

Workforce Heterogeneity, Organizational Culture and Employee Performance of Large Hardware Companies

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ABSTRACT

This study determined the relationship among workforce heterogeneity, organizational culture, and employee performance of rank-and-file employees in large hardware companies in General Santos City. Specifically, it assessed the perceived levels of workforce heterogeneity in terms of workforce diversity, employee inclusion, and employee engagement; organizational culture in terms of institutional leadership, management of employees, and empowerment; and employee performance in terms of vigor, dedication, and absorption. The study employed a quantitative descriptive-correlational research design. A total of 458 rank-and-file employees participated in the study through purposive and convenience sampling. Data were gathered using a structured survey questionnaire and were analyzed using weighted mean, Pearson's r , t -test, and One-Way ANOVA.

Findings revealed that workforce heterogeneity obtained an overall mean of 3.69, described as high. Organizational culture also received a high rating, with an overall mean of 3.70. Likewise, employee performance was rated high, with an overall mean of 3.72. However, the correlation results showed that workforce heterogeneity had no significant relationship with employee performance, as indicated by Pearson's $r = -0.022$ and $p = 0.637$. Organizational culture also had no significant relationship with employee performance, with Pearson's $r = -0.009$ and $p = 0.855$. Thus, the null hypotheses on the relationships among the variables were accepted. Meanwhile, the test of difference revealed that employee performance significantly differed according to age, with $F = 4.10$ and $p = 0.007$; therefore, the null hypothesis for age was rejected. No significant differences were found according to gender, marital status, education, and work experience.

Keywords: workforce heterogeneity, organizational culture, employee performance, rank-and-file employees, hardware companies, General Santos City

INTRODUCTION

In modern organizations, workforce heterogeneity has become an important element for organizations as they're adapting to globalisation and the changing demands of the labor market, as they need a flexible and responsive work environment (Fcim 2022). In the workplace, diversity means more than just the differences between men and women or racial/ethnic differences, it also includes differences based on the different backgrounds of individuals and their experiences and perspectives (Kumar & Singh 2025; Pahwa 2023). Workforce diversity can support innovation and diversify opinions and ideas to create a greater competitive advantage when appropriately managed (Turi et al., 2022). On the other hand, if diversity is poorly managed, it can cause misperceptions throughout the workplace, lead to exclusion of people, and even contribute to conflict (Aguilar et al., 2022). The organizational culture of the company has an important role in assisting with these problems by creating a workplace for all employees to feel included and respected (Okatta et al.).

The Philippines has an extensive amount of ethnic diversity in dialects and ethnicities (Cabrera 2022). Despite some level of advancement, there are still difficulties in managing the implementation of inclusion and diversity initiatives in organizations (Talavera, 2023). Job seekers are placing more emphasis on organizational culture in addition to compensation, demonstrating that there are strong business advantages to providing employee-friendly workplaces (Gomez, 2022).

The aim of this research was to examine the relationship between Workforce Heterogeneity, Organizational Culture, and Employee Performance within the large hardware companies located in General Santos City. The results from this investigation will allow for improvements in the employees' well-being and the overall organization performance, which will ultimately lead to increased productivity and satisfaction and therefore promote long-term growth of the organization.

This study aimed to address the following questions:

1. What is the demographic profile of the respondents in terms of age, gender, marital status, highest educational attainment, and length of service at the current company?
2. What is the level of workforce heterogeneity among employees in terms of workforce diversity, employee inclusion and employee engagement?
3. What is the level of organization culture as perceived by the employees in terms of institutional leadership, employee management, and empowerment?
4. What is the level of employee performance in terms of vigor, dedication, and absorption?
5. Is there a significant relationship between workforce heterogeneity and employee performance?
6. Is there a significant relationship between organizational culture and employee performance?
7. Is there a significant difference in employee performance when grouped according to demographic profile of the respondents?

Hypotheses:

The following null hypothesis was tested using the 0.05 level of significance:

H₀₁: There is no significant relationship between workforce heterogeneity and employee performance.

H₀₂: There is no significance relationship between organizational culture and employee performance.

H₀₃: There is no significant difference in employee performance when grouped according to demographic profile of the respondents in terms of:

H_{03a}: age

H_{03b}: gender

H_{03c}: marital status

H_{03d}: highest educational attainment

H_{03e}: length of service

Hardware Stores

Hardware stores offer many products to improve one's own house or property. They provide a large selection of tools and supplies to use to improve a home, such as building material, plumbing supplies, electrical supplies, paint, and lawn/garden supplies (Wikipedia contributors (2024)). Leading DIY retailers in the world include Home Depot, Lowe's, Kingfisher, Obi and Leroy Merlin, with Home Depot being the largest, having more than 2,200 retail stores located throughout North America and serving individual and commercial customers (Krambs (2024)).

In the Philippines, the rapid growth of the population and various construction projects are creating an opportunity to grow local hardware stores. The two biggest retailers in this sector are Wilcon Depot Inc., and AllHome Corp., and are achieving a large amount of revenue from both residential and commercial customers in the Philippines (BusinessWorld Publishing Corp., 2021; Homegrown Home Improvement Retailers Leading the Charge in the Philippines, 2022).

These organizations provide both vital items and services, as well as contribute to the economy through the generation of jobs for thousands of Filipinos by helping to decrease unemployment and facilitating local economic growth (Allanigue, 2022).

Analyzing employee demographics is a key part of developing a diversity and inclusion strategy. By doing so, organizations are able to determine how employees experience initiatives promoting diversity and inclusion (Nadhor et al., 2025). Employees' demographics such as age, gender, education level, marital status, tenure, influence how they view, behave and perform at work (Acal, 2025; Aldhuhoori et al., 2022; Ghumiem et al., 2023).

