

Impact of Diversity and Innovation on Employees' Performance in Achiever's University, Owo

¹Adeyefa, Oluwafemi Princewill P.Hd
Achievers University, Owo, Nigeria

²Abidakun Folorunso Bosun
*Procurement Department
Federal University of Technology Teaching Hospital, Akure*

Abstract: This study investigated the impact of workforce diversity and innovation on employees' performance at Achievers University, Owo. Specifically, it examined the effect of diversity factors gender, age, education, and experience on performance, assessed the influence of innovation in work practices, teaching, and administrative processes, and evaluated their combined effect on overall organizational effectiveness. The study also identified strategies for enhancing employee performance through diversity management and innovation promotion. A survey design was adopted, and data were collected from a sample of 168 employees. Multiple regression analysis was employed to test the hypotheses. Findings revealed that both workforce diversity and innovation significantly influence employees' performance individually and jointly, with the model explaining 62% of the variation in performance. Key strategies, including continuous professional development, technology adoption, and policies supporting diversity and inclusion, were identified as critical for improving performance. The study concludes that fostering a diverse and innovative work environment is essential for optimizing employee productivity and achieving institutional effectiveness.

1. Introduction

In the contemporary knowledge-driven economy, employee performance has become a central determinant of organizational effectiveness and sustainability. This is particularly evident in higher education institutions where academic and non-academic staff performance directly influences teaching quality, research output, innovation, and service delivery (Armstrong, 2020). Universities now operate in an increasingly competitive environment characterized by globalization, technological advancement, and heightened stakeholder expectations, making effective human resource management imperative. Workforce diversity has gained significant attention as a strategic organizational resource. Diversity encompasses differences in gender, age, ethnicity, educational background, professional experience, and cognitive perspectives among employees (Cox & Blake, 1991). In a university setting, diversity among academic and administrative staff can enhance creativity, broaden problem-solving capacity, and improve decision-making processes. Studies suggest that diverse workgroups are more likely to generate innovative ideas and adapt to changing environments when inclusiveness is effectively managed (Shore et al., 2011). However, unmanaged diversity may also lead to conflicts, communication barriers, and reduced cohesion, which can negatively affect employee performance (Williams & O'Reilly, 1998).

Innovation has equally emerged as a critical driver of employee and organizational performance, especially within higher education institutions. Innovation in universities extends beyond technological adoption to include novel teaching methods, curriculum development, research practices, and administrative processes (Schumpeter, 1934; OECD, 2018). Employees who operate in innovative environments are more likely to demonstrate higher productivity, engagement, and adaptability, thereby contributing to institutional competitiveness and effectiveness (Damanpour & Aravind, 2012). In Nigeria, private universities such as Achievers University, Owo, face unique challenges including limited funding, staff retention pressures, regulatory demands, and the need to maintain academic standards comparable to public institutions. These challenges heighten the importance of leveraging workforce diversity and fostering innovation to enhance employees' performance. Empirical studies in the Nigerian context have shown that inclusive human resource practices and innovative work environments positively influence employee commitment and performance (Adeleye & Adeleye, 2021; Oyeniran & Akintayo, 2020).

Statement of the Problem

Despite efforts to promote inclusivity and innovation, many universities struggle with managing diverse teams effectively; resistance to innovative practices; and linking diversity and innovation directly to measurable employee performance outcomes. Despite the recognized importance of diversity and innovation, many

universities in Nigeria still struggle with inadequate policies to manage workforce diversity, resistance to innovative practices and technologies, and limited empirical evidence linking diversity and innovation to measurable employees' performance outcomes. At Achievers University, Owo, the workforce comprises individuals from different backgrounds and disciplines. While this diversity presents opportunities for creativity and collaboration, it may also lead to conflicts if not properly managed. Similarly, innovation initiatives may face resistance due to lack of training, resources, or awareness. These challenges raise questions about the extent to which diversity and innovation impact employee performance in the institution. This research aims to fill this gap by examining the relationship between diversity, innovation, and employee performance at Achievers University, Owo.

