

Innovations

Investigating the Effects of Diversity Management on Women Empowerment in Adamawa State, Nigeria

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Abstract : *The research examined the impact of diversity management on the empowerment of women in Adamawa state. A survey research design method was utilized for the study, and data was gathered through questionnaires from 480 women who were empowered by NGOs in 21 local government areas of Adamawa state, Nigeria. Descriptive statistics were employed to analyze the frequency, percentage, mean differences, and standard deviation. The hypotheses of the study were tested using Structural Equation Modelling Partial Least Square (SEM-PLS) with Smart PLS (3.8). The results indicated a significant influence of cultural, gender, and educational variables of diversity management on women's empowerment. However, the connection between religious and ethnic variables of diversity management did not have a significant effect on women's empowerment. The model displayed the relationships between diversity management variables (cultural, religious, ethnic, gender, and educational) and women's empowerment. The religious, ethnic, gender, and education variables of diversity management demonstrated positive path coefficients as factors influencing women's empowerment, while cultural diversity management showed negative path coefficients as factors impacting women's empowerment. It is suggested that Adamawa state should utilize diversity inclusion management to enhance women's empowerment.*

Keywords: *Diversity Management, Diversity Management, Cultural, Religious, Ethnic, Gender, Educational, Women Empowerment, Women Empowerment*

Introduction

In Adamawa state, a small number of women have been empowered through skills training, business and financial training, and training in a trade or profession as a result of diversity management (Hamisu, et al., 2021). Despite this progress, it is necessary to further empower women economically and educationally so they can advocate for girls' education, improve the lives of impoverished women and their families through revolving fund support, and

enhance their household's economic stability. Diversity is considered a crucial element in organizations and community activities according to Adudu et al. (2021) and Ohunakin et al. (2019).

In spite of the efforts made by the government and Non-Government Organizations (NGO) to empower women in Nigeria, including Adamawa state, there remains a significant disparity in economic opportunities between women and men, leading to financial insecurity. According to a study conducted by UNHCR (2018) in a local government in Adamawa State, many women have reportedly lost their husbands to non-state armed groups, resulting in extreme hardship that has driven some women to engage in criminal activities due to their inability to provide for themselves and their families (Omoyele & Olabisi, 2020). This has led to various challenges for women, including gender disparities, unequal access to education, religious issues, ethical dilemmas, the influence of a patriarchal society, age limitations, and limited economic opportunities that hinder women's empowerment (Adudu et al., 2021). These difficulties have created unseen obstacles to women's empowerment, such as a lack of life skills training, business or financial education, vocational training, access to microcredit, larger loans or grants, government and construction jobs compared to men (Baig et al., 2020). Data analysis shows that women in developing countries, especially in Nigeria's Adamawa state, face greater disadvantages in terms of education and income opportunities. Therefore, it is essential to understand the impact of diversity management in order to develop effective strategies for empowering women in Adamawa state.

Several previous studies on diversity management and women's empowerment, including research by Alshaabani et al. (2022), Baig et al. (2020), Catalyst (2018), Ekowa (2022), Feeney and Camarena (2021), Hamisu et al. (2021), McKinsey and Company (2019), Omoyele and Olabisi (2020), and Roy (2022), have examined different aspects of diversity management. This current study, however, focuses on integrating cultural, religious, ethnic, gender, and educational diversities to explore their impact on women's empowerment within a single framework.

Research conducted by Ihekuna and Fakoya (2020) focused on cultural diversity and its challenges in Nigeria, discussing the topic on a conceptual level without any empirical support. Another study by Obayelu and Chime (2020) delved into the impact of diversity on organizational performance by exploring how diverse perspectives can affect expectations and outcomes, utilizing qualitative research methods. Maichiki and Yahaya (2021) took a conceptual approach to analyzing ethnic diversity in Nigeria, highlighting the failure of the state in properly addressing cultural pluralism.

Similarly, research conducted by Baig, et al. (2020), Hussain and Farooque (2021), Morris (2023), Turkcan (2021), Roy (2022), focused on diversity management and women empowerment in developed countries, with limited

attention given to developing countries like Nigeria. As a result, this current study will be carried out specifically in the developing country of Nigeria. Previous studies in Nigeria, such as Okoroafor, et al. (2022), examined the management of gender disparity in staff training and development and its implications on conflict management and productivity of women civil servants in Imo state. Hamisu, et al. (2021) investigated the link between diversity management and employee performance in selected MDAs in Bauchi State. However, this study will concentrate on the impact of diversity management on women empowerment, unlike the previous studies which focused on other aspects. Previous research has not thoroughly examined the five collective dimensions of diversity management and its effect on women empowerment in Nigeria, as far as my knowledge goes. Recognizing these gaps, this study will explore the influence of various dimensions of diversity management, such as cultural, religious, ethnic, gender, and educational dimensions, on women empowerment in Adamawa State, Nigeria.

Literature Review and Hypotheses Development

Diversity Management

Diversity management practices have undergone changes over time. Prior to the 1970s, the main approaches to diversity management were liberal and radical. Diversity management can be described as the process of strategically planning, directing, and organizing all elements of management to create an organizational environment where diverse employees, regardless of their similarities and differences, can actively contribute to a company's competitive advantage. Diversity includes the various differences and similarities among individuals. Kreitner's definition highlights three important points regarding diversity management: it applies to all employees and encompasses the complete range of individual differences that make people unique, not just a limited set of differences.