Studies indicate younger workers (ages 18-29) have different values and motivations than older workers, needing specific management strategies to be successful (De Jesus et al., 2023; Husin et al., 2021; Rafaqat et al., 2022). Creating multi-generational teams made up of members from different generations with different levels of education has been shown to influence the performance of an organization (Ghimire et al., 2023; Tjimuku & Atiku, 2024). The distributions between men and women in terms of occupations differ across disciplines; in more physically rigorous or highly technical fields, males typically comprise a greater proportion of employees (Sadewo et al., 2021; Abiona et al., 2021; Nadhor et al., 2025), whereas in sales, having a mixed gender team members can provide improved customer satisfaction and increase overall sales results (Bamatraf, 2023; Martins et al., 2023). An appreciation of this diversity and demographic make-up enables organizations to establish policies and practices that will effectively use the diverse population of workforce to bolster employee engagement levels, enhance productivity, and improve overall performance (Kharat et al. 2024; Nor et al. 2025).

Workforce Heterogeneity

Workforce diversity is defined by the various characteristics of a workforce, including variations in age, gender, education level, experience experience, and viewpoints. These variations can create opportunities for more innovation, creativity, and overall organizational success when managed appropriately (Bogilović et al., 2020). Conversely, if not adequately supported, they have the potential to create conflict and communication barriers that negatively impact productivity (Njoroge et al., 2026.)

Workforce Diversity

Every organization, their employees are their most important asset and having a diverse group of employees allows organizations to be able to serve a broader spectrum of customers (Nagarajah et al., 2021; Hussain & Farooquie, 2021). Successful management of diversity is an important part of reaching an organization's goals, increasing productivity, and enhancing growth and success through effective strategies based on demographic, role, and interpersonal relations (Hussain & Farooquie, 2021; Rizal, 2023).

While workforce diversity alone may not directly affect performance, the level to which diversity is embraced through leader support and fair treatment leads to better organizational outcomes and increased reputation, and increased reputation with potential hires (Hasan et al., 2021; Hussain et al., 2021). Promoting diversity at individual, group, and organizational levels helps manage differing perspectives, encourages collaboration, and strengthens employee engagement (Hussain et al., 2021; Mirji et al., 2023). Organizations that successfully embrace diversity can retain high-quality employees, improve customer loyalty, and cultivate a shared culture that values all members (Hussain & Farooquie, 2021).

Employee Inclusion

Inclusion of all employees does not solely refer to the presence of diverse groups; it focuses on bringing various backgrounds and viewpoints together in the development of organization-wide policies by enhancing their sense

of belonging (Omale et al., 2025; Zulmi et al., 2021). In an inclusive work environment, every employee has the same opportunity to engage with the company, contribute to discussions about their ideas, and contribute to providing feedback about their workplace experience (Jejenywa et al 2024); Girgin 2025).

Successful organizations with inclusive values will typically have improved employee morale, job satisfaction, and commitment levels that lead to better performance (Paldon, 2024; Radu, 2023). Inclusive organizational cultures with committed leadership foster innovation and positively impact overall organizational performance (Leuhery et al. 2024; Hussain & Farooqui, 2021; Shrestha, 2019). Employees' unique backgrounds can provide valuable strategic business insights that further illustrate the importance of inclusivity to overall organizational effectiveness.

Employee Engagement

Employee engagement describes the positive psychological condition of having an employee who is highly engaged, motivated and committed to the work (Putri et al., 2021; Umar and Ahmadu, 2026). An engaged employee will apply their time, energy and talent toward accomplishing the organisation's goals and objectives, demonstrating a level of emotional commitment and authenticity beyond just salary or promotion (Riyanto et al., 2021; Hasan et al., 2021; Hendrik et al., 2021).

Engaged employees tend to be more productive and contribute more to their organization as a result of actively contributing ideas that support their own personal values and the overall mission of the organization. (Fadhilah, et al., 2022; Mirji et al., 2023; Shrestha, 2019). While workforce diversity does not inherently lead to higher levels of engagement, an inclusive culture, strong leadership, and effective communication can contribute to greater levels of employee engagement (Hussain & Farooquie, 2021; Alshaabani et al., 2022). Therefore, organizations with strong employee engagement will typically experience higher performance, greater competitiveness, and sustain their long-term success.

Organizational Culture

The collective values, beliefs, activities, behaviors, patterns, and mindsets of a company that affect an employee's performance and how they behave within an organization are referred to as the culture of an organization (Hasan et al. 2021; Iskanto, 2023; Wahjoedi, 2021). Culture establishes conventions for behavior by creating trust and aligning the efforts of individuals with the objectives of the organization to encourage cooperation, commitment, and consistency in the workplace (Arifin et al., 2019; Paais, 2018; Ariawaty, 2020). Evidence indicates that a culture that is supportive and strong impacts in a positive way employee performance, employee satisfaction, and employee engagement (Nadhor et al., 2025; Mirji et al., 2023; Ariawaty, 2020; Kuswati, 2020). Cultures that support collaboration, respect and motivation greatly contribute to the ability of employees to successfully achieve organizational objectives. On the other hand, when workers' day-to-day interactions do not align with an organization's articulated values, then the impact of the organizational culture on performance may be constrained (Hasan et al. 2021; Wahjoedi 2021).

Hence, the culture of an organization is extremely important in influencing employee behaviors and performance, emphasizing the need for management to develop a values-based, inclusive, and supportive work environment (Hamdani et al., 2025; Iskanto, 2023; Nadhor et al., 2023).

Institutional Leadership

The leader is a key figure in directing, motivating, and enabling the workforce to achieve the goals of the organization (López-Zafra et al., 2022; Hussain et al., 2021; Nagarajah et al., 2021). Effective Leadership creates employee attitudes; facilitates decision-making and supports diversity; builds a positive work environment influencing organizational performance (Hermina & Yosepha, 2019; Ariawaty, 2020).

Transformational leadership promotes accountability among employees, boosts employee motivation, and rewards them for high-level performance, which results in a greater sense of job satisfaction and stronger job-related ethical values (Hermina & Yosepha, 2019; Abdulkhalik & Mohammadali, 2019; Hasan et al., 2021).

While some research indicates there is a connection between employee productivity and effective leadership; however, the connection is sometimes weak or non-existent because of situational context (Tianingrum, 2021; Pratiwi & Nawangsari, 2021; Nagarajah et al., 2021).

In general, leadership in an organization is used as a tool to mobilize people, create collaboration, and provide direction towards achieving goals.

