



Workforce Diversity and Sustainability in the Context of NGOs: An Empirical Study in the North West Region of Cameroon

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Research Article

Abstract

Purpose: This article aims to analyze workforce diversity and how it affects the sustainability of Non-Governmental Organizations (NGOs) in the Bamenda Municipality of the North West Region of Cameroon. Workforce Diversity areas, such as disability inclusion diversity (the effect of having employees with disabilities in the workforce), age diversity (the effect of having a diverse age range of employees), and cultural diversity (having employees from different cultural backgrounds), are the focus of the study.

Methods: A total population of 60 registered NGOs in the Bamenda Municipality and a sample size of 52 were used, where one (01) staff member was selected from each NGO, and questionnaires were administered. The study employs a causal research design and convenience sampling. Results were analyzed using the Ordinary Least Squares technique.

Results: Disability inclusion diversity has a negative and insignificant effect on the sustainability of NGOs in Bamenda; age diversity has a positive and insignificant effect on the sustainability of NGOs in Bamenda; while cultural diversity has a negative and significant effect on the sustainability of NGOs in Bamenda.

Implications: This study shows the important role that diversity plays in organizations, especially in NGOS. It also shows that much remains to be done to ensure workforce diversity in NGOs and other organizations.

Keywords: Workforce Diversity, Disability Inclusion Diversity, Age Diversity, Cultural Diversity, Sustainability, Non-Governmental Organizations.

1. Introduction

The success or sustainability of any corporate organization is significantly influenced by the diversity of its staff. According to Hornby (2005), an organization's workforce is all of its employees. According to Atyah (2015), the term "diversity" first appeared in 1987 and peaked at the start of the 1990s. According to Gomez-Mejia et al. (2007), diversity is what distinguishes individuals from one another. Race, gender, age, color,

and national origin (where men and women were born) are all included. Secondly, personal factors such as employment history, earnings, marital status, military service, political views, religion, language, location, education, inclusion of people with disabilities, values, and ethics are also included. For the company and its employees to achieve their goals and objectives, managing workforce diversity is essential to balancing the differences and similarities among workers (Krietner & Kinichi, 2004). Sustainability is one objective the organization can achieve.

Olu-Ogunleye & Akinbode (2022) define sustainability as meeting the needs of a company's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, and communities) without endangering the company's capacity to meet the needs of future stakeholders. The workforce is one of the stakeholder groups that must be involved and supportive for an organization to be sustainable. Stakeholders should therefore actively participate in determining the course and specifics of project design and execution, as mentioned by Hamda & Kebede (2021). NGOs are deeply influenced by the environments in which they operate, and any organization that wishes to achieve its aims and objectives must be able to adapt to that context. According to Otaru et al. (2021), companies that disregard sustainability standards "will almost certainly face extinction."

According to Eyong et al. (2025), NGOs are essential in Cameroon for addressing social issues and advancing social change. Clarke & Ware (2015) classify these NGOs into four categories: charitable orientation NGOs, service orientation NGOs, participatory orientation NGOs, and empowering orientation NGOs. Despite these NGOs, there is still a difference in the degree to which they prioritize workforce diversity and sustainability. To Tayong et al. (2024), this was evident in their brief lifespan. These NGOs are not financially sustainable because they rely on volatile funding from external donors. Due to severe financial problems, many of them fail. Examples are the local NGOs in the Bamenda municipality, MAFPEC and FAM Cameroon, which failed due to financial issues in 1995 and 2007, respectively.

The variables affecting NGOs' sustainability in the Bamenda Municipality, in particular, have not yet been adequately addressed in the research literature. Research by Ogbo et al. (2014), Prieto et al. (2009), Opara (2022), Croitoru et al. (2022), and others links workforce diversity to global factors such as sustainability and performance. Therefore, the purpose of this article is to shed light on the potential impact of workforce diversity on the sustainability of NGOs in the North West Region of Cameroon's Bamenda Municipality. The following particular objectives can help achieve this:

- To assess the effect of disability inclusion and diversity on the sustainability of NGOs in the Bamenda Municipality.
- To determine the effect of age diversity on the sustainability of NGOs in the Bamenda Municipality.
- To examine the effects of cultural diversity on the sustainability of NGOs in the Bamenda Municipality.

