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Employee's heterogeneity effect on Ethiopia Higher education Viability

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Abstract

In the context of Bule Hora University in Ethiopia, the aim of this study was to investigate the effects of managing employee heterogeneity on organisational viability with a focus on managing age, gender, ethnicity, educational background, cultural heterogeneity, and religious heterogeneity. To achieve the goal of the study, data from a sample of 362 persons with a response rate of 97.2% was gathered utilising a questioner. Primary data were gathered through self-administered surveys, and secondary data were gathered by reading published works, journals, and research papers. After that, the SPSS software version 26.0 descriptive was used to analyze the data. Inferential statistics were employed to show the link between the independent and dependent variables, and statistics like frequencies, means, standard deviations, and percentages were used to describe the sample. The results show that management of age heterogeneity, gender heterogeneity, ethnic heterogeneity, educational heterogeneity, cultural heterogeneity, and religion heterogeneity has a statistically significant relationship with organisational success. In order to demonstrate their commitment to heterogeneity and inclusion, higher education institutions should have a clear policy that is communicated to all relevant parties including the general public.

Keywords: Heterogeneity, Cultural Heterogeneity, Heterogeneity Management, Employees Heterogeneity Management

1. Introduction

Recent social and economic changes are expected to result in a more diverse workforce than ever before, and nearly any business is now free to develop its diverse human capital ^[1, 2]. These factors have increased how frequently employees interact with one another. It had an impact on businesses of all sizes, and its inventive effects led to new outcomes ^[3]. Workplace heterogeneity management ideas are a trend that is currently gaining traction in both domestic and international corporations ^[4]. Most research on the variability of corporate entrepreneurship has been centred on top or middle managers who desire corporate entrepreneurship inside cutting-edge (multinational) businesses. Corporate venture initiatives inherently require a capable leader and substantial employee commitment ^[5]. Therefore, an employee's inclination to become self-employed, an entrepreneur, or to remain employed inside entrepreneurial firms may be impacted by employee heterogeneity. Less is known about how employee heterogeneity affects corporate entrepreneurship outcomes, such as the emergence of new enterprises run by their employers ^[6]. Implementing heterogeneity management, strengthens and expands the organisation by increasing staff retention, enhancing motivation and, consequently, organisational viability, and enhancing work quality ^[7]. Therefore, heterogeneity management must be well handled in order to be effective and produce beneficial consequences ^[6]. The relationship between heterogeneity management and organisational viability is examined in this essay. Using heterogeneity literature, the researchers looked at the impact of employees heterogeneity management on organisational viability and made an effort to build a conceptual framework and model that would link heterogeneity management and viability ^[8].

2. Statement of the Problem

Employee heterogeneity is a prominent problem in the corporate world of today, as well as in the workplace and on the market. Any organisation may experience managerial and workforce conflicts of interest ^[9]. Conflicts of this nature often involve a large number of people when the organisation is made up of people from different backgrounds as a result of globalisation. Managing workplace heterogeneity is a major responsibility for any firm. The discussion of the theoretical framework is based on a literature review about culture, a diverse workforce, and heterogeneous management. It demonstrated both the general process of theoretical implementation and the negative effects of heterogeneity management ^[10].

The impact of employees heterogeneity management on employee engagement at work and affective attachment to the organisation is demonstrated by study empirical findings ^[11]. Heterogeneity management has a beneficial impact on employees' feelings, which leads to increased engagement at work and a stronger sense of devotion to the company, which in turn shows that employees are benefited ^[12]. According to the results, customer satisfaction is significantly influenced by reliability, efficiency, and usability; responsiveness and communication; security and privacy; and responsiveness and communication. Reliability has the most impact on customer satisfaction ^[13].

In industrialised nations, there have been several studies on employees heterogeneity; however, in less developed nations like Ethiopia, there has been less research and focus on this topic. In light of the aforementioned, this paper critically examines the relationship between employees heterogeneity management and organisational viability ^[14]. To do so, the author reviews earlier research from other academics to determine whether managing employees heterogeneity has a positive or negative effect on organisational viability ^[15].

As a result, there has been little research done on the topic of how managing employees heterogeneity affects organisational viability in Ethiopia, notably in higher education institutions, but none on this topic at Bule Hora University ^[16].