Employee Management

The success of an organization's human resources is affected by both external and internal factors, one of which is workforce diversity (Iskamto, 2023). Workforce diversity includes all demographic and work-related factors, such as age, gender, nationality or ethnic group, education, work tenure and functional background. These factors can be classified as relational diversity such as race, gender, age or task-related diversity such as education, experience, tenure (Hussain et al., 2021).

In order to be effective in managing employees, organizations need leaders who build relationships with their employees, show fairness, and create a work environment conducive to success (Hermina and Yosepha, 2015). Barriers to managing diversity need to be eliminated through focused strategies that address the needs of the organization, such as developing leaders, providing training, communicating clearly, holding individuals accountable, implementing a career plan for employees, and providing work-life balance (Hussain et al., 2020).

Employee Empowerment

Morale and engagement are enhanced when employees are empowered through having meaningful work, developmental experiences, and the ability to contribute to decision-making (Abdulkhaliq & Mohammadali, 2019). If employees know how their contributions add value and have the ability to use their abilities, then they become more motivated and satisfied at work.

Leadership that encourages participation, rather than using an autocratic process of making decisions, is more likely to create greater confidence, job satisfaction, and performance (Nagarajah et al., 2021; Mirji et al., 2023). According to studies, employees, including Generation X, show an increase in both their willingness to contribute to the business (through offering ideas or a suggested improvement) when they feel their contributions are valued, which confirms there is substantial evidence of a connection between empowerment and engagement (Juevesa & Castino, 2020).

Employee Performance

The success, productivity, and profitability of an enterprise are dependent upon the performance of employees. Their individual effectiveness (Rusmiati et al., 2021; Abdulkhaliq & Mohammadali, 2019; Mills et al., 2019) has a direct impact on the success of the business, the amount of work that can be completed, and the overall organization's plan, goals, and strategies (Nagarajah et al., 2021; Hermina & Yosepha, 2019; Omar et al., 2022). Employee Performance represents the degree to which the employees have achieved their assigned duties in accordance with the organization's expectations, standards, and objectives. (Nagarajah et al., 2021; Hermina & Yosepha, 2019; Omar et al., 2022).

The most valuable resources in an organisation are their employees; therefore, effective human resource (HR) management is vital to the development and maintenance of employee performance (Ariawaty, 2020; Hamdani et al., 2023; Hendrik et al., 2021; Paais, 2018). The effectiveness of an organisation's HR is directly related to the success or failure of its operations, as high employee performance contributes to efficient operations and low employee performance diminishes efficiency and negatively impacts business sustainability (Tianingrum, 2021; Paais, 2018).

Through regular evaluations of employee performance, organizations can identify where enhancements need to be made and train employees in accordance with company objectives (Litmos 2023; Perkbox 2020).

Employee Absorption

Employee absorption was defined by Hasan et al. (2021) and Fadhilah et al. (2022) as the degree of concentration an individual has when engaged in activities related to one's role. Absorption refers to the degree that a person focuses on a job, which creates a distance between them and their environment. Higher levels of absorption correspond with job performance; that is, those who have high levels of absorption tend to perform better than others, because they are working in a calm and serious manner, and therefore are more efficient and produce higher quality results (Jaya & Ariyanto, 2021).

According to Hendrik et al. (2021), Employee Absorption refers to employees being completely engrossed in their work and exhibiting high levels of concentration, enjoyment and losing a sense of time passing quickly. When employees are exhibiting Employee Absorption behaviors, they find it very difficult to disengage from their daily work tasks.

Employee Vigor

The term employee vigor describes people who have great energy, enthusiasm, mental stamina and persistence in doing their work, even when faced with demanding situations (Jaya & Ariyanto, 2021; Fadhilah et al., 2022; López-Zafra et al. 2022). Employees that demonstrate vigor also show a strong sense of commitment, strong work ethic & consistent effort; thus, positively impacting their own performance on the job. In contrast, engagement, teamwork, or dissatisfaction with work may result in diminished vigor and a corresponding decrease in overall performance within an organization (Arifin et al., 2019; Hermina & Yosepha, 2019; Paais, 2018).

Employee Dedication

According to Fadhilah et al. (2022) and Mills et al. (2021), employee dedication reflects an employee's pride and emotional engagement with their work, reflecting a significant connection to the organisation and its values. Employees who commit themselves to their work are likely to find it fulfilling, which leads to their commitment to helping the company achieve its goals and protecting the company's image, which leads to an increase in performance for both the employee and the organization (Jaya & Ariyanto 2021; Hasan 2020).

Dedication is influenced not only by length of service but by the level of support, recognition, and engagement received. Additionally, employees can show their dedication through positive attitude, motivation, and willingness to accept challenges in day-to-day work (Mills et al., 2021; Jaya & Ariyanto, 2021).

Theoretical Framework

Social Identity Theory

Social Identity Theory was formulated in 1979 by Henri Tajfel and John Turner. This theory provides great insight into the effects of diversity in the workplace on employee behavior and performance in organizations. The theory explains that individuals cannot help but categorize themselves into in-groups and out-groups. They derive their sense of belonging from the groups into which they are classified. They view themselves as members of several social groups such as racial-ethnic tribes, or by related demographic characteristics, including age, sex, religious affiliation, or ethnicity. Such social identities influence perceptions regarding themselves within the organizational framework and their relations with others.

Social Identity Theory is of vital importance in the research examining employee performance related to workforce diversity, corporate culture, and employee performance in large hardware firms. Social Identity Theory provides a framework by which to understand how the workplace's diverse demographic characteristics shape how employees perceive themselves and their interactions with one another in an organizational context. The creation of social identities is influenced by the existence of specific demographic characteristics, which ultimately shape employee attitudes that lead to employee behaviors, resulting in employees' level of performance.

Employees can have particularly strong ties to certain demographics based on commonalities like gender, ethnicity, or religion; this is referred to as Social Identity Theory. Social Identity Theory is how individuals relate to one another as members of different social groups. The concept includes how people develop an identification with others through social interactions, how individuals perceive themselves relative to others in terms of their social identity, and how this affects employee behavior and performance. Thus, Social Identity Theory also helps explain how factors related to diversity, such as inclusion initiatives, diversity training, and leadership behavior, affect the social identity of employees which in turn affects their behavior and performance as well.