Hence, diversity should not be limited to just racial or religious distinctions, but rather it encompasses all forms of differences. The concept of diversity acknowledges variations among individuals as well as their commonalities. Effectively managing diversity involves addressing and handling both of these aspects simultaneously. Managers are tasked with integrating the diverse mix of similarities and differences among employees within the company. Therefore, diversity can be seen as consisting of four layers (Iyamabor, et al. 2023). Broadly speaking, diversity may include factors such as age, religion, lifestyle, ethnic background, nationality, education, language, values, sexual orientation, beliefs, physical appearance, disability, and economic standing (Eze, et al., 2020). According to Adudu et al. (2021) and Bizri (2018), diversity management can be understood as managerial strategies that promote equality, respect, appreciation, and engagement among members with majority-minority

affiliations, ultimately contributing to the fulfillment of the organization's strategic and tactical goals.

Cultural Diversity Management

Cultural diversity refers to a society with separate people of distinct ethnic roots that have their own mode of dressing, arts, languages as well as other traditional or customary practices which are either similar or different in most cases from one another (Okwurume & Onuoha, 2020; Syed & Tariq, 2018). The people of each ethnic group highly valued and admired their traditional practices and would not compromise their traditions for any reason what so ever, and as such, pay more allegiance to their ethnic authority (Omotosho, et al, 2020). Cultural diversity makes functioning of work teams (face-to-face and virtual) more challenging because team members need to learn the value of divergent perspectives while acting in similar ways to enhance group effectiveness (Adudu, et al., 2021).

Religious Diversity

With increased globalization and emigration, religious diversity is becoming an essential part of diversity management (Canaan, 2022). This is because, globalization and rising labour market mobility, an increasing degree of religious diversity characterizes the workforce of many organizations and the composition of work groups. Religious diversity is the secondary dimensions of diversity management at workplace and in organizations while other researchers, stated it as one of the demographic aspects that experienced in many countries (Adudu, et al., 2021). These researchers also reviewed that religious diversity at workplace is also one of the inherent creativities and innovative potential that can result in organizational competitive advantages (Adudu, et al., 2021). Individuals nowadays are more likely to find themselves working with bosses, peers and other employees from a different religion

Ethnic Diversity Management

Ethnic diversity refers to the likelihoods that two employees in a culture are chosen randomly from different ethnic groups (Roy, 2022). The implications of ethnic diversity have been widely studied in a variety of fields, including education (Mukhtar et al., 2022), economics and political science (Adudu, et al., 2021), entrepreneurial outcomes (Khan, 2021; Khan, 2019), social sanctions, inequality and innovation (Canaan, 2022). Diversity in ethnicity has a substantial beneficial influence on the intake of different views and the accumulation of more sophisticated sources of knowledge and information (Chindy-Tyara, 2021).

Gender Diversity Management

Gender diversity means the fair and equitable representation of people of different genders (Hossain & Khan, 2021). It generally refers to a gender balance, although it may also refer to people of non-binary genders ((Feeney & Camarena,

2021). Many current studies highlight that the field is typically dominated by males (Roy, 2022). Hossain and Khan (2021), on the other hand, employed agency theory to analyze the relationship between gender diversity and firm performance and found a positive correlation (Adudu, et al., 2021). According to Iyamabhor, (2023) women have better monitoring skills because they think rationally and independently. Gender diversity encourages management responsibility (Brahma, et al., 2020), such as increasing board meeting participation, accountability of the CEO, and strengthening board supervision ((Feeney & Camarena, 2021). The absence of robust external governance, diversity in gender diminishes the agency's costs for organizations in a smaller proportion to competitive marketplaces (Iyamabhor, 2023).

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Educational Diversity Management

Education either formal or informal according Ehigocho (2021) plays an important role in women's empowerment. Through education, skills and knowledge are acquired for the transformation of societies and maximisation of women freedom. The knowledge gained through education endows women with the intellectual skills necessary to contribute socially, politically and economically towards national development (Roy, 2022). Women are classified as the fundamental building block of the society because they contribute immensely to the development of both the formal that is trained wage labour, banking sector, cooperate jobs, service providers, etc., and informal sector such as subsistence farming, child bearing, home care, street hawking, etc., of the economy (Ehigocho, 2021).

Education diversity is basically the differences that exist among people in terms of educational attainment or certification in western education.

