EFFECT OF DIVERSITY IN CONFLICT MANAGEMENT ON ORGANIZATION PERFORMANCE IN FEDERAL POLYTECHNIC MUBI AND FEDERAL POLYTECHNIC, BAUCHI, NORTH EAST NIGERIA

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ABSTRACT

This study examined the effect of diversity in conflict management on organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi, North East Nigeria. The study adopted a descriptive research design. The population comprised staff of both institutions, totaling 3,609 employees—2,407 from Federal Polytechnic Mubi

Introduction

Diversity has been a central concept in societal and organizational settings since ancient times. The recognition and management of diversity have shaped the development of civilizations, organizations, and societies throughout history. Ancient nations such as Egypt and Greece demonstrated how diversity could influence decision-making, conflict management, and organizational performance. In Egypt, a highly structured bureaucracy existed to manage diversity across its vast empire, encompassing different ethnic groups and professions. Effective conflict management mechanisms were essential to maintaining harmony in such a heterogeneous society, ensuring the integration of diverse groups into a unified state system (Okon, 2019). Similarly, in ancient Greece, city-states such as Athens exemplified the importance of embracing diverse
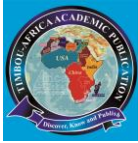
and 1,202 from Federal Polytechnic Bauchi. A sample size of 361 was determined using the Taro Yamane formula. Primary data was collected through direct communication with respondents. Hypotheses were tested using regression analysis at a 0.05 level of significance. The findings revealed a significant positive relationship between cultural diversity and conflict resolution (β = 0.412, p = 0.000), indicating that increased cultural diversity improves conflict management and enhances organizational performance. Additionally, gender diversity positively influenced conflict management, contributing to better organizational outcomes (β = 0.295, p = 0.001). Lastly, the results (β = 0.381, p = 0.000) indicated that organizations with a mix of different age groups benefit from improved conflict management and overall performance. Based on these findings, it is recommended that institutional management implement policies and programs that encourage cultural diversity in the workplace, such as cross-cultural training, inclusive hiring practices, and mentorship programs. Additionally, gender diversity policies should be developed and enforced to support equal opportunities for all employees. Furthermore, institutions should foster an age-diverse workforce by promoting intergenerational collaboration through mentorship programs, flexible work arrangements, and training tailored to different experience levels.

Keywords: Conflict, diversity, management, organization, performance

perspectives in governance and conflict resolution. The use of dialogue and negotiation, particularly in the Athenian democratic system, highlighted the role of diversity in fostering innovation and collective problem-solving (Oladele, 2021). In Africa, diversity has historically been an intrinsic feature of communities, with diverse ethnic, cultural, and linguistic groups coexisting within various kingdoms and empires. The success of these empires, such as the Mali and Songhai Empires, was partly attributed to their ability to manage diversity and resolve conflicts amicably. Traditional African systems of governance often employed inclusive mechanisms such as councils of elders, which provided platforms for conflict resolution and decision-making, incorporating diverse voices to enhance the
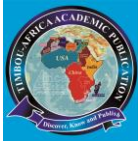
performance of the community (Obi, 2023). These traditional systems underscore the relevance of diversity management as a critical factor in achieving organizational harmony and optimal performance.

In Nigeria, diversity is deeply rooted in the country's identity, characterized by over 250 ethnic groups and multiple languages. The country's socio-political and economic landscape reflects this diversity, making effective conflict management crucial for sustainable development. However, challenges such as ethnic tensions, religious differences, and cultural disparities have often tested the capacity of institutions to manage conflicts effectively. According to Onuoha and Ibrahim (2022), the ability of organizations to embrace diversity and implement effective conflict management strategies significantly influences their performance, particularly in multi-ethnic regions like Nigeria.

Specifically, Federal Polytechnic Mubi and Federal Polytechnic Bauchi, located in the North East region of Nigeria, operate within a context of significant cultural and religious diversity. Both institutions face challenges related to the integration of diverse staff and student populations, necessitating robust conflict management frameworks to enhance organizational performance. Research by Abubakar and Okechukwu (2023) highlights that institutions in the North East often encounter conflicts arising from diversity, which can impact their efficiency, staff morale, and overall performance. The effectiveness of diversity management in these institutions is pivotal in fostering an inclusive environment that promotes collaboration, innovation, and institutional excellence.