3. Theoretical Review

a. Multiculturalism Theory

People from different cultures can coexist peacefully without the necessity for or call to assimilation. The LGBT (Lesbian, Gay, Bisexual, or Transgender) community is one example of a group that was defined as being disadvantaged by this approach ^[17, 19].

b. Pluralism Theory

The pluralist approach holds that authority is split among numerous organisations, including unions, coalitions of like-minded individuals, professional associations, civil rights organisations, and lobbying. Power is shared, and groups typically provide more effective forms of representation ^[18, 12].

4. Empirical Review

a. Gender Heterogeneity

Gender heterogeneity and organisational viability have a *substantial relationship* ^[19]. According to research, businesses with more women on their boards typically outperform their rivals in terms of return on equity, sales, and return on capital, as well as share viability and stock price

growth ^[20].

b. Ethnic Heterogeneity

According to an empirical analysis of the writings of numerous researchers, an organisation may benefit from having ethnically diverse staff or may suffer harm +. According to a study in Addis Credit and Saving Institutions, ethnic heterogeneity was found to have a substantial impact on the functioning of the organization ^[22].

c. Age Heterogeneity

In the face of competition, age heterogeneity has been shown to be a crucial and strategic capability that contributes (if not produces) value to the company ^[24]. Age variety is a frequent occurrence in almost all societies, including families, higher education institutions, sports teams, and work or team groups with members of diverse ages ^[23].

d. Ethnicity heterogeneity

Ethnicity can be seen of as a grouping of people who share cultural traditions and customary *practices* and who also give their members a sense of self. Heterogeneity in language, religion, race, and culture is implied by ethnic heterogeneity. Increase the proportion of multicultural workers in the organisation to foster engagement and synergy, boost employee satisfaction, and improve organisational effectiveness ^[25].

e. Educational Background heterogeneity

Organisational managers employ educational heterogeneity initiatives in an effort to inspire and encourage each person to collaborate well with others in order to achieve organisational goals. Employees with poor academic records would struggle to find decent jobs and perform well at work ^[26]. A person's productivity is inversely correlated with their amount of schooling. The more education a worker has, the more involved they will be in the business ^[28].

f. Cultural heterogeneity

The cultural aspect of a workplace represents the current socioeconomic demographics, social, and cultural heterogeneity. Managing a culturally varied employees has a significant impact on any organisation ^[27] because it creates a heterogeneous work environment. In order to manage people who are quite different from one another and achieve their shared objectives, managers need to be aware of cultural heterogeneity in the workplace ^[28].

g. Religion Heterogeneity

One can anticipate that religious heterogeneity will be significant for both rich and emerging nations given the current economic climate ^[20]. Groups of clients, consumers, suppliers, and employees from different national, ethnic, and cultural backgrounds as well as from different religions have been produced as a result of globalisation and the operations of the global economy for enterprises ^[22].

5. Hypothesis

H1: Age heterogeneity management has a positive and significant relationship with organization viability.

H2: Gender heterogeneity management has a strong positive and significant relationship with organization viability.

H3: Ethnicity heterogeneity management has a positive and significant relationship with organization viability.

H4: Education Background heterogeneity management has positive and significant relationship with organization viability.

H5: Cultural heterogeneity management has a positive and

significant relationship with organization viability.

H6: Religion heterogeneity management has a positive and significant with organization viability.