Women Empowerment

Empowerment is the process of giving people the authority, resources, and confidence to take initiative and make decisions that improve their lives and the lives of those around them (Chaudhry, et al., 2021). It can involve both individuals and groups, and can take place at the organizational, community, and individual levels (Elsenhans, 2021). At the organizational level, empowerment can involve creating a culture of trust and shared responsibility, developing an environment in which employees feel they can make decisions and take risks without fear of punishment or failure, and allowing them to take ownership of their work and act on it in a way that meets their goals. It also involves giving employees access to resources, training, and support that help them become more effective and successful (Afshan, et al., (2021; Alshareef, et al., 2022; Aurangzeb, et al., 2021). At the community level, empowerment involves creating a sense of ownership among citizens and encouraging them to take an active role in their own development (Tunio, et al., 2022; Chaudhry, et al., 2021). This can include providing access to resources and support, advocating for policy changes that give citizens a voice in decision-making, and creating spaces where community members can come together to learn, share, and work together (Gilal, et al., 2021; Tunio, et al., 2021). At the individual level, empowerment entails giving people the skills, knowledge, and resources they need to make decisions that are beneficial to their own lives and the lives of those around them (Memon, et al., 2021; Tunio, et al., 2021). This can include access to education and training, developing a sense of self-efficacy, and creating a supportive environment that promotes individual growth and development (Elsenhans, 2021)

The term empowerment is broadly defined as power (control over one's own life and over resources) and agency (capability to originate and direct actions for given purposes). It refers to the measures designed to increase the degree of autonomy and self-determination in people and in communities in order to enable them to represent their interests in a responsible and self-determined way, acting on their own authority. Empowerment is both a collective process and an outcome (Umar, 2022). In the literature of individual psychology and human development, it is a set of characteristics that is acquired as part of the transition to adulthood (Umar, 2022). In the management literature, empowerment is an approach to influence employee behaviour.

Conceptual Framework

The conceptual framework represents the basis of the research and it provides the interrelationships or linkages between the concepts, variables or constructs of the study. This framework results into the development of a conceptual model that tries to address the research problem and research questions of the study and provides the required answers. According to Gupta (2013), the conceptual framework attempts to explain either graphically or in narrative form the main things to be studied (key factors, constructs or variables and the presumed

relationship among them). Figure 1 depicts the effect of diversity management (cultural, ethnicity, religious, gender and educational) and women empowerment.

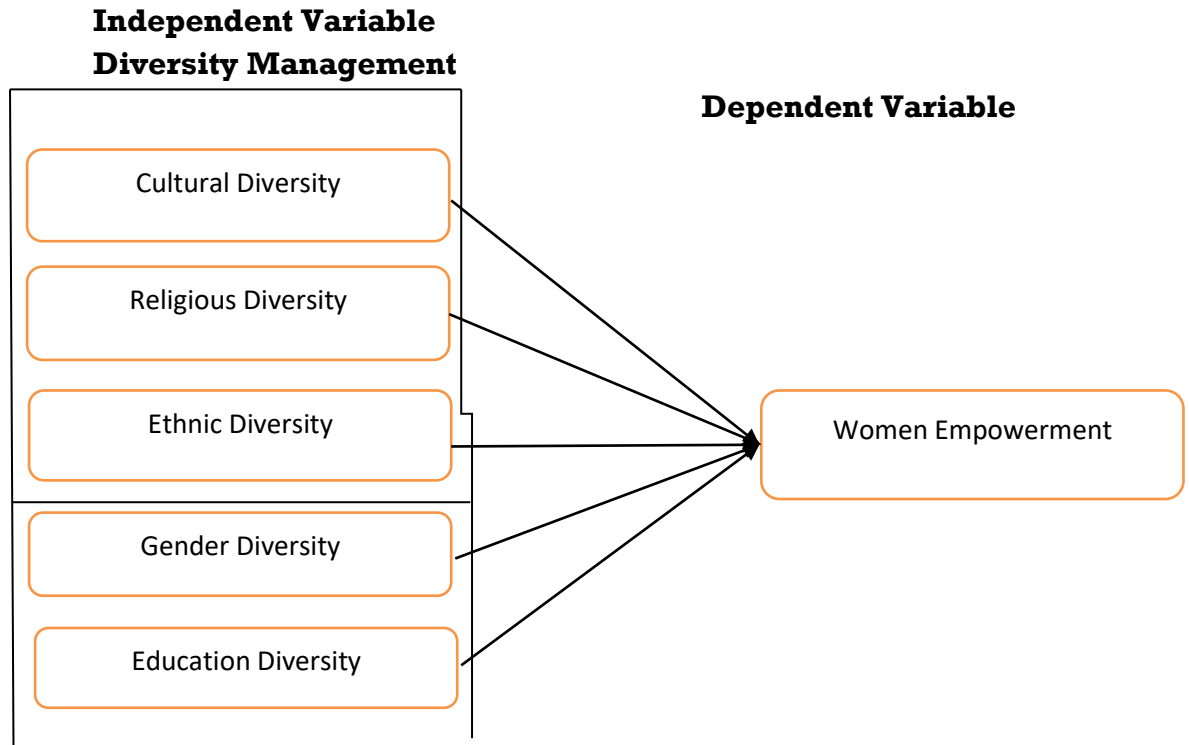


Fig. 2.1: Conceptual Framework of the study

Hypotheses development

The following hypotheses have been postulated to guide the study and they are in their null forms:

H0₁: there is significant effect of cultural diversity management on women empowerment in Adamawa State, Nigeria

H0₂: there is significant effect of religion diversity management on women empowerment in Adamawa State, Nigeria

H0₃: there is significant effect of ethnic diversity management on women empowerment in Adamawa State, Nigeria

H0₄: there is significant effect of gender diversity management on women empowerment in Adamawa State, Nigeria

