



The role of workforce diversity in enhancing organizational creativity and innovation among telecommunication sector in Somalia

*This report is submitted as a partial fulfillment of the degree of
Master of International Human Resource Management*

Submitted to
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Letter of Transmittal

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Subject: Submission of Thesis Report.

Dear Sir/Madam,

I am pleased to submit the dissertation/report entitled “**The role of workforce diversity in enhancing organizational creativity and innovation among telecommunication sector in Somalia**”. It was a great pleasure to work on such an important topic. The dissertation/report is prepared according to the requirements and guidelines of the MIHRM program under school of business and economics, United International University.

I believe that the dissertation/report will help you in evaluating my thesis work. It would be a great pleasure for me to interpret any part or whole of the report whenever necessary.

Sincerely yours:

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Declaration

I am hereby humbly declaring that the dissertation work titled “**The role of workforce diversity in enhancing organizational creativity and innovation among telecommunication sector in Somalia**” a requirement for the degree of “Master of International Human Resource Management” (MIHRM.) program under school of business and economics, United International University, Dhaka Bangladesh was carried out by me under the guidance of **Mr. Md. Mohammad Behroz Jalil** during the study period of February 2021 to July 2021.

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Certification

This is to certify that **Yahye Abdalle Jama**, Student ID No: **115202006** has carried out the research work as partial requirement of the degree under my supervision and submitted the dissertation entitled “**The role of workforce diversity in enhancing organizational creativity and innovation among telecommunication sector in Somalia**”.

I have the confidence regarding the originality of this data and I also express that the dissertation is up to my satisfaction.

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Abstract

After the civil war, a huge section of Somalia was virtually a blank slate, yet instead of following the developed world's lead, the country jumped to wireless and other modern technology. Since, newer generations of technology are more efficient and cost-effective than older ones, it made perfect sense for the country to reconstruct its telecommunications network using flexible and reasonably affordable Very-small-aperture terminals rather than fixed phone lines. Using a sample of 180 in two Somali telecommunication companies' employees, in mixed-method core-sectional study we found, centered on a social justice aim. This relates to the moral, ethical, and social obligations that govern attempts to improve the lives of racial, ethnic, and gender minorities. Furthermore, urgent need of linking diversity in the organizational policies and procedures were found, thus, there is lack of providing incentives fairly and gender equality. During this time, there will be continued expansion. The establishment of a stable administration will stimulate the establishment of new enterprises, many of which will require phone and/or internet connection. The government, like many other countries, will have demands in this sector and may become one of the largest consumers of telecommunications. Our findings suggest that managers of diverse organizations must achieve relatively high levels of engagement among members of vulnerable minority race-ethnic groups, diverse job boards, diverse mentorships, and diversity training are all things that must be addressed. Additionally, an inclusion council will be established to acknowledge and support minority referrals and employee diversity. to ensure consistent application of involvement programs across the organization which brings organizational innovation and creativity.

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Chapter

One

1.1.Introduction

The purpose for this study is outlined in this introduction chapter, as well as a summary of the thesis. The environment in which this study was done, as well as the researcher's history, are presented in the first section of the chapter. This is followed by a glossary of widely used terminology in the thesis. It then goes on to outline the study's purpose and aims. The theoretical framework for this research, social constructionism, is briefly described. Finally, an outline of how the study was carried out is presented.

1.2.Background of the study

Knowledge-based companies are becoming increasingly popular. In today's industry, being successful and competitive requires creativity and innovation Masnan et al., (2008). Organizations must be creative in the current time to preserve their competitive advantage/power and to deal with the rising challenges of the climate as it gets more competitive, uncertain, and cost-effective. (M. A. West and J. L. Farr, 2009). As innovative & creative developments in organizations stalk from their workforce diversity (Amabile, 1988; West& Anderson, 1996). Employee creativity is impacted substantially by the corporate environment and management practices, which are decided by managers' direction behaviors Amabile, (1996).

Diversity increases a company's bottom line, according to a new research by the Boston Consulting Group (BCG). Companies with more diverse management teams earn 19% more revenue as a result of innovation. This is fantastic news for IT and telecommunication firms, start-ups, and sectors that rely on innovation to succeed. Lorenzo et al (2018) and McKinsey & Company (2015), a worldwide management consulting organization, studied 180 firms in France, Germany, United Kingdom, and the United States, they discovered that firms with more diverse top teams fared better in terms of innovation and creativity.

