
Multiple R	0.69937786
R Square	0.489129391
Adjusted R Square	0.483916425
Standard error	0.758642797
Observations	100

	df	SS	MS	F	Significance F
Regression	1	54.00246625	54.00247	93.8294	5.79851
Residual	98	56.40281153	0.575539		
Total	99	110.4052778			

	Coefficients	Standard error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.951780246	0.260754907	3.650095	0.000423	0.434320619	1.4692399
Ethnic diversity	0.744209046	0.076829054	9.686557	5.86716	0.591744288	0.8966738

Gender diversity

Gender diversity and organisational performance were correlated at $r = 0.731$, with gender diversity accounting for 53.4 per cent of the variance in organisational performance ($R^2 = 0.534$; adjusted $R^2 = 0.529$), the strongest association among the four diversity dimensions examined. The regression model was statistically significant, $F(1, 98) = 112.337$, $p < 0.001$. The unstandardised coefficient for gender diversity was 0.757 ($t = 10.599$, $p < 0.001$), indicating a positive and statistically significant effect on organisational performance.

Table 4. Regression analysis: gender diversity and organisational performance

Regression statistics						
Multiple R	0.730809					
R Square	0.534082					
Adjusted R Square	0.529327					
Standard error	0.724497					
Observations	100					

	Df	SS	MS	F	Significance F	
Regression	1	58.96544	58.96544	112.3373	6.09371	
Residual	98	51.43984	0.524896			
Total	99	110.4053				

	Coefficients	Standard error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.962061053	0.238309595	4.037022	0.000107	0.489143418	1.4349787
Gender diversity	0.756689396	0.071392998	10.59893	6.096718	0.615012315	0.8983665

Diversity of experience and education

Diversity of experience and education and organisational performance were correlated at $r = 0.708$, with this dimension accounting for 50.1 per cent of the variance in organisational performance ($R^2 = 0.501$; adjusted $R^2 = 0.496$). The regression model was statistically significant, $F(1, 98) = 98.417$, $p < 0.001$. The unstandardised coefficient was 0.665 ($t = 9.921$, $p < 0.001$), indicating a positive and statistically significant effect on organisational performance.

Table 5. Regression analysis: diversity of experience and education and organisational performance

Regression statistics						
Multiple R						0.707856676
R Square						0.501061073
Adjusted R Square						0.49596986
Standard error						0.749731182
Observations						100

	df	SS	MS	F	Significance F	
Regression	1	55.31978696	55.31979	98.41683	1.80041	
Residual	98	55.08549082	0.562097			
Total	99	110.4052778				

	Coefficients	Standard error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.196184349	0.231435251	5.168549	1.25	0.736908626	1.6554601
Diversity of experience and education	0.664672272	0.066999704	9.920525	1.8	0.531713539	0.797631

Hypothesis testing summary

Across all four regression models, R^2 values ranged from 0.299 to 0.534, and the unstandardised coefficients for age, ethnic, gender, and education/experience diversity were 0.657, 0.744, 0.757, and 0.665 respectively, all positive and statistically significant. P-values across the four models ranged from 3.9×10^{-9} to 1.8×10^{-16} , well below the 0.05 threshold. On this basis, the null hypothesis of no relationship (H0) and the hypothesis of a negative relationship (H2) are both rejected, While it is acknowledged that workplace diversity and organisational performance have a favourable and substantial link (H1).

Discussion

The results indicate that all four dimensions of workplace diversity examined, age, gender, ethnicity, and education/experience, are positively and significantly associated with organisational performance in this sample of UK organisations, with gender diversity showing the strongest association. These findings align with the equal opportunity perspective on diversity management (Ng and Sears, 2012; Yiapanis, Henry and Evans, 2007) and are broadly consistent with studies reporting positive diversity–performance relationships, including Lu, Chen, Huang and Chien (2015) and Backes-Gellner and Veen (2009) on age diversity, Ali, Kulik and Metz

(2011), Srinidhi, Gul and Tsui (2011), and Badal and Harter (2014) on gender diversity, and Roberson and Park (2004) and King et al. (2011) on ethnic diversity.

At the same time, the findings diverge from studies reporting negative or non-significant associations, such as Kunze, Boehm and Bruch (2011) and Abdullah and Ku Ismail (2013) on age diversity, Haslam et al. (2010) and Bøhren and Staubo (2016) on gender diversity, and Choi and Rainey (2010) and Hassan, Marimuthu and Tariq (2017) on ethnic diversity. This divergence is consistent with the broader literature's mixed conclusions on the diversity–performance relationship, and may partly reflect contextual differences. Many of the negative findings derive from board-level or executive samples in different institutional and sectoral settings. Whereas the present research study draws the conclusion that on a broader cross-section of managers and employees within UK organisations, where diversity may be more directly linked to day-to-day operational and relational outcomes.

Gender diversity showed the strongest association with organisational performance ($R^2 = 0.534$) is notable, and suggests that UK organisations perceive tangible operational benefits from gender-balanced teams, consistent with evidence that gender diversity strengthens organisational reputation, teamwork, and leadership standards (Mun and Jung, 2018). The comparatively weaker, though still significant, effect of age diversity ($R^2 = 0.299$) is consistent with the literature's observation that age diversity's benefits depend on how effectively organisations combine the perspectives of younger and older employees, and that generational tension can offset some of its potential gains (Khan et al., 2019; Sakdiyakorn and Wattanacharoensil, 2018).

For HR practice, these findings suggest that workplace diversity is not merely a compliance obligation but a driver of measurable organisational performance, and that UK organisations investing in diversity management, particularly around gender balance and inclusive education/experience profiles, may realise corresponding performance gains. This reinforces calls in the literature for diversity to be treated as a strategic HR priority rather than a peripheral initiative (Hussain and Farooquie, 2021; Gomez and Bernet, 2019).

Limitations, Conclusion, and Future Research

Several limitations were noted in this study. First, it is limited to UK organisations only, so the results might not be applicable to other countries, such as the USA, India, Pakistan, Japan and China, where the diversity–performance relationship has yet to be explored. Secondly, the study has a quantitative nature, and the sample of 100 participants' limits generalisability, as further research could be conducted using qualitative approaches to gain a more in-depth understanding of the mechanisms linking diversity to performance (Sorooshian, 2013; Zahidy, Azizan and Sorooshian, 2018). Thirdly, the study is limited to age, gender, ethnicity and education/experience diversity, and does not consider other factors that could influence the organisational performance like organisational structure, working conditions and corporate social responsibility (Muchiri and Ayoko, 2013). Finally, the generalisability of the findings needs to be

taken into account as organisational and national culture may influence the perception of outcomes from diversity management (Sorooshian, Norzima and Rosnah, 2011).

To sum up, this study aimed to investigate how age, gender, ethnicity and education/experience diversity in the workplace affect organisational performance and used primary survey data from 100 employees in organisations in the UK along with a review of the international literature. The findings reject both H0 and H2 since they show a positive and statistically significant association between each aspect of workplace diversity and organisational effectiveness. The results revealed that organisations which manage their diversity effectively were more effective, productive and innovative in their workplaces, which highlights the importance of diversity management for organisations aiming at gaining a competitive edge in the diverse and inclusive markets of today. Further research would benefit from investigating workplace diversity in other national settings, the incorporation of qualitative approaches and the use of additional organisational factors in this analysis to enhance knowledge of the impact of workplace diversity on organisational performance.

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