H0₅: there is significant effect of educational diversity management on women empowerment in Adamawa State, Nigeria

Theoretical Framework

The underpinning theories of this study are feminist theory and Identity empowerment theory. A theoretical concept that significantly underpins this study is feminist theory. With all the short coming of feminist theory has been used by business, organisations and society as whole in managing diversity because the core concepts in feminist theory are sex, gender, race, discrimination, equality, difference, and choice. There are systems and structures in place that work against individuals based on these qualities and against equality and equity. According to the feminist theory belief that through the exploration of the existing conditions in the current social order, truths can be revealed. More important, however, this exploration can simultaneously build awareness of oppressive systems and create spaces for diverse voices to speak for themselves (Egbert & Sanden, 2019). On the other hand, identity employment theory explains why interaction among families, belief systems, social class, culture, and society/history as key social processes in defining themselves is a critical initial stage of their becoming more empowered (Hall, 1990). Identity empowerment theory was developed by Rowlands (1997). Identity empowerment theory suggests that heightening individuals' awareness of patterns. According to this theory, dynamic interaction between empowerment processes, values, norms and discourses are inscribed in community capacity and in turn, circumscribe capacity development. This theory states that a new effect of diversity management on women empowerment idea moves from creation to use. Therefore, identity empowerment theory is the appropriate theory that can explain the assumptions of the study and it is upon the theories conventions that this research is hinged on.

On the other hand, identity empowerment theory, is concerned with figuring out how, why and how quickly empowerment occurs in the women, as women open and broadens their perspectives on their lives. Their behaviour becomes increasingly responsible as they participate more deliberately in these critical spheres of social activity. As in all social conditions, identity is empowered. Therefore, the identity empowerment theory also explained the assumption that underlies the study and this study is built on those assumptions.

Methodology

The study adopted explanatory research design to obtain the opinions of empowered women on the extent to which diversity management affected women empowerment in Adamawa state.

From the estimated population of 115,500 empowered women by NGO in the Adamawa state, 483 empowered women by NGO were purposively selected across the 21 local government of Admawa state to represent the entire population of the study. The sample size was determined using Taro Yamane's (1967) formula for estimating sample size. The Taro Yamane's formula is given as:

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

Where n = Sample size
 N = Population
 e = 0.05
 1 = Constant

$$n = \frac{115500}{1+115500(0.0025)}$$

$$= \frac{115500}{1+288.75} = 115500/288.75 = 400$$

Using the population size of 115500 at 95% confidence level at 5% error of precision level, for the purpose of increased representation, minimum of 20% of the sample size as recommended by Israel (2013) was added bringing the total to 480 ($400 \times 20 / 100 = 80 + 400 = 480$). After arriving at the 480 the researcher decided to add 3 extra questionnaires for equal distribution among empowered women in 21 local government of Adamawa State. This takes care of other unavoidable errors such as incorrect filling, response bias and failure of some respondents to return questionnaire. The questionnaire was distributed to the women that were sampled from each local government area of Adamawa. For the purpose of the sampling techniques, multiple stage sample techniques (census, purposive and convenient) sampling techniques were used.

Five Likert-scale measurement questions ranging from Strongly Agree to Strongly Disagree was adopted (Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree=1). Structured questionnaire was used for research instrument, which enhanced the identification of statistically significant results from the data analysis procedure (Zikmund, et al., 2010). Descriptive and Structural Equation Modelling (SEM) methods of analysis was employed for this study.

Result and Discussion

Respondents Profile

A demographic profile of the respondents has been analysed to cover the age, marital status, educational level and present employment status.

Based on the result in Table 4.1, 18.8% of the respondents are of age between 26-30 years old, 54% are within the age of 31-35 years old, 22.3% are within the age of 36-40 years old, while those within the age of 41 years and above constituted only 4.9%. Therefore, it is clear that those respondents within age of 31-35 make up the highest with 54% which is more than half of the respondent's because women within this age range are married and capable to be empowered to earn better living standard. Table 4.1 present respondents marital status and the result

shows that 9.4% of the respondents are single, 86.1% of the respondents are married, while 4.5% of the respondents are devoices. It is clear that most of the respondents are married.