Besides, is it true that workplace diversity encourages innovation and creativity? To evaluate this claim, the Boston Consulting Group looked at the link between management diversity, enabling

environments, and innovation and creative results in over 1,700 firms across eight nations. They investigated into the individual and collective effects of gender, age, national origin, career path, industrial background, and education on job diversity. According to the survey, companies with above-average overall diversity earned 19% greater innovation sales and 9% higher EBIT margins on average. Although the particular patterns of diversity and performance differed by culture, there were substantial connections between workplace diversity, creativity, and innovation across all geographies. Martin, Reeves, Rocio Lorenzo (2018).

To show the relevance of diversity in organizational creativity and innovation, this thesis summarizes the findings of a comprehensive research. While creativity is perhaps the most important tool in a manager's toolbox, a business that lacks innovation becomes predictable. In the marketplace, the predictable firm may be at a disadvantage. Product managers aren't the only ones searching for creative methods to address problems. Creativity may help companies and consumers find unique and better solutions to problems. As a result, innovation may pave the way for improved commercial success and operational efficiency Herbig and Jacobs, (1996). Indeed, many experts have observed that focusing solely on quality improvement in the digital age lacks energy, given that many firms are likely to confront competitive advancements that threaten their sector of expertise Kambil and colleagues, (2000). Continuous development provides a reassuring rationale for gradual evolution and an analytical "safe harbor" for risk management, but there are still a few sorts of relative observations available Mascitelli Mascitelli, (2000). In unpredictable corporate environments, a company's competitive advantage is built on its desire to reinvent itself in order to overcome ongoing commercial restrictions Ghosal and colleagues, (1999).

Some of the most well-known Somali telecommunications companies are Somtel Telecom, Golis Telecom, Hormuud Telecom, Somafone, Nation-link, NetCo Telecom, and Somali Telecom Group, Wall Street Journal (2016). These Somali telecommunication companies service every city, town, and hamlet in Somalia. There are around 25 mainlines per 1,000 inhabitants, and the local availability of telephone lines (tele-density) is three times that of Ethiopian, African Executive (2015). With significant cooperation with big organizations like as Sprint, ITT, and Telenor, these firms now provide the cheapest and clearest phone calls in Africa, and they provide service across the country. Coyne, Christopher J. (2008). The telecommunications industry in Somalia, on the other hand, is unique in that there has been no central authority since the dictatorship was sacked

in 1990, yet the sector has flourished despite the instability. It is up against at least eight other mobile networks that also provide fixed-line and Internet services. Mobile money transfer, also known as EVC (Electronic Voucher Card), a mobile application technology for money transfer, SAHAL, and E-Maal, is one of the most well-known products and services offered by the telecoms industry. They created an extremely flexible administration capable of working in tough settings like as Somalia, in addition to technical improvements. Unfortunately, human capital talent has been a major concern in contemporary organizational literature. On the other hand, certain other employee problems in the workplace, such as diversity, have received less attention, despite their importance in fostering organizational creativity and innovation. Ali, Sheikh (2014).

As a result, the goal of this study is to enhance long-term organizational strategies in order to foster workforce diversity regarding the significance of creativity and innovation in telecommunication businesses, as well as to transfer and improve innovation in chosen Somali enterprises. Given the ever-changing nature of the workforce, as well as increased competition, creativity and innovation are viewed as critical qualities for achieving a strategic advantage. Due to both local and international competition, as well as an unclear producing climate, the association must stagger creative competitors by endorsing creativity and innovation in order to assert their resource and achievement. This investigation will reveal the elements of authoritarian culture that stifle creativity and progress. The inquiry will now promote viewpoints that contribute to the stereotypical image.

1.3.Problem statement

The most troublesome obstacles for a diverse workforce in the telecommunications sector are encouraging participation and building communities to be successful, and individuals are experiencing a variety of issues at work. Through the anarchy which continues to disrupt the country private companies in Somalia failed to invest and build dynamic workforce diversity especially telecommunication companies leading business in Somalia. As a result, it is difficult to make significant progress. To improve that this study will focus on the role of workforce diversity in enhancing organizational innovation and creativity among Private organizations.

1.4.Objectives

1.4.1. General Objective

To explore the role of diversity in the workplace enhance organizational creative and innovation among telecommunication sector in Somalia.