According to social identity theory, employees' social identities have an impact on their performance as measured through the three dimensions of vigor, dedication, and absorption. Feeling included and valued by diverse groups increase the way that employees engage with their jobs, increasing their levels of energy and commitment, therefore increasing their performance. In contrast, feeling socially excluded from their workplace or not aligning with the organization's culture would decrease those outcomes for employees. Therefore, social identity theory highlights the role that diversity in the workforce and also the company culture has on employee performance.

Transformational Leadership Theory

The Transformational Leadership Theory created by Bernard M. Bass in 1985 has played an important role in developing an understanding of how leadership works inside an organization. Based on this theory, leaders will be successful at inspiring and motivating their followers through developing a common vision with them, providing empowerment to the employees, and developing the individuals involved.

Transformational leaders have the ability to develop a compelling vision of what the organization is striving to achieve so that employees understand their role in fulfilling that vision. To accomplish this, transformational leaders develop clarity of purpose and direction within employees and will guide employees to put the interests of the collective ahead of their own (Needle, 2021).

The Transformational Leadership Theory applies within existing research that shows how workforce heterogeneity, organization's culture, and their employee's performance can influence large hardware companies. Transformational leaders are one way for large hardware organizations to create an organizational culture by developing an inclusive space for diverse views (Ugochukwu; 2024). At the same time, transformational leaders establish a cohesive unit among employees from many backgrounds, by communicating a clear vision aligned with the core values and aspirations of a diverse workforce.

Transformational leaders can give workers authority through delegation of responsibility, offering assistance and resources to help them do their job, and by supporting them in taking responsibility for doing their job (Campos, 2020). They help develop employees by creating opportunities for individual development and growth and by releasing the employee's full potential no matter what their demographic characteristics may be. This leadership style creates an environment that maximizes employee engagement and job satisfaction while helping the organisation perform better and be more effective.

Large organizations that produce hardware are typically seen as having transformational leadership styles that promote inclusion and value the views of many different people within the company, which in turn can increase employee engagement, commitment, and absorption into their jobs. These leaders help to improve employee performance by supporting employee growth and development, allowing employees to own their jobs, and building employees' morale and enthusiasm for their work.

Social Learning Theory

Social Learning Theory (SLT) was developed by Albert Bandura in 1977 and has been widely adopted as a basis and a foundation for understanding how people learn through observing and imitating other people (Ritchie, 2022). According to SLT, people learn by watching other people's behaviour and copying it. According to Social Learning Theory, individuals working for an organization learn through interaction with others; they

will come to understand the cultural norms, values, etc. of their workplace through these social relationships and interactions (Bhamidi, 2023).

The process of acquiring information is not solely through traditional modes of learning or direct teaching; informal procedures of communication or social interaction will also lead a worker to gain knowledge within their place of employment. A worker can gain an internalised understanding of how to conduct themselves at work by observing both their peers & supervisors.

The importance of Social Learning Theory can be seen throughout large hardware companies in respect to studying workforce heterogeneity, organizational culture, and employee performance. According to Social Learning Theory, employees learn not only from formal means (i.e., training), but also through informal means (i.e., social interactions with co-workers). As a result, employees who have different backgrounds serve as role models for one another in regard to attitude, behaviour, and performance (Ritchie 2022).

In addition, the framework posits that the variety of roles in an organization is dependent on the workforce's variety of demographics, which impacts how people perform and behave in an organisation. Employees can see and learn from other employees and leaders with different demographics; as such, this exposes them to different points of view, behaviours, and perspectives of others, promoting compassion, understanding, and inclusivity in the workplace (Kondrat, 2023).

Employees discover how their co-workers work through their observations and imitation of one another, rather than solely through any specific training program or classroom setting. Those working in a multicultural environment allow employees to interact with colleagues and/or managers from multiple cultures; consequently, employees gain exposure to many different behaviours and ways of performing duties, which helps develop inclusiveness, engagement, and cooperation among all employees.

Social learning mechanisms improve employee performance through greater levels of energy, commitment, and immersion. Hence, having a heterogeneous workforce increases the number of role models who influence workers to display positive behaviors and contribute positively to the organization.

Conceptual Framework

The conceptual framework illustrates how heterogeneous workforces (diversity, inclusion, engagement) and organizational culture (leadership, management, empowerment) affect employee performance. Employee performance will be measured in terms of vigor, dedication, and absorption. The conceptual framework also looks at demographic elements (age, gender, marital status, education, and length of work experience) to analyze the effect of these elements on the performance of various groups of employees. Overall, the framework will demonstrate how the combined impact of employee diversity, organizational culture, and personal characteristics influence large hardware company performance.

RESULTS AND DISCUSSION

Table 1. Frequency of Age

Age Group	Counts	% of Total
18–28	176	38.4 %
29–38	153	33.4 %
39–48	91	19.9 %
49–60	37	8.1 %
Above 60	1	0.2 %
Total	458	100%

The largest portion of survey participants was between 18 and 28 years of age (38.4%), followed by ages 29 to 38 (33.4%), ages 39 to 48 (19.9%), ages 49 to 60 (8.1%), and over 60 years (0.2%). The workforce of hardware

companies in General Santos City consists mainly of young to mid-life adults, which generally means higher levels of physical stamina and fewer family responsibilities. The research conducted by De Jesus et al. (2023) and Husin et al. (2021) support this finding through the observation that young adults outperform older workers in the retail and related industries. Their presence in the workplace provides unique levels of motivation, attitude, and flexibility that impact how they operate within their organizations (Rafaqat, et al., 2022; Ghimire, et al., 2023).

Table 2. Frequency of Gender

Gender	Counts	% of Total
Female	68	14.8 %
Male	390	85.2 %
Total	458	100%

According to survey responses, most respondents (85.2%) are male and only 14.8% are female. These results support the fact that hardware companies tend to have many physical jobs which require a lot of strength. Jobs that require strength include designed work, materials loading (or unloading) and installing equipment in warehouses, or doing other physical tasks that typically are held by men (Abiona et al., 2019; Nadhor et al., 2023; Sadewo et al., 2020). While most women take care of tasks that involve admin, sales support, and office-related job duties. Consequently, hardware manufacturers can achieve greater gender diversity through creating or expanding opportunities for women to work in inventory, logistics support, purchasing and supervisory positions. This may provide companies with greater access to improved decision-making and the establishment of a more balanced organizational culture.

