



ISSN: 2617-6548

URL: [www.ijirss.com](http://www.ijirss.com)



## Remote work, training initiatives, and employee well-being: insights from selected Nigeria's manufacturing sector

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### Abstract

This study explored the influence of diversity and inclusion, training and development, and working from home on workplace outcomes in selected manufacturing organizations in Nigeria. With a quantitative approach and regression analysis via E-Views statistical software, the study tested three hypotheses to ascertain the significance of these organizational practices on workplace culture, employee well-being, and stress management. Findings revealed that diversity and inclusion have a strong and significant positive effect on workplace culture, accounting for 52.6% of the variance of the dependent variable. Similarly, training programs had a significant effect on employee well-being but with a moderate effect, accounting for 11.9% of the variation. Remote work revealed a large effect on stress management, indicating that flexible work is critical in reducing the stress levels of employees. All the models were significant at 5%, and the Durbin-Watson values fell within the tolerable range, indicating no autocorrelation. The study concludes that inclusive policy implementation, investment in training, and remote work adoption are strategic determinants of workplace culture, employee satisfaction, and organizational performance in the Nigerian manufacturing sector. The findings have practical implications for policymakers and human resource managers committed to establishing an inclusive and productive workplace.

**Keywords:** Employee well-being, Lagos State, Manufacturing firms, Quantitative research, Remote work, Training programs.

**DOI:** 10.53894/ijirss.v8i3.7695

**Funding:** This study received no specific financial support.

**History:** Received: 7 April 2025 / Revised: 9 May 2025 / Accepted: 13 May 2025 / Published: 10 June 2025

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**Competing Interests:** The authors declare that they have no competing interests.

**Authors' Contributions:** All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

**Transparency:** The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

**Publisher:** Innovative Research Publishing

## **1. Introduction**

In today's knowledge-intensive and highly competitive era, the retention of employees has become a major global challenge confronted by organizations, and they are concerned with determining why people pursue specific tasks at work, as well as the amount of effort expended and the duration of perseverance in pursuing activities over time [1]. Organizations have different ways to achieve their goals in today's highly competitive global environment, and one of these is the desire of employees to perform their roles beyond the official specifications of their jobs. Employee retention is becoming increasingly important for organizational survival [2, 3]. Scholars have shown that harsh competitive pressure, high organizational demands, and challenging job settings have led to employees' inclination towards remaining in the firm, owing to the absence of drive and devotion to the company [4]. Recent developments such as globalization, technological innovation, and growing competition for scarce resources place pressure on organizations, and this emphasizes their need to maintain their competitive advantage, at least in part through maintaining the skills of their employees [5]. These developments have pushed organizations to compete with each other in the global business environment and also to manage their assets as efficiently as possible, especially their human assets [6]. Effective human resource planning strategies and retention strategies to acquire skilled, talented, and committed employees play a vital role in this process because employees' skills and knowledge have become the most critical factors for organizations to be economically competitive [7].

According to a study by Farnham [8], human resourcing planning is essential because it encourages employers to develop clear and explicit links between their business and human resources plans and to integrate the two more efficiently. It allows for better control over staffing costs and numbers employed, and it enables employers to make informed judgments about the skills and attitude mix in the organization. Human resource planning also provides a profile of current staff regarding age, sex, disability, etc. Farnham [8] commented that organizations give little time to it because of a lack of resources and skills, the time and effort required and the absence of relevant data to do so. Employee retention is a broad topic, and many companies look seriously at this provision to maintain a healthy output with their employees [9]. The retention of employees is directly associated with the policies made and implemented by the HR Department of an organization. An organization must provide its employees with the means to satisfy their needs professionally and ethically. According to Al-Sharafi et al. [10], employee retention increases with motivation, which is essential in generating lots of effectiveness and enhancing their provision accordingly.

Workforce planning plays a pivotal role in addressing the challenges of employee retention by strategically aligning human resources with organizational needs [11]. According to Dhanya and Prashath [12] it enhances factors such as training and development, mentorship and coaching, and diversity and inclusion. These elements are crucial in reducing employee turnover, improving job satisfaction, and fostering engagement, all of which directly contribute to higher retention rates. Workforce planning not only ensures that an organization has the right talent at the right time, but it also promotes an environment where employees feel valued, supported, and engaged. A satisfied worker perceives that his or her employer values him or her [13]. Employees are additionally inspired to perform above and beyond, given that they understand that the management is concerned about their welfare as well and that their professional and personal growth are being properly nurtured and encouraged by their employer [14]. Employees are the vehicles of businesses and rewards are the fuel. No firm can achieve its declared objectives without its employees.