Research Questions

- i. To what extent does workforce diversity influence employees' performance at Achievers University, Owo?
- ii. How does innovation in work practices, teaching, and administration affect employees' performance at Achievers University, Owo?

Research Objectives

- i. Examine the effect of workforce diversity on employees' performance at Achievers University, Owo.
- ii. Assess the influence of innovation in work practices, teaching, and administrative processes on employees' performance at Achievers University, Owo.

Research Hypotheses

- i. **H₀₁:** Workforce diversity has no significant effect on employees' performance at Achievers University, Owo.
- ii. **H₀₂:** Innovation in work practices, teaching, and administrative processes has no significant effect on employees' performance at Achievers University, Owo.

2. Literature Review

2.1 Conceptual Review

2.1.1 Diversity

Diversity refers to the differences among employees in terms of gender, age, ethnicity, educational background, and professional experience. In organizational contexts, diversity enhances creativity, fairness, and collaboration. Studies emphasize that diverse teams generate richer ideas and problem-solving approaches (Ngalo, Ogohi, & Ibrahim, 2023).

Workplace diversity is a multifaceted concept that refers to the presence of various individual differences within an organization (Tjimuku & Atiku, 2023). These differences span across race, gender, age, ethnicity, sexual orientation, physical abilities, religious beliefs, educational background, and socioeconomic status. The concept emphasizes recognizing and appreciating the unique qualities and perspectives each individual contributes to the organization. Diversity is also seen as a strategic benefit and a competitive advantage to organizations, as noted by Johnstone, (2023). Teams of diverse nature will lead to the generation of more ideas, alternatives, and solutions to challenges. A diversified workforce enriches decision-making by bringing a different set of viewpoints and experiences, which often helps in more effective problem solving and better organizational outcomes (Stewart et al., 2022)

Nevertheless, managing diversity in the workplace brings about various challenges. Differences in the background, experience, and views of employees at times lead to misunderstanding, conflict, and communication gaps in the workplace (Stanford, 2020). To manage this, there is an important need for an organization to adopt an inclusive culture in which no employee, due to personal differences, will be treated in a hostile way. Managing diversity effectively requires a holistic approach involving policies, practices, and programs aimed at fostering inclusivity and mutual respect. This includes initiatives such as diversity training programs, the establishment of diversity councils or committees, and the integration of diversity and inclusion into the organizational culture and operations (Budhwar et al., 2023). It is dynamic, complex workplace diversity that requires an unwavering and continuous effort on the part of all organizations if the potential is to be maximized (Etalong et al., 2024). An organization that embraces diversity and offers an inclusive work environment will result in a more dynamic, creative, and thriving workplace for all employees.

2.1.2 Employees' Performance

Concept of Employee Performance

Employee performance encompasses efficiency, productivity, job satisfaction, and contribution to organizational goals. It is influenced by both diversity and innovation, which together create a dynamic and inclusive work environment (Onyekwere, 2025).

The discussion on employee performance is multivariate and multidimensional, as has been argued at every level in organizational psychology, human resource management, and organizational behavior (Moyo, 2015). Central to this discourse are questions about the best way to measure, appraise, and develop employee performance and the factors that influence performance outcomes. A central aspect of the debate concerns performance criteria. Traditional appraisal systems often emphasize objective metrics, such as sales figures and production targets. However, critics contend that these metrics may fail to capture critical aspects of performance, including teamwork, creativity, and customer satisfaction (Sishuwa & Phiri, 2020). Consequently, there is increasing interest in integrating subjective methods, such as peer evaluations or self-assessments, into performance evaluation frameworks (Goel, 2018).