2. Review of related literature and hypotheses development

The focus of this section is to present an overview of the existing literature on workforce diversity and sustainability, and to develop hypotheses that will guide the research.

2.1. Workforce Diversity

According to Croitoru et al. (2022), consumer diversity is increasing as the consumer market grows. Companies, therefore, need to recruit and support a diverse workforce to create a workplace that reflects the diversity of their customers. There are other names for this management technique, including workforce representation, market reflection, or workforce diversity (variety). As previously stated, the term "diversity in the workforce" gained popularity in 1987 and peaked at the start of the 1990s (Atyah, 2015). Workforce diversity is the range of human experiences, backgrounds, and viewpoints that people contribute to the workplace, according to Saxena (2014). As stated by Opara (2021), many academics categorize workforce

diversity through a limited viewpoint that focuses on particular cultural factors, such as gender and ethnicity (race). However, Esty et al. (1995) define it as recognizing, comprehending, accepting, and appreciating individual differences based on age, class, race, ethnicity, gender, disability, and other factors. As a result, we understand that diversity entails confronting and eradicating racism, bias, and prejudice in the workforce at the organizational, national, and even global levels (Croitoru et al., 2022).

Diversity in the workforce can be viewed from various angles, and Krithi & Pai (2021) provide a table that shows diversity across the main, secondary, and tertiary aspects of an organization’s workforce. The primary dimensions in this table include race, ethnicity, gender, age, and disability; secondary dimensions include religion, lifestyle, family status, economic status, community, ethnicity, sexual preference, thought style, political orientation, job experience, language, geographic origin, and education; and tertiary dimensions include beliefs, assumptions, and perceptions. Other dimensions are provided by Yadav & Lenka (2020) and are summarised in Table 1.

Table 1: Dimensions of workforce diversity

SN	Dimensions	Authors
1	observable attributes (age, gender, and race) and underlying attributes (education, functional background, and tenure)	Milliken & Martins (1996)
2	high visibility and low visibility	Pelled (1996)
3	surface-level diversity and deep-level diversity	Harrison et al. (1998)
4	relations-oriented (age, gender, racial/ethnic) and task-oriented diversity (tenure, functional, and educational background)	Webber & Donahue (2001)
5	Social categorization diversity (relations-oriented) and informational diversity (task-oriented diversity)	Yadav & Lenka (2020)

Source: Authors (2025), adapted from Yadav & Lenka (2020)

According to Saxena (2014), an organization’s success and competitiveness depend on its ability to accept diversity and achieve its benefits. And when organizations actively handle workplace diversity issues, develop and implement diversity plans, they enjoy multiple benefits, some of which are: diversity fosters creativity and productivity and produces an outstanding culture that can outperform rivals; a company’s ability to serve clients worldwide is made possible by a wide range of abilities and experiences (such as languages and cultural awareness); an expanded pool of ideas and experiences is provided by a diverse staff that feels comfortable communicating different viewpoints etc.

A diverse workforce necessitates effective management. Atyah (2015) asserts that managing diversity has numerous advantages for the business, including helping it enter international markets and adapt to rapid changes, thereby improving performance and maintaining a positive sustainability level. As a result, three diversity management strategies, which are reducing diversity, diversity management strategy, and ignoring diversity, are suggested. Organizations, according to Cox & Blake (1991), can maximize the benefits of diversity while reducing potential drawbacks when it is properly managed. For instance, effectively managed diversity may attract and retain top talent, reduce attrition and absenteeism, and foster a more welcoming and encouraging workplace.