The need to explore the effect of diversity in conflict management on organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi is critical, as it provides insights into how diversity can be harnessed as a strength rather than a source of division. By understanding and addressing the unique challenges of managing diversity in these institutions, this study aims to contribute to the development of strategies that enhance organizational performance and promote harmony in multi-ethnic and multi-religious settings.

Statement of the Problem

Diversity in organizations can drive innovation but may also create challenges in conflict management, especially when mishandled. At Federal Polytechnic Mubi and Federal Polytechnic Bauchi, located in Nigeria's culturally diverse North East, issues of ethnic, religious, and cultural conflict persist despite policies aimed at
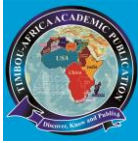
inclusivity. These conflicts harm relationships, productivity, and overall performance (Garba, 2023).The main cause of conflict at these institutions is the lack of effective diversity management frameworks. Problems such as inadequate cultural competence training, biased decision-making, and unequal leadership representation worsen tensions (Joseph, 2022; Ahmed & Yusuf, 2023). These issues lead to a lack of trust, increased hostility, and poor communication.

Poorly managed diversity conflicts have various negative effects, including reduced morale, higher turnover, and a tarnished reputation. At the polytechnics, unresolved conflicts disrupt academic activities and hinder institutional performance, affecting the pursuit of strategic goals (Taye, 2023; Joseph, 2023). Several authors suggest that inclusive diversity management practices and cultural competence can reduce conflicts and improve productivity (Obi, 2023; Ahmed & Yusuf, 2023). Proactive strategies like conflict resolution training and participatory decision-making are also important (Onuoha & Ibrahim, 2022). However, there is a lack of research on how these strategies apply to the unique socio-cultural context of North East Nigeria.

There is a gap in research on the specific impact of diversity in conflict management on organizational performance in tertiary institutions in North East Nigeria. Existing studies have not fully addressed how leadership and policy frameworks mediate this relationship. This study aims to fill these gaps and offer practical solutions to improve diversity management and performance at Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

Objective

The main objective of the study examined the effect of diversity in conflict management on organization performance in Federal Polytechnic Mubi and Federal Polytechnic, Bauchi, North East Nigeria.

i.   To examine the influence of cultural diversity on conflict resolution strategies and its impact on organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

ii.   To assess the role of gender diversity in improving conflict management effectiveness and its contribution to achieving organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

iii.   To analyze the relationship between age diversity and conflict resolution management on the organizational performance of Federal Polytechnic Mubi and Federal Polytechnic Bauchi.
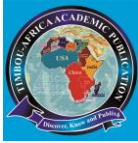
Hypotheses

H_o1 Cultural diversity does not significantly effect conflict resolution strategies or impact organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

H_o2:   Gender diversity does not play a significant role in improving conflict management effectiveness to achieving organizational performance in Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

H_o3:   There is no significant relationship between age diversity and conflict resolution management on the organizational performance of Federal Polytechnic Mubi and Federal Polytechnic Bauchi.

Literature Review

Diversity

Diversity refers to the demographics of a given workforce, highlighting the representation of various groups within an organization. According to Ejimadu (n.d.), diversity often serves as the foundation for creating inclusive environments and achieving organizational goals Joseph, a Nigerian scholar, emphasizes that diversity is not about how people differ but about embracing each other's uniqueness. By valuing these differences, organizations and societies can create environments that foster inclusion, collaboration, and mutual respect. Kreitner and Kinicki (2001) define diversity as the multitude of individual differences and similarities that exist among people in an organization. Akinnusi, Sonubi, and Oyewunmi (2017) describe diversity as the variety, variegation, and multiplicity of characteristics, both visible and invisible, within animate and inanimate worlds. Metcalfe (2010) conceptualizes diversity as valuing people as individuals for both business and moral reasons. This definition links diversity to organizational and societal benefits, arguing that embracing individual differences enhances creativity, innovation, and employee engagement while aligning with ethical and social responsibilities. Diversity involves exploring human differences in a safe, positive, and nurturing environment. According to Akinnusi et al. (2017), it is about moving beyond tolerance to embracing and celebrating the rich dimensions of diversity that each individual brings.

