



**THE IMPACT OF WORKPLACE DIVERSITY AND TRAINING PROGRAMS ON
EMPLOYEE ENGAGEMENT IN NIGERIA**

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Abstract

This study examines the impact of workplace diversity and training programs on employee engagement within the Nigerian banking sector, using First Bank Plc, Dugbe Branch, Oyo State as a case study. Against the backdrop of Nigeria's complex ethnic, cultural, and religious landscape, the research investigates how diversity management and structured training initiatives jointly influence employee motivation, satisfaction, and organizational commitment. Adopting a quantitative research design, data were collected from 150 purposively selected employees through structured questionnaires. Descriptive statistics, Pearson correlation, and multiple regression analysis were employed for data analysis. Findings reveal a significant positive relationship between workplace diversity and employee engagement ($r = .703, p < .05$), as well as between training programs and employee engagement ($r = .741, p < .05$). Furthermore, diversity and training programs collectively explained 26.4% of the variance in employee engagement ($R^2 = .264, p < .05$), with workplace diversity contributing more strongly than training programs. The study concludes that effectively managed diversity, when paired with relevant and inclusive training, fosters inclusion, innovation, and stronger employee commitment. It recommends integrating diversity strategies with continuous learning opportunities, promoting inclusive leadership, and embedding cultural awareness in training curricula to enhance engagement in Nigeria's multicultural workplace.

Keywords: workplace diversity, employee engagement, training programs, inclusion, Nigeria, banking sector



Introduction

Diversity which is the representation of different individuals in the workplace became so prominent due to globalisation and the continuous multiplicity of workforce in organizations. Diversity emanated from the United States, hence the early pioneers and advocates continued to sharpen it from its fragile state to its full state due to its capability of changing the outcome of an organisational life (Combs et al., 2019). There has been increasing differences in organisational workforce which results from the ever-increasing populations of most countries, hence the focus on diversity management. Workforce diversity has become a critical aspect of organizational dynamics, particularly in the context of public organizations where inclusivity and representation are essential. While private organizations are not consciously diverse in their recruitment and focus more on competence rather than background, the public sector can be said to be more deliberately diverse in their recruitment as it is required by law in the government of most countries (Ali et al., 2021). This is to avoid being viewed as a discriminatory government especially for countries that are multicultural. Poor implementation of Diversity Management policies is not uncommon in the public sector of Multicultural nations as the top management are viewed to be discriminatory in favour of employees whose background are like theirs. Furthermore, while organisations in western countries are well known for implementing diversity related mechanisms, they seem to focus more on retaining minorities which may fuel negative feelings in members of the majority group in the workplace (Mousa, 2020). Workplace diversity and training programs play a crucial role in enhancing employee engagement, especially in a multicultural and dynamic business environment like Nigeria. As organizations become more globalized and inclusive, the need to manage a diverse workforce efficiently has become a priority.

In Nigeria, where businesses employ individuals from different ethnic, religious, and socio-economic backgrounds, the implementation of diversity policies and effective training programs significantly impacts employee engagement, productivity, and overall organizational success. Nigeria is one of the most ethnically and culturally diverse countries in Africa, with over 250 ethnic groups (Adeleye et al., 2018). This diversity extends to the workplace, where organizations must navigate cultural differences, language barriers, and varying perspectives to foster an



inclusive environment. In the Nigerian organisational setting, cultural diversity variables such as ethnicity, state of origin and religion interact to produce a workplace environment that might create more complexities. However, some other cultural diversity issues that may be observable in the workplace include race, culture, ethnicity, religion, language, beliefs, spiritual practice, and group norms (Rijamampinina & Carmichael, 2021). However, when diversity is not well managed, it can lead to conflicts, discrimination, and reduced employee morale. Despite the advancement in diversity in workplaces, there has been recorded tremendous challenges in effectively managing the diverse workforce (Bako et al., 2021). Due to the overwhelming challenges attributed to workplace diversity, most organisations have imbibed the culture of diversity and inclusion by ensuring continuous training of its workforce and putting in place developmental programmes to cater for the issues attributed to diversity.