2.2. Sustainability

Sustainability, according to Olu-Ogunleye & Akinbode (2022), is meeting the needs of a company’s direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities, etc.) without endangering the company’s capacity to meet the needs of future stakeholders. It can also be described as an organization’s ability to meet immediate financial needs without sacrificing long-term objectives. Accordingly, the concept of sustainability revolves around time (Bansal & DesJardine, 2014). Businesses that disregard sustainability principles “will almost certainly face extinction,” according to Oturu et al. (2021). Since the open system approach, which views organizations as open systems in need of

survival, is closely related to the contingency approach, it is conceivable to interpret survival as sustainability in the NGO literature, which makes sustainability crucial for NGOs.

According to Mazur (2022), the workforce was or could be contributing to the sustainability of businesses in a number of areas, and the HR function made the biggest contributions to sustainability effectiveness in ethics and governance, diversity and multiculturalism, training and development, and leadership development. As a result, many businesses saw notable improvements in effectiveness across workforce engagement and talent management.

To establish a relationship between workforce diversity and sustainability, the conceptual framework of this study is presented in Figure 1. We can see that the independent variable, workforce diversity, is measured using indicators such as disability inclusion diversity, age diversity, and cultural diversity. The dependent variable is sustainability, and the control variables are NGO size and age.

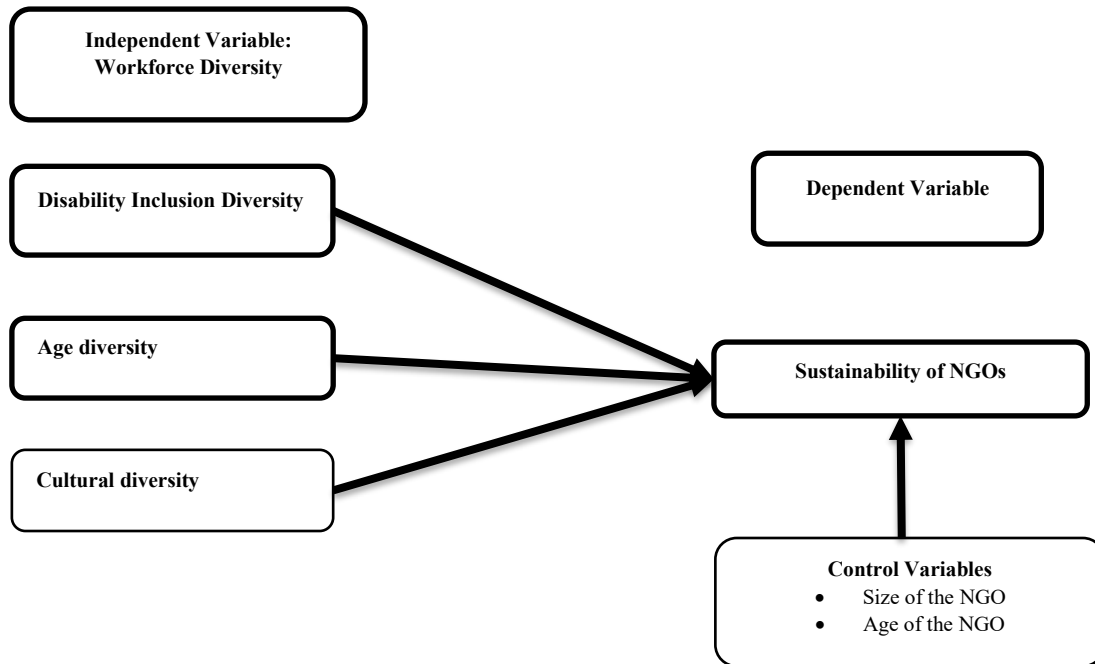


Fig. 1: Conceptual Framework

2.2 Theories linking workforce diversity and sustainability

The theories this study relies on are human capital theory, cognitive diversity theory, and social identity theory. Employees are important assets whose knowledge, skills, and capacities contribute to organizational performance, as Pasban & Nojehdeh (2016) argue in the *Human Capital Theory*. It also claims that by bringing together people with a broader range of skills, experiences, and viewpoints, diversity can enhance an organization’s human capital. According to Mehari et al. (2024), this diversity of opinion can lead to more innovative work environments, better decision-making, and more creative solutions, thereby greatly enhancing organizational performance and sustainability.