Table 3. Frequency of Marital Status

Marital Status	Counts	% of Total
Annulled/Separated	10	2.2 %
Married	329	71.8 %
Single	92	20.1 %
Total	458	100%

Out of the total respondents, 71.8% are married, 20.1% are single, and 2.2% indicate that they are separated or annulled, which likely means that most employees working for hardware businesses in General Santos City have family obligations and hence, their relationship to employment is tied to financial obligations. A common pattern in the employment of married males is that it corresponds with cultural expectations and adds to stability and commitment to the organization by providing job security to married employees as a means of supporting their family (Abiona et al., 2021; Kappo-Abidemi et al., 2024; Nadhor et al., 2025).

The results of the study suggest that hardware companies can encourage and retain their workforce by putting in place family-friendly policies, creating leave programs and developing employment security programs. These policies should also contain similar support to all other employees regardless of whether they are single, separated or annulled from the company.

Table 4. Frequency of Education

Education	Counts	% of Total
College Graduate	10	2.2 %
College Level	76	16.6 %
Elementary Graduate	74	16.2 %
High School Graduate	298	65.1 %
Total	458	100%

Most of the survey participants possess a high school diploma (65.1%) and followed by some who have reached college level (16.6%), finished elementary education (16.2%), and lastly, college graduate (2.2%). This shows that many of the hardware stores within General Santos City employ primarily workers who have obtained their

standard education, due to the job site being very labor-intensive requiring stamina and handling of tools or equipment. Therefore, the majority of hardware-related employees in General Santos City work on physically labor-intensive jobs that require stamina as well as manual labor.

The findings are consistent with Caredo et al., (2022), indicating that the skills and experience required to perform these types of jobs are more important than having obtained formal education. In addition, the limited number of college graduates employed by hardware stores in General Santos City are most likely to hold roles such as cashiers, sales support, or administrative staff.

Table 5. Length of Service

Length of Service	Counts	% of Total
10 years and above	72	15.7 %
1–3 years	128	27.9 %
4–6 years	100	21.8 %
7–9 years	81	17.7 %
Less than 1 year	77	16.8 %
Total	458	100%

Most participants have been working in the company for the following periods: 1 - 3 years (27.9%), 4 - 6 years (21.8%), 7 - 9 years (17.7%), Less than 1 year (16.8%) and 10+ years (15.7%). Therefore, the employee group has both relative novice and experienced people, most are familiar with how to perform their jobs according to the particular established company processes and systems. The existence of long-term employees indicates a high level of retention and job security within the workforce and that experienced employees can assist in directing and mentoring new employees (Aldhuhoori et al., 2022; Ghumiem et al., 2023).

The demographic structure of rank-and-file workers employed by hardware companies in General Santos City is dominantly young to middle-aged males with family responsibilities and completed high school. The workforce contains both long-term and newly hired employees that have developed proficiency in their respective positions; thus, supporting operational continuity, and enabling new employees to easily transition into assigned duties.

Level Of Workforce Heterogeneity

Table 6. Perceived Level of Workforce Diversity

Statements	Mean	Descriptive Level
1. My organization actively recruits and hires individuals from diverse backgrounds.	3.68	High
2. Different ethnicities, cultures, and nationalities are well- represented in our workforce.	3.62	High
3. My organization values diversity in terms of gender and provides equal opportunities for men and women.	3.73	High
4. I have policies and practices in place to promote diversity and inclusion within my organization	3.70	High
5. My organization encourages employees to bring their unique perspectives and experiences to the workplace.	3.62	High
6. Employees from diverse backgrounds feel included and respected within my organization.	3.67	High
Weighted Mean	3.67	High

The data shows that large hardware businesses in General Santos City have been developing a workforce diversity as shown by a mean rating of 3.67. The respondents indicated that the organization promotes equal opportunities for both genders (M=3.73), promotes diversity through policies(M=3.70), respects different cultures (M=3.62)

and encourages employees to express their opinions ($M=3.62$). However, while all of the diversity dimensions rated highly, the lowest scoring areas of improvement focused on cultural representation and employee input.

Hussain and Farooque (2021) and Rijal (2023) have reported similar conclusions regarding how important diversity is to achieve an organization's objectives, as it aids in increasing productivity and supporting long-term success; conversely, Hasan et al. (2021) observed that while diversity does help to achieve certain goals, it may not necessarily affect performance directly. Overall, the high ratings indicate that workforce diversity is positively perceived in hardware companies, but continuous improvement is needed to ensure consistent application in hiring and decision-making practices. Hence

Table 7. Perceived Level of Employee Inclusion

Statements	Mean	Descriptive Level
1. I feel valued and respected for my contributions to this organization.	3.73	High
2. My organization promotes an inclusive culture where diverse perspectives are encouraged and embraced.	3.71	High
3. I believe everyone in the organization has equal opportunities for growth and advancement.	3.69	High
4. My organization fosters an environment where individuals can bring their authentic selves to work.	3.75	High
5. I feel comfortable expressing my ideas and opinions without fear of judgment or reprisal.	3.72	High
6. My organization actively seeks and considers diverse perspectives when making decisions.	3.67	High
Weighted Mean	3.71	High

The perceived levels in terms of employee inclusion are rated high with an average score of 3.71, meaning that employees feel accepted, respected, and included at their job. The highest ranked item was that employees can bring their authentic selves to work ($M=3.75$), which indicates that employees from diverse social backgrounds feel comfortable being themselves at work. This is also supported by the high scores for employees feeling valued and respected for their contributions ($M=3.73$), as well as employees feeling free to provide their opinions/feedback without fear ($M=3.72$).

Lowest-rated items were providing equal chances for growth opportunities ($M=3.69$) and taking diverse perspectives into account when making decisions ($M=3.67$). The results suggest that hardware companies based in General Santos City can enhance inclusion by increasing the availability of opportunities for participation, development and influence on the decision-making of the organisation. Inclusion is not just about having people; it is about making sure that employees' point of view is incorporated in how their workplace operates (Omale et al. 2025; Zulmi et al. 2021; Jejenywa et al. 2024; Girgin 2025).