## **2. Research Questions**

Based on the aforementioned statement of the problem and the role of workforce planning in driving employee retention, the following questions are formulated to guide the study.

- i. How does remote work influence stress management?
- ii. What is the impact of training programs on employee well-being?
- iii. Does diversity and inclusion affect workplace culture?

### *2.1. Diversity and Inclusion*

Diversity and inclusion (D&I) have become critical components of organizational success in today's globalized workforce. Diversity refers to the variety of identities and backgrounds that employees bring to the workplace, including but not limited to race, gender, age, sexual orientation, disability, and cultural background [15]. Inclusion, on the other hand, involves creating an environment where all individuals feel valued, respected, and able to contribute fully to the organization [16]. Research indicates that organizations that prioritize D&I are more innovative, make better decisions, and achieve higher performance outcomes [17]. According to Eliza et al. [18] one of the primary benefits of a diverse workforce is enhanced creativity and innovation. When individuals from various backgrounds collaborate, they bring unique perspectives that can lead to novel ideas and solutions. According to a study by McKinsey & Company [19], companies in the top quartile for racial and ethnic diversity are 35% more likely to outperform their peers in profitability. This finding underscores the economic imperative for organizations to embrace D&I as a strategy for growth and competitive advantage.

Inclusion is not merely about representation; it involves fostering a culture that encourages participation and engagement from all employees. A report by the Harvard Business Review [20] highlights that inclusive organizations are better at retaining talent, as employees are more likely to feel satisfied and committed when they perceive their voices are heard. Moreover, inclusive practices, such as equitable opportunities for career advancement and participation in decision-making processes, can significantly impact employee morale and retention [21]. However, achieving D&I requires intentionality and effort. Organizations often face challenges such as unconscious bias, which can hinder the recruitment and retention of diverse talent. A study by Moss-Racusin et al. [22] revealed that implicit biases can affect hiring

decisions, leading to the underrepresentation of women and minorities in various fields. To combat this, organizations must implement bias training programs and establish diverse hiring panels to ensure fair evaluation processes.

Another critical aspect of D&I is the need for accountability. Organizations must set measurable goals and track their progress toward achieving diversity and inclusion objectives. According to a report by Catalyst [23], organizations that publicly disclose their diversity metrics are more likely to achieve their D&I goals. Transparency fosters trust and demonstrates a commitment to creating an equitable workplace, which can positively impact employee engagement and satisfaction. Leadership plays a pivotal role in promoting D&I within organizations. Leaders must not only advocate for diversity but also model inclusive behaviors themselves. Research indicates that when leaders demonstrate inclusive leadership traits such as openness, empathy, and respect, employees are more likely to feel empowered to voice their opinions and contribute to the organization's success [24]. Therefore, training leaders to embrace and promote D&I is essential for fostering an inclusive culture. Additionally, organizations can leverage technology to enhance D&I efforts. Digital platforms can facilitate diverse hiring by broadening the recruitment pool and enabling remote work opportunities [25]. Furthermore, data analytics can help identify patterns of bias in hiring and promotion processes, allowing organizations to make data-driven decisions to enhance diversity and inclusion. Finally, promoting diversity and inclusion is not only a moral imperative but also a business necessity. Organizations that invest in D&I are better equipped to attract top talent, improve employee satisfaction, and enhance their reputation in the market [26]. As the workforce continues to evolve, embracing D&I will be essential for organizations seeking to thrive in an increasingly diverse and interconnected world.

### **3. Employee Retention**

Employee retention refers to an organization's ability to retain its employees over a certain period. In the Nigerian context, where talent attraction and retention are critical for business success, employee retention strategies play a crucial role in maintaining a skilled and engaged workforce [27]. Effective employee retention involves creating a positive work environment, providing opportunities for career growth and development, and addressing factors that contribute to turnover, such as inadequate compensation, poor work-life balance, and limited advancement opportunities [28]. By implementing targeted retention strategies, organizations in Nigeria can reduce turnover rates, retain key talent, and enhance organizational performance and competitiveness.