The *Cognitive Diversity Theory* developed by Jean Piaget in the 1930s is a form of diversity theory, which reflects the differences in beliefs (regarding cause-effect relationships) and differences in preferences (regarding individual, team and organizational goals) among members in a team context; cognitive diversity could be defined as the degree to which team members differ in terms of experiences, and perspectives (Younis, 2018). The cognitive diversity theory hypothesis posits that multiple perspectives stemming from cultural differences among groups or organizational members foster creative problem-solving and

innovation. Cognitive diversity theory facilitates the exchange of information and feedback, thereby helping explain the positive effect of diversity on team performance (Dong et al., 2021).

According to Mehari et al. (2024), in *the Social Identity Theory (SIT)*, people get a sense of self-worth and belonging from their social identities, such as their organization or work group. They are more likely to exhibit positive work behaviors, such as conscientiousness, dedication, and commitment, when they feel appreciated and acknowledged for their distinctive contributions, thereby improving work ethics, performance, and sustainability (Tajfel et al., 2001).

2.3. Empirical Literature and Hypotheses Development

Some empirical studies have investigated the relationship between workforce diversity and sustainability, and while others have established the relationship between workforce diversity and performance, their findings have been mixed. Some studies have found a positive correlation/regression between diversity and sustainability, while others have found no correlation or even a negative correlation.

A study by Nwafor and Mbazuigwe (2024) examined the role of workforce diversity in improving organizational sustainability and innovation in the manufacturing industry in Nigeria. The study examined the impact of gender, age, ethnicity, and educational diversity on the sustainability and innovation of organizations. Using a sample of 20 companies and 81 participants, the findings revealed that gender, age, and educational background were substantially connected with organizational sustainability and innovation. Workforce diversity characteristics were identified as major predictors of organizational sustainability and innovation, whereas ethnic diversity was negatively related to both.

Mehari et al. (2024) conducted a study to examine the effect of workforce diversity on organizational performance in the Ethiopian food and beverage sector. Workplace ethics was used as a mediator to explain in detail the complex relationship between workforce diversity and organizational performance. A quantitative design, in which data were collected from a random sample of 359 employees from stratified random firms, was used. In the Structural Equation Model (SEM), organizational performance is not directly affected by workforce diversity, but it responds directly to changes in workplace ethics. Besides, workplace ethics mediate the relationship between workforce diversity and organizational performance.

Another study by Kipsang and Kagwe (2022) examined the relationship between workforce diversity management and employee performance at the Center for Health Solutions in Nairobi, Kenya. The indicators used here were education diversity, age diversity, culture diversity, and gender diversity. Using a descriptive survey research design, a stratified random sampling method was used to select 77 respondents from the Center for Health Solutions in Nairobi, with a target of 95 staff. The results showed that education diversity had the strongest positive and significant relationship with employee performance, followed by age, culture, and gender diversity.

Olu-Ogunleye et al. (2022) conducted a study to investigate the extent to which internal dimensions of workplace diversity (age, gender, ethnicity) contribute to the sustainability of multinational corporations (MNCs) in Nigeria. Using a sample of 255 respondents from two leading manufacturing multinational corporations in Nigeria, it was found that internal dimensions of workplace diversity are significantly related to sustainability. Therefore, workforce diversity is unavoidable in Nigerian manufacturing MNCs because most workers have different social and economic statuses, which can lead them to act or think differently from others, and this must be managed for the organization to be effective and efficient. They recommended that MNCs should employ individuals from various internal dimensions to achieve organizational sustainability.

