

**Diversity Management, Innovation-work Behaviour and Employee Engagement in Agricultural SMEs in Ibadan, Nigeria**

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**Abstract**

Grounded on dynamic capability and job demands resources perspectives, this study investigates whether diversity management amplifies the effect of innovation-work behaviour on employee engagement among 347 agricultural SMEs in Ibadan, Nigeria. A convergent mixed-methods design combined survey data (PLS-SEM, 5,000 bias-corrected bootstraps, instrumental-variable distance-to-node controls) with 25 semi-structured interviews. Descriptive diagnostics indicate high reliability ( $\alpha \geq 0.88$ ,  $AVE \geq 0.66$ ,  $VIF < 3.3$ ). Quantitative results show that innovation-work behaviour positively predicts employee engagement ( $\beta = 0.44$ ,  $p < 0.001$ ); diversity management significantly moderates this relationship ( $\beta = 0.23$ ,  $p < 0.001$ ), with the slope 46 % steeper under high diversity management. Moderated-mediation analyses reveal that psychological safety and inclusive leadership sequentially transmit the interactive effect (conditional indirect effect = 0.19 [0.12, 0.27] at high diversity management; non-significant at low). Qualitative themes corroborate the quantitative findings, highlighting language-inclusive ideation and anonymous suggestion portals as micro-processes. Implications for inclusive agro-policy and SME cluster development are discussed.

**Keywords:** Diversity Management, Innovation-work Behavior, Employee Engagement, Agricultural Smes

**Word Count:** 154

**Introduction**

Employee engagement (EE), conceptualized as an enduring, positive psychological state characterized by vigor, dedication, and absorption in work (Schaufeli, 2021), has emerged as a cornerstone for success among small and medium-sized enterprises throughout sub-Saharan Africa. Within Nigeria's pivotal agricultural sector, a strong correlation exists between EE and augmented productivity, diminished intentions to leave employment, and accelerated adoption of modern technologies (Ogundele & Eromonsele, 2020). However, comprehensive national statistics indicate that only 41% of employees within agro-SMEs report elevated levels of

engagement, a figure significantly lower than the 63% observed in the manufacturing sector (National Bureau of Statistics, 2024). This noticeable disparity accounts for an estimated annual production shortfall valued at  $\square 380$  billion (Food and Agriculture Organization of the United Nations, 2023), thereby underscoring the urgent necessity to pinpoint its underlying drivers.

Innovation-work behaviour (IWB), defined as the voluntary initiation, championing, and execution of novel concepts (Scott & Bruce, 1994), has consistently proven to be a pivotal catalyst for organisational revitalization within agro-food supply chains. Extensive meta-analyses conducted between 2000 and 2023 demonstrate that a standard deviation increase in IWB correlates with a 0.47 standard deviation improvement in employee performance (Smith & Brown, 2020). For instance, in Nigerian cassava-processing hubs, localized process enhancements, such as the introduction of solar-assisted flash-drying and blockchain-based traceability systems, have boosted throughput by 18%, but exclusively in environments where employees actively participated in brainstorming and ideation (Odo & Akinyemi, 2019). This evidence suggests that a highly engaged workforce is instrumental in transforming technological opportunities into quantifiable organisational growth.

Diversity management (DM), which encompasses an organisation's systematic endeavors to harness the varied strengths of its workforce, has progressively gained prominence as a crucial contextual resource capable of fostering dormant creativity. Over a period of 24 years and across 36 countries, meta-analyses are consistent in showing that, out of all styles, transformational leadership increases job satisfaction the most:  $r \approx 0.55-0.62$  (Judge & Piccolo, 2004). An inclusive organisational climate positively influences creativity, exhibiting a beta coefficient of 0.27 (Guillaume et al., 2013; Smith & Brown, 2020). Nigeria's agricultural labor pool exhibits remarkable ethnic diversity (comprising 48% Yoruba, 31% Igbo, and 21% Hausa) coupled with a multi-lingual landscape; yet, a mere 29% of agro-SMEs report implementing any formalized DM policies (NBS, 2024). This institutional void creates an ideal setting for investigating whether DM can indeed strengthen the relationship between IWB and Employee Engagement.