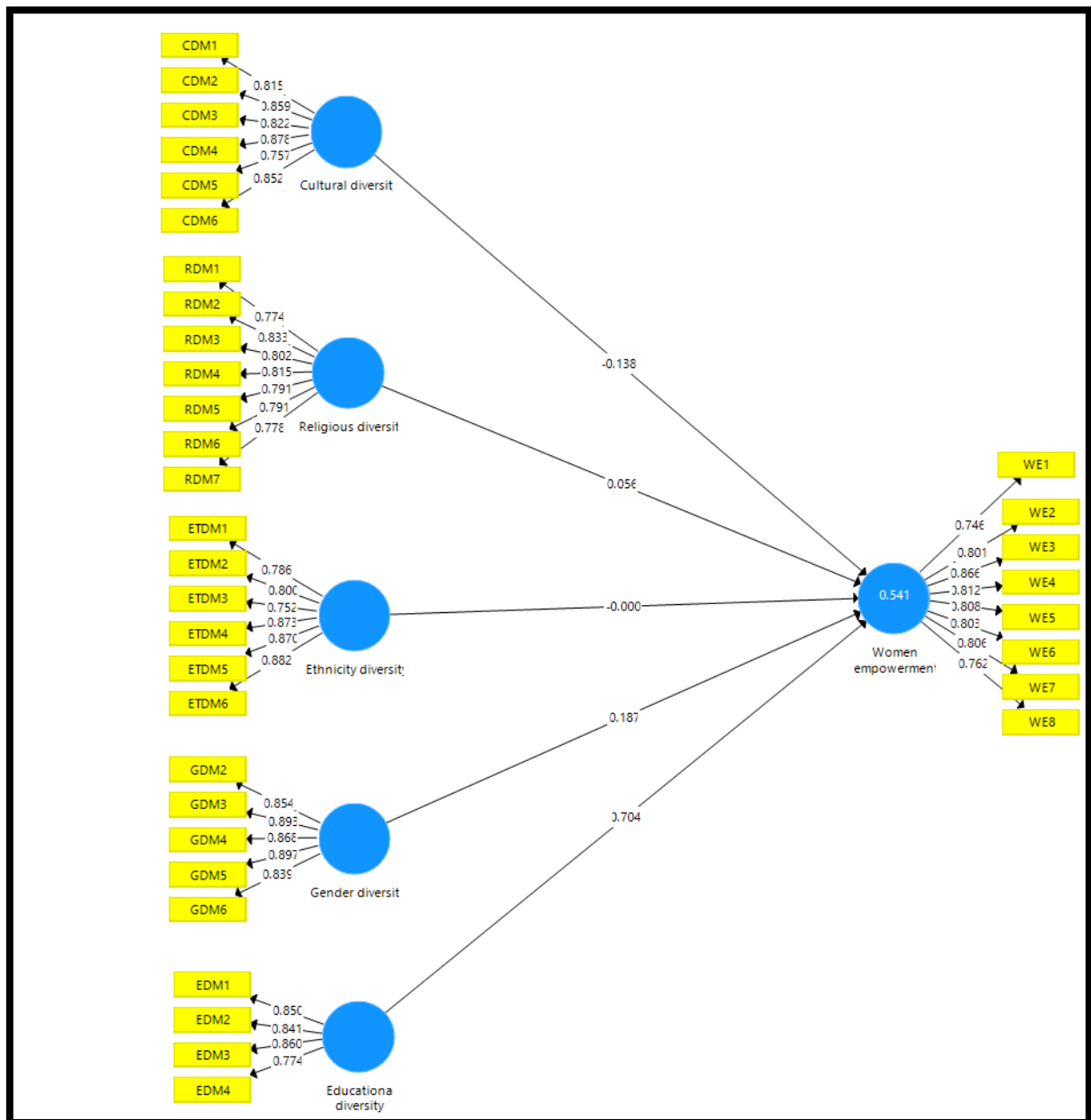
The result in respect of respondent's highest academic qualification in Table 1 shows that most of the respondents have bachelor's degree with 42.6%, followed by respondents with diploma/NCE with 36.6%. Those with secondary school constituted 18.6%, while respondents with post graduate degree constituted 2.1% which is the least. Finally, Table 4.1 present employment status of respondents and the result shows that most of the respondents that are employed constituted 35.8%, followed by respondents that are self-employed with 34.5 %and lastly respondents that are unemployed with 29.8%.

Table 1:Personal Data of Respondents

Variable	Description	Frequency	Percentage (%)
Age	26-30 years old	88	18.8
	31-35 years old	252	54.0
	36-40years old	102	22.3
	41 years and above	23	4.9
	Total	467	100
Marital Status	Single	44	9.4
	Married	402	86.1
	Devoice	21	4.5
	Total	467	100
Highest Academic Level	Secondary school	87	18.6
	Diploma/NCE	171	36.6
	Bachelor's degree	199	42.6
	Post Graduate Degree	10	2.1
	Total	467	100
Employment Status	Unemployed	139	29.8
	Employed	167	35.8
	Self- employed	161	34.5
	Total	467	100

Measurement Model Assessment

In measurement model, three assessments criteria need to be examined at the beginning. The three assessments are internal consistency reliability, convergent validity (indicator reliability/ outer loadings and AVE) and discriminant validity. The summary of the results of these three assessments regarding this research are shown in the Table 3 and Figure



Indicator Reliability

The purpose of evaluating indicator reliability (factor loadings) is to examine the degree to which the indicators are consistent with what these indicators attempt to measure (Urbach & Ahlemann 2010). The recommended loading for each indicator is above 0.746; however, if the loading of the indicator exceeds 0.7, 0.6, 0.5 or 0.4 is satisfactory if other indicators have high loadings value to complement the CR and AVE (Hair, et al., 2017). According to the analysis, the indicator GDM1, 7 and WE 9, 10 are removed as a result of low factor loadings value which below 0.6, and are not acceptable as the AVE values of their construct are not meet the requirements based on Byrne (2016). Therefore,

the summation of all loadings retained lead to high loading scores, contributing to the AVE score above 0.5 (Byrne, 2016). As presented in Figure 1 and Table 3.