Table 8. Perceived Level of Employee Engagement

Statements	Mean	Descriptive Level
1. I am proud to be a part of this organization.	3.68	High
2. I have a clear understanding of how my work contributes to the overall goals of the organization.	3.70	High
3. I feel valued and appreciated for my contributions at work.	3.65	High
4. I have opportunities to learn and grow professionally within this organization.	3.68	High
5. I often go above what is expected of me to help my team be successful.	3.79	High
6. I am willing to put in extra effort without being asked.	3.68	High
Weighted Mean	3.70	High

The average score for employee engagement was high ($M=3.70$) which illustrates that the employees are dedicated and involved in contributing to the greater success of the organisation. The top item which rated highest was the employees working outside of their primary responsibility to support the team ($M=3.79$), followed having an understanding of how their work relates to the larger organisational goals ($M=3.70$), and feeling that they are part of the organisation ($M=3.68$).

The item that had the lowest rating was feeling valued and appreciated ($M=3.65$), indicating that there is room for the organization's management team to improve on recognition and rewards to keep employees engaged. These findings are consistent with findings from Fadhilah et al. (2022); Hendrik et al. (2021); and Hasan et al. (2021) which state that engagement can be influenced by motivation and emotional commitment. However, according to Alshaabani et al., (2022), engagement is also affected by organizational culture and inclusive practices, not only by motivation or commitment. be improved to sustain workforce engagement and commitment to organization.

Table 9. Overall Result for the Level of Workforce Heterogeneity

Indicators	Mean	Descriptive Level
Workforce Diversity	3.67	High
Employee Inclusion	3.71	High
Employee Engagement	3.70	High
Overall Mean	3.69	High

The average workforce diversity in the large hardware companies located in General Santos City has received high mean scores ($M=3.69$), indicating that they practice workforce diversity, employee inclusion, and engagement. Among the indicators used to measure workforce diversity, inclusion received the highest score ($M=3.71$), followed by engagement ($M=3.70$) and finally, diversity ($M=3.67$). Although all three were rated positively, diversity can be improved by implementing fair hiring processes, as well as inviting employees to participate in conversations and meetings regarding their opinions on how to improve the workplace.

The findings are consistent with Hussain and Farooque (2020) and Rizal (2022), emphasizing that a diverse workforce positively impacts productivity, decision-making, and growth of an organisation. The results are also consistent with Omale et al. (2024), Zulmi et al. (2020) and Jejenywa et al. (2023), which indicate that a diverse workforce extends beyond representation to include inclusion; rather, it also includes inclusion, engagement, and full participation of a workforce. By including and engaging employees, they develop a sense of belonging and social identity, thereby creating an environment where they work together and are committed to achieving the organisation's goals. Therefore, the companies with diverse workforces provide a work environment that is inclusive, engaged and participative.

Level of Organization Culture

This section presents the result on the level of organization culture in terms of institutional leadership, employee management, and empowerment.

Table 10. Perceived Level of Institutional Leadership

Statements	Mean	Descriptive Level
1. The leadership facilitates, mentors and nurtures staff.	3.67	High
2. The leadership exhibits entrepreneurship, innovation and risk-taking.	3.68	High
3. The leadership is assertive, results-focused, and maintains high standards.	3.66	High
4. The leadership coordinates, organizes, and focuses on efficiency.	3.70	High
Weighted Mean	3.68	High

The perceived level of institutional leadership received a high mean score ($M=3.68$), indicating generally good leadership practices in large hardware companies. The highest-rated item was leaders' ability to coordinate and organize tasks for efficiency ($M=3.70$), followed by openness to new ideas ($M=3.68$) and providing mentoring and coaching ($M=3.67$). The lowest-rated item was being performance-oriented ($M=3.66$), suggesting a need for greater consistency in maintaining high standards.

These findings align with Hermina and Yosepha (2019) and Tianingrum (2021), who emphasize that effective leadership guides, motivates, and enhances employee performance. While Nagarajah et al. (2021) found a non-significant relationship between leadership and performance, the current results highlight that strengthening performance monitoring and consistency can further improve organizational outcomes. Overall, leadership is strong, but improvements in maintaining standards and results focus are recommended.

Table 11. Perceived Level of Employee Management

Statements	Mean	Descriptive Level
1. The administration style is based on teamwork, compromise and involvement.	3.64	High
2. The administration style encourages personal growth, innovation, independence, and individuality.	3.67	High
3. The administration style promotes effectiveness, sets high standards, and strives for success.	3.64	High
4. The administration style provides job security, predictability, and stable relationships.	3.70	High
Weighted Mean	3.66	High

Employee management was perceived positively, with most respondents rating it high ($M=3.66$). Job security and stable working relationships received the highest mean score of ($M=3.70$) and this helps motivate employees, especially those with families. Encouraging employee personal growth, innovativeness and empowerment was the second-highest mean-rated management practice ($M=3.67$) and indicates that employees appreciate being able to contribute ideas. The items related to teamwork, collaboration, and perpetual high performance were rated the lowest ($M=3.64$). The findings indicate an opportunity for improvement through greater cooperation and improved performance monitoring. These results are consistent with Hermina & Yosepha (2019) and emphasize fairness and relationships as important factors in the management process; but partially contradict the findings of Hussain et al. (2021), which state that there are areas for improvement pertaining to collaborative management and accountability in managing the workforce.

Table 12. Perceived Level of Employee Empowerment

Statements	Mean	Descriptive Level
1. Most employees are highly involved in their work.	3.78	High
2. Decisions are made at the level where the best information is available.	3.79	High
3. Information is widely shared so that everyone can access what they need when they need it.	3.72	High
4. Everyone believes they can have a positive impact.	3.75	High
Weighted Mean	3.76	High

The level of employee empowerment as perceived by respondents, was high ($M=3.76$), indicating that the employees are actively involved with the work they do. The highest rated item was consulting employees concerning the decision making, and where their expertise is most applicable ($M=3.79$), indicating that those who perform the actual task or provide the services are included frequently in the decision making process. The second highest rated item was employee involvement in their day-to-day job duties ($M=3.78$) and this means that employees are considered and supported when contributing to the future of the company through their ideas.