Employee training programs are essential for skill development, career progression, and maintaining a motivated workforce. Organizations that invest in training programs see higher levels of employee engagement and job satisfaction (Okeke et al., 2020). Training programs help employees understand diversity policies, develop cross-cultural competencies, and improve their ability to collaborate effectively. Furthermore, organizations that provide leadership training and continuous learning opportunities foster a culture of engagement and commitment among employees (Eze, 2019). Employee engagement is defined as the emotional commitment employees have toward their organization and its goals. Studies have shown that when organizations embrace workplace diversity and implement structured training programs, employees feel valued and are more likely to contribute positively to the company's objectives (Akinbode & Fagbohunde, 2019). Conversely, lack of diversity management and inadequate training can result in disengagement, increased turnover rates, and lower productivity levels. In the Nigerian context, organizations such as banks, telecommunications firms, and multinational corporations have adopted diversity and inclusion strategies to enhance employee engagement. For instance, major banks like Access Bank and telecommunications companies like MTN Nigeria have diversity training programs to foster inclusion and collaboration among employees from diverse backgrounds (Ugoani, 2021).



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Employee engagement is a critical factor that influences productivity, job satisfaction, and organizational success. However, many Nigerian organizations face challenges in fostering a highly engaged workforce due to ineffective diversity management and inadequate training programs. While workplace diversity has the potential to enhance creativity and innovation, poor diversity management can lead to workplace conflicts, discrimination, and a lack of cohesion among employees. Similarly, training programs are essential for skill development and employee motivation, yet many Nigerian companies do not invest sufficiently in continuous learning initiatives (Okeke et al., 2020).

The major challenges with diversified workforce are the display of biases, harassment and discrimination, while others include communication issues and slower decision making which results from ineffective organisational management system; and these challenges intensifies as organisations grow. Various attempts have been made to proffer solutions to these challenges but there still persists significant rate of segregation and relegation of employees especially in sectors like banking and telecommunication in Nigeria where policies in place suggests that single female employees are preferred to the married ones (Osibanjo et al., 2020; Olanipekun et al., 2022; Uche et al., 2020).

A major issue confronting Nigerian organizations is the failure to integrate diversity management strategies with employee training programs, leading to disengaged employees and low productivity. Despite the existence of policies promoting workplace diversity, the absence of proper implementation and training results in employees feeling excluded, undervalued, or unsupported (Ngalo et al., 2023). This, in turn, affects their commitment to organizational goals. Additionally, there is limited empirical research on the combined effects of workplace diversity and training programs on employee engagement in Nigeria. Previous studies have shown a moderate correlation between workforce diversity and employee performance (Sharma & Srivastava, 2022). It has also been argued that employee performance serves as a mediator for the impact of gender, age, ethnic, and educational background diversities on organizational performance (Nwahanye & Eze, 2021). Most studies have either examined diversity management or training in isolation, without considering their joint impact on engagement (Owolabi & Tijani-Adenle, 2022). This research gap necessitates a deeper exploration of how diversity and training initiatives can be effectively integrated to enhance employee engagement in Nigerian organizations. Without a clear understanding of how workplace diversity and training



programs influence employee engagement, organizations risk experiencing increased turnover rates, low morale, and reduced overall performance. This study, therefore, seeks to address these gaps by investigating the impact of workplace diversity and training programs on employee engagement in First Bank, Dugbe Branch, Oyo State, Nigeria.

Methodology

This study adopted quantitative research method. The population of this study were employees of First Bank Nigeria, Plc. First Bank of Nigeria is a multinational bank and financial services company with headquarters in Lagos, Nigeria.

Sample and Sampling Techniques

The Sampling Technique used in this study is Purposive Sampling Method. This is a non-probability sampling techniques in which participants are selected because of the unique characteristics they possess that related to the subject matter. The sample size was determined using Slovin's formular.

The sample size was determined using Slovin's Formular:

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

where:

n = number of samples

N = total population

e = error margin / margin of error

e = 0.05

Therefore, a sample size of One Hundred and Fifty (150) employees was selected at First Bank Plc.

Instrument

Primary and secondary data will be used in this study and the research instrument used in this study is questionnaire. The questionnaire is categorized into five (5) sections, the first section contains questions on the demography of the respondents such as gender, age and educational qualification.

Section two contain information on the “the relationship between workplace diversity and employee engagement with rating scale of 5 likert scale of strongly disagree =5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree =1. The section three contain information on the impact of training programs on employee engagement with rating scale of 5 likert scale of strongly disagree =5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree =1 , section four contain information on “the impact of workplace diversity and training programs on employee engagement” with rating scale of 5 likert scale of strongly disagree =5, Disagree = 4, Undecided =3, Agree =2 and Strongly Agree =1.