Internal Consistency Reliability

On reflective measurement model, the internal consistency reliability can be achieved when the composite reliability (CR) value of each construct surpasses the satisfactory threshold value of 0.7 (Hair et al. 2017). Table 3 shows that each construct from 0.900 to 0.940 composite reliabilities which exceeds the recommended threshold value of 0.7. Therefore, the results indicate that the internal consistency reliability of the constructs represented by the indicators of this research is satisfactory.

Convergent Validity

As shown on Table 3 all of the AVE values of constructs are ranging from 0.637 to 0.758 after model modification, which achieve the minimum requirement value of 0.5. This indicates that the reflective measurement model of this research has a satisfactory and adequate convergent validity.

Table 2: Reliability, convergent validity ad VIF

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE	VIF
Cultural diversity	CDM1	0.815	0.913	0.931	0.691	3.559
	CDM2	0.859				3.881
	CDM3	0.822				2.595
	CDM4	0.878				2.963
	CDM5	0.757				1.741
	CDM6	0.852				2.203
Religious diversity	RDM1	0.774	0.906	0.925	0.637	2.088
	RDM2	0.833				2.194
	RDM3	0.802				2.252
	RDM4	0.815				1.548
	RDM5	0.791				2.388
	RDM6	0.791				3.458
Ethnic diversity	RDM7	0.778				2.538
	ETDM1	0.786	0.915	0.929	0.686	3.061
	ETDM2	0.800				3.264
	ETDM3	0.752				2.557
	ETDM4	0.873				2.773
	ETDM5	0.870				3.561
Gender diversity	ETDM6	0.882				3.237
	GDM2	0.854	0.920	0.940	0.758	3.457
	GDM3	0.893				2.268

Educational diversity	GDM4	0.868				2.167
	GDM5	0.897				3.003
	GDM6	0.839				2.537
	EDM1	0.850	0.851	0.900	0.692	2.456
	EDM2	0.841				2.329
	EDM3	0.860				2.444
	EDM4	0.774				1.934
Women empowerment	WE1	0.746	0.920	0.935	0.642	1.833
	WE2	0.801				2.350
	WE3	0.866				3.408
	WE4	0.812				2.675
	WE5	0.808				2.450
	WE6	0.803				2.599
	WE7	0.806				2.676
	WE8	0.762				2.119

Collinearity among Indicators

Table 2 demonstrates the range of VIF value is from 1.548 to 3.559, applying stricter threshold, the VIF values of constructs are lower than 5.0, as stated by Hair, et al., (2011). Thus, collinearity of constructs is not a concern for the evaluation of PLS path model.

Discriminant Validity

As mentioned in chapter three of this study, the discriminant validity of reflective measurement model is asses by Heterotrait-Monotrait ratio of correlations (HTMT).and Fornell Larcker's criterion as presented in Table 3 and.4

Table 3:Heterotrait-Monotrait Ratio (HTMT)

Variables	CDM	EDM	ETDM	GDM	RDM	WE
CDM						
EDM	0.126					
ETDM	0.664	0.044				
GDM	0.754	0.156	0.702			
RDM	0.851	0.099	0.712	0.799		
WE	0.120	0.806	0.099	0.249	0.156	

Source: Filed Survey, 2024

Table 4: Fornell-Larcker Criterion

Variables	CDM	EDM	ETDM	GDM	RDM	WE
CDM	0.832					
EDM	0.122	0.832				
ETDM	0.599	0.044	0.829			
GDM	0.690	0.142	0.651	0.871		
RDM	0.780	0.091	0.645	0.725	0.798	
WE	0.121	0.719	0.107	0.233	0.148	0.801

Model Fit and Coefficient of Determination (R Square)

Once the reliability and validity of the measurement model are confirmed, the structural model fitness must be assessed in the next step. For the model fitness, several measures are available in the SmartPLS, like SRMR, Chi-square, NFI, etc., but most of the researcher recommends the SRMR for the model fitness in the PLS-SEM. When applying PLS-SEM, a value <0.08 is generally considered a good fit (Hu & Bentler, 1998). However, the table of model fitness shows that the SRMR value is 0.051 as presented in Table 7, which is less than the threshold value of 0.08, which indicates that the model is fit.

The next step of structural model assessment is evaluating the predictive accuracy of the model by the coefficient of determination score which is also known as R square (R^2). R square is considered as the combined effect of the exogenous variables for the endogenous variable(s) within the model (Ramayah et al. 2016). It is viewed as the extent to which the exogenous constructs could explain the variance in related endogenous construct. The higher value of R square means more predictive accuracy of the model (Jin, et al., 2001). According to the rule of thumbs for R square acceptance from Cohen (1988), 0.26 (26%), 0.13 (13%) and 0.02 (2%) respectively represent three levels of predictive accuracy: substantial, moderate and weak. Table 7 presents the result of the combined effect of exogenous constructs that is diversity management on women empowerment indicates combined effect diversity management explains 54.1% of the variance women empowerment.