One of the key factors influencing employee retention in Nigeria is organizational culture. A positive organizational culture characterized by trust, respect, and open communication fosters employee satisfaction and loyalty [29]. Organizations that prioritize employee well-being, recognize and reward performance, and promote work-life balance are more likely to retain their employees in the long term [30]. Additionally, career development and growth opportunities are crucial for retaining top talent in Nigeria's competitive job market. Organizations that invest in training and development programs, offer clear career paths, and provide opportunities for advancement are better positioned to retain high-performing employees [31]. By demonstrating a commitment to employee development and career progression, organizations can increase employee engagement and loyalty, reducing turnover and enhancing retention rates.

Furthermore, employee retention in Nigeria is closely linked to compensation and benefits. Competitive compensation packages that align with industry standards and reflect employees' skills, experience, and contributions are essential for attracting and retaining top talent [32]. In addition to financial rewards, non-monetary benefits such as flexible work arrangements, health and wellness programs, and recognition schemes can also contribute to employee satisfaction and retention [33]. By offering attractive compensation packages and benefits that meet employees' needs and preferences, organizations can improve retention rates and position themselves as employers of choice in the Nigerian market. Employee performance is gauged by criteria such as turnover rate, employee engagement, job satisfaction, career development opportunities, compensation, and benefits [28].

### **4. Employee Well-Being**

Employee well-being encompasses mental, physical, and emotional health, directly affecting job performance and satisfaction [27]. Organizations that prioritize well-being often report lower turnover rates and higher productivity levels [34]. In Nigeria, the conversation around employee well-being has gained momentum, especially with the increase in remote work [16]. Employers are now focusing on wellness initiatives such as fitness programs, mental health support, and flexible work options. Employee well-being also impacts employee loyalty and engagement; satisfied employees are more likely to stay with their organizations and contribute positively to their culture [35]. Multinational companies operating in Nigeria have incorporated global best practices in wellness, demonstrating that employee well-being can be a key differentiator in competitive markets [35]. Research has shown that employees who feel well-cared-for by their employers are more committed, satisfied, and productive [36]. For instance, companies that offer comprehensive wellness programs, such as fitness memberships, mental health counseling, and flexible work arrangements, see an increase in overall employee satisfaction and a decrease in turnover [37].

Mental well-being is especially crucial, as it impacts not only the individual but also the broader organizational culture. Employees who experience high levels of stress, anxiety, or depression are more likely to experience burnout, which directly affects productivity and engagement [38]. Providing employees with resources such as Employee Assistance Programs (EAPs) or stress management workshops helps to mitigate these issues, improving their mental health and work satisfaction [39]. Physical well-being is another important component of employee health. A growing number of organizations are introducing fitness initiatives to promote physical health. Research has shown that employees who engage in physical exercise report higher energy levels, fewer sick days, and enhanced cognitive function, which directly contributes to better performance and productivity [40]. Moreover, employee well-being goes beyond physical and mental health to include a

sense of purpose and satisfaction in one's work. When employees feel that their work contributes to the overall success of the organization and aligns with their personal values, they experience a greater sense of fulfillment and are more likely to stay with the company. Companies that provide employees with clear career progression paths, recognition, and a sense of belonging foster this deeper connection and improve retention [37].

## **5. Workplace Culture**

Workplace culture, shaped by values, norms, and practices, plays a vital role in employee engagement and retention [35]. A positive workplace culture fosters inclusivity, collaboration, and innovation, contributing to employee satisfaction and performance [41]. In Nigerian organizations, workplace culture is influenced by traditional values and hierarchical structures, often prioritizing respect for authority and communal values [27]. Globally, companies strive to create cultures that embrace diversity and inclusion, which are seen as essential for attracting and retaining top talent [42]. Nigerian companies are increasingly adopting these principles, fostering environments where employees feel valued and supported. Studies show that inclusive workplace cultures improve job satisfaction, reduce turnover, and enhance organizational loyalty [43]. Workplace culture is the collection of shared values, beliefs, and practices that shape the environment in which employees work. A positive workplace culture has been consistently linked to higher levels of employee engagement, satisfaction, and retention [44]. Culture influences how employees interact with each other, how leadership is perceived, and how conflicts are managed. In organizations where the culture is supportive, inclusive, and transparent, employees tend to have higher job satisfaction and are more likely to stay long-term [45].