Data Analysis

Data analysis was done after the data gathered are coded and managed using the Statistical Package for Social Sciences (SPSS). Data was analyzed using Inferential and Descriptive statistics. Demographic information was analyzed using descriptive statistics such as frequency table, percentages and pie charts while hypotheses was analyzed using Pearson Correlation and Multiple Regression Analysis.

Results

Research Questions

- What is the relationship between workplace diversity and employee engagement in First Bank, Dugbe, Oyo State?

Table 1: The relationship between workplace diversity and employee engagement in First Bank, Dugbe, Oyo State

S/N	Statement	SA	A	U	D	SD	$\bar{x}$	Std Dev
1	Diverse teams bring multiple viewpoints, fostering innovation and allowing more employees to contribute meaningfully	57 (38.0%)	80 (53.3%)	8 (5.3%)	5 (3.3%)	-	1.74	0.71
2	Diversity and engagement improve public perception and attract top talent	135 (90.9%)	7 (4.7%)	8 (5.3%)	-	-	1.29	0.94
3	Diverse teams bring multiple viewpoints, fostering innovation and allowing more employees to contribute meaningfully	26 (17.3%)	124 (82.7%)	-	-	-		
4	When diversity is accompanied by inclusive practices where everyone feels valued and heard it leads to higher engagement	74 (49.3%)	63 (42.0%)	13 (8.7%)	-	-	1.59	0.65
5	A diverse workforce without inclusive practices may result in exclusion, or conflict, which reduces engagement	85 (56.7%)	62 (41.3%)	3 (2.0%)	-	-	1.45	0.54



Table 1 shows that 80 (53.3%) of the respondents agree that diverse teams bring multiple viewpoints, fostering innovation and allowing more employees to contribute meaningfully, 57 (38.0%) of the respondents strongly agree to the statement, 8 (5.3%) were undecided while 5 (3.3%) disagree with the statement. Also, 135 (90.9%) of the respondents strongly agree that a diversity and engagement improve public perception and attract top talent, 7 (4.7%) of the respondents agree to the statement while 8 (5.3%) of the respondents were undecided. In addition, 124 (82.7%) of the respondents agree that diverse teams bring multiple viewpoints, fostering innovation and allowing more employees to contribute meaningfully while 26 (17.3%) of the respondents agree to the statement. Similarly, 74 (49.3%) of the respondents strongly agree that when diversity is accompanied by inclusive practices where everyone feels valued and heard it leads to higher engagement, 63 (42.0%) of the respondents agree to the statement while 13 (8.7%) of the respondents were undecided. Furthermore, 85 (56.7%) of the respondents strongly agree that a diverse workforce without inclusive practices may result in exclusion, or conflict, which reduces engagement, 62 (41.3%) of the respondents agree to the statement while 3 (2.0%) of the respondents were undecided.

- ii. To what extent does training programs enhances employee engagement in First Bank, Dugbe, Oyo State?

Table 2: To examine the impact of training programs on enhancing employee engagement in First Bank, Dugbe, Oyo State.

S/N	Statement	SA	A	U	D	SD	$\bar{x}$	Std Dev
1	When employees receive relevant training, they gain the competence to perform their roles effectively	63 (42.0%)	83 (55.3%)	4 (2.7%)	-	-	1.61	0.54
2	Training communicates to employees that the organization values their professional development	87 (58.0%)	44 (29.3%)	4 (2.7%)	15 (10.0%)	-	2.11	0.87
3	Soft skills training enhances interpersonal relationships and builds a sense of community, which improves engagement levels	89 (59.3%)	48 (32.0%)	13 (8.7%)	-	-	1.57	0.66
4	Training equips employees to manage change effectively and increases resilience and engagement	75 (50.0%)	69 (46.0%)	2 (1.3%)	4 (2.7%)	-	1.67	1.12
5	Learning opportunities break the monotony of routine tasks and keeps employees motivated and engaged	91 (60.7%)	25 (16.7%)	34 (22.7%)	-	-	1.62	0.83