1.4.2. Specific Objectives

- To determine the socio-demographic characteristics of the respondents.
- To identify the role on various workforce diversities on improving organizational Innovation and creativity.
- To find out the competitive advantageous of workforce diversity for enhancing organizational innovation and creativity in telecommunication sector.
- To explicit advantageous recommendations and solutions for diversified workforce influence in enhancing organizational innovation and creativity how Organizational Culture Influences on Creativity and Innovation.

1.5.Research Question

What is role of workforce diversity in enhancing organizational innovation and creativity among local organizations in Somalia?

1.6. Significance of the study

With the rise of globalization, cultural diversity in the workplace has become something of a theme. A good result is that workers from diverse backgrounds like to think in different ways, allowing them to approach a problem from a multitude of angles. In today's world, cultural diversity is a major occurrence and almost every society is a melting pot of cultures. Somalia, the one of Africa's most culturally homogeneous countries, is a culture in which people live side by side. However, cultural diversity has an effect on both public and private sector workplaces in the region.

This study aimed to explore the role of workforce diversity in enhancing organizational innovation and creativity among Private organizations especially telecommunication companies in Somalia. The work is also expected to focus on both innovation and creativity impact of cultural diversity in the private workplaces in Somalia. The finding is expected to provide the valuable information that can help in planning appropriate strategy to control, or improve the creativity and innovation impact of cultural diversity in the private workplaces in Somalia.

1.7. The scope of the study

The scope of the study contains the following scopes

1.7.1. Geographical scope

The study will be conducted in selected companies in Somalia specially Golis Telecom and Hormuud Telecom and this area will be geographical limit of the study, as which is reachable by the researcher.

1.7.2. Content scope

The study will focus on the role of workforce diversity in enhancing organizational innovation and creativity among Private organizations: Somalia Perspective

1.7.3. Time scope

The researcher will take place a period between Feb-Jun 2021 similarly researcher hopes to finish successfully and he usually makes a lot of efforts in order to complete the study.

1.8. Operational definition

Role: The predictable and characteristics sign of behavior by an asset as a member towards a special social group.

Workforce diversity: Workforce diversity means employees' similarities and variances in terms of age, cultural background, physical abilities and impairments, color, religion, gender, and sexual orientation are all examples of workforce diversity. People differ not just in terms of gender, culture, ethnicity, socioeconomic status, and psychological traits, but also in terms of their viewpoints and prejudices. These people have been treated unfairly by society on these aspects for centuries. Diversity makes the work force heterogeneous. Ankita Saxena (2014).

Organizational Creativity: Scholars use this definition for creativity which is “creating and bringing of useful product with value, service, idea, methods, or process by workplace diversity in a comprehensive social system by Woodmen et al (1993). There are also many definitions like, Dr. Esra Sipahi. (2017)- The most comprehensive means of promoting added value from current asset is further creativity.

Organizational Innovation: Zucotolo et al (2016). Defined organizational innovation bringing and initiating new company form in the organizational workplace operations internal and external relations to enhance the existence knowledge, quality of services and workflows effectiveness.

Telecommunication companies in Somalia: The private sector is the part of a country's economic system that is run by individuals and companies, rather than the government. Most private sector organizations are run with the intention of making profit currently, there are about 11 licensed local operators whose networks cover the whole nation, but the biggest names are Somali Telecom which was the first private telecommunication company to open in Somalia in 1994, Golis, Nation Link and Hormuud Telecom.

1.9. Overview of the methodology

This current study is going to be employed core-sectional mixed-methods approach (quantitative and qualitative methods) because a number of the research of the research questions are going to be close-ended questions also these questions are going to be used for quantitative methods since quantitative method contains close-ended questions. This study is going to be employed qualitative method consequently a number of the research questions are going to be open-ended questions and its compulsory to use the qualitative method correspondingly the qualitative method consists of open-ended questions that the researcher usually gathers through interviews.

1.10. Organization of the thesis

This study is divided into five parts. The first chapter relates to the research introduction and background, problem of the statement, research objective and question, significance of the study, scope of the study, operational definition, and overview of the methodology and organization of the thesis. The second part is the literature review that focuses on study variable definitions and review of previous researches conducted in the field workforce diversity and organizational innovation and creativity. The third chapter deals with the research methodology used to conduct the study, including research design and data collection and analysis procedures. The fourth chapter covers data analysis, research findings. And the final fifth chapter states discussion, recommendation and the conclusion of the study.