Conflict Management

Conflict management is the process of identifying and addressing conflicts in a way that minimizes negative outcomes while promoting constructive dialogue and collaboration. It involves strategies that aim to resolve disagreements efficiently and effectively (Rahim, 2019). According to Thomas (2016), conflict
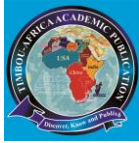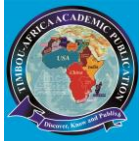
management refers to the design and implementation of practices that reduce the adverse effects of conflict and promote mutually beneficial outcomes through negotiation and mediation. Deutsch (2017) describes conflict management as "the art of handling interpersonal and organizational disputes constructively, focusing on fostering understanding and cooperation rather than exacerbating tensions." Conflict management is the application of communication, negotiation, and problem-solving techniques to address disagreements within teams or organizations, ensuring alignment with shared goals (Folger, Poole, & Stutman, 2017). As defined by Robbins and Judge (2013), conflict management involves the use of various approaches—such as accommodating, collaborating, and compromising—to resolve conflicts while maintaining relationships and achieving organizational objectives.

Organization Performance

Andy et al., (2021) note that organisational performance may be measured in terms of its multiple objectives of profitability, employee satisfaction, productivity, growth among many other objectives. Advocates of the balanced score card performance management system have proposed a broader performance measurement approach that recognizes both the financial and non-financial measures including sales, profitability, return on investments, market share, customer base, product quality, innovation and company attractiveness. In recent years, many organizations have attempted to manage organisational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, & employee stewardship. Ahmad, Abbas and Hussain (2015), organizational performance was not only the outcome it was continuous process of different activities. Capabilities were the effort to do activities, which were the processes that lead to the organizational performance. Al-Jammal, Al-Khasawneh and Hamadat (2015), defined organizational performance as the level of efforts and achievements exerted by employees. To Okunribido (2015), organizational performance can be defined in terms of quantifiable outcomes of work behaviour and in terms of behavioural dimensions (e.g., work related communication, decision-making, attention to detail) that are less quantifiable. Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011).
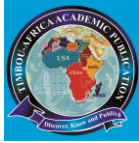
Khan et al., (2016) asserts that organisational performance depends on various factors including the contributions of human resource capital. This is because human resource in an organization plays an important role in the growth and organisational performance. Richard et al, (2019) explains that organisational performance comprises of the actual output or results of an organization as measured against its intended outputs (goals & objectives).

Cultural Diversity

Cultural diversity is the existence of diverse individuals from different cultures or societies whose differences arise from language, religion, race, sexual orientation, gender, age and ethnicity (Grobber, 2020). Diversity is a subjective phenomenon, created by group members themselves, who on the basis of their different social identities categorize other as similar or dissimilar (Maier, 2002). There is a definite trend towards definition of a multiplicity of diversity dimensions. Arredondo (2014) adds culture, social class and language to the primary dimensions, and health care belief and recreational interest to the secondary dimensions. She further adds a tertiary dimension, which encompasses historical moment experienced. In understanding that concept of cultural diversity, the authors start the discussion by defining what culture is. According to Berry, et al., (2018) culture explains how people make sense of their world. This definition in much in line with Hofstede (2017) posit that one of the critical influences of migration and globalization is the "dramatic increase in the opportunity and need to interact with people" who are diverse in culture. The thinking has changed on cultural diversity from being a"melting pot" to multiculturalism", accepting it as an essential part of a society (Parvis, 2013).

Earley and Mosakowski (2019) posit that cultural diversity is often perceived as a societal fact as in a country "it consist of citizens/inhabitants with different cultural backgrounds. Kundu, (2001) emphasizes on the importance of a firm's ability to deal and absorb the benefits from cultural diversity towards the wealth of the organization which is a key requirement for survival not just at the domestic level but even in the international settings. Adamu (2020) posit that difference in people's value, attitude and behaviour that are grounded from diverse culture influence how managerial events are viewed in an organization.

Gender Diversity

Powell (2019) defined gender as the physiological inference of a someone being either male or female, like expectations and beliefs regarding what kind of attitudes, behaviours, values, knowledge, skills, and interests areas are more

suitable for or typical of one sex than the other. In the last decades, those organizational barriers that hinder women from advancing to the top in their career have been a vital area in organizational research. Singh & Vinnicombe (2020) in their study discovered that women are almost if not completely absent when it comes to occupying senior positions in organizations. However, male directors often form an elite group at the top of the corporate world and only very few women are able to breakthrough these glass ceiling into this elite group, despite making inroads into middle management. This point out that gender in the board of directors in some big organization is a barrier for career advancement. Singh and Vinnicombe (2020) argued that this is a matter of concern, because the talents of women are not being fully utilized. The private sectors is seen and characterized as influential, powerful, financially important and generally not controlled by the state. Historically, the private sector, including the board of directors has been male dominated where men have controlled the majority of high-level positions and especially those related to power (Healy, Kirton, & Noon, 2019).
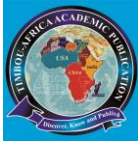
Age Diversity