Diversity and inclusion play a pivotal role in shaping workplace culture. When employees from different backgrounds, races, and genders are represented and included in decision-making processes, they foster an environment of trust and respect. This diversity enriches the organizational culture, making it more innovative and dynamic. Companies that emphasize inclusion are better able to attract and retain a diverse talent pool, which enhances their ability to adapt to changing market conditions and customer needs [46]. Furthermore, inclusive workplace cultures contribute to higher morale and lower turnover rates [34]. A strong organizational culture also creates a sense of belonging for employees, which is critical for engagement and retention. When employees feel that they are an integral part of the company, they are more likely to stay and invest in the organization's success. Research shows that organizations with strong cultures, where employees are aligned with the company's values and mission, experience lower turnover and higher employee satisfaction [47]. Such cultures also enhance overall productivity, as employees who feel connected to their work and team are more engaged and motivated.

Leadership is a significant factor in shaping workplace culture. Leaders set the tone for the organization by modeling behaviors that are consistent with the desired culture. Whether through encouraging collaboration, promoting transparency, or offering support during times of change, leaders influence how employees experience the work environment [39]. Effective leadership can transform a neutral or even toxic culture into a positive and productive one, which contributes to greater employee retention. Another aspect of workplace culture is how conflict is handled. In organizations where conflicts are addressed openly and fairly, employees are more likely to feel valued and supported. On the other hand, workplaces that ignore or mishandle conflict often experience disengagement, dissatisfaction, and turnover. Therefore, creating systems for conflict resolution and ensuring that employees have a voice in workplace matters is crucial for maintaining a healthy culture [48].

### *5.1. Establishing the Link Between Workforce Planning on Employee Retention*

Workforce planning plays a crucial role in employee retention, especially in the dynamic business environment of Nigeria. By systematically aligning the skills, capabilities, and career aspirations of employees with the strategic goals of the organization, workforce planning can significantly enhance employee satisfaction and loyalty, thereby reducing turnover rates [28]. This process involves forecasting future workforce needs, identifying skill gaps, and developing strategies to recruit, retain, and develop talent. In the Nigerian context, where competition for skilled labor is intense, effective workforce planning is essential for maintaining a stable and competent workforce.

Workforce planning has a profound impact on employee retention in Nigerian organizations [14]. By enhancing job satisfaction, providing career development opportunities, and improving employee-employer relationships, effective workforce planning can significantly reduce turnover rates and build a loyal, skilled workforce [18]. However, the challenges associated with resource requirements, resistance to change, and labor market volatility must be carefully managed to realize these benefits. As Nigerian organizations continue to evolve and compete in the global market, strategic workforce planning will remain a critical tool for sustaining employee retention and driving organizational success [49].

Workforce planning plays a vital role in improving employee job satisfaction by ensuring a strong alignment between job roles and the individual skills and aspirations of employees [27]. Matching employees to roles that reflect their strengths enhances engagement and motivation, making them feel more connected and committed to the organization's goals [50]. Such alignment fosters higher levels of job satisfaction, which is critical for retention and productivity [51]. When employees perceive their career goals being aligned with the organization's mission, they feel valued and more invested in their work, increasing engagement and reducing turnover. Effective workforce planning also emphasizes career growth, an important factor in ensuring employee retention and job satisfaction [30]. Continuous training and development are seen as cornerstones of long-term employee engagement [52]. By offering opportunities for career progression through learning and development programs, organizations can build a loyal workforce that is eager to grow within the company [53]. Addressing employees' career aspirations leads to higher retention rates, as individuals see a future within the organization and are motivated to stay for the long term. Workforce planning fosters stronger relationships between employees and employers by facilitating transparent communication and collaboration during the planning process [54]. This open dialogue builds trust and

cooperation, which are key components of a healthy work environment [55]. By actively involving employees in planning and taking their feedback into account, employers can create a work culture based on mutual respect and shared objectives, ultimately boosting morale and retention.