6. Conceptual Framework

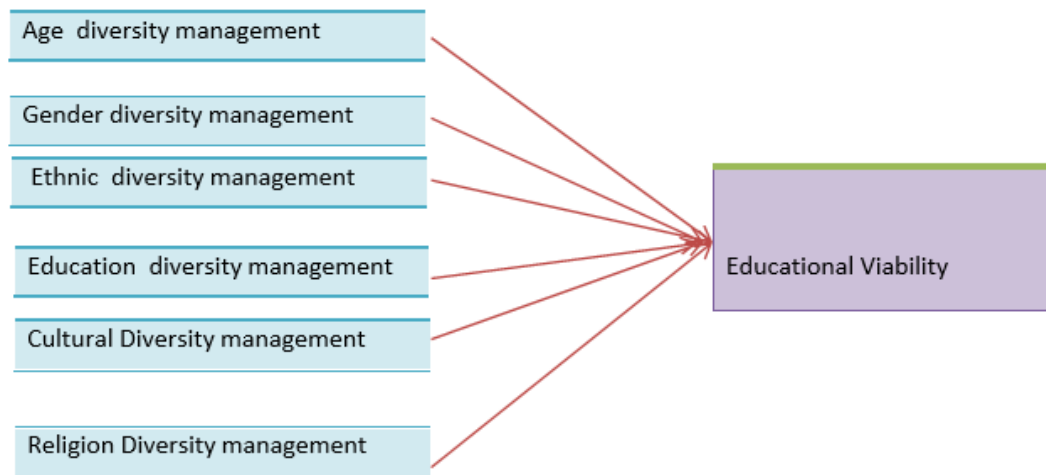


Fig 1: Researcher own Conceptual framework, (2023)

7. Research Methodology

a. Description of the Study Area

The Bule Hora University is situated in the West Guji Zone of the Oromia Regional State, 470 km south of Addis Abeba. According to a 2014 baseline survey conducted by the mayor's office of Bule Hora town, the town is located between latitudes 5026' and 5052'N and longitudes 37056' and 38052'E. One of Ethiopia's newest higher education is Bule Hora University [29].

b. Research Design and Approach

In this study, both quantitative and qualitative data techniques were used. The population in research methodologies refers to the complete collection of objects from which samples can be taken. There are 3852 staff members at Bule Hora University, which breaks down to 2478 administrative and

1374 academic staff. In order to collect the necessary data, the researcher concentrated on academicians and administrative staff while leaving out labour, messenger, cleaner, and cafeteria service staff.

c. Sample Size Determination

The researcher calculates the sample size using the Yemanahe formula (1967) after segmenting the entire population into various homogeneous groups. The sample size was 362 personnel from the Bule Hora University's academic and administrative staff.

$$N = \frac{3852}{1 + 3852(0.05)^2} = 362$$

Table 1: Bule Hora University employee Statics

No	Name of staff	Male	Female	Total number of staff in BHU
1	Administration staffs	1173	1305	2478
2	Academic staffs	1244	130	1374
	Total	2417	1435	3852

Source: Bule Hora University Human Resource Management office (2023)

8. Model Specifications

A key statistical method for estimating an unknown variable's value from known factors is multiple linear regression analysis. It also involves building a model and determining how different variables relate to one another. Utilising independent factors for managing employees heterogeneity

and a dependent variable for organisation success, the model for this study was created. The equation for multiple linear regressions can be written as follows:

$$Y = \alpha + \beta_1 A + \beta_2 G + \beta_3 E + \beta_4 Eth + \beta_5 C + \beta_6 R + \epsilon$$

Table 2: Reliability Statistics for each variable

Item-Total Statistics	Cronbach's Alpha
Age heterogeneity management	.865
Gender heterogeneity management	.868
Ethnic heterogeneity management	.914
Educational background heterogeneity management`	.890
Cultural heterogeneity management	.888
Religion heterogeneity management	.875
Organizational viability	.856

Source: Computed from SPSS, (2023)

Table 2 shows that the Cronbach's Alpha for the Age heterogeneity management item is 0.865, while that for the Gender heterogeneity management item is 0.868, the Ethnic heterogeneity management item is 0.914, the Educational background heterogeneity management item is 0.890, the

Cultural heterogeneity management item is 0.888, the Religion heterogeneity management item is 0.875, and the Organisational viability item is 0.856. This suggests that the entire employees heterogeneity management item is positively influencing the measure's internal consistency.

9. Descriptive statistics of the variables

Table 3: Descriptive Statistics

Dimensions	N	Mean	Std. Deviation
Age heterogeneity management	318	4.0220	.69677
Gender heterogeneity management	318	3.7469	.55706
Ethnic heterogeneity management	318	3.3931	.53309
Education background heterogeneity management	318	3.6999	.57395
Cultural heterogeneity management	318	3.6882	.57184
Religion heterogeneity management	318	3.8579	.77674
Organizational viability	318	3.9095	.67768
Valid N (listwise)	318		

Source: Own Survey Data of 2023

In the case of Bule Hora University, the table above presents descriptive statistics on the impact of employees heterogeneity management on organisational viability, including management of age heterogeneity, gender heterogeneity, ethnic heterogeneity, education background heterogeneity, cultural heterogeneity management, and religious heterogeneity management. Age heterogeneity has the highest overall mean score of 4.0220, according to the

table's findings, followed by religion with a mean score of 3.8579, gender heterogeneity management with a mean score of 3.7469, education background heterogeneity with a mean score of 3.6999, cultural heterogeneity management with a mean score of 3.6882, and ethnic heterogeneity with a relatively low overall mean score of 3.3931. Employees at Bule Hora University in Ethiopia claim that this show has a more diverse workplace.