Table 2 shows that 83 (55.3%) of the respondents agree that when employees receive relevant training, they gain the competence to perform their roles effectively, 63 (42.0%) of the respondents strongly agree to the statement while 4 (2.7%) of the respondents were undecided. Also, 87 (58.0%) of the respondents strongly agree that training communicates to employees that the organization values their professional development, 44 (29.3%) of the respondents agree to the statement, 4 (2.7%) of the respondents were undecided while 15 (10.0%) of the respondents disagree. In addition, 89 (59.3%) of the respondents strongly agree that soft skills training enhances interpersonal relationships and builds a sense of community, which improves engagement levels, 48 (32.0%) of the respondents agree to the statement while 13 (8.7%) were undecided. Likewise, 75 (50.0%) of the respondents strongly agree that training equips employees to manage change effectively and increases resilience and engagement, 69 (46.0%) of the respondents agree to the statement, 2 (1.3%) of the respondents were undecided while 4 (2.7%) of the respondents disagree on the statement. Furthermore, 91 (60.7%) of the respondents strongly agree that learning opportunities break the monotony of routine tasks and keeps employees motivated and engaged, 25 (16.7%) of the respondents agree to the statement, while 34 (22.7%) of the respondents were undecided.

- iii. What is the impact of workplace diversity and training programs on employee engagement in First Bank, Dugbe, Oyo State?

Table 3: Impact of workplace diversity and training programs on employee engagement

S/N	Statement	SA	A	U	D	SD	$\bar{x}$	Std Dev
1	Diversity and training programs can boost employee motivation, leading to higher engagement	97 (64.7%)	31 (20.7%)	15 (10.0%)	7 (4.7%)	-	1.59	1.04
2	Organizations that prioritize diversity and training are more likely to retain top talent	21 (14.0%)	90 (60.0%)	11 (7.3%)	11 (7.3%)	-	2.39	1.03
3	A diverse and supportive work environment fosters a positive atmosphere, enhancing overall well-being	67 (44.7%)	74 (49.3%)	4 (2.7%)	5 (3.3%)	-	1.65	0.69
4	Diversity and training programs can motivate employees to contribute to the organization, leading to increased productivity and job satisfaction	53 (35.3%)	69 (46.0%)	11 (7.3%)	17 (11.3%)	-	1.95	0.94
5	A diverse workforce with access to training and development opportunities can bring new ideas and perspectives, driving innovation and growth	95 (63.3%)	35 (23.3%)	11 (7.3%)	6 (4.0%)	3 (2.0%)	1.81	1.14

Table 4.7 shows that 97 (64.7%) of the respondents strongly agree that diversity and training programs can boost employee motivation, leading to higher engagement, 31 (20.7%) of the respondents agree to the statement, 15 (10.0%) of the respondents were undecided while 7 (4.7%) of the respondents disagree on the statement. Also, 90 (60.0%) of the respondents agree that organizations that prioritize diversity and training are more likely to retain top talent, 21 (14.0%) of the respondents strongly agree while 11 (5.9%) of the respondents disagree and were undecided respectively. In addition, 74 (49.3%) of the respondents agree that a diverse and supportive work environment fosters a positive atmosphere, enhancing overall well-being, 67 (44.7%) of the respondents strongly agree to the statement, 4 (2.7%) were undecided while 5 (3.3%) of the respondents disagree on the statement. Likewise, 69 (46.0%) of the respondents agree that diversity and training programs can motivate employees to contribute to the organization, leading to increased productivity and job satisfaction, 53 (35.3%) of the respondents strongly agree to the statement, 11 (7.3%) were undecided while 17 (11.3%) of the respondents disagree on the statement. Furthermore, 95 (63.3%) of the respondents strongly agree that a diverse workforce with access to training and development opportunities can bring new ideas and perspectives, driving innovation and growth, 35 (23.3%) of the respondents agree to the statement, 11 (7.3%) were undecided 6 (4.0%) of the respondents disagree while 3 (2.0%) of the respondents strongly disagree on the statement.

Hypothesis One

H₀₁: There is no significant correlation between workplace diversity and employee engagement in First Bank, Dugbe, Oyo State.

Table 4: Pearson Correlations showing relationship between workplace diversity and employee engagement

		Workplace Diversity	Employee Engagement
Workplace Diversity	Pearson Correlation	1	.703(**)
	Sig. (2-tailed)		.000
	N	150	150
Employee Engagement	Pearson Correlation	.703(**)	1
	Sig. (2-tailed)	.000	
	N	150	150

Hypothesis one shows the result of the bi-variate Pearson's correlation analysis between workplace diversity and employee engagement. The result shows a positive significant relationship between workplace diversity and employee engagement with ($r = .703$, $p < .05$). However, the p-value (.000) indicates that the result of the test of hypothesis is statistically significant. Therefore, the null hypothesis which states that there is no significant relationship between workplace diversity and employee engagement is rejected. This shows that there is a positive association between workplace diversity and employee engagement.