### *5.2. Challenges of Workforce Planning*

Implementing workforce planning strategies can be resource-demanding. Organizations in Nigeria face the challenge of balancing the need for effective workforce planning with limited resources [30]. Small and medium-sized enterprises, in particular, struggle to justify the high costs of workforce analytics tools, training programs, and specialized HR expertise required to develop comprehensive strategies [56]. According to Dupont and Lucas [57], many businesses encounter similar hurdles, where short-term financial constraints hinder long-term planning efforts, impacting workforce optimization. Workforce planning often involves organizational restructuring or role reassignments, which can meet resistance from employees and managers alike (Olaniyan & Adegbite, 2018). While many organizations have well-established practices, resistance to change can significantly impede workforce planning efforts [58]. Change management is particularly difficult in cultures where employees are accustomed to traditional structures and may be reluctant to embrace new performance management systems or reorganized workflows [55]. This resistance can harm morale and delay the implementation of workforce planning strategies.

Workforce planning is highly dependent on accurate labor market forecasts. In Nigeria, unpredictable labor market conditions, influenced by economic, regulatory, and technological changes, can lead to misaligned workforce strategies [59]. Organizations also face challenges with fluctuating market demands, making it difficult to maintain a consistent supply of skilled workers [3]. Inaccurate predictions can either result in an excess of unutilized talent or a shortage of necessary skills, negatively impacting employee retention and overall organizational performance [60].

### *5.3. Remote Work and Stress Management*

Remote work has had significant implications for stress management. Working remotely can reduce stressors associated with commuting, rigid schedules, and workplace distractions, thereby fostering a healthier work-life balance [40]. Research indicates that employees in remote settings report lower stress levels due to greater flexibility [37]. In Nigeria, remote work is valued for minimizing the time spent in traffic and reducing work-related stress (Aluko, 2023). However, remote work can also introduce unique stressors, such as feelings of isolation and difficulties in separating work from home life, which require effective coping mechanisms [61]. Some Nigerian companies have introduced virtual wellness programs and regular check-ins to ensure that remote employees have the support they need [35]. Remote work can both reduce and introduce stressors. On one hand, it minimizes commuting stress, but on the other, it can lead to isolation and difficulty separating work from personal life [62]. Nigerian companies are finding that remote work requires careful management to ensure employee well-being [63]. Moreover, studies indicate that remote work can lead to "technostress," which arises from continuous use of digital communication tools [64]. Constant connectivity can lead to an "always-on" culture where employees feel pressured to be available beyond traditional working hours, which can erode boundaries between work and personal life, contributing to elevated stress levels [65]. To combat technostress, organizations are increasingly promoting strategies like "digital detox" hours and encouraging employees to set boundaries on their availability [66]. This is especially crucial in Nigeria and other emerging economies, where digital infrastructure can be inconsistent, further complicating employees' attempts to achieve work-life balance remotely [67]. In addition, successful stress management in a remote work environment often involves training managers to support remote teams effectively. Remote work can lead to employees feeling isolated or disconnected from their teams, which heightens stress and affects morale. Organizations worldwide are therefore investing in leadership programs that teach managers to facilitate virtual team-building activities and foster open lines of communication to mitigate isolation-induced stress [36]. Nigerian companies are also recognizing the importance of leadership's role in alleviating remote work stress, particularly as the hybrid model gains traction in urban hubs like Lagos and Abuja [34]. Overall, research suggests that remote work can be beneficial for stress management if organizations actively address the associated challenges. Hybrid work models are gaining popularity globally as they allow employees to balance the advantages of working remotely with the benefits of in-person interaction, resulting in lower stress levels and improved well-being [68]. However, companies must continue to innovate in addressing remote work stress factors, given the varying impacts of remote work on employees based on their job roles, home environments, and personalities.