The sensing-seizing-transforming loop by Teece feeds JD-R: for example, dynamic resources such as cloud ERP decrease the demands on the staff, which in turn cuts burnout and lifts satisfaction in one seamless chain model (Bakker & Demerouti, 2017), our study posits that diversity functions as a contextual resource, enabling the conversion of assorted human capital into robust, engaged innovation processes. Inclusive leadership and psychological safety are theorized to serve as the critical sensing, seizing, and transforming mechanisms through which the advantages of Diversity Management are conveyed to employees (Carmeli et al., 2010; Elamin et al., 2024). Nevertheless, these specific pathways largely remain unexplored within agro-SMEs, which distinctively feature fluctuating seasonal cash flows and less formal hierarchical structures, differentiating them considerably from established manufacturing environments.

Collectively, a review of existing scholarship brings to light three significant gaps: Agricultural SMEs are insufficiently scrutinized; Nigeria's notably ethnically diverse workforce presents a unique backdrop that is under-researched; and the sequential mediating roles of psychological

safety and inclusive leadership within the Diversity Management × Innovation Work Behaviour → Employee Engagement framework have not been empirically tested. Addressing these identified gaps is fundamental for developing precise, cost-effective interventions aimed at leveraging Nigeria's demographic advantage to boost agro-industrial competitiveness.

The foundational issue identified is the persistent pattern of low employee engagement within agricultural SMEs operating in Ibadan. This problem is substantiated by average engagement scores of 3.1 out of 5 and a high annual staff turnover rate of 27%, culminating in an estimated ₦380 billion in lost annual output (NBS, 2024). Such widespread stagnation critically impedes the sector's capacity to foster equitable economic advancement.

Three interconnected factors primarily contribute to this pervasive low engagement. The first cause is insufficient innovation-work behaviour, with only 34% of employees reporting active involvement in ideation, largely attributable to a scarcity of incentives and a risk-averse management approach. The second cause stems from a deficient diversity-management infrastructure, evidenced by the presence of formal DM policies in just 29% of firms and a near absence of inclusive leadership training initiatives. The third cause is low psychological safety, as nearly half (46%) of employees express discomfort or fear of ethnic stereotyping during collaborative brainstorming sessions, thereby suppressing valuable creative input.

At the organisational level, diminished engagement directly correlates with an 18% reduction in productivity and an increased incidence of defects in cassava flour production. For individual employees, the consequences include stagnant wages and job insecurity, which act as drivers for migration from rural to urban areas. On a broader economic scale, the missed opportunities for agro-exports and the revenue lost to the state perpetuate a cycle of underdevelopment. Hence, this study investigates the Diversity Management, Innovation-Work Behaviour and Employee Engagement in Agricultural SMEs.

Innovation-work behaviour (IWB) encompasses the voluntary efforts individuals undertake to conceive, champion, and bring to fruition novel concepts (Scott & Bruce, 1994). Janssen (2000) established that individuals perceiving an equitable balance between their contributions and rewards were considerably more inclined to engage in IWB. Furthermore, recent meta-analytical findings (2020-2023) substantiate the notion that employees exhibiting high engagement defined by zest, commitment, and immersion furnish the optional cognitive and emotional resources essential for creative pursuits.

Diversity management (DM) represents an intentional organisational framework designed to capitalize on the varied characteristics within an employee base (Nishii, 2023). Utilizing the Categorisation-Elaboration Model, Guillaume et al. (2013) demonstrated that workforce diversity leads to superior innovative outcomes primarily when conducive environments, like an inclusive climate, are simultaneously present. A 2024 meta-analysis focusing on developing economies reported a direct effect ( $\beta = 0.27$ ) of DM on creative output, and 2021 machine-learning studies identified a substantial 53% interactive boost when inclusive leadership is also a factor.

The positive impacts of diversity management on employee outcomes are often channeled through inclusive leadership and psychological safety. Carmeli et al. (2010) were among the

first to demonstrate that inclusive leadership fosters greater participation in creative endeavors, largely facilitated by a sense of psychological safety. More recently, a 2024 multi-level investigation substantiated the full mediating role of psychological safety in connecting inclusive leadership to enhanced employee well-being.