Hypothesis Two

H₀₂: There is no significant relationship between training programs and employee engagement in First Bank, Dugbe, Oyo State.

Table 5: Pearson Correlations showing relationship between Training programs and employee engagement

		Training programs	Employee engagement
Training programs	Pearson Correlation	1	.741(**)
	Sig. (2-tailed)		.00
	N	150	150
Employee engagement	Pearson Correlation	.741(**)	1
	Sig. (2-tailed)	.000	
	N	150	150

Hypothesis two shows the result of the bi-variate Pearson's correlation analysis between training programs and employee engagement. The result shows a positive significant relationship between training programs and employee engagement with ($r = .741$, $p < .05$). However, the p-value (.000) indicates that the result of the test of hypothesis is statistically significant. Therefore, the null hypothesis which states that there is no significant correlation between training programs and employee engagement is rejected. This shows that there is a positive association between training programs and employee engagement.

Hypothesis Three

H₀₃: There is no significant impact of workplace diversity and training programs on employee engagement in First Bank, Dugbe, Oyo State

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514(a)	.264	.180	2320.45

a Predictors: (Constant), workplace diversity and training programs

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	488.409	2	244.20	164.15	.000(a)
	Residual	218.696	147	1.488		
	Total	707.105	149			

a Predictors: (Constant), workplace diversity and training programs

b Dependent Variable: Employee engagement

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19846.86	1003.172		19.784	.000
	Work diversity	716.227	312.418	.340	2.293	.028
	Training programs	138.184	402.898	.066	.343	.000

a Dependent Variable: Employee engagement

The result of the hypothesis three shows that workplace diversity and training programs significantly impacted Employee engagement [$R^2 = .264$; $F(2, 149) = 165.15$; $p < .05$]. This infers that workplace diversity and training programs jointly accounted for about 26.4% of the variance observable in Employee engagement. In addition, the result of the coefficients of multiple determination for the model shows that the independent contribution of workplace diversity and training programs were significant ($\beta = .340$; $t = 2.293$; $p < .000$) and ($\beta = .066$, $t = .343$; $p < .000$). The coefficients of workplace diversity and training programs were positively significant and in order of magnitude, work diversity had the highest magnitude, followed by training programs. Therefore, the null hypothesis of no significant impact of no significant impact of workplace diversity and training programs on employee engagement was rejected at 0.05 level of significance while the alternative hypothesis of a significant impact of workplace diversity and training programs on employee engagement was accepted at 0.05 level of significance.

Discussion

This study is on the impact of workplace diversity and training programs on employee engagement in First bank Nigeria, Plc. A total number of 150 respondents were selected using a



purposive sampling method. The result of the demographic characteristics of respondents showed that majority of the respondents were male and many of the respondents were less than 25 years. Also, many of the respondents were first degree holders.

The result of the first hypothesis showed that a positive significant relationship between workplace diversity and employee engagement with ($r = .703$, $p < .05$) which implies that an effective workplace diversity program enhances employee engagement. This finding supports a study on the effect of workplace diversity on employee engagement with the mediation of inclusion which reported that workplace diversity has a positive and significant relationship with intellectual, social, and affective engagement (Anchu & Thampi, 2022). Also, the result agrees with the study on Impact of Diversity Management on Employees' Engagement which revealed that, having a variety of people in the workplace has a positive effect on how engaged employees are and that the level of trust in an organization (Alshaabani et al., 2021).

The result of hypothesis two showed a positive significant relationship between training programs and employee engagement with ($r = .741$, $p < .05$) which indicated that effective training programs significantly enhances employee engagement. This finding supports the study on the impact of Training and Development on Employee Retention in listed Insurance Companies in Nigeria with the findings underscore the importance of continuous and high-quality training programs in enhancing job satisfaction (Adeyemo et al., 2024).

The result of hypothesis three showed that workplace diversity and training programs significantly impacted Employee engagement [$(R^2 = .264$; $F(2, 149) = 165.15$; $p < .05$)] accounting for about 26.4% of the variance observable in Employee engagement. In addition, the result of the coefficients of multiple determination for the model shows that the independent contribution of workplace diversity and training programs were significant.

This finding supports a study on workplace diversity and innovativeness of selected private universities in Ogun State, Nigeria which reported that workplace diversity has significant effect on innovativeness ($\text{Adj.}R = 0.409$, $F(5, 341) = 48.830$, $p < 0.05$), creativity ($\text{Adj.}R = 0.302$, $F(5, 341) = 30.923$, $p < 0.05$) (Kabuoh et al., 2023).