Tayong et al. (2024) conducted a study to investigate the determinants of the financial sustainability of local NGOs in the Bamenda municipality of the North West Region of the Republic of Cameroon. Data were collected through the administration of 60 self-designed questionnaires to 60 NGOs, using the purposive

sampling technique. The collected data were analyzed using Ordinary Least Squares (OLS) estimation. The results revealed that income diversification had a significant positive effect on the financial sustainability of local NGOs in the Bamenda Municipality, and that financial management also had a significant positive effect on their financial sustainability.

Ogbo et al. (2014) examined the effect of workforce diversity on organizational performance of Selected Firms in Nigeria. The research used secondary data from oral interviews and content analysis. It contained six open-ended questions asking respondents whether workforce diversity or an aspect of it affects organizational performance. It had a total population of 1200 staff of selected three brewing companies, namely Nigerian Breweries Limited, 9th Mile in Enugu, Guinness Breweries Plc, and Bendel Breweries Plc in Benin. The study concluded that workforce diversity positively influenced organizational performance in the selected firms in Nigeria, and that education, as a tool for managing workforce diversity, positively affected organizational profitability.

Another study investigated the relationship between workforce diversity and organizational sustainability in Nigeria's Manufacturing Industry using a case study of Lafarge Africa PLC employees. The study focused on how gender, age, ethnicity, and educational diversity influenced sustainability practices and outcomes. With a sample of 81 respondents selected through stratified random sampling, the findings showed that gender and ethnic diversity had negative but significant effects, while educational and age diversity had positive but significant effects on sustainability (Mbazuigwe & Kamkankaew, 2025). The empirical literature above guided the following hypotheses:

H₁: Disability inclusion and diversity have a significant and positive effect on the sustainability of NGOs in the Bamenda Municipality.

H₂: Age diversity has a significantly positive effect on the sustainability of NGOs in the Bamenda Municipality.

H₃: Cultural diversity has a significantly positive effect on the sustainability of NGOs in the Bamenda Municipality.

3. Methodology of the study

This study is carried out in the Bamenda Municipality of the North West Region of Cameroon and focuses on the effects of workforce diversity on the sustainability of NGOs in Bamenda. The study takes place in 2025, and its target population consists of 60 registered NGOs, with a sample of 52. Given the accessibility of some of these NGOs and cost considerations, a convenience-based sampling technique is used for the study. For data collection, semi-structured questionnaires are used. The questionnaire (see Appendix) is divided into: Section A, reserved to capture information about the organizations and the respondents; and Sections B and C, capturing data on the independent and dependent variables, respectively. Sections B and C are formulated using a 5-point Likert scale range where 1 - Strongly Disagree, 2 - Disagree, 3 -Neutral, 4 - Agree, and 5 - Strongly Agree. A reliability test is also conducted to ensure the questionnaire's validity. The questionnaires were distributed to the NGOs' managers because they can provide first-hand information about the organizations.

The study embraces the causal research design method, which allows for examining the dimensions of diversity and how they can have an effect on sustainability, including Disability Inclusion Diversity, Age Diversity, and Cultural Diversity, while sustainability (dependent variable) is measured in terms of Size of the organization and Age of the organization. To examine the extent to which workforce diversity affects the sustainability of NGOs, the researchers, in relation to the work of Kipsang and Kagwe (2022), came up with the econometric model for this study as follows:

$$SUS = \beta_0 + \beta_1 DID_i + \beta_2 AD_i + \beta_3 CD_i + \beta_4 SO_i + \beta_5 AO_i + \mathcal{E}$$

Where:

SUS = Sustainability; β_0 = the intercept of the regression equation; DID = Disability Inclusion Diversity; AD = Age diversity; CD = Cultural diversity; SO = Size of the organization; AO = Age of the organization; β_1 = Coefficient of disability inclusion diversity; β_2 = Coefficient of age diversity; β_3 = Coefficient of cultural diversity; β_4 = Coefficient of the organizational size; β_5 = Coefficient of the organizational age; ϵ = error term. The semi-structured questionnaires, administered to NGO managers, are collected, and the data are analyzed using the Ordinary Least Squares method.