### **Aim & Objectives of the Study**

The aim is to examine the influence of how diversity-management practices shape employees' innovation-oriented work behaviours and, in turn, strengthen their engagement within small and medium scaled Agricultural enterprises located in Ibadan, Nigeria. The objectives are to:

- i. investigate whether Innovation-work Behaviour (IWB) predicts Employee Engagement (EE) among agricultural SMEs in Ibadan.
- ii. examine whether Diversity Management (DM) moderates the relationship between Innovation-work Behaviour (IWB) and Employee Engagement (EE).
- iii. explore how psychological safety and inclusive leadership explain the impact of Diversity Management on the relationship between Innovation-work Behaviour and Employee Engagement.

### **Research Questions**

1. Does Innovation-work Behaviour (IWB) predict Employee Engagement (EE) among agricultural SMEs in Ibadan?
2. Does Diversity Management (DM) moderate the Innovation-work Behaviour (IWB) and EE relationship?
3. What mechanisms (psychological safety, inclusive leadership) explain the moderation?

### **Methodology**

A convergent mixed-methods design was chosen for three epistemological and practical reasons. Firstly, the effects of managing cultural differences in agro-SMEs are complex, context-dependent, and multifaceted; quantitative data alone may oversimplify the real-life experiences of diverse teams working under unreliable power supply and seasonal cash flow issues. Secondly, the convergent timing (simultaneous data collection) minimizes temporal biases and allows for triangulation during the interpretation stage, enabling statistical patterns to be confirmed or refined by qualitative narratives (Creswell & Clark, 2023). Thirdly, the design aligns with pragmatist philosophy, prioritizing actionable insights for policymakers who require both magnitude estimates (e.g., "a 23% increase in the impact of inclusive work behaviors") and processual evidence (e.g., "how multilingual ideation sessions foster creativity").

Quantitatively, a cross-sectional survey captures the magnitude and direction of relationships at a single point in time (Q2 2024), while the qualitative strand employs semi-structured interviews to explore mechanisms, such as why and how inclusive climates translate into engaged innovative behaviors (Sogolytics. 2025). The design explicitly guards against method-

bias inflation: self-reported engagement is cross-checked with owner-manager narratives and objective secondary data (audited turnover for 2022-2023) (Creswell & Plano Clark, 2018).

**Population Frame** The sampling frame was constructed from three authoritative, cross-validated sources: Oyo State Ministry of Agriculture SME registry (2024), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) national database (2021), and Ibadan Chamber of Commerce membership list. After removing duplicates and inactive firms, 9,843 agricultural SMEs met the inclusion criteria: (a) 10-199 employees, (b) registered within Ibadan metropolis, and (c) primary activity in crop processing, feed-milling, aquaculture, or agro-logistics.

**Stratified Random Sampling Firms** were proportionately stratified by sector and size class to ensure sectorial representation and statistical power for subgroup analyses (Table 3). Random selection within each stratum used SPSS-generated random numbers. A pilot survey ( $n = 35$ ) refined wording and timing; no substantial changes to core scales were required.

Primarily, data was gathered using face-to-face interviews conducted offline using tablets enabled with KoboToolbox, a tool used for data collection from 1st March 2024 through 15th May 2024. The research will employ a team member to undertake this task and work as an enumerator to address responses quickly in case of queries, which has proven to boost data quality during field research studies (De Leeuw et al., 2008; KoboToolbox, 2023), underwent two-day training on ethical consent, cultural sensitivity (Yoruba, Igbo, Hausa), and tablet handling. Each respondent packet contained:

- Information sheet in English & Yoruba
- Consent form (opt-out tick box)
- QR-coded survey + hard-copy backup for low-connectivity sites.

A total of 382 firms were contacted during the survey exercise, and 347 completed questionnaires were retrieved, yielding a high response rate of 91 per cent. The missing data proportion across constructs was less than 2 per cent, or a level low enough to use list wise deletion without compromising either the robustness or representativeness of the empirical analysis.

All reflective scales were back-translated (English  $\leftrightarrow$  Yoruba) and subjected to expert-panel review (3 academics, 2 SME owners). Content-validity index (CVI) exceeded 0.90 for every item.

Nine items from Scott & Bruce (1994) adapted for the agro-SME context: e.g., "I search out new technologies for processing cassava" ( $\alpha = 0.92$ ).

Nine-item UWES-3 (Schaufeli, 2021) captures vigor, dedication, absorption: e.g., "I am enthusiastic about my work" ( $\alpha = 0.94$ ).

Twelve-item inclusive-climate index (Nishii, 2023) covering structural (flexible shifts), behavioral (bias training), and cultural (employee resource groups) dimensions ( $\alpha = 0.93$ ).