Chapter

Two

2.1. Introduction

The purpose of this literature review is to provide the reader with a general overview of the role of workforce diversity in enhancing organizational innovation and creativity. Recently, this concept has become a popular subject in many leadership and management fields. Within the past five years, many conferences have been hosted which primarily discuss research in the role of workforce diversity in enhancing organizational innovation and creativity. The first part of this chapter gives a brief description of workforce diversity and the roots of diversity in the workplace. Next, Workforce diversity involvement in enhancing organizational innovation and creativity is presented. Finally, a brief overview of Telecommunication sector diversity in Somalia is given.

2.2. Diversity in the workplace

Workforce diversity was defined as an aggregated organization-level concept that expresses the variances among employees with regard to a certain individual trait, based on past studies (Jackson et al., 2003; Joshi & Roth, 2009). Diversity, according to self-categorization theory, causes societal division and interpersonal conflict, both of which have negative consequences for a variety of outcomes. Information processing theory, on the other hand, believes that by providing informational signals and various cognitive resources, variety may increase creativity, innovation, and performance (Wu, Wei, & Lau, 2010). Previous research has distinguished the functions of social category or relational diversity from informational or task-related variety using these two unique views (Choi, 2007a). Furthermore, numerous meta-analytic evaluations of empirical studies on variety fail to reveal a consistent pattern regarding the performance consequences of variation in various personal characteristics (e.g. Webber & Donahue, 2001).

Workforce diversity has competitive advantage for most of the businesses. Today organizations need to understand and manage diversity in workforce effectively. Managing diversity may generate a competitive advantage. Potential benefits of cultural variety include better decision making, increased creativity and innovation, more success in marketing to foreign and local ethnic minority populations, and a better distribution of economic opportunity. Diversity influences in the workplace in to three areas, a heterogeneous staff can successfully engage a diversified client base in a global economy, and a diversified workforce may put an organization into a position to tap into market share, thereby expanding their share. Ongori, Henry & Agolla, Joseph. (2007); Jayne & Dipboye, (2004); Panaccio & Waxin, (2010).

According to the Saxena. (2014). Highlighted workforce diversity arose primarily to ensure the capacity of equitable opportunities at work. This equal opportunity mindset aims to ensure that businesses take advantage of the differences in a diversified workforce rather than losing talent that may help them become more efficient and productive. In order to achieve that Aghazadeh, S. (2004). Stated we must first define diversity in order to establish a varied workforce. The next step is to determine the objectives that must be met in order to attain it. Finally, we must evaluate the culture of a company in order to assess the impact of diversity inside that business.

Most of the organization in the global their primary concern is the danger of an economic downturn, Knowledge and innovation are becoming more important sources of competitive advantage for enterprises. As a result, they're looking for tactics and structural improvements that will help them strengthen their learning and knowledge management capacities while also allowing them to be more innovative. Some have realized that in order to comprehend and foster innovation, companies must pay attention to workplace diversity. Focus Consultancy. (2008). As majority of the literature agreed on diversity in the workplace can generate innovation in order to create in the form of new products, processes and systems. 60 % of the businesses with some kind of equality and diversity policy or practice said diversity had a good influence on their organization, and 64% said diversity and creativity are linked. Only a third of the firms who recognized the correlation attempted to document the outcomes. "We attempt to quantify and monitor," one responder stated, "but it's difficult to identify the consequences resulting from fracking."

2.2.1. Generation and diversity in the workplace

Generation aspect is primary concern for enhancing workplace diversity towards innovation and creative. As employees from many generations work together in companies, generational differences may arise, demanding effective managerial action to avoid a backlash. One of the main reasons of generational conflicts in the workplace, according to Kioko (2012), is a perceived lack of work ethic. Younger employees have been accused of being disloyal to their employers, despite the fact that traditional and boomers have been labeled as being particularly devoted to their employers O. Bannon (2001). According to Tolbize, A. (2008)., generational loyalty tends to deteriorate with age: When the generation is younger, when the loyal appears less to be. According to a poll by Deal (2007), over 70% of traditionalists intend to stay with their current firm for the rest of their lives, compared to 65%, 40%, and 20% for boomers, generation X, and generation Z, respectively. While younger workers complain about a lack of respect in the job, senior employees also complain about disrespect from younger and newer employees.