4. Results of the study

Table 2 shows that 19 (36.5%) of the respondents who completed the questionnaires are males, while 33 (63.5%) are females. This clearly indicates that there were more female than male staff at the NGOs when the questionnaires were administered.

Table 2: Demographic Characteristics of Respondents

Variable	Classification	Frequency	Percentage (%)
Gender	Male	19	36.5
	Female	33	63.5
	Total	52	100
Education	O/L	2	3.8
	A/L	8	15.4
	HND	12	23.1
	Degree	17	32.7
	Master	13	25.0
	PhD	0	0.0
	Total	52	100
Longevity in service]1-4 [28	53.8
] 4-8 [18	34.6
]8-12[4	7.7
]12 and above [2	3.8
	Total	52	100

With respect to the educational qualification of the respondents, 2 (3.8%) of the respondents were of O/L, 8 (15.4%) of the respondents were of A/L, 12 (23.1%) of the respondents HND holders, 17 (32.7%) of the respondents were degree holders, 13 (25%) of the respondents were of Masters and none of the respondents had PhD. Still from Table 2 and with regards to the longevity of the respondents in service, 28 (53.8%) of the respondents had worked with the organization between 1-3 years, 18 (34.6%) of the respondents had worked with the organization between 4-7 years, 4 (7.7%) of the respondents had worked with the organization between 8-11 years and 2 (3.8%) of the respondents had worked with the organization for 12 years and above.

Table 3: Summary of Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Disability Inclusion Diversity	52	1.40	4.20	2.9615	.70743
Age Diversity	52	1.60	4.80	3.4500	.67432
Cultural Diversity	52	2.00	5.00	3.6346	.59504
Sustainability of NGOs	52	2.40	5.00	4.2538	.51505
Age of the Organization	52	1.00	5.00	4.4615	1.03775
Size of the Organization	52	1.25	5.00	4.2548	.93081
Valid N (listwise)	52				

Table 3 presents a summary of the descriptive results, and it shows that the mean value of Disability Inclusion Diversity is 2.9615 with a standard deviation of 0.70743, indicating moderate dispersion ranging

from 1.4 to 4.2. The mean value of Age Diversity is 3.4500 with a standard deviation of 0.67432, indicating moderate dispersion ranging from 1.6 to 4.8. Cultural Diversity has a mean of 3.6346 and a standard deviation of 0.59504, indicating moderate dispersion between 2 and 5. For the dependent variable, the mean value of Sustainability of NGOs is 4.2538 with a standard deviation of 0.51505, indicating moderate dispersion between 2.4 and 5. The organization's age has a mean of approximately 4 years and a standard deviation of 1 year, indicating moderate dispersion between 1 and 5 years. The mean organization size is 4 employees, with a standard deviation of 1, indicating moderate dispersion from 1.25 to 5 employees.

Table 4: Pairwise Correlation Matrix

	Sustainability of NGOs	Age Diversity	Cultural Diversity	Disability Inclusion Diversity	Age of Organization	Size of the Organization
Sustainability of NGOs	1					
Age Diversity	-0.111	1				
Cultural Diversity	0.087	.566**	1			
Disability Inclusion Diversity	0.005	.387**	0.217	1		
Age of the Organization	-0.002	.502**	0.071	.457**	1	
Size of the Organization	-0.12	0.192	0.108	.370**	.544*	1

Note: ***, **, *: Significant at 1%, 5% and 10% respectively

In Table 4, no strong correlation is observed between the variables. The table presents the Pairwise correlation matrix, which shows the correlations among the variables in our model. The correlation coefficients along the leading diagonal are 1, indicating that each variable is perfectly collinear with itself. Results from the correlation analysis indicate that most of the correlation coefficients among the independent variables were average and low. A low or very low positive or negative correlation was observed among all variables included in the model. This shows that multi-collinearity may not be a major issue in the model.