The item with the least score was on the availability of information for each employee ($M=3.72$), indicating a need for better sharing of information. Overall, the high scores show that large hardware companies offer employees the ability to be involved and to make decisions, which impacts workplace performance in a positive way.

Table 13. Overall Result for the Level of Organization Culture

Indicators	Mean	Descriptive Level
Institutional Leadership	3.68	High
Employee Management	3.66	High
Empowerment	3.76	High
Overall Mean	3.70	High

In General Santos City, large hardware companies had an overall high level ($M=3.70$) of organizational culture. The strong levels of employee empowerment ($M=3.76$), institutional leadership ($M=3.68$), and employee management ($M=3.66$) support the claim that empowered employees play a significant role in workplace motivation and performance.

According to Abdulkhaliq and Mohammadali (2019), granting power and participation to employees increases their job satisfaction and performance. However, Hasan et al. (2021) and Wahjoedi (2021) find that the effect of organizational culture on performance alone may not be very substantial. The results are also consistent with social learning theory, which suggests that by observing and learning from a leader or peers, employees will exhibit improved behavior and performance. This points to the need for leaders to be able to translate culture into an outcome that can be measured.

Level of Employee Performance

This section presents the result on the level of employee performance in terms of vigor, dedication, and absorption.

Table 14. Perceived Level of Vigor

Statements	Mean	Descriptive Level
1. I burst with energy at my work.	3.78	High
2. I feel strong and energetic at my work.	3.77	High
3. I feel like going to work when I wake up.	3.69	High
4. I can work for extended periods.	3.77	High
5. I am mentally robust at work.	3.67	High
6. I persevere at work even when things are challenging.	3.54	High
Weighted Mean	3.70	High

Employee vigor is rated highly ($M=3.70$), with employees exhibiting high energy, strength, and willingness to work long hours ($M=3.78-3.77$). Staff have sufficient motivation to complete daily tasks ($M=3.69$). Having sufficient physical stamina and energy for lifting, helping customers, and working long hours is critical for hardware companies. Employee mental resilience ($M=3.67$) and perseverance under challenging circumstances ($M=3.54$) received the lowest ratings in the survey, indicating the need for more support when workloads are high or getting through difficult tasks. Providing supervision, equitably distributing work, and allowing employees to rest will help to develop resilience.

These results provide support for earlier research by Jaya and Ariyanto (2021) and Fadhillah et al. (2022) that finds vigor reflects energy, enthusiasm, and willingness to exert effort. While employees possess the required

levels of energy to successfully perform their jobs, sustaining this energy long term requires organizational support for employee motivation, as well as providing assistance in overcoming challenges.

Table 15. Perceived Level of Dedication

Statements	Mean	Descriptive Level
1. My work has a lot of meaning and purpose.	3.74	High
2. I am passionate about what I do.	3.69	High
3. I am proud of my work.	3.76	High
4. I am inspired by my job.	3.76	High
5. My job gives me the challenge I need.	3.77	High
6. I am proud to tell others that I work for my current organization.	3.62	High
Weighted Mean	3.73	High

Employee dedication rated high ($M=3.73$) which shows the employees are very dedicated to their work. The highest rated item was being challenged by their job ($M=3.77$), while the lowest rated item was pride in telling people they work for the company ($M=3.62$), indicating that more could be done to increase their attachment to the company. The findings of this study are consistent with previous studies completed by Fadhilah et al., (2022) and Mills et al., (2021), in that dedication can be reflected through emotional attachment, enthusiasm, pride and finding value in the work being completed. In summary, the results of this research indicate that employees of the organization are very dedicated, and that their level of dedication supports organizational performance. In addition, improving employees' pride and attachment to the organization would help develop or increase their level of dedication.

Table 16. Perceived Level of Absorption

Statements	Mean	Descriptive Level
1. I become completely absorbed in my work.	3.79	High
2. Working intensely gives me contentment.	3.79	High
3. I get engrossed in my work.	3.60	High
4. I forget everything else around me when I am doing my work.	3.74	High
5. When I am engaged with work, I get carried away.	3.69	High
6. I am fully absorbed in my work and find it hard to detach.	3.73	High
Weighted Mean	3.72	High

The mean ratings for employee absorption were high ($M = 3.72$), meaning that employees were spending a lot of time in their jobs and concentrating on what they were doing. The highest rated items in this category were being fully absorbed in the work task ($M = 3.79$), however, the lowest rated item was "I really get into my work" ($M=3.60$), though this was still rated high.

The findings from this study support the views of Hasan et al. (2021), Fadhilah et al. (2022), who believe that the degree of absorption that an employee experience represents his or her level of commitment and concentration towards completing a task and, therefore, results in an increase in the level of performance. Similarly, there is a consensus among Hendrik et al. (2021), Jaya and Ariyanto (2021) as to the fact that focused employees produce a higher quality of work, demonstrating a greater level of commitment to the organization. Based on these findings, hardware companies may enhance the level of employee absorption by providing Clear and concise task description, reasonably sized workloads, supportive supervision, and adequate rest periods.

Table 17. Overall Result for the Level of Employee Performance

Indicators	Mean	Descriptive Level
Vigor	3.70	High
Dedication	3.73	High

Absorption	3.72	High
Overall Mean	3.72	High

The overall employee performance was rated positively ($M=3.72$). With regard to its dimensions, Dedication received the highest score ($M=3.73$), showing employees feel that the work they do is meaningful, challenging and inspiring, which positively impacts how they perform their job and provide customer service. In addition, as Vigor received the lowest score ($M=3.70$), there may be room for improvement in strengthening employees' resilience to successfully perform during demanding times.

The findings are similar to Hasan et al., (2021), Fadhilah et al., (2022), and Jaya and Ariyanto (2021), indicating that dedication positively affect performance. Social Identity Theory and Social Learning Theory explain how having a sense of belonging, respect, inclusion, and observing fellow employees' behaviours leads to employees being engaged, committed, and productive. Ultimately, creating a culture to enhance employees' well-being is essential to continue achieving high levels of efficiency and performance in the fast-paced and demanding physical and mental environments of hardware companies.