Table 5: Model Fit and R Square

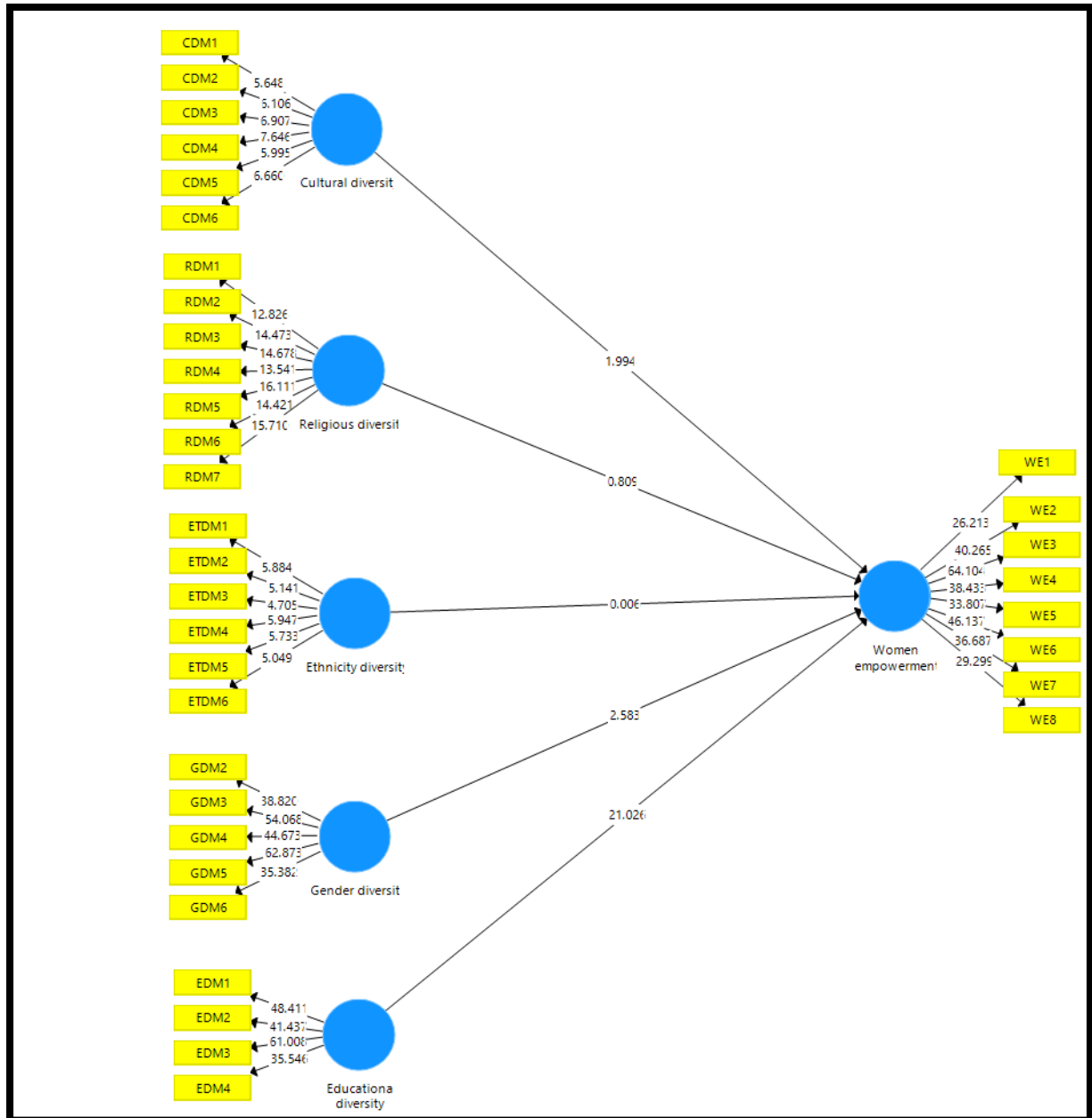
Variables	Saturated Model	Estimated Model
SRMR	0.051	0.051
d_ULS	1.749	1.749
d_G	0.931	0.931
Chi-Square	2,429.156	2,429.156
NFI	0.820	0.820
	R Square	R Square Adjusted
Women empowerment	0.541	0.536

Source: Filed Survey, 2024

4.8 Hypotheses Testing

In order to assess the validation of proposed hypotheses and the structural model of this research, the path coefficient between latent variables and confident intervals bias are examined. According to Hair et al. (2016), there are three rules for the indicator of significance of the structural model relationship for one-tailed test.

The levels of acceptance are: $p \text{ value} < 0.05$, $t \text{ value} > 1.965$ (Hair et al. 2016). Besides, the confidence intervals bias results are also provided to further validate the significance and relevance of the structural model when using bootstrapping test. If 0 does not exist within the 95% confidence intervals bias result, it indicates a significant result of the relationship. Therefore, the outcomes of the hypothesis's tests for this research on the ground of the rules mentioned as presented in Table 6 and Figure 2.



H₁:- Cultural diversity management has no significant effect on women empowerment in Adamawa state. Based on the findings presented in Table 8 the result shows that $\beta = -0.138$, $t = 1.994$, $p < 0.05$, therefore, H₁ is not supported because the calculated value is less than 0.005 significance level. The negative sign indicate that a unit increase in cultural diversity management will leads to decrease in women empowerment in Adamawa state with -0.138. H₂:-Religious diversity has no significant effect on women empowerment in Adamawa state. But the findings of the study reveal that $\beta = 0.056$, $t = 0.809$, $p > 0.05$, thus, H₂ is supported because the calculated value is greater than 0.05.