In order to verify the existence of multi-collinearity among the independent variables, there is a need for a formal test of multi-collinearity, which is presented in Table 5.

Table 5: VIF Test Results

Variable	VIF	1/VIF
Age Diversity	.968	1.033
Cultural Diversity	.478	2.093
Sustainability Of NGOs	.622	1.609
Age of Organization	.219	4.556
Size of the Organization	.258	3.882
Mean VIF	0.509	

According to Table 5, there is no major multicollinearity problem, as none of the individual VIFs exceeds 10. Similarly, the mean VIF is below 2.5, indicating that multicollinearity is absent in the model.

Moreover, to assess the basis for accepting or rejecting the hypotheses regarding workforce diversity and the sustainability of NGOs in Bamenda, the researchers use the OLS technique, which yields Table 6 to test the overall significance of the regression model. The constant is the model's intercept and represents the value of the dependent variable when all independent variables are equal to zero. We can therefore conclude from the results above that, in the absence of workforce diversity, the sustainability of NGOs will be 3.489. Moreover, the constant term is significant at the 1% level, indicating that omitted variables affect the Sustainability of NGOs.

Table 6: Regression Coefficients

Model	Coefficient	Std. Error	T	Sig
Disability Inclusion Diversity	-.028	.132	-.216	.830
Age Diversity	.154	.223	.689	.494
Cultural Diversity	-.309*	.162	-1.903	.063
Age of Organization	.185	.123	1.512	.137
Size of the Organization	.124	.122	1.021	.312
(constant)	3.489	0.954	3.656	0.001
R-squared	0.384	Adjusted R-squared		0.317
Chi2	0.13	Prob > chi2		0.7150
F	5.736	Prob>F		0.000

Note: ***, **, *: Significant at 1%, 5% and 10% respectively

Following the R-squared (0.384) coefficient in the table, the sample size and degree of significance are taken into account to get the adjusted R-squared (0.317). The R-square or the coefficient of determination reflects the proportion of variation in the dependent variable that can be explained by the independent variables. Therefore, based on the regression table above, it can be inferred that variations in the independent variables (disability inclusion diversity, cultural diversity, and age diversity) accounted for approximately 31.7% of the variation in Sustainability. As a result, 68.3% of changes in the dependent variable (NGOs’ sustainability) may be explained by factors outside of the model.

From Table 6, the coefficient for disability inclusion diversity is negative (-0.028). This means that a 1-point increase in disability inclusion and diversity will lead to a 0.03-point decrease in NGO sustainability. It should, however, be noted that this result is statistically insignificant, given that the probability value of the variable (0.830) is greater than 0.1 (10%). Thus, there is a negative, insignificant effect of disability inclusion and diversity on NGOs' sustainability. This rejects the first hypothesis of the study, which posits that disability inclusion diversity has a positive and significant effect on the sustainability of NGOs in Bamenda. This result aligns with a study by Soares (2019), which found that the educational level of people with disabilities was low, leading to unfavorable consequences for both individuals and the organization. They also concluded that the inclusion of people with disabilities has little bearing on diversity. The result is contrary to the findings of Jurado-Caraballo and Quintana-García, C. (2024), who found that employing persons with disabilities improves a company’s performance and reputation, giving it a competitive edge and serving as a brand, as demonstrated in a longitudinal study.