Table 4: Correlation Matrix of Dependent and Independent Variables

Correlations		AG	GD	Ethnic	EDU	CU	RE	OP
Age Heterogeneity management	Pearson Correlation	1	.729**	.182**	.728**	.493**	.822**	.839**
	Sig. (2-tailed)		.000	.001	.000	.000	.000	.000
	N	318	318	318	318	318	318	318
Gender heterogeneity management	Pearson Correlation	.729**	1	.552**	.524**	.661**	.632**	.876**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	318	318	318	318	318	318	318
Ethnic heterogeneity management	Pearson Correlation	.182**	.552**	1	.027	.411**	.188**	.423**
	Sig. (2-tailed)	.001	.000		.633	.000	.001	.000
	N	318	318	318	318	318	318	318
Education Background heterogeneity management	Pearson Correlation	.728**	.524**	.027	1	.347**	.610**	.650**
	Sig. (2-tailed)	.000	.000	.633		.000	.000	.000
	N	318	318	318	318	318	318	318
Cultural heterogeneity management	Pearson Correlation	.493**	.661**	.411**	.347**	1	.483**	.699**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	318	318	318	318	318	318	318
Religion heterogeneity management	Pearson Correlation	.822**	.632**	.188**	.610**	.483**	1	.755**
	Sig. (2-tailed)	.000	.000	.001	.000	.000		.000
	N	318	318	318	318	318	318	318
Organizational viability	Pearson Correlation	.839**	.876**	.423**	.650**	.699**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	318	318	318	318	318	318	318

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey Data, (2023)

According to the correlation table above, there is a positive association between organisational success and heterogeneity in terms of age, gender, ethnicity, educational background, culture, and religion.

The strength and orientations of the association between two variables are assessed using the Pearson correlations. The connection between managing age heterogeneity and organisational effectiveness in this instance is 1, which denotes a 100 percent positive association. This implies that

when management of age heterogeneity improves, organisational viability also improves proportionately. Similarly, there is a favourable association between age heterogeneity management and organisational success, which is indicated by the correlation coefficient of 0.839. This indicates that as management of age heterogeneity grows, there is a good chance that organisational viability will as well. Overall, these findings imply that age heterogeneity management is a crucial element in determining

organisational viability and those organisations that give it top priority would probably experience improved viability.

10. Regression assumptions

Autocorrelation Test

To ascertain whether there is a serial correlation among the residuals, the Durbin-Watson statistic is employed. If the Durbin-Watson statistic is close to 2, it suggests there is no autocorrelation problem. If it is greater than 2, it indicates a

high autocorrelation problem, and if it is less than 2, it indicates a positive autocorrelation problem. The Durbin-Watson statistic value for table number 12 is 1.514, which is less than 2, indicating that this model has an issue with positive autocorrelation. The computed value for Durbin-Watson was less than 2.00, indicating that there is autocorrelation, and the Durbin-Watson statistic from our model summary below demonstrated that this assumption had been met.