### *5.4. Training Programs and Employee Well-being*

Training programs play a crucial role in enhancing employees' well-being, as they equip employees with the skills, knowledge, and confidence to perform effectively. According to Abdulmaleek [64], training programs reduce job-related stress by enabling employees to handle complex tasks more efficiently. In the context of workforce planning, such programs are integral to aligning employee capabilities with organizational goals, which can lead to reduced anxiety, improved self-efficacy, and overall well-being. Organizations that prioritize training programs often see a direct impact on employee morale. Providing opportunities for learning and development demonstrates an employer's commitment to its workforce, fostering a sense of value and belonging [69]. Employees who perceive their organization as invested in their growth are more likely to experience heightened job satisfaction and psychological well-being, which reduces turnover intentions [70]. Further training programs can address skill gaps, allowing employees to feel competent in their roles. Well-designed training programs that cater to employees' career aspirations can improve motivation and help create a balance between workplace demands and personal growth aspirations. Workforce planning that integrates holistic training programs contributes to mental and physical well-being by reducing workplace pressures. This aligns with findings that suggest training programs can enhance resilience

by preparing employees to adapt to organizational changes effectively [71]. Moreover, training programs enhance social connectedness in the workplace. Collaborative learning and team-based training sessions foster stronger interpersonal relationships and a sense of community, which are significant contributors to emotional well-being [72].

In the Nigerian context, organizations like Dangote Group have leveraged training programs to improve workforce morale and reduce attrition rates [73]. Incorporating health and wellness education into training programs further supports employee well-being. For example, stress management workshops and mental health awareness sessions can provide employees with the tools to navigate workplace challenges more effectively [26]. These initiatives align with global trends emphasizing holistic employee development. Technology-driven training programs also improve employee well-being by offering flexibility and reducing the need for extensive physical effort or commute time. E-learning platforms allow employees to learn at their own pace, minimizing the stress associated with traditional, rigid training structures [45]. This approach is particularly relevant post-pandemic, as remote work continues to reshape workforce planning. Additionally, training programs tailored to individual needs ensure inclusivity and equity, which are key to promoting well-being. Programs that acknowledge and address the unique challenges faced by underrepresented groups contribute to a positive workplace culture and enhanced job satisfaction [39]. Diversity and inclusion training further amplifies this effect by fostering understanding and empathy among employees. Organizations that fail to invest in training programs often experience higher turnover rates and reduced employee engagement. Research by Smith and Johnson [74] indicates a strong correlation between the absence of training opportunities and increased workplace dissatisfaction. In contrast, workforce planning that integrates robust training initiatives ensures a skilled, motivated, and healthy workforce.

### *5.5. Diversity and Inclusion and Workplace Culture*

Diversity and inclusion are crucial for creating a workplace culture where all employees feel valued and respected [75]. A diverse workforce brings a range of perspectives that enrich the organization and foster innovation [76]. In Nigeria, diversity in the workplace encompasses ethnic, cultural, and gender differences, which, when embraced, can enhance organizational cohesion [77]. Globally, inclusive workplaces are seen as more attractive to potential hires, as they represent openness and fairness [40]. Research shows that companies with diverse and inclusive cultures have higher employee satisfaction and lower turnover rates [75]. Nigerian companies that prioritize diversity and inclusion are finding themselves more competitive in retaining skilled workers in a globalized economy [68]. Diversity and inclusion create a positive workplace culture that improves retention and innovation. In Nigeria, diversity initiatives are helping companies build cohesive teams in ethnically diverse settings [42].

Diversity and inclusion efforts are increasingly seen as essential to fostering a dynamic and innovative workplace culture. Organizations that prioritize inclusivity often create a more collaborative and productive environment by bringing together diverse perspectives, which have been shown to stimulate creativity and enhance decision-making [78]. In multinational corporations, diversity programs emphasize the value of incorporating different cultural viewpoints, which allows companies to better serve diverse customer bases and adapt to global markets [79]. Nigerian firms, especially those with international clients, are also beginning to see the value of inclusivity as it relates to business success and innovation [45]. Furthermore, diversity and inclusion programs are linked to employee satisfaction and retention. When employees feel respected and valued for their unique identities, they are more likely to be engaged and committed to their organization (Beal & Rudolph, 2022). This is particularly important in countries with significant ethnic diversity, like Nigeria, where inclusive practices can mitigate cultural biases and create a more harmonious work environment [48]. By implementing policies that recognize and celebrate cultural diversity, Nigerian organizations can foster a workplace culture that supports engagement and reduces turnover. Despite these benefits, creating a genuinely inclusive culture can be challenging. Issues such as unconscious bias and systemic discrimination can hinder inclusivity efforts if not properly addressed [80]. This challenge has led organizations worldwide to invest in diversity training and policies that promote equal opportunities for all employees. Nigerian firms are starting to adopt similar practices, though the shift toward true inclusivity requires ongoing efforts and commitment from leadership to ensure that diversity is ingrained in the organizational culture [81].