Results from Table 6 also indicate that the coefficient of age diversity is positive (0.154). This means that an increase in age diversity by 1 point will lead to a 0.15-point increase in NGO sustainability. It should, however, be noted that this result is not significant at 10% level, given that the probability value of the variable (0.494) is far greater than 0.1 (10%). Thus, age diversity has a positive, insignificant effect on NGO sustainability. The result leads us to reject the second hypothesis of the study, which posits that age diversity has a significant and positive effect on the sustainability of NGOs in Bamenda. This result corroborates the study of Salau (2023), which found that age diversity showed no significant effect on SME sustainability in Southwest Nigeria. On the other hand, it contrasts with the study by Mbazuigwe & Nwafor (2024), which found a positive correlation between age diversity and the sustainability and innovation of organizations in the Manufacturing Industry in Nigeria.

Further results reveal that, unlike the previous variable, the coefficient of cultural diversity is negative (-0.309). This means that a 1-point increase in cultural diversity will lead to a 0.31-point decrease in NGO sustainability. It should, however, be noted that this result is statistically significant at 10% level of significance, given that the probability value of the variable (0.063) is less than 0.1 (10%). Thus, cultural diversity negatively and significantly affects the sustainability of NGOs. It permits us to reject the third hypothesis of the study, which posits that cultural diversity has a significantly positive effect on the sustainability of NGOs in Bamenda. This result corroborates Mazur's (2022) finding that cultural diversity

management is also an indicator of sustainability in human resource management. It also confirms the study by Odita and Egbule (2015), which found that cultural diversity was more effective than other indicators of workforce diversity.

Based on the control variable, the coefficient for the age of organization is positive (0.185), indicating that older NGOs are more sustainable. In effect, an additional year of operation for the organization will increase the Sustainability of NGOs by 0.19 points. In terms of the significance of the result, it should be noted that this result is not significant at all, given that the p-value of the variable (0.137) is greater than 0.1 (10%). The size of the organization is positive (0.124), indicating that larger organizations are more sustainable. In effect, adding one employee to the organization will increase the Sustainability of NGOs by 0.12 points. In terms of the significance of the result, it should be noted that this result is not significant at all, given that the p-value of the variable (0.312) is greater than 0.1 (10%). Thus, the size of the organization has a positive, insignificant effect on the Sustainability of NGOs.

5. Conclusion and Recommendations

Having met all the objectives of this research, we can conclude that workforce diversity influences sustainability in both positive and negative ways. It indicates that workforce age diversity will positively increase sustainability, while disability inclusion, diversity, and cultural diversity will negatively impact sustainability for NGOs in the Bamenda Municipality. Based on these results, the researchers make the following recommendations to improve sustainability in the employment of a diverse workforce. Regarding disability inclusion and diversity, NGOs should diversify their recruitment practices by actively seeking candidates from diverse backgrounds for new positions. This should also involve reaching out to qualified persons with disabilities and using fair recruitment and hiring processes. Also, NGOs should have a physical setup (infrastructure) that is easily accessible to all, as this will go a long way toward enabling them to be inclusive of the workforce with any form of disability. With regards to Cultural Diversity, they are advised to create affinity groups or employee's resource groups that provide support and networking opportunities for employees from underrepresented groups, NGOs should measure and track diversity metrics within the organization such representation of different demographic groups as these can help to identify areas of improvement and measure progress over time as this will go a long way to encourage and create a conducive work environment to the entire workforce regardless of their cultural differences.

Also, NGOs should foster inclusive leadership by encouraging and supporting leaders who value and promote diversity and inclusion, regardless of age or longevity in service, and not solely on longevity.

6. Limitations and Directions for Further Research

Concerning limitations, this research is limited to 52 NGOs operating in the three Sub-Divisions of the Bamenda Municipality: Bamenda I, Bamenda II, and Bamenda III. Also, the study is based on only three dimensions of workforce diversity: disability inclusion, age diversity, and cultural diversity.

For further research, a similar study can be conducted after a number of years to investigate whether workforce diversity is gaining acceptance and whether it will, in any way, significantly boost sustainability compared to a non-diverse workforce. A similar study could also be carried out in the same region and, if desired, nationwide, using a larger sample and other types of organizations. A similar study can also be carried out using other dimensions of workforce diversity.

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