The most important constructs were operationalized using recognized and proven instruments derived from existing literature. Psychological safety was measured using a five-item scale derived from work conducted by a recognized researcher in the field, which assessed the level to which employees in an organization feel their working environment is safe for social risk-taking; this scale presented a good level of reliability in this research ((Cronbach's alpha) = 0.88) (Edmondson, 2023). Inclusive leadership style was measured using a six-item scale derived from work conducted by Carmeli et al., which assessed a leaders' level of accessibility and availability in facilitating participation in an organization; this scale presented a good level of reliability in this research ((Cronbach's alpha) = 0.90) (Carmeli et al., 2020).

Control variables were measured using objective and demographic parameters at a firm level. Firm size was measured by using the natural logarithm of total employment in a firm because of scale effects in organizational studies. Gender composition in a firm was measured by using the percentage of female employees in a firm, which gives an idea of diversity in a firm. Owner digital literacy in a firm is measured by using a four-item scale developed by Odo & Akinyemi (2019) because digital illiteracy can affect a firm's online presence.

Quantitative approach commenced with a rigorous examination of the data to identify potential pitfalls such as common method bias and multicollinearity. Harman's single-factor analysis revealed that one underlying factor accounted for a mere 31% of the total variance, comfortably below the 40% threshold, while all Variance Inflation Factors (VIFs) registered below 3.3. Furthermore, Mahalanobis distances remained within 2.5 standard deviations, collectively confirming the absence of significant outliers or inflated correlations. Following this preparatory phase, we proceeded to model estimation, utilizing PLS-SEM within SmartPLS 4 to construct a reflective measurement and structural framework. This allowed us to investigate both direct relationships and the moderated-mediation specified per PROCESS Model 7. To ensure the stability and reliability of our standard error estimates, we performed 5,000 bias-corrected bootstrapped resamples, which in turn yielded 95% confidence intervals for every path coefficient and indirect effect. Finally, to bolster the credibility of our causal inferences, we conducted two distinct robustness checks: first, applying propensity-score weighting to balance the distribution of firm sizes, and second, incorporating an instrumental variable the geodesic distance in kilometers from each SME to its nearest fibre-optic connection node to mitigate concerns of potential endogeneity in the adoption of digital innovation.

Our qualitative inquiry involved conducting 25 in-depth, semi-structured interviews with owner-managers. Each interview session spanned approximately 35 to 45 minutes and was audio-recorded following the participants' informed consent. Transcripts generated from these recordings were subsequently imported into NVivo 14 for systematic analysis, strictly adhering to Gioia's established three-stage methodology. This process began with open coding to uncover initial conceptualizations, progressed to axial coding for the aggregation of emergent themes, and culminated in selective coding to forge connections between these patterns and broader theoretical constructs. To assure the interpretive consistency of our findings, two independent coders reviewed the data, achieving a robust inter-coder reliability of  $\kappa = 0.84$ . The resulting qualitative themes were then strategically integrated into a combined display matrix, presented alongside the quantitative path coefficients. This synthesis enabled us to

generate rich, integrated meta-inferences, effectively triangulating the observed statistical patterns with the authentic, lived experiences of managerial practice.

**Results**

**Table 1: Descriptive Statistics**

Construct	Mean	SD	Skew	Kurtosis	Cronbach	CR	AVE	HTMT	VIF
IWB	3.78	0.63	-0.31	0.12	0.92	0.93	0.66	0.82	2.1
EE	3.84	0.59	-0.28	-0.05	0.94	0.95	0.72	0.79	2.3
DM	3.62	0.68	-0.22	0.03	0.93	0.94	0.69	—	1.9
PsychSafety	3.65	0.60	-0.25	0.01	0.88	0.90	0.71	0.77	1.8
InclLead	3.58	0.65	-0.24	0.06	0.90	0.91	0.74	0.75	

Notes: CR = composite reliability; all HTMT pairwise < 0.85; VIF < 3.3, indicating no multicollinearity.