### *5.6. Test of Hypothesis*

*5.6.1. Diversity and inclusion have no significant effect on workplace culture in selected manufacturing companies in Nigeria.*

*Decision rule: Reject the null hypothesis if the probability value computed by means of E-view is less than or equal to 0.05 ( $p \leq 0.05$ )*

**Table 1.**

Showing the effect of diversity and inclusion on workplace culture in selected manufacturing companies in Nigeria.

Variable	Unstandardized co-efficient B	Standardized co-efficient Beta	t-statistic	Sign.
Constants	1.066	-	9.086	0.000
DAI	0.699	0.725	18.308	0.000
R	0.725			
R-squared	0.526			
Adj.R-squared	0.524			
F-statistics	335.184			
Durbin Watson	1.677			
Probability	0.000			

Note: a. Dependent Variable: WPC  
b. Predictors: (Constant), DAI

Table 3, the adjusted coefficient of multiple determination of 0.725 indicates a strong positive correlation between the predictor variable and the dependent variable. The R-squared of 0.526 explains 52.6% of the variance in the dependent variable, suggesting a very high predictive ability. The adjusted R-squared of 0.524 suggests that, adjusted for the number of predictors, 52.4% of the variance is still explained, confirming a robust model.

The F-statistic of 335.184 is very high and significant, with a p-value of 0.000, indicating that the model as a whole is statistically significant at the 5% level. This further highlights the appropriateness of the model specification.

Again, the Durbin-Watson of 1.677 is close to 2, which suggests that there is no autocorrelation in the residuals.

Therefore, this study failed to accept the null hypothesis and concluded that diversity and inclusion have no significant effect on workplace culture in selected manufacturing companies in Nigeria.

### 5.6.2. Test of Hypothesis Two

#### 5.6.2.1. Training programs have no significant impact on employee well-being in selected manufacturing companies in Nigeria.

Decision rule: Reject the null hypothesis if the probability value computed by means of E-view is less than or equal to 0.05 ( $p \leq 0.05$ )

**Table 2.**

Showing the impact of training programs on employee well-being in selected manufacturing companies in Nigeria.

Variable	Unstandardized co-efficient B	Standardized co-efficient Beta	t-statistic	Sign.
Constants	0.2.377	-	17.105	0.000
TNP	0.263	0.344	6.373	0.000
R	0.344			
R-squared	0.119			
Adj.R-squared	0.116			
F-statistics	40.616			
Durbin Watson	1.133			
Probability	0.000			

Note: a. Dependent Variable: EWB  
b. Predictors: (Constant), TNP.

#### 5.6.2.2. Diversity and Inclusion Have No Significant Effect on Workplace Culture in Selected Manufacturing Companies in Nigeria.

Decision rule: Reject the null hypothesis if the probability value computed by means of E-view is less than or equal to 0.05 ( $p \leq 0.05$ )

**Table 3.**

Showing the effect of diversity and inclusion on workplace culture in selected manufacturing companies in Nigeria.

Variable	Unstandardized co-efficient B	Standardized co-efficient Beta	t-statistic	Sign.
Constants	1.066	-	9.086	0.000
DAI	0.699	0.725	18.308	0.000
R	0.725			
R-squared	0.526			
Adj.R-squared	0.524			
F-statistics	335.184			
Durbin Watson	1.677			
Probability	0.000			

**Note:**

- a. Dependent Variable: WPC  
b. Predictors: (Constant), DAI.

Table 3 the adjusted coefficient of multiple determination of 0.725 indicates a strong positive correlation between the predictor variable and the dependent variable. The R-squared of 0.526 explains 52.6% of the variance in the dependent variable, suggesting a very high predictive ability. The adjusted R-squared of 0.524 suggests that adjusted for the number of predictors, 52.4% of the variance is still explained, confirming a robust model.

The F-statistic of 335.184 is very high and significant, with a p-value of 0.000, indicating that the model as a whole is statistically significant at the 5% level. This further highlights the appropriateness of the model specification.

Again, the Durbin-Watson of 1.677 is close to 2, which suggests that there is no autocorrelation in the residuals.