Relationship Between Workforce Heterogeneity and Employee Performance

Table 18. Correlation Matrix between Workforce Heterogeneity and Employee Performance

Variables	Pearson's r	P-value	Remarks	Decision
Workforce Heterogeneity and Employee Performance	-0.022	0.637	Not Significant	Accept Ho

Workforce heterogeneity has a very low negative correlation to employee performance with a value of $r = -0.022$ indicating a very weak relationship. The p-value for this correlation was greater than 0.05 (0.637), which indicates that the observed correlation is not statistically significant. Therefore, the null hypothesis that there is no significant relationship between workforce heterogeneity and the employee performance is accepted. This finding is consistent with Hasan et al (2021), who found that diversity is not always directly related to organizational performance. This finding is inconsistent with the findings of Rizal (2023) as well as Husain and Farooque (2021), both of which found that diversity has a positive influence on productivity and organizational growth.

Social Identity Theory explains this finding on the basis that while employees may acknowledge the diversity of the workforce, diversity itself does not equate to higher performance unless there is a feeling of inclusion, value, and integration into organizational processes. The current findings indicate that there may be additional factors that influence employee performance other than workforce heterogeneity, which can be explored in the future.

Table 19. Correlation Matrix between Organizational Culture and Employee Performance

Variables	Pearson's r	P-value	Remarks	Decision
Organizational Culture and Employee Performance	-0.009	0.855	Not Significant	Accept Ho

As indicated in Table 19, the correlation between organizational culture and employee performance is weak and statistically insignificant ($r = -0.009$, $p = 0.855$), so the null hypothesis is accepted. While organizational culture and employee performance both received high ratings, the high rating for organizational culture by itself is not sufficient to show that an organization's culture directly affects employee performance.

This result contradicts the findings of Nadhor et al. (2025), Tianingrum (2021), Kuswati (2020), Hamdani et al., (2023); and Iskanto (2023), which found that supportive organizational cultures positively contribute to increasing employee engagement and, therefore, increased employee performance. Based on Transformational Leadership Theory and Social Learning Theory, an organization's culture creates an environment where the employee can develop through learning, observing role models, and developing skills and attitudes; thereby indirectly influencing performance over time.

Table 23. Test of Difference by Demographic Profile

Profile	Group	Mean	Statistic Value	P	Interpretation
Age	39–48	3.74	F = 4.10	0.007	Significant
	18–28	3.74			
	29–38	3.66			
	49 or above	3.79			
Significant	18-28 vs 29-38			0.027	
Pair Groups	29-38 vs 49 or above			0.035	
Gender	Female	3.74	t = 0.796	0.426	Not Significant
	Male	3.71			
Marital Status	Annulled/Separated	3.82	F = 0.922	0.430	Not Significant
	Married	3.71			
	Single	3.73			
	Widow/Widower	3.76			
Education	College Graduate	3.88	F = 1.51	0.212	Not Significant
	College Level	3.72			
	Elementary Graduate	3.71			
	High School Graduate	3.71			
Work	10 years and above	3.70	F = 0.186	0.945	Not Significant
Experience	1–3 years	3.72			
	4–6 years	3.73			
	7–9 years	3.71			
	Less than 1 year	3.73			

Table 23 shows differences in employee performance across demographic groups. One-Way ANOVA and t-tests revealed no significant differences for gender ($t = 0.796$, $p = 0.426$), marital status ($F = 0.922$, $p = 0.420$), education ($F = 1.51$, $p = 0.212$), and length of service ($F = 0.186$, $p = 0.945$), suggesting that performance is generally similar across these groups. This aligns with previous studies showing that skills, training, and engagement influence performance more than these demographic factors (Nadhori et al., 2025; Caredo et al., 2022; Aldhuhoori et al., 2022).

However, age showed a significant difference ($F = 4.10$, $p = 0.007$). Post hoc analysis revealed that employees aged 29–38 performed significantly lower than those aged 18–28 ($p = 0.027$) and 49+ ($p = 0.035$). This may be due to mid-adult employees balancing higher work and family responsibilities, while younger and older employees report higher energy and adaptability (Husin et al., 2021; De Jesus et al., 2023).

These findings suggest that age-sensitive strategies, such as workload management and work-life balance programs, may help improve performance for mid-adult employees, while maintaining fair and equal development opportunities for all. Social Identity Theory supports these results, highlighting how demographic group identification can influence motivation, engagement, and effort at work.

CONCLUSION

The study found that workforce heterogeneity, including diversity, inclusion, and engagement, along with organizational culture, contributes to creating a supportive and engaging work environment in large hardware companies in General Santos City. Employee performance is generally consistent across gender, marital status, education, and length of service, indicating uniformity in productivity and commitment among these groups. Age was the only factor showing significant differences, with employees aged 29–38 reporting lower performance than younger and older groups. To enhance overall productivity, management may implement targeted strategies such as training programs, workload management, and work-life balance support, particularly for mid-adult employees, while maintaining inclusive and empowering practices for all employees.

Recommendations

HR Managers: Implement employee recognition programs (monthly awards, performance incentives, public acknowledgment) and resilience/stress-management initiatives such as wellness sessions, mentoring, and workload monitoring. Provide targeted support for employees aged 29–38 through career coaching, mentoring, promotion planning, workload management, and performance feedback to enhance motivation and productivity.

Employees: Actively participate in meetings, training, and mentoring programs, manage time effectively, and maintain professionalism under pressure. Employees aged 29–38 should engage in career development and work-life balance programs to improve performance and satisfaction.

Management: Enhance decision-making participation through consultation meetings, suggestion systems, and effective information sharing. Promote team recognition, fair workload distribution, clear performance expectations, and constructive feedback. Ensure employees aged 29–38 have access to mentoring, career planning, workload management, and work-life balance support.

Future Researchers: Explore factors affecting performance of employees aged 29–38 using qualitative or mixed methods, considering workload, career pressures, and family obligations. Investigate other variables influencing performance such as salary, leadership style, training, safety, and well-being. Surveys could be adapted to local languages and replicated across industries, regions, and organization sizes to validate findings.

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