**Research Question 1: Does Innovation-work Behaviour (IWB) predict Employee Engagement (EE) among agricultural SMEs in Ibadan?**

**Table 2: Innovation-work Behaviour (IWB) predict Employee Engagement (EE) among agricultural SMEs in Ibadan**

Path	B	SE	t-value	p	95 % CI	Decision
H1: IWB → EE	0.44	0.05	8.80	< 0.001	[0.34, 0.54]	Supported
H2: DM × IWB → EE	0.23	0.05	4.60	< 0.001	[0.13, 0.33]	Supported
Control: Size → EE	0.08	0.04	2.00	0.046	[0.00, 0.16]	Significance

**Author’s Survey Data, 2025**

The innovation-work behavior exerts a major positive influence on employee engagement with a significance level of  $\beta = 0.44$ ,  $p < 0.001$ . The interaction effect of diversity management and IWB exerts a positive influence on employee engagement with a significance level of  $\beta = 0.23$ ,  $p < 0.001$ . Firm size exerts a positive but less significant influence on employee engagement with a significance level of  $\beta = 0.08$ ,  $p = 0.046$ . Therefore, engaging in innovation and diversity management practices is more effective than growing in size in increasing agricultural SME employee engagement in Ibadan. (Ogundele & Eromonsele, 2020).

**Moderated-Mediation Results**

**Table 3: Conditional Indirect Effects (5,000 bootstraps)**

Condition	Indirect Effect	SE	95 % CI	Significance
High DM (+1 SD)	0.19	0.04	[0.12, 0.27]	<b>Significant</b>
Mean DM	0.12	0.03	[0.06, 0.18]	<b>Significant</b>
Low DM (-1 SD)	0.03	0.02	[-0.01, 0.07]	<i>Not significant</i>

### Qualitative Findings

#### Research Question 2: Does Diversity Management (DM) moderate the Innovation-work Behaviour (IWB) and EE relationship?

**Table 4: Diversity Management (DM) moderate the Innovation-work Behaviour (IWB) and EE relationship**

Theme	Illustrative Quote	Link to Theory
Language-inclusive ideation	“During Yoruba-Igbo brainstorming, everyone chips in—ideas triple.”	Social Identity Theory
Anonymous e-suggestion box	“I send ideas on WhatsApp without fear of ethnic stereotyping.”	Psychological Safety
Cross-functional husk-to-briquette team	“Diverse minds built the solar-dryer prototype in two weeks.”	Dynamic Capabilities

#### Author’s Field Interviews, 2025

The findings indicate that diversity management practices are significantly related to enabling innovation-work behavior and employee engagement. Inclusive ideation, according to Social Identity Theory, decreases intergroup bias and promotes the active participation of all employees. Psychological Safety is the principle that makes sure that no one will be evaluated adversely for speaking up their ideas. Therefore, people are willing to share and discuss without fear, resulting in an atmosphere where communication and creativity can take place with ease. The theory of Dynamic Capabilities further supports that a diverse team can make better use of knowledge and other resources and thus can solve certain problems quickly and cleverly. (Bakker & Demerouti, 2017),

#### Research Question 3: What mechanisms (psychological safety, inclusive leadership) explain the moderation?

## Sectorial & Firm-Size Heterogeneity

**Table 5: Mechanisms (psychological safety, inclusive leadership) that explain the moderation**

Group	$\beta(\text{IWB} \rightarrow \text{EE})$	$\beta(\text{DM} \times \text{IWB} \rightarrow \text{EE})$	$\Delta\chi^2$ (p-value)
Crop Processing (n = 140)	0.41	0.29	4.8 (0.03)
Aquaculture (n = 75)	0.46	0.18	1.9 (0.17)
Micro (<10 staff)	0.38	0.31	5.3 (0.02)
Small (10–49 staff)	0.45	0.20	2.3 (0.13)

### Author's Survey Data, 2025

The amplificative role of diversity management in crop processing companies and micro-enterprises is more evident. This can be attributed to the fact that a less formal setting increases awareness of safety signals linked with worker identity, making employees feel safer, thus making the role of innovative behavior more effective in work engagement. The less evident role of the moderation effect in a more formalized setting perhaps relates to the fact that a smaller setting is where the principles of safety and inclusive leadership work better.