Conclusion

This study set out to explore how workplace diversity and training programs influence employee engagement within Nigerian organizations. As the workforce in Nigeria becomes more diverse—



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across lines of ethnicity, gender, age, religion, education, and professional background—it becomes increasingly important for organizations to understand how these differences affect employee motivation, productivity, and long-term commitment to the organization. Likewise, training programs play a critical role in shaping how well employees adapt, perform, and align with organizational goals. Findings from the study confirmed that both workplace diversity and effective training programs significantly influence employee engagement. Diversity, when managed properly, brings fresh perspectives, creativity, and innovation. Employees in diverse workplaces reported higher levels of inclusion and belonging, which in turn positively affected their morale and motivation. However, it was also found that poorly managed diversity could lead to misunderstandings, biases, and communication breakdowns, which may harm engagement levels. Therefore, diversity alone is not enough—how it is handled matters just as much as its presence. Training programs were found to be a strong driver of employee engagement. Organizations that invested in regular, relevant, and inclusive training opportunities saw increased employee satisfaction and performance. Employees felt valued and equipped to handle their tasks, especially when training addressed both technical skills and soft skills like communication, teamwork, and cultural intelligence. In environments where training was lacking or poorly implemented, engagement tended to suffer, with workers feeling stagnant or overlooked. One of the key insights from the research is the synergy between diversity and training. A diverse workforce, when paired with inclusive and targeted training, created an environment where employees felt seen, supported, and capable. This combination improved not only individual engagement but also team dynamics and organizational performance. In essence, training helps unlock the full potential of a diverse workforce. The Nigerian context also added important layers to the study. Nigeria's socio-cultural landscape, with its rich ethnic and religious mix, creates both opportunities and challenges for diversity management. Some organizations have embraced this complexity by implementing inclusive HR practices and promoting equity in training and promotion. Others still struggle with outdated practices or unconscious biases that limit engagement, especially among minority or underrepresented groups. The study also revealed that leadership plays a central role in this equation. Leaders who actively promote diversity and champion staff development foster a more engaged and productive workforce. Their attitudes set the tone for organizational culture and signal to employees whether they are



genuinely valued or merely tolerated. Support from top management was a recurring theme in organizations that reported high levels of engagement. Another noteworthy finding is the role of communication. Open, honest, and respectful communication in diverse teams helps build trust and strengthens employee engagement. Training programs that include diversity awareness, conflict resolution, and team building are particularly effective in achieving this.

From a practical standpoint, the study suggests that Nigerian organizations—whether in the private or public sector—should treat diversity and training as strategic investments, not just compliance requirements or HR box-ticking exercises. It is not enough to hire a diverse workforce; there must be conscious efforts to build inclusive systems, reduce bias, and continuously upskill staff in a way that supports their growth and well-being. In conclusion, workplace diversity and training programs are not just nice-to-have policies; they are essential components of a thriving, engaged workforce. In the Nigerian context, where cultural complexity is the norm, organizations that embrace diversity and invest in training stand a better chance of attracting, retaining, and motivating top talent. The future of employee engagement in Nigeria lies in the hands of organizations willing to rethink traditional HR practices and embrace inclusive, continuous learning cultures. Only then can they unlock the full value of their human capital in an increasingly competitive and dynamic business environment.

Recommendations

- i. Organizations such as First Bank Nigeria Plc should develop clear, actionable policies that promote diversity and inclusion across all levels and such policies should be more than just statements—they must be integrated into recruitment practices, promotion criteria, performance reviews, and team management structures.
- ii. There should be regular, inclusive training programs tailored to different roles and departments can keep employees updated on new skills, improve collaboration, and foster a growth mindset. Programs should cover not only job-specific skills but also cultural awareness, communication, and emotional intelligence.
- iii. Organizations like First Bank Nigeria Plc must ensure that all employees regardless of ethnicity, gender, or age have access to career development programs, mentorship, and



promotions. Clear performance metrics, open application processes for leadership roles, and accountability in decision-making will help build trust and boost engagement.

- iv. Organizations could introduce the hosting of regular events that celebrate different cultures, religions, and regional identities within the organization fosters understanding and belonging. Simple gestures like recognizing diverse holidays or allowing flexibility for religious observances—can make a big difference in how employees feel at work.

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