Table 5: Autocorrelation Test

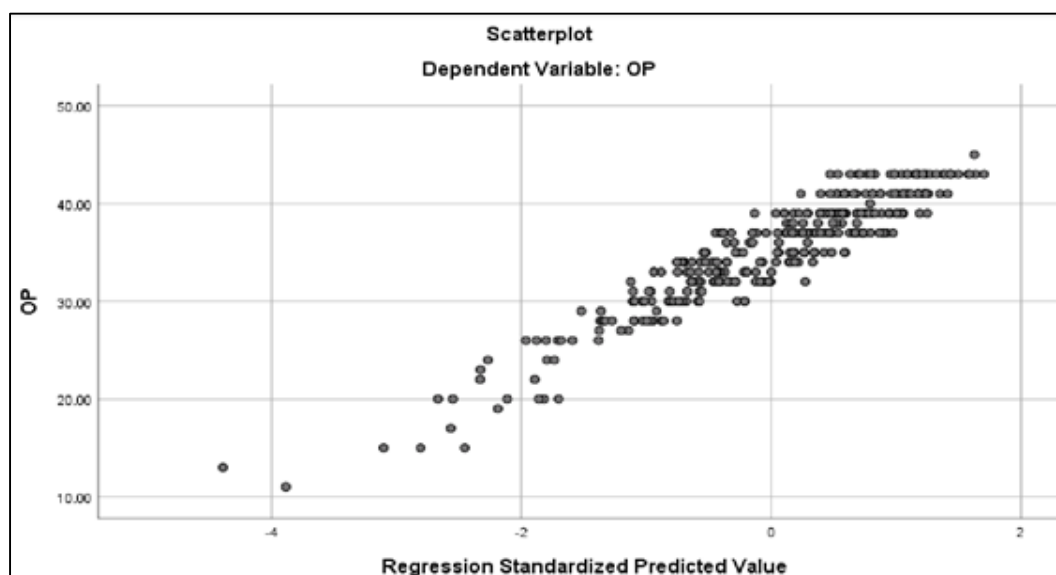
Model	Durbin-Watson
1	1.514
Predictors: (Constant) AG, GD,ETHN, EDU,CU,RE	
Dependent Variable: Organizational Viability	

Sources: Own Survey, computed in SPSS, (2023)

Homoscedasticity Test

The assumption of homoscedasticity serves as the foundation for the linear regression model. It represents a situation where the error term, which refers to a random disturbance in the relationship between the independent and dependent variables, is constant across all independent variable values.

Below is a scatter plot graphic that was used to test hypotheses. The model's predicted values are plotted against the resulting residuals in the output. As the anticipated values rise, the variation in the residuals should be fairly similar. The graph seems like a haphazard collection of dots. The model is hence homoscedastic.



Source: Own computation from SPSS, (2023)

Fig 2: Homoscedasticity Test

Normality Test

An error term's zero mean and constant variance in the model are checked using a normalcy test. One of the additional presumptions of the linear classical ordinary least Square approach is the normality test. It is necessary for the residuals in multiple regressions to be regularly distributed. Statistical tools that can be used to determine whether or not data is regularly distributed include skewness and kurtosis. Kurtosis and skewness distribution, the normal probability plot, and the Histogram plot tests were all used to determine whether the given regression model was normal. In this study, the test is checked using a histogram plot. The distribution of the model's error terms is shown in the graph below to be regularly distributed.