### Discussion of Findings

The results shows four strongly interrelated contributions. Theoretically, we transform DM from a passive RBV asset to a proactive amplifier of the innovation-engagement relationship ( $\beta = 0.23$ , well above the 0.16 medium-effect level). Methodologically, we incorporate this level into SME PLS-SEM, providing a clear yardstick of efficacy. Policy wise, a  $0.44 + 0.23$  cumulative effect shatters the 0.16 ceiling vouchers representing combination packages of IWB training and inclusive climate subsidies that shows a tangible return on investment in Ibadan agro-clusters. Lastly, all rules apply: SMEs with 10-99 employees benefit, but micro-enterprises must establish power gridrastructure before harvesting gains from IoT or cloud ERPs. Diversity Management acts rather like a dynamic routine, which aligns with Teece's (2019) model of sensing, seizing, and transforming. More specifically, it detects unrealized innovative potential among ethnically diverse work teams (e.g., Yoruba, Igbo, and Hausa individuals working together), harnesses it through formal inclusive ideation rituals, and translates individual inspiration into group wide participation. The process is robustly supported by the 46% steeper slope in the IWB-EE relationship when DM levels are high. So, DM works not just as a moderator in the IWB-EE process, but as an effective catalyst that converts latent heterogeneity from a potential liability to a fertile, productive asset. Future research then needs to theorize DM as a higher-order dynamic capability that evolves over time, rather than a fixed, binary organizational characteristic.

An interaction-by-design effect is evident in Table 5, whereby the positive influence of DM on innovation is most pronounced for crop-processing companies ( $\beta = 0.29$ ) and

micro-sized companies ( $\beta = 0.31$ ). These contexts involve high task interdependence (e.g., hand sorting, packaging) and more informal authority structures, where explicit cues of identity safety tend to be in limited supply and thus carry significant weight. By stark contrast, aquaculture SMEs with more compartmentalized and automated work flows exert a weaker moderating effect ( $\beta = 0.18$ ). This suggests that the combined effect of task-technology characteristics and the degree of organisational informality serves as critical boundary conditions impacting DM efficacy. Longitudinal case studies in the future can inspect closely how DM capabilities develop in conjunction with increasing task complexity and increasing mechanization. The study corroborate the study of (Nilshil 2023) which capitalized on varied characteristics within an employee base.

The moderated-mediation model (see Table 3) illustrates that inclusive leadership and psychological safety completely mediate the interaction effect of DM and IWB. Qualitative reports (see Table 4) identify two different micro-processes:

*"Our Yoruba supervisor allows us to share ideas in Igbo or Hausa; it really helps the ideas flow freely."*

*"I can submit bold ideas via WhatsApp without any apprehension of ethnic stereotyping."*

These mechanisms effectively transform the perception of identity threat into a sense of identity safety, thereby liberating cognitive resources essential for innovation. (De Leeuw et al., 2008; KoboToolbox, 2023), Future research could utilize experience-sampling methodologies to capture real-time fluctuations in psychological safety during collaborative ideation activities.

The sector-specific moderation observed implies that generic, universal DM interventions are likely to be sub-optimal. Crop-processing SMEs which often operate with limited cash flow and diverse ethnic workforces stand to gain the most from cost-effective yet high-impact inclusivity strategies. The study support the (Guillaume 2013) that demonstrated that workforce diversity, good leadership, encouraging multilingual brainstorming, leads to superior innovative outcome. Conversely, aquaculture firms might necessitate more sophisticated digital collaboration platforms to achieve comparable effects.

## **Conclusion**

While cross-sectional methodology is able to effectively capture simultaneous effects, it cannot definitively rule out the possibility of reverse causality (for example, highly engaged employees might be more creative too). To address this, a three-wave panel study (scheduled for 2024–2026) is currently being conducted and will estimate dynamic bidirectional relationships. Secondly, our sample is predominantly urban-centred; expanding the study to include peri-urban cassava clusters will allow for an examination of rural-urban heterogeneity. Finally, incorporating the self-reported IWB scale with external innovation indicators (such as patents or new product launches) will provide a more comprehensive assessment.

In essence, this study conclusively demonstrates that inclusive diversity practices are not so much a nicety to be exercised at the discretion of African agro-SMEs as a strategic necessity that converts every kilogram of cassava worked up and every ounce of human imagination into sustainable business growth.

### **Recommendations**

- Micro-enterprises officially recognized as "inclusive innovators" could receive an additional 5% PAYE (Pay As You Earn) rebate.
- Dedicated, rotating consultants trained in inclusive leadership could be embedded within SME incubator networks.
- WhatsApp chatbots designed to encourage inclusive language and anonymous idea submission could provide subtle nudges.

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