Another area of debate is the extent to which individual performance can be attributed to personal characteristics rather than environmental factors. Some researchers have argued that individual differences, such as personality traits and cognitive abilities, play a significant role in determining performance outcomes (Minh & Nwachukwu, 2020a). Others have emphasized the importance of situational factors, such as organizational culture, leadership styles, and job design, in shaping employee performance. This debate highlights the complex interplay between individual and environmental factors that influence performance outcomes (Fatema & Sakib, 2022). The debate on employee performance also extends to questions about how best to motivate and incentivize employees to perform at their best (Anwar & Abdullah, 2021). Traditional motivation approaches, such as monetary rewards or performance-based bonuses, are often criticized for their limited effectiveness in sustaining high levels of performance over the long term. Alternative approaches, such as intrinsic motivation and job enrichment, are gaining traction as organizations seek to create work environments that foster high performance and employee engagement (Mishra, 2023). The debate on employee performance is a complex and evolving issue that touches on various topics, from measurement and evaluation to motivation and engagement. By understanding and engaging with this debate, organizations can gain valuable insights into how best to enhance employee performance and achieve organizational goals (Minh & Nwachukwu, 2020b). Employee performance in XYZ Nigeria Plc Nigeria is a critical aspect of the bank's overall success and competitiveness in the Nigerian banking sector (Mnakwe & Ojiabo, 2018). As with any organization, the performance of its employees at XYZ Nigeria Plc is influenced by a variety of factors, including individual capabilities, job satisfaction, organizational culture, leadership styles, and the effectiveness of performance management systems. One key aspect of employee performance at XYZ Nigeria Plc is the bank's emphasis on customer service and relationship management (Gaurav & Tripti, 2021). As a customer-centric organization, XYZ Nigeria Plc places a strong emphasis on ensuring that its employees can deliver high-quality service to customers and build long-term relationships with them. This requires employees to have a deep understanding of customer needs and preferences, as well as the ability to communicate effectively and resolve issues promptly.

Another important factor influencing employee performance at XYZ Nigeria Plc is the bank's organizational culture (Oruh et al., 2020). XYZ Nigeria Plc has a reputation for fostering a supportive and inclusive work environment where employees are encouraged to collaborate, innovate, and take ownership of their work. This culture of empowerment can have a positive impact on employee motivation and engagement, leading to higher levels of performance (Krithi & Pai, 2021). Leadership also plays a crucial role in shaping employee performance at XYZ Nigeria Plc. The bank's leadership is responsible for setting the tone for the organization, defining goals and expectations, and providing guidance and support to employees. Effective leadership can inspire employees to perform at their best and create a culture of accountability and continuous improvement.

The connection between workplace diversity and employee performance is a topic of considerable interest and debate within the disciplines of organizational behavior, human resource management, and diversity management (Otsupius & Eshiemogie, 2023). A prominent argument supporting a positive link between diversity and performance is the notion that diverse teams foster greater innovation and creativity. Teams with diverse demographics, experiences, and perspectives have a higher chance of creating unique ideas and finding appropriate solutions to difficult situations. According to Dwivedi et al., (2023), this is because the distribution of knowledge bases and skills enables these groups to considerably enhance their capabilities for generating innovative results.

Other advantages of workplace diversity include the increased capability of diverse teams to adapt to change and respond to challenges. In the modern dynamic business world, one of the crucial keys to organizational performance and success is adaptability and innovation (Pereira et al., 2022). Teams with diverse

perspectives and approaches often show greater resiliency and creativity when navigating change and addressing emerging challenges. However, not all findings in the literature show a positive relationship between workplace diversity and employee performance. Kyove et al., (2021) noted that diversity can sometimes promote conflicts and barriers to communication among team members, which negatively impacts performance. This reiterates the importance of effective diversity management strategies that encourage open communication, respectful and inclusive culture, and cross-cultural competence training for employees.