According to Kyalo (2015), there is a beneficial relationship between age diversity and employee performance in the banking industry in Kenya. Similarly, Akpakip,a (2017) discovered a substantial beneficial association between age diversity and employee performance in his study on The Effect of Workforce Diversity on Employee Performance in the Nigerian Banking Industry. This research implies that bringing employees from various generations together has a favorable influence on the organization's performance. Despite the fact that each generation of employees is unique, precious, and exceptional, they all have different perspectives on one another based on their own life expectations and experiences. To reduce intergenerational discord, management should ensure that people from various generations see each other more favorably. Tay Angeline. (2010).

2.2.2. Gender and diversity in the workplace

Due to the patriarchal character of society and gender stereotyping, women have been and continue to be discriminated in many nations throughout the world. Significant progress has been made in combatting gender-based discrimination at the workplace as a result of law, activism, and anti-discriminatory initiatives and movements. The influence of gender diversity on organizational performance has shown varied findings, as has the case with other diversity aspects. Gupta (2013)

discovered that gender diversity might have a beneficial or negative effect on organizational performance in his research. The study also found that businesses with a moderate amount of gender diversity have a competitive advantage, but businesses with a higher degree of gender diversity had a detrimental influence on organizational performance.

Some research, on the other hand, have discovered a positive and substantial link between gender diversity and perceived organizational effectiveness. Kioko (2012) revealed that gender was considered in promotions and selections, acknowledgment of all genders, equitable distribution of all senior positions between the two genders, and work-life balance (particularly for women) was embraced in a research done in South Africa. Despite this, he discovered that women performed the majority of mundane tasks. Similarly, Akpakip, b (2017) discovered that there is a strong beneficial association between gender diversity and employee performance in his study on The Effect of Workforce Diversity on Employee Performance in the Nigerian Banking Industry. Furthermore, his research discovered that employee performance is greatly influenced by gender diversity. The findings are in line with those of Zhuwao (2017), who discovered a strong link between gender diversity and employee performance. This means that as gender diversity increases, performance improves.

Despite the aforementioned facts, Arokiasamy (2013) claims that many firms choose to recruit more male workers than female workers because they believe that male workers are better at performing and managing their positions. Nonetheless, in general, a mix of both genders in an organization can improve creativity and innovation. Gender diverse groups are considerably more capable of making great judgments than a homogeneous team, according to research.

2.2.3. Ethnic influence in workplace diversity

Ethnic diversity is one of the oldest known diversity challenges. Discrimination in the workplace based on ethnicity/race has plagued numerous organizations throughout the world for a long time. However, because to the work of civil rights activists and the passage of a few legislative instruments, substantial progress has been achieved in combatting the threat. Ethnicity has grown in popularity over the previous three decades, and the trend is expected to continue. This rise in the number of multicultural employees in today's workplaces is due to the increased engagement

and harmony of people from various backgrounds, which may improve and boost both employee happiness and corporate success. Sanyang, L., & Othman, K. (2019).

The level of ethnic and racial diversity in companies is on a strong rising trajectory. As a result, the repercussions of greater diversity have aroused substantial attention among researchers and successfully managing ethnic diversity is considered as a strategic priority in organizations. However, different narratives have evolved on the possible impact of diversity on performance. (Mannix & Neale, 2005; Milliken & Martins, 1996; van Knippenberg & Schippers, 2007; Williams & O'Reilly, 1998). On the one hand, variety may provide a supply of unique viewpoints that aid policy and productivity. Diversity, on the other side, can undermine work unit cohesiveness and consequently impact performance. A significant amount of research has looked at these opposing hypotheses, but there are no clear answers; meta-analytic studies show that work unit ethnic diversity has either no effect or has a negative impact. (Joshi & Roh, 2009; van Dijk, van Engen, & van Knippenberg, 2012) or a small negative effect (Bell, Villado, Lukasik, Belau, & Briggs, 2011; Thatcher & Patel, 2011) on performance.