Age diversity is a shared phenomenon that is present in nearly all groupings, such as families, higher institutions, sport teams, and work or team groups with members of varying ages (Kunze, Boehm, & Bruch, 2016). Explained that workforce is unique in its generational diversity, which presents new challenges to organizations attempting to attract, retain, manage, and motivate quality employees. Each generation believes that its strengths are unique and they do not enhance those of other generations (Rowe, 2017). Where age diversity is practiced, the benefits accrue both to the organization and the employees. Having an age diverse environment produces and creates better working relationships and enhances social cohesion for all.

Cultural Diversity on Conflict Resolution Management and its Impact on Organizational Performance

Cultural diversity within organizations can significantly influence conflict resolution strategies and, consequently, impact overall performance. A study by Ukachukwu and Iheriohamma (2013) found that cultural differences among employees can lead to challenges in teamwork and conflicts if not properly
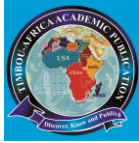
managed, thereby affecting productivity. Similarly, Onwuzu and Nnamani (2023) observed that ethnic and religious diversity within Nigerian Breweries significantly influenced organizational efficiency and employee commitment, respectively. Effective conflict management that acknowledges and integrates diverse cultural perspectives can enhance service quality and productivity, as highlighted by Salami and Ososuakpor (2022). Therefore, organizations that proactively manage cultural diversity through inclusive conflict resolution strategies are better positioned to improve performance and maintain a harmonious work environment.

Role of Gender Diversity in improving Conflict Management Effectiveness and its contribution to achieving Organizational Goals in the two institutions.

Gender diversity plays a crucial role in enhancing conflict management effectiveness by incorporating diverse perspectives, communication styles, and problem-solving approaches, leading to more balanced and inclusive resolutions (Ely & Thomas, 2020). In the two institutions under study, gender-diverse teams help mitigate conflicts by fostering empathy, collaboration, and reducing bias, ultimately improving decision-making (Kalev, Dobbin, & Kelly, 2021). Research suggests that organizations with gender diversity encourage open dialogue, minimize conflict escalation, and promote equitable conflict resolution strategies, contributing to overall workplace harmony (Williams & O'Reilly, 2019). By fostering an inclusive culture, these institutions can align conflict resolution mechanisms with broader organizational goals, resulting in increased productivity, employee satisfaction, and institutional success (Roberson, 2021).

Relationship between Age Diversity and Conflict Resolution Management and their effect on the Overall Performance

Age diversity in the workplace can significantly influence conflict resolution management, ultimately affecting overall organizational performance. A diverse workforce comprising employees from different age groups brings varied perspectives, experiences, and problem-solving approaches, which can enhance decision-making and innovation (Okafor & Uchenna, 2021). However, generational differences may also lead to misunderstandings and conflicts if not effectively managed (Adebayo & Ojo, 2020). Organizations that implement inclusive conflict resolution strategies tailored to address age-related differences tend to
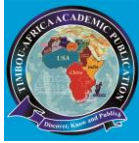
experience improved teamwork, reduced workplace tensions, and enhanced productivity (Ibrahim et al., 2022). Thus, fostering an inclusive and supportive environment for intergenerational collaboration is essential for maximizing performance outcomes.
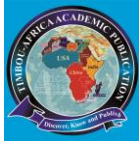
Empirical Review

Omodan (2023) examined "The Role of Organizational Culture in Conflict Management among University Stakeholders" in South Africa. Using a participatory research design within a transformative paradigm, the study targeted university stakeholders, including deans, department heads, lecturers, student leaders, and non-teaching staff. A purposive sampling technique was employed to select ten key stakeholders for semi-structured interviews. Thematic analysis was used to analyze the qualitative data, revealing that a culture of respect, inclusivity, and openness significantly affects conflict resolution within the university setting. The study concluded that organizational culture plays a crucial role in effective conflict management and recommended fostering open communication, active listening, and collaboration. However, since the study was limited to a single university, its findings may not be widely generalizable. Future research should expand the study to multiple universities to enhance the generalizability of its conclusions.