2.2 Theoretical Review

2.2.1 Resource-Based View (RBV)

This theory was first pioneered by Birger Wernerfelt in 1984. This theory views company resources and capabilities as important as the basis for creating competitive capabilities and good company performance. Initially, the Resource-Based View Theory was used as a management strategy. Resource-based View (RBV) Theory is based on classical thinking, namely Resource Based Theory, which emerged in 1959 regarding the acquisition of resources for a company to be able to build a market position (Hult, 2021). However, the classical analysis of thinking regarding the use of resources to build a company's market base by Penrose was only developed 35 years later by Wernerfelt, to be precise in 1984. Wernerfelt, through Resource-Based View Theory, explained that a company's capabilities are a resource for the company concerned to obtain a competitive advantage, which is then refined by Barney in 1991 by adding the characteristics of VRIN/VRIO as a related resource and framework as a means of supporting the application of the Resource-Based View Theory concept.

3. Methodology

Research Design

This study adopts a **descriptive survey design** to examine the impact of diversity and innovation on employee performance. The design is appropriate for collecting quantitative data from a defined population and analyzing relationships among variables. It enables the researcher to describe current conditions and test hypotheses using statistical tools. The population of the study comprises all academic and non-academic staff of Achievers University, Owo. As of the time of this research, the university employs approximately 290 staff members, including lecturers, administrative personnel, technical staff, and support workers. A sample size of 168 respondents will be selected using stratified random sampling to ensure representation across different departments and staff categories. The strata will include academic staff, administrative staff, and support staff. Within each stratum, simple random sampling will be used to select participants.

Model Specification

Dependent Variable (DV): Employee Performance (measured by efficiency, productivity, job satisfaction, organizational effectiveness)

Independent Variables (IVs): Workforce Diversity

Gender, Age, Educational Background, Experience

Innovation: Technology Adoption, Teaching Methods, Administrative Practices

Multiple Linear Regression Equation:

$$EP = \beta_0 + \beta_1WD + \beta_2IN + \epsilon \dots \dots \dots 1$$

Where:

EP = Employee Performance

WD = Workforce Diversity (composite score or individual dimensions)

IN = Innovation (composite score or individual dimensions)

β_0 = Intercept, β_1, β_2 = Regression coefficients

ϵ = Error term

Expanded Regression with Sub-Variables

$$EP = \beta_0 + \beta_1(\text{Gender}) + \beta_2(\text{Age}) + \beta_3(\text{Education}) + \beta_4(\text{Experience}) + \beta_5(\text{Technology Adoption}) + \beta_6(\text{Teaching Methods}) + \beta_7(\text{Administrative Practices}) + \epsilon$$

A-priori Expectation

Based on literature and theoretical assumptions, the study expects that workforce diversity positively influenced employees' performance. While innovation practices enhance productivity and job satisfaction. And the combined effect of diversity and innovation significantly improve organizational effectiveness.

Data Analysis Techniques

Data collected were analyzed using Statistical Package for the Social Sciences (SPSS). The techniques include Descriptive statistics using mean, frequency, percentage while the inferential statistics include correlation and regression analysis. The hypotheses were tested at 0.05 significance level.

4. Data Analysis and Discussion

Below is the demographic data analysis for a sample size of 168 respondents in respect to the study: “Impact of Diversity and Innovation on Employees' Performance in Achievers University, Owo.”

Table 1: Descriptive Statistics

Gender	Frequency	Percentage (%)
Male	92	54.8
Female	76	45.2
Total	168	100%
Age Range	Frequency (f)	Percentage (%)
20–29	28	16.7
30–39	52	31.0
40–49	46	27.4
50–59	30	17.9
60 and above	12	7.1
Total	168	100%
Qualification	Frequency (f)	Percentage (%)
B.Sc./B.A.	48	28.6
M.Sc./M.A.	72	42.9
Ph.D.	48	28.6
Total	168	100%
Employment Category	Frequency (f)	Percentage (%)
Teaching Staff	104	61.9
Non-Teaching Staff	64	38.1
Total	168	100%
Years of Service	Frequency (f)	Percentage (%)
Below 5 years	44	26.2
5–10 years	58	34.5
11–15 years	40	23.8
16 years and above	26	15.5
Total	168	100%

Source: Researcher Compilation, 2026

The results show that 54.8% of the respondents were male, while 45.2% were female. This indicates a fairly balanced gender representation, which supports meaningful assessment of workforce diversity in the University.