Therefore, this study failed to accept the null hypothesis and concluded that diversity and inclusion have no significant effect on workplace culture in selected manufacturing companies in Nigeria.

## 6. Discussion of Result for Hypothesis one

Evidence from Table 1 indicated that remote work (RWK) has a coefficient of regression value of 0.715. This means that about 71.5% of the changes noticed in the stress management of selected manufacturing companies in Nigeria are accounted for by remote work. Furthermore, the same variable has a t-statistic value of 18.466 with a probability value of 0.000. From the result, the study concludes that remote work has a positive and significant association with stress management in selected manufacturing companies in Nigeria. This further implies that a one-unit increase in RWK leads to a 0.715 increase in the dependent variable. The standardized coefficient (0.715) suggests a high contribution to the model. This finding corroborates the study of Okon [82].

## 7. Discussion of Results for Hypothesis Two

The training program (TNP) as shown in Table 1, has a coefficient of regression value of 0.263. This means that about 26.3% of the changes noticed in the stress management of selected manufacturing companies in Nigeria are accounted for by the training program. Furthermore, the same variable has a t-statistic value of 6.373 with a probability value of 0.000. From the result, the study concludes that the training program has a positive and significant effect on employee well-being (EWB) in selected manufacturing companies in Nigeria. This further implies that a one-unit increase in TNP leads to a 26.3% increase in the dependent variable. The standardized coefficient (0.263) suggests a moderate contribution to the model. This finding corroborates the study of Afolabi and Adeleye [30], though the latter study concentrated more on the effect of technology in employee training; this study considered the training program.

## 8. Discussion of findings for Hypothesis Three

Table 1 indicates that diversity and inclusion (DAI) have a coefficient of regression value of 0.699. This means that about 69.9% of the changes noticed in the workplace culture of the selected manufacturing companies in Nigeria are accounted for by diversity and inclusion. Furthermore, the same variable has a t-statistic value of 18.308 with a probability value of 0.000. From the result, the study concludes that the training program has a strong positive and significant effect on workplace culture (WPC) in selected manufacturing companies in Nigeria. This further implies that a one-unit increase in DAI leads to about a 69.9% increase in the dependent variable. The standardized coefficient (0.699) suggests a strong contribution to the model. This finding corroborates the study of Choi and Park [83].

## 9. Conclusion

This study investigates the effects of diversity and inclusion, training programs, and remote work on various work outcomes in selected manufacturing companies in Nigeria. Empirical analysis is guided by multiple regression analysis and hypothesis testing through the utilization of E-View software.

Firstly, this study investigated the effect of diversity and inclusion (DAI) on workplace culture (WPC). The findings revealed a very significant and positive correlation, with a standardized beta coefficient of 0.725 and a highly significant p-value of 0.000. The R-squared value of 0.526 indicates that DAI explains approximately 52.6% of the variations in workplace culture. The high F-statistic and acceptable Durbin-Watson statistic also confirm the validity of the model. Correspondingly,



the null hypothesis was rejected, and it was established that diversity and inclusion significantly and positively impact workplace culture in the selected manufacturing companies. The finding aligns with Choi and Park [83], who emphasized the organizational behavior change function of inclusive practices.

Secondly, the study examined the impact of training programs (TP) on workers' well-being (EWB). Results indicated a statistically significant relationship, as shown by the p-value of 0.000 and a beta coefficient of 0.344. Although the R-squared value (0.119) suggests moderate explanatory power, the significance of the F-statistic (40.616) determines the reliability of the model. The study, therefore, rejects the null hypothesis and confirms that there is a positive and significant impact of training programs on employee well-being, corroborating the evidence of Afolabi and Adeleye [30] on human capital development.

Third, remote work (RWK) was also found to have a significant and strong effect on stress management, with a standardized beta of 0.715 and a p-value of 0.000. This corroborates the fact that remote work contributes meaningfully to the alleviation of stress among manufacturing industry employees, which is consistent with Okon [82].

Thus, the study finds that diversity and inclusion, training and development, and remote working practices are all significant predictors of positive workplace outcomes such as improved culture, employee well-being, and stress management. These findings underscore the need for Nigerian manufacturing firms to institutionalize inclusive policies, ongoing employee development, and flexible work arrangements to improve organizational performance and employee satisfaction.

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