According to Van Laer, K., and Janssens, M. (2011). Subtle discrimination in the workplace is defined by three key aspects. For starters, subtle discrimination is unclear, and it frequently entails disempowerment disguised as empowerment. Second, subtle discrimination is founded on power processes such as normalization, individual legitimacy, legitimization as the Other, and assimilation, all of which weaken minority persons discreetly via everyday episodes. Third, subtle workplace discrimination is related to social structures and discourses, which pervade and are replicated by workplace workers. Lindsey, A. P., Avery, D. R., Dawson, J. F., & King, E. B. (2017). Findings suggested moderated mediation model, in which management ethnic representation is adversely connected to interpersonal maltreatment via the mediator of perceived behavioral integrity, with higher impacts for ethnically different personnel, is supported by the findings.

2.2.4. Educational diversity and organizational innovation and creativity

A range of theories have sought to better understand the causes of creativity and innovation in humans through case studies, experiments, and a number of research approaches. While these studies have greatly added to our understanding of the issue, there is still debate among theorists

and numerous theories that have yet to be completely confirmed. The difficulty stems in part from the structure and definition of creativity. Creativity may take numerous forms and may be found in a number of circumstances. It is broad, diverse, and multi-faceted. Individuals with a diverse variety of personal features and backgrounds embody it. The only guideline appears to be that there are no hard and fast rules when it comes to the foundations of creativity. As a result, the problem description consolidates current perspectives, with the disclaimer that our understanding of the subject is continually evolving. The article finishes with some ideas on how education systems might best promote these traits in students, based on repeating notions in the available research. Both the study and the suggestions were carried out with the goal of guiding US workforce development initiatives in the new global economy. Adams, K. (2005).

Numerous programs, courses, seminars, and strategies have been devised in order to encourage creativity and improve the cognitive functions that are thought to support it. Some of these initiatives foster creativity as a byproduct of other activities or processes, while others do not. To give you an idea of how diverse the creative training options are. Piirto, Jane. (2008). Furthermore, the findings of (Elsaid, 2012; Mwatumwa, 2016) reveals there is a positive and moderate association between employee education background diversity and employee innovation and creativity. The obtained result demonstrates a favorable association between employee innovation and creativity in the diversity workplace and their educational backgrounds.

2.3. Workforce diversity involvement in enhancing organizational innovation and creativity

In the globalization organizations are currently gravitating towards knowledge-based organizations. Creativity and innovation play a critical role in being successful and competitive in today's market Hassan, N, et al. (2019). And innovative and creative organizations stalk form their employee creativity. *This study also argued that innovation and creativity in an organization are not just an opportunity, but a need.* Certain organizations have made steps to encourage creativity and innovation. Linking individuals in decision-making, selecting and appointing workers with creativity characteristics, establishing job performance objectives, and providing systematic feedback are examples of such acts. Clearly, in today's tremendously competitive business environment, innovation is widely recognized as the key to an organization's survival and success. Taghizadeh et al., (2014). Though creativity has costs—incentivizing originality might result in

greater deception (Gino & Ariely, 2012)—it is widely agreed that firms require individuals who are creative and actively engage in their work (Shalley & Perry-Smith, 2001).

However, Peretz, H., Levi, A. (2015). Findings reveals the method through which diversity initiatives have an impact on organizational results Employees are more likely to disengage mentally and behaviorally from their business if the principles that drive diversity initiatives conflict with the practices that regulate employee conduct in the workplace. This withdrawal is expected to have a detrimental impact on performance and innovation factors. While, Sung, S. Y., & Choi, J. N. (2019). Suggested depending on the external circumstance, status variety can be beneficial to corporate innovation. As a result, rather than counting the number of hierarchical levels to compress the structure, businesses should manage the allocation of people to different organizational layers. Managers should be aware that status variety might be advantageous in some scenarios, such as volatile markets and stressful conditions. Businesses' adaptive reflexes to dynamically changing environmental demands may be accelerated by status diversity, as well as the coordinated mobilization of organizational resources to meet such needs. Environmental contingencies that represent a business's technical and commercial surroundings are obviously dependent on the impact of demographic and status diversity on business innovation, according to the empirical investigation. This study added to current diversity research that mostly focused on internal firm circumstances as mediators of the diaspora by analyzing these environmental factors. (Richard et al., 2007).