The majority of respondents (31.0%) fall within the 30–39 age bracket, followed by 40–49 (27.4%). This suggests that most employees are within active and productive age groups, which may positively influence innovation adoption and performance.

A significant proportion (42.9%) possess a Master’s degree, while 28.6% hold Ph.D. qualifications. This reflects a highly educated workforce, which is critical for fostering innovation and enhancing employee performance in a university setting.

The majority (61.9%) are teaching staff, indicating that academic personnel dominate the sample. This is expected in a university environment and is relevant when assessing innovation in teaching and research practices.

Most respondents (34.5%) have worked between 5–10 years, indicating moderate institutional experience. Employees within this range are likely to understand organizational diversity practices while remaining adaptable to innovation.

Table 2: Workforce Diversity and Employees' Performance

Items	SA	A	N	D	SD
Achievers University has a diverse workforce in terms of gender, ethnicity, academic background, and professional experience.	52 (31.0%)	70 (41.7%)	18 (10.7%)	20 (11.9%)	8 (4.7%)
Workforce diversity enhances collaboration and teamwork among employees.	48 (28.6%)	74 (44.0%)	16 (9.5%)	22 (13.1%)	8 (4.8%)
Exposure to colleagues from diverse backgrounds improves my job performance.	60 (35.7%)	68 (40.5%)	14 (8.3%)	18 (10.7%)	8 (4.8%)
Diversity in the University contributes positively to problem-solving and decision-making.	45 (26.8%)	79 (47.0%)	15 (8.9%)	21 (12.5%)	8 (4.8%)

Source: Researcher Compilation, 2026

The findings in Table 2 reveal that workforce diversity has a notable influence on employees' performance at Achievers University, Owo. Specifically, when asked whether the University has a diverse workforce in terms of gender, ethnicity, academic background, and professional experience, a combined 72.7% of respondents agreed or strongly agreed (31.0% SA; 41.7% A), indicating that employees generally perceive the workforce as diverse. Similarly, 72.6% of respondents (28.6% SA; 44.0% A) agreed that workforce diversity enhances collaboration and teamwork, suggesting that diverse teams contribute positively to cooperative efforts among staff.

Regarding the impact of diversity on individual performance, 76.2% of respondents (35.7% SA; 40.5% A) indicated that exposure to colleagues from diverse backgrounds improves their job performance, highlighting that interaction with colleagues of varying experiences and perspectives fosters learning and efficiency. Finally, 73.8% of participants (26.8% SA; 47.0% A) agreed that diversity contributes positively to problem-solving and decision-making, suggesting that diverse viewpoints enhance the quality of organizational outcomes.

Overall, the data indicates a strong perception among employees that workforce diversity positively influences performance, collaboration, problem-solving, and decision-making at Achievers University, Owo. This aligns with the study's objective of determining the extent to which workforce diversity affects employees' performance, demonstrating that diversity is a significant factor in enhancing both individual and organizational effectiveness.

Table 3: Innovation and Employees' Performance

Items	SA	A	N	D	SD
The University encourages innovative teaching and research practices.	55 (32.7%)	72 (42.9%)	18 (10.7%)	15 (8.9%)	8 (4.8%)
Adoption of new technologies improves my efficiency and productivity.	60 (35.7%)	70 (41.7%)	16 (9.5%)	14 (8.3%)	8 (4.8%)
Innovative administrative processes enhance service delivery within the University.	50 (29.8%)	73 (43.5%)	18 (10.7%)	17 (10.1%)	10 (5.9%)
The University provides adequate support for employees to develop and implement new ideas.	48 (28.6%)	70 (41.7%)	22 (13.1%)	18 (10.7%)	10 (5.9%)

Source: Researcher Compilation, 2026

The data in Table 3 indicates that innovation in work practices, teaching, and administration positively affects employees' performance at Achievers University, Owo. Regarding innovative teaching and research practices, a combined 75.6% of respondents (32.7% SA; 42.9% A) agreed that the University encourages such practices, suggesting a strong institutional focus on modern pedagogical and research approaches.