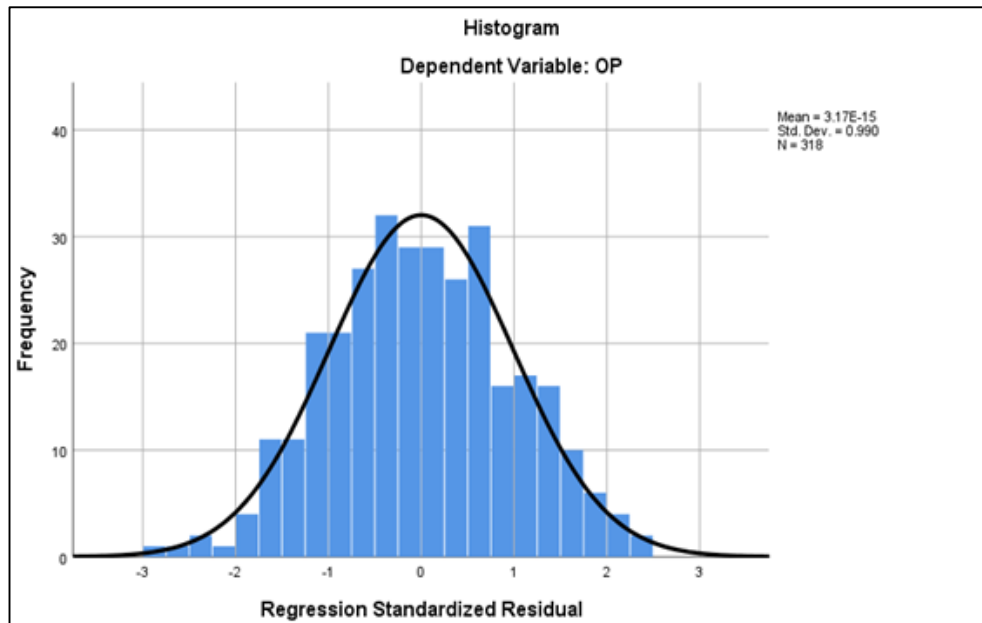
Multicollinearity Test

The table below shows that multicollinearity will happen if the model has a correlation or link between explanatory variables. In the event of multicollinearity in the regression model, it is challenging to distinguish the effects of each independent variable from the dependent variable (Brooks, 2008). Various tests were employed in various types of literature to identify whether a high multicollinearity problem existed in a certain model. The correlation matrix and the variance inflation factor (VIF) were frequently used in the literature. The acceptable tolerance and variance inflation factor (VIF) values, are larger than 0.10 and lower than 10^[31]. Each tolerance and VIF value of the independent variable is larger than 0.1 and less than, as shown in table 6.

Table 6: Multicollinearity Statistics

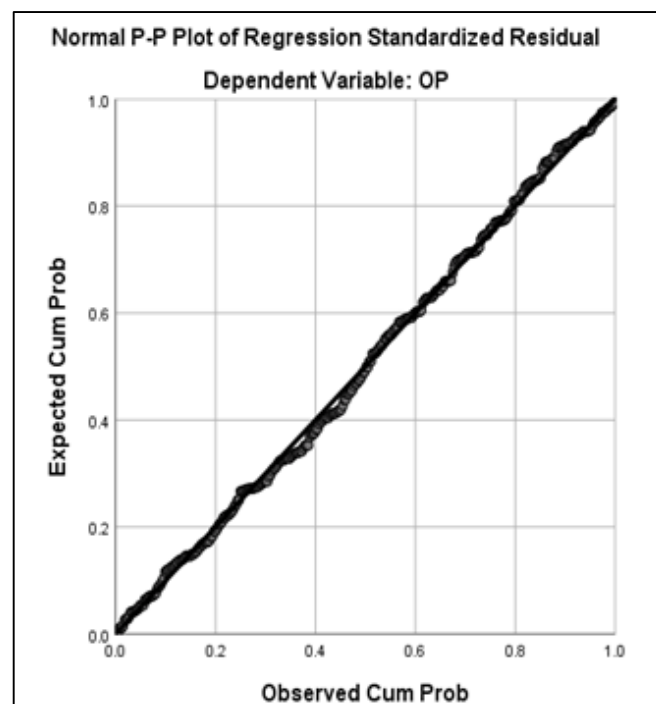
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Age heterogeneity management	.190	5.267
	Gender heterogeneity management	.244	4.106
	Ethnic heterogeneity management	.566	1.768
	Educational background heterogeneity management	.453	2.209
	Cultural heterogeneity management	.549	1.823
	Religion heterogeneity management	.316	3.166

Source: Own Survey computed from SPSS, (2023)

**Fig 3:** Normality Test Using Histogram

A normal distribution looks like a symmetric bell-shaped curve, and the mean, median, and mode are equal or close to

each other^[32]. Therefore figure 9 above shows the underlying frequency distribution that look like bell-shaped curve.



Source: Own computation from SPSS, (2023)

Fig 4: Plot of standardized residuals

The normal probability plot displays several outliers. The points in this plot reflect the observed residuals, and the straight line represents a normal distribution.

In a data set with precisely regularly distributed data, all points will lie on the line ^[33]. Similarly, as we can see in the image above figure, the dots are tightly plotted to the straight line, indicating a minimal or nonexistent departure from normality and the absence of any extreme examples.

11. Regression Analysis

A statistical method known as regression analysis is employed to calculate the associations between endogenous and exogenous variables. It enables both the evaluation of the predictive ability of the independent variables on the dependent variable as well as the strength of the relationship between the variables. Regression, in essence, aids researchers in determining how much a change in one variable while the other independent variables remain constant; the value of the dependent variable induces a change in the value of the independent variables. A statistical tool for figuring out which variables influence is regression analysis. Regression analysis comes in many forms, but they all focus on how one or more independent variables affect a dependent variable.