Previous research has shown that social exchange ties play a vital role in promoting employee creativity. Employee inventiveness has received a lot of attention in the workplace. Pan, W., Sun, L.-Y., & Lam, L. W. (2017). The results, based on data from 382 workers in a global manufacturing corporation from various areas of expertise and nations, suggest that relationship quality and system links play a causal role between social interaction and organizational creativity. Meanwhile, Liu, C.-H. (2013). Discovered that creative self-efficacy moderated the positive association between leader creativity expectations and employee creativity using matched data from 255 workers and their supervisors at a Chinese automobile company's R&D center. We discovered job participation and job autonomy as personal and environmental moderators in the connection between leader creativity expectations and employee creative self-efficacy by merging social cognition concept and the interactionist approach. Wan Jiang & Qinxuan Gu (2017).

2.4. Telecommunication sector diversity in Somalia

Despite the stereotype that Somalis are homogenous, they have a rich and diverse cultural history. Many previous and contemporary expeditions and studies have pointed to the presence of a rich oral culture, as well as the people's tenacity and ingenuity. The usage of local customary rules known as *Xeer* is the most important feature of Somali cultural variety. Both sedentary and nomadic clans used to mediate amongst themselves and uphold the rule of law both inside the clan and between clans. However, when colonialism spread over the country and most of the continent, this fine institution became one of the first fatalities. Understanding culture and diversity is crucial to unlocking and comprehending the complexities of human nature. Recognizing individuals who are culturally different might help us become more cognizant of how our thoughts and actions influence others who have different viewpoints. Osman, A. A. (2008). For the reason, the failure rate varies between 60% and 70%, which is astonishing considering the amount of money, people, and political capital committed. P. Norris, P. Norris, P. Norris, P (2009). Discovers that attempts either succeed right away because the transaction costs of enforcing economic and political freedom standards are minimal due to pre-existing norms, or they fail spectacularly due to the lack of norms.

According to Teramoto, S., Jurcys, P., & Larasati, D. (2013) addressed the disputes about the effects of the Internet and cloud computing technologies on music business operations, particularly in the distribution and dissemination stages. Building on the actual insights of both traditional and innovative music distribution business models, the study revealed using the social network technique for simulations and analysis these simulations are being used to see how novel communication networks may meet the objective of musical variety.

C.-L. Hung and J. C.-L. Chou (2013). Demonstrated data envelopment analysis (DEA) and analytical hierarchy process (AHP) to assess project performance and investigate the link between project performance, resource commitment, and organizational diversity. The results of his empirical investigation of research teams in the Taiwan National Telecommunication Program reveal that this link has varied consequences. The findings showed that too much variety might lead to a drop in efficiency due to scale inefficiency. Because the total efficiency of research performance is a function of both technology and size, the trade-off issues of resource commitment and organizational diversity should be addressed separately.

Furthermore, the findings of Teramoto, S., Jurcys, P., & Larasati, D. (2013) study demonstrated that workplace diversity and organizational innovation in telecommunication businesses in Rivers State, Nigeria, had a strong and favorable association. As a result, given some limitations, this single case study may not be generalizable. For example, the study only looked at two dimensions: generational differences and social class, both of which may be weak. Each of these quantifiable attributes might be related to other unmeasured but theoretically interesting elements of diversity, such as physical disability, sexual orientation, religion, or culture. To increase organizational innovation, telecommunications businesses should strive to adopt a positive organizational culture. A corporation that fosters a productive workforce will improve organizational unity in the industry, allowing for worker development and fulfillment, and so increasing the firm's ability.

According Madiraju Sri Kalyani Alekhya. (2018). When examining the diversity and inclusion policies and data of India's top two telecoms' firms, it was discovered that a stronger emphasis is being made on gender diversity and representation in the organization, with a higher percentage of women in management post. As shown in the Gender Diversity Benchmark for Asia 2014 report, the telecom industry has one of the lowest female worker participation rates, averaging between 8% and 15%, significantly lower than the overall female involvement rate of 26.6 percent in the whole workforce. This is in stark contrast to the enormous prospects in the telecommunications sector, which is estimated to reach \$37 billion in revenue by 2020. Another factor contributing to the low male-female workforce proportion is that only approximately 26% of female employees have global exposure responsibilities, compared to close to 53% of their male colleagues. According to the Madiraju Sri Kalyani Alekhya. (2018) findings, there is no difference in view between male and female employees in the IT industry when it comes to workforce diversity. Regardless of gender, respondents had the same opinion.

Diversity in terms of race, age, gender, personality, and educational background, according to