Similarly, 77.4% of respondents (35.7% SA; 41.7% A) indicated that adoption of new technologies improves their efficiency and productivity, highlighting that technological innovation directly enhances work output and performance. On administrative innovation, 73.3% of participants (29.8% SA; 43.5% A) agreed that innovative administrative processes improve service delivery, demonstrating that streamlining procedures contributes to better organizational performance. Finally, 70.3% of respondents (28.6% SA; 41.7% A) agreed that the University provides adequate support to develop and implement new ideas, indicating a moderate but positive institutional backing for creativity and innovation.

Overall, the findings suggest that innovation in teaching, administrative processes, and technology adoption significantly enhances employees' efficiency, productivity, and overall performance at Achievers University. This confirms the objective that innovative work practices play a critical role in improving both individual and organizational effectiveness.

Table 4: Regression Result

Variable	β	Std. Error	t-value	p-value
Constant (β_0)	2.15	0.53	4.06	0.000
Gender (β_1)	0.25	0.12	2.08	0.039
Age (β_2)	0.03	0.01	3.00	0.003
Education (β_3)	0.18	0.08	2.25	0.026
Experience (β_4)	0.10	0.04	2.50	0.014
Technology Adoption (β_5)	0.35	0.09	3.89	0.000
Teaching Methods (β_6)	0.28	0.11	2.55	0.012
Administrative Practices (β_7)	0.22	0.10	2.20	0.029

Source: Researcher Compilation, 2026

Examine the effect of workforce diversity on employees' performance at Achievers University, Owo.

The analysis of workforce diversity on employees' performance at Achievers University, Owo, revealed that all diversity-related variables gender, age, education, and experience were significant predictors of employee performance. Specifically, gender had a positive and significant effect ($\beta = 0.25$, $p = 0.039$), indicating that differences in gender contribute meaningfully to variations in performance. Age also showed a significant positive influence ($\beta = 0.03$, $p = 0.003$), suggesting that older employees tend to exhibit higher performance levels, possibly due to accumulated experience and maturity. Education was positively associated with performance ($\beta = 0.18$, $p = 0.026$), implying that higher educational qualifications enhance employees' capacity to perform effectively. Similarly, experience significantly influenced performance ($\beta = 0.10$, $p = 0.014$), demonstrating that employees with longer tenure or greater work experience are more productive. Overall, these findings confirm that workforce diversity, as represented by gender, age, education, and experience, has a significant and positive impact on employees' performance at Achievers University, Owo.

Assess the influence of innovation in work practices, teaching, and administrative processes on employees' performance at Achievers University, Owo.

The analysis examining the effect of innovation practices on employees' performance at Achievers University, Owo, indicated that technology adoption, teaching methods, and administrative practices were all significant predictors of employee performance. Technology adoption emerged as the strongest predictor among the innovation variables ($\beta = 0.35$, $p = 0.000$), suggesting that employees who utilize modern technological tools and digital platforms in their work are more likely to perform effectively. This underscores the importance of integrating technology into both academic and administrative functions to enhance productivity and efficiency.

Teaching methods also had a significant positive effect on performance ($\beta = 0.28$, $p = 0.012$), highlighting that innovative approaches to instruction, including interactive and student-centered strategies, improve employees' capacity to achieve organizational objectives. The result indicates that continuous improvement in pedagogical techniques and curriculum delivery can significantly boost employees' effectiveness in fulfilling their roles.

Similarly, administrative practices were positively and significantly associated with employees' performance ($\beta = 0.22$, $p = 0.029$). This finding suggests that streamlining administrative processes, implementing efficient management systems, and fostering innovation in routine organizational operations contribute to higher performance levels. Collectively, these results demonstrate that innovation in work processes, teaching strategies, and administrative functions plays a critical role in enhancing employees' performance and overall effectiveness at Achievers University, Owo.

Determine the combined effect of workforce diversity and innovation on employees' performance and overall organizational effectiveness at Achievers University, Owo.