Longe (2023) explored "The Impact of Workplace Conflict Management on Organizational Performance: A Case of a Nigerian Manufacturing Firm," using a descriptive survey research design. The study targeted employees of a manufacturing firm in Nigeria, with 250 respondents selected through stratified random sampling. Data were collected using structured questionnaires and analyzed using descriptive and inferential statistics, including Spearman correlation and regression analysis. Findings indicated that integrative conflict management strategies positively impact organizational performance, whereas non-integrative strategies have a negative effect. The study concluded that effective conflict management enhances overall organizational performance and recommended that organizations adopt integrative strategies such as mediation and collaboration. However, the study was limited to a single manufacturing firm, necessitating further research across multiple firms in different industries for broader applicability.

Nwokeukwu (2024) investigated "Diversity Management Strategies and Organizational Performance of Multinational Companies in South-South Nigeria" using a descriptive survey design. The study examined how diversity management strategies such as communication and employee training influence organizational performance. Employees from various multinational companies in South-South Nigeria formed the population, though the exact sample size was not specified. Structured questionnaires were used for data collection, and correlation and multiple regression analysis were applied. Results showed that effective communication and employee training significantly enhance organizational performance. The study concluded that proper diversity management strategies contribute to organizational growth and competitiveness. The researchers recommended that multinational companies implement structured communication and training programs to handle workforce diversity effectively. However, the lack of specific sample size details limited the study's robustness. Future studies should provide clearer sampling details and explore additional diversity management strategies.

Kamau and Were (2023) conducted a study on "Diversity and Team Conflict in Kenyan Organizations," published in the *Journal of African Business*. The study employed a quantitative survey design to examine the relationship between workforce diversity and team conflict in various sectors across Kenya. With a population comprising employees from different organizations, the researchers used stratified random sampling to select 250 respondents. Data collection was done through structured questionnaires, and analysis was conducted using descriptive statistics and regression techniques. The findings revealed that cultural and gender diversity significantly contributed to team conflicts. The study concluded that diversity dimensions influence the level of conflict within teams and recommended that organizations implement diversity training programs to mitigate potential conflicts. However, the study primarily focused on cultural and gender diversity, overlooking other aspects such as age and educational background. Future studies should explore these additional diversity dimensions.

Adejuwon, Aina, Abiodun-Afolabi, and Eso (2024) examined "Traditional Conflict Resolution Techniques and Employee Engagement in Selected Manufacturing Companies in Southwest Nigeria." The study employed a mixed-methods approach, combining qualitative and quantitative data collection. The population comprised employees from various manufacturing companies, and a combination

of purposive and stratified random sampling was used to select participants. Data collection involved surveys and interviews, while analysis was conducted using thematic analysis and regression modeling. Findings indicated that traditional conflict resolution techniques, such as mediation by elders or senior management, foster a harmonious workplace and improve employee engagement. The study concluded that integrating traditional conflict resolution methods with modern approaches enhances organizational performance. It recommended that organizations leverage cultural conflict resolution techniques alongside formal mechanisms. However, the study did not examine how technology-driven conflict resolution strategies could complement traditional methods. Future research should explore the integration of digital tools in workplace conflict management. These studies collectively highlight the importance of diversity in conflict management and its impact on organizational performance. While they provide valuable insights, they also reveal gaps in research, such as limited geographical scope, unexplored diversity dimensions, and the role of technology in conflict resolution. Future research should address these gaps to develop more comprehensive conflict management strategies in diverse work environments.

Methodology

This study adopted descriptive research design, the population of the study comprised of staff of Federal Polytechnic Mubi and Federal Polytechnic, Bauchi. The population consisted of 2407 staff of Federal Polytechnic, and 1202 Federal Polytechnic, Bauchi, totaling 3,609 staff. While 361 sample size was determined using Taro Yemeni formula.

$$n = \frac{N}{1 + N(e)^2}$$

$$N = 3609$$

$$n = \frac{3609}{1 + 3609(0.05)^2}$$

$$n = \frac{3609}{1 + 3609(0.0025)}$$

$$= \frac{3609}{10}$$

$$= 360.9$$

Therefore, the sample size for this study is 361
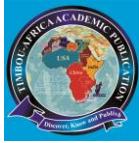
Primary data was collected to obtained direct communication with the respondents. The data to be collected was organized and prepare for analysis by coding with the help of the Statistical Package for Social Sciences (SPSS) version 21.0. On the other hand, inferential analysis was used for making conclusions on the relationships between the independents and dependent variable.