H₃:-. Ethnic diversity management has no significant effect on women empowerment in Adamawa state .The findings in Table 8 shows that $\beta = 0.013$, $t = 0.995$, $p > 0.05$, therefore H₃ is supported because the calculated value is greater

than 0.05. H₄:- Gender diversity management has no significant effect on women empowerment in Adamawa state. The findings of the study in Table 8 shows that $\beta = 0.187$, $t = 2.583$, $p < 0.05$ H₄ is not supported because the calculated value is less than 0.05. H₅:- Educational diversity management has no significant effect on women empowerment in Adamawa state. The findings of the study in Table 8 shows that $\beta = 0.704$, $t = 21.026$, $p < 0.05$, therefore, H₅ is not supported because the calculated value is less than 0.05 significance level. Based on the findings, educational diversity management contributed the highest towards women empowerment in Adamawa state.

Table 8: Total Effects

Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
CDM -> WE	-0.138	0.069	1.994	0.047	Supported
RDM -> WE	0.056	0.069	0.809	0.419	Not supported
ETDM -> WE	0.043	0.064	0.006	0.995	Not supported
GDM -> WE	0.187	0.073	2.583	0.010	Supported
EDM -> WE	0.704	0.033	21.026	0.000	Supported

Source: Filed Survey, 2024

Discussion

The broad objectives of the study are to examine the effects of diversity management such as cultural, religion and ethnic, age and educational diversity on women empowerment in Adamawa State, Nigeria. Based on the findings of study, cultural diversity management has significant effect on women empowerment in Adamawa state at 0.05 levels significant. The findings of this study is in line with study Alshirah, et al. (2022); Alshaabani, et al. (2022); Morris (2023) and Sajjadllah and Sabria (2023) who fund significant impact of cultural diversity management women's empowerment

Religious diversity management has no significant effect on women empowerment in Admawa state at 0.05 levels significant. This study finding is not consistent with previous study of Abdulhakim and Shimelis (2021), Li, et al. (2021) and Roy (2022)who affirm positive and significant impact of religious diversity management. This might be as a result of difference in where the studies were conducted.

Ethnic diversity management has no significant effect on women empowerment in Adamawa state at 0.05 levels significant. The finding of this study is not consistent with previous study of Abdulhakim and Shimelis (2021) and Roy (2022) who shows positive significant impact of ethnic diversity management. Gender diversity management has significant effect on women empowerment in

Adamawa state at 0.05 levels significant. The finding of this present study is in line with study of Abdulhakim and Shimelis (2021); Alshirah, et al. (2022); Alshaabani, et al. (2022); Chepkemai, et al. (2022); Li, et al. (2021) and Roy (2022). Finally, educational diversity management has significant effect on women empowerment in Adamawa state at 0.05 levels significant. The finding of this present study is in line with study of Abdulhakim and Shimelis (2021); Alshirah, et al. (2022); Alshaabani, et al. (2022); Chepkemai, et al. (2022); Li, et al. (2021) and Roy (2022) who previously acknowledged the significant effect of educational diversity.

Conclusion

This study investigates the impact of diversity management such as cultural, religion and ethnic, gender and educational diversity and their influence on women empowerment. The study identifies five research questions, objectives and hypotheses. By doing so, describes the holistic understanding of diversity issues and benefits in empowering women. The result reveals that It cultural, gender and educational diversity have significant effect on women empowerment in Adamawa state and it serves as promotional tools for women empowerment in Adamawa State, Nigeria. The study reveal no significant effect of religion and ethnic diversify management on women empowerment

It is concluded that integrative model of diversity management where several significant themes were reflected in a single framework such as dimensions of diversity such as cultural, religious, ethnicity, gender and educational diversity is categorized at multiple levels, within region, and these different levels of diversity have been supported with multiple theories. Overall, this study makes significant contributions by providing a summary of research in diversity management that can help readers to find the antecedents and its effect on women empowerment impact for future research.

Limitations and future research

Since our focus was to find the dimensions of diversity studied in the previous literature and identify future avenues, diversity management practices and programs related literature has been excluded. The filtering process may have omitted some good articles, such as a large stream of diversity management programs and practices so that future research can merely focus on different diversity management practices such as diversity training, diversity programs, diversity policies and initiatives. This study found that surface-level diversity is a widely discussed topic, and therefore, future researchers could emphasize more on deep-level diversity attributes such as values, attitudes, personality. However, future research might also investigate other types of diversity (separation, variety, disparity).

Further study researchers should go beyond demographic diversity and distinguishes based on task-related knowledge, skills and perspectives, which

reflect more positive outcomes on women empowerment. This study has not discussed the operationalization of different dimensions of diversity management that how previous research has measured diversity management so that future studies could explore the different measurement methods of diversity. Finally, as study has identified several contextual factors from the existing literature but some of the process variables value congruence, social integration and HR practices) have highly ignored in the studies, which can be examined in future research.

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