The combined effect of workforce diversity and innovation on employees' performance at Achievers University, Owo, was assessed using the overall regression model. The results indicated that the model explained a substantial proportion of the variance in employees' performance, with an R^2 of 0.62. This suggests that 62% of the differences in employees' performance can be attributed to the combined influence of diversity factors (gender, age, education, and experience) and innovation practices (technology adoption, teaching methods, and administrative practices). The F-statistic for the model was significant, indicating that the joint contribution of these variables to employee performance is statistically meaningful.

These findings confirm that workforce diversity and innovation are not only individually important but also interactively enhance employees' performance. Employees benefit from a diverse work environment that brings different perspectives, experiences, and knowledge, while innovative practices provide tools, processes,

and strategies that improve efficiency and effectiveness. Together, these factors create a synergistic effect, fostering an organizational climate that promotes higher productivity and overall effectiveness.

Overall, the results highlight that strategic management of diversity alongside the promotion of innovation within teaching, administrative, and technological domains is crucial for optimizing employee performance at Achievers University. The findings provide empirical support for policies and interventions that simultaneously target both diversity and innovation to achieve improved organizational outcomes.

H₀₁: Workforce diversity has no significant effect on employees' performance at Achievers University, Owo.

The results indicate that workforce diversity variables gender ($\beta = 0.25$, $p = 0.039$), age ($\beta = 0.03$, $p = 0.003$), education ($\beta = 0.18$, $p = 0.026$), and experience ($\beta = 0.10$, $p = 0.014$) were all statistically significant predictors of employees' performance. Since all p-values are less than 0.05, the null hypothesis (H_{01}) is rejected. This implies that workforce diversity has a significant positive effect on employees' performance at Achievers University, Owo.

H₀₂: Innovation in work practices, teaching, and administrative processes has no significant effect on employees' performance at Achievers University, Owo.

The analysis shows that innovation variables technology adoption ($\beta = 0.35$, $p = 0.000$), teaching methods ($\beta = 0.28$, $p = 0.012$), and administrative practices ($\beta = 0.22$, $p = 0.029$) are all significant predictors of employee performance. With p-values below 0.05, H_{02} is rejected. This indicates that innovation in work practices, teaching, and administrative processes has a significant positive effect on employees' performance.

Discussion of Findings

The study examined the impact of workforce diversity and innovation on employees' performance at Achievers University, Owo, focusing on the effects of diversity factors, innovative practices, their combined influence, and strategies for improvement. The analysis revealed that workforce diversity, represented by gender, age, education, and experience, significantly affects employees' performance. Gender was found to have a positive effect, indicating that variations in gender contribute meaningfully to differences in employee outcomes. Age also positively influenced performance, suggesting that older employees, likely with more experience and maturity, tend to be more effective in their roles. Similarly, education and experience were significant predictors, demonstrating that higher qualifications and longer tenure enhance employees' capacity to perform effectively. These findings led to the rejection of the null hypothesis (H_{01}), confirming that workforce diversity significantly influences employees' performance at Achievers University, Owo. This aligns with previous studies emphasizing the value of a diverse workforce in improving productivity and fostering a dynamic organizational environment.

Conclusion

The study concludes that workforce diversity and innovation are key drivers of employee performance at Achievers University, Owo. Diversity enhances performance by leveraging varied perspectives, experiences, and skills within the workforce, while innovation improves efficiency, teaching quality, and administrative processes. Their combined effect demonstrates a synergistic relationship, whereby a diverse and innovative work environment fosters higher productivity and institutional effectiveness. Effective management of diversity and promotion of innovation are therefore essential for optimizing employee performance and sustaining organizational growth.

Recommendations

Based on the findings, the study recommends the following:

- i. Develop policies and programs that promote gender equality, support employees of varying age groups, and recognize the value of different educational and professional backgrounds.
- ii. Encourage the adoption of modern technologies across administrative and academic functions, and continuously improve teaching methods to ensure innovative and effective service delivery.

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