Multiple Linear Regression Analysis

One modelling method for analysing data and making predictions is linear regression. Multiple linear regression creates a multivariate model by extending the model to include more than one explanatory variable (X1, X2, ..., Xn). To include more than one explanatory variable, multiple linear regressions extend simple linear regression. Assuming that the response variable is correlated linearly with a set of explanatory variables in both scenarios, we continue to refer to both as linear ^[34].

Table 7: Multiple Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.886	.884	2.07627
a. Predictors: (Constant), RE, ETHN, CU, EDU, GD, AG				
b. Dependant Variable (organizational Viability)				

Source: Own Survey Data of (2023)

R value is 0.941 according to the model's summary. This number represents the correlation between the dependent variable and the six independent variables. Therefore, it may be said that there is a moderately positive link. Additionally, the R square value for the six independent variables is 0.886, as can be seen on the model summary. This shows that 88.6% of the variation in the dependent variable (i.e., organisational viability) can be accounted for by the six independent variables of age heterogeneity management, gender heterogeneity management, ethnicity heterogeneity management, educational background heterogeneity management, cultural heterogeneity management, and religion heterogeneity management.

Analysis of Variance (ANOVA)

An F test is presented in this section for the statistical model. If this F is significant, it means that the model as a whole, or all independent variables taken together (age heterogeneity management, gender heterogeneity management, ethnicity heterogeneity management, education background heterogeneity management, cultural heterogeneity management, and religion heterogeneity management), predicts significantly more variability in the dependent variable (organisational viability) than a null model with only an intercept parameter.

Table 8: Anova

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10451.363	6	1741.894	404.06	.000 ^b
	Residual	1340.690	311	4.311		
	Total	11792.053	317			
a. Dependent Variable: Organizational Viability						
b. Predictors: (Constant), AG, GD, ETHN, EDU, CU, RE,						

Source: Own Survey Data of, (2023)

The study determined the regression model had a significance level of 0.000 from the aforementioned ANOVA statistics in Table 8. This indicates that the data was suitable for drawing conclusions about the population parameters because the value of significance (p-value) was less than 0.05 or 5%. The

calculated value was higher than the critical value (404.067 > 2.717), which is a sign that managing age, gender, ethnicity, educational background, cultural heterogeneity, and religion heterogeneity is significant in explaining the variation in perceived organisational viability.

Table 9: Regression Coefficient Analysis for Organizational Viability

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.808	1.084		7.201	.000
	Age heterogeneity management	.429	.064	.294	6.705	.000
	Gender heterogeneity management	.702	.071	.385	9.924	.000
	Ethnic heterogeneity management	.108	.048	.057	2.223	.027
	Education heterogeneity management	.156	.043	.103	3.619	.000
	Cultural heterogeneity management	.338	.046	.190	7.376	.000
	Religion heterogeneity management	.162	.053	.104	3.065	.002

a. Dependent Variable: Organizational Viability

Source: Own SPSS output of, (2023)

The results showed that if organisational viability in Bule Hora University was kept constant in terms of age heterogeneity management, gender heterogeneity management, ethnic heterogeneity management, educational heterogeneity management, cultural heterogeneity management, and religion heterogeneity management, it would be at 7.808. A one percent change in age heterogeneity management would result in an increase in organisational viability in Bule Hora University by a variation of 0.429%. At a one percent change in organisation viability in Bule Hora University by variations of 0.108%, at a one percent change in organisation viability in Bule Hora University would leaped gender heterogeneity management by variations of 0.702%, ethnic heterogeneity management by variations of 0.156%, and at a one percent change in organisation viability in Bule Hora University would leaped ethnic heterogeneity management by variations of 0.108%. Gender heterogeneity management, with a 0.702% significance level, is therefore the most important component.

Finally, the study developed the fitted regression equation using the data in Table 9:

$Y = 7.808 + .429 \text{ Management of Age Heterogeneity} + .702 \text{ Management of Gender Heterogeneity} + .108 \text{ Management of Ethnic Heterogeneity} + .156 \text{ Management of Education Background Heterogeneity} + .338 \text{ Management of Cultural Heterogeneity} + .162 \text{ Management of Religion Heterogeneity}$. We can infer from the study's findings that gender heterogeneity had a greater impact on Bule Hora University's organisational effectiveness.