Result and Discussion

Table 1: Regression Analysis Results (Table)

| Predictor Variables	B	Std. Error	t-value	p-value (Sig.)	Decision
Cultural Diversity → Conflict Resolution & Org. Performance	0.412	0.076	5.42	0.000	**Reject H_{01}**
Gender Diversity → Conflict Management & Org. Performance	0.295	0.064	4.61	0.001	**Reject H_{02}**
Age Diversity → Conflict Resolution & Org. Performance	**0.381**	**0.071**	**5.12**	**0.000**	**Reject H_{03}**

Source: SPSS Output, 2025

Significance Level (α): 0.05

Table 1 shows the relationship between cultural diversity and conflict resolution and organizational performance is statistically significant, with a regression coefficient (β) of 0.412, a t-value of 5.42, and a p-value of 0.000. This suggests that as cultural diversity increases, the ability of the organization to manage conflicts and improve performance also rises. The strong statistical significance of this relationship ($p < 0.05$) confirms that cultural diversity plays a crucial role in shaping an inclusive and harmonious work environment.

Similarly, gender diversity exhibits a significant positive effect on conflict management and organizational performance, with a β value of 0.295, a t-value of 4.61, and a p-value of 0.001. The rejection of the null hypothesis (H_{02}) implies that gender diversity fosters better conflict management strategies and enhances organizational effectiveness.

Furthermore, age diversity demonstrates a strong positive relationship with conflict resolution and organizational performance, with a β coefficient of 0.381, a t-value of 5.12, and a p-value of 0.000. This finding underscores the importance of having a workforce comprising individuals of different age groups.
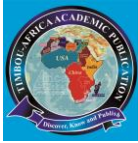
The results highlight that diversity in cultural background, gender, and age significantly enhances conflict resolution strategies and boosts organizational performance. The rejection of all null hypotheses (H_o1, H_o2, and H_o3) suggests that organizations should actively foster diversity and inclusion to achieve sustainable growth and competitive advantage. Implementing policies that promote cultural awareness, gender equality, and intergenerational collaboration can create a more resilient and high-performing workforce.

Summary of Finings

i. The analysis shows a significant positive relationship ($\beta = 0.412$, $p = 0.000$), indicating that increased cultural diversity improves conflict resolution and enhances organizational performance.

ii. With a β value of 0.295 and a p-value of 0.001, the findings confirm that gender diversity positively influences conflict management and contributes to better organizational outcomes.

iii. The results ($\beta = 0.381$, $p = 0.000$) indicate that organizations with a mix of different age groups benefit from improved conflict resolution and performance.
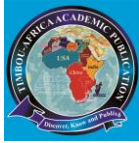
Conclusion

Employees from different cultural backgrounds bring varied perspectives and problem-solving approaches, which can lead to more effective conflict resolution and innovative organizational practices. The presence of diverse gender perspectives in decision-making processes can lead to more balanced and fair conflict resolution mechanisms. Organizations that embrace gender diversity often experience improved team collaboration, employee satisfaction, and productivity, which collectively enhance overall performance. Age diversity contributes to knowledge sharing, mentoring, and innovative problem-solving, as younger employees bring fresh ideas while older employees offer experience-based insights. The statistical significance of this relationship confirms that an age-diverse workforce can lead to a more cohesive and adaptive organizational culture.

Recommendations

The following recommendations were derived from the findings and conclusion of the study:

i. The management of the institutions should implement policies and programs that encourage cultural diversity in the workplace, such as cross-cultural training, inclusive hiring practices, and mentorship programs. This will enhance conflict resolution and improve overall organizational performance.

ii. The management of the institutions should develop and enforce gender diversity policies that support equal opportunities for all employees. This may include leadership development programs for underrepresented genders, fair recruitment practices, and creating a workplace culture that values diverse perspectives, leading to better conflict management and organizational success.

iii. The management of the institutions should create an age-diverse workforce by fostering intergenerational collaboration through mentorship programs, flexible work arrangements, and training tailored to different experience levels. This will optimize conflict resolution and enhance overall performance.
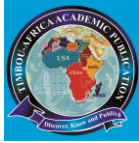
CONFLICT OF INTEREST

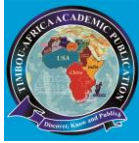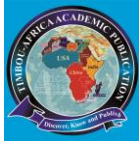Authors declare that there is no conflict of interest.

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