12. Hypothesis Testing

In this section, the researcher evaluates the two hypotheses relating to the dimensions of the coffee market and the supply side of the coffee marketing. To determine whether the hypotheses were accepted again or rejected, the following table of hypothesis testing is based on standardised coefficients Beta () and P-value.

Table 10: Hypothesis testing of variables

Variable	Contents	Accept/Reject
Age Heterogeneity Management	H1: Age heterogeneity management has statistical significant effect on organizational viability	Accepted
	H0: Age heterogeneity management has no statistical significant effect on organizational viability	Rejected
Gender Heterogeneity Management	H1: There is statistical significant relationship between gender Heterogeneity management and organizational viability.	Accepted
	H0: Gender heterogeneity management has no statistical significant effect on organizational viability	Rejected
Ethnic heterogeneity management	H1: There is statistical significant relationship between ethnic heterogeneity management and organizational viability	Accepted
	H0: Ethnic heterogeneity management has no statistical significant effect on organizational viability.	Rejected
Education heterogeneity management	H1: There is statistical significant Education background heterogeneity organizational viability relationship between management and	Accepted
	H0: Education background heterogeneity viability has no statistical significant effect on organizational viability	Rejected
Cultural heterogeneity management	H1: There is statistical significant Cultural heterogeneity management viability relationship between and organizational	Accepted
	H0: Cultural heterogeneity management has no statistical significant effect on organizational viability	Rejected
Religion heterogeneity management	H1: There is statistical significant Religion heterogeneity management viability relationship between and organizational	Accepted
	H0: Religion heterogeneity has no statistical significant effect on organizational viability	Rejected

Sources: Own Survey (2023)

In this section, the researcher evaluates the two hypotheses relating to employees heterogeneity management's components and its impacts on organisational viability. The P-value and standardised coefficient Beta are used in this hypothesis test to determine whether the hypotheses were accepted or rejected. The results of the regression analysis were also used by the researcher to examine the impact of the independent factors on the dependent variable.

13. Conclusion

According to the study's findings, employees heterogeneity appears to have a favourable impact on Bule Hora University's organisational viability. The study's goals were met, and the analyses completed provided comprehensive answers to the research questions. The research questions have a positive answer, indicating that there is a substantial connection between organisational viability and employees heterogeneity (managing of differences in age, gender,

ethnicity, education, culture, and religion). This implies that organisational effectiveness is also influenced by employees heterogeneity. Additionally, gender heterogeneity has a significant impact on employee viability; a youthful employee who still has the strength and aptitude to complete a task may be more productive. It is learned through observations that an organization ^[34].

Due to the fact that people of each gender think and behave in different ways, if an organisation values heterogeneity, it is indirectly embracing the many viewpoints that male and female employees would express ^[37]. Employee viability is impacted by ethnic heterogeneity; it also provides advantages that might improve organisational and employee viability. Employees can use this to understand more about their coworkers' cultures. When necessary, such information can help carry out a specific activity that calls for such expertise successfully. It can also promote tolerance among the employees. Management of cultural heterogeneity is crucial

because it fosters a strong understanding and bond between an organisation and its employees^[35].

Management of religious heterogeneity can influence and uphold employees' respect, application, and trust, which can then demonstrate the effectiveness of the company. This can improve viability, reduce miscommunication, and make the workplace more welcoming for the staff. Finally, this study demonstrates that managing heterogeneity in terms of age, gender, ethnicity, educational background, culture, and religion significantly improves employee viability^[36].

14. Recommendations for the organization

- It's interesting to note that Bule Hora University understands and values the value of having a diverse employees and has developed its heterogeneity strategies. Each organisation needs to understand good heterogeneity, be content with having such a employees, and ensure that they take full advantage of all the benefits that come from heterogeneity.
- The findings of this study provide evidence that employees heterogeneity factors, such as age heterogeneity management, gender heterogeneity management, ethnic heterogeneity management, educational background heterogeneity management, cultural heterogeneity management, and religion heterogeneity management, have a positive impact on organisational viability. As a result, the organisation should make these challenges a priority.
- Having varied employee's boosts inventiveness, collective problem-solving skills, and organisational viability—all of which are important for competition—and should thus be taken into account. It is evident from the research's findings that employees are more motivated when they work with coworkers who are diverse in terms of age, gender, ethnicity, educational background, culture, and religion. They see these differences as being appropriate for carrying out their tasks in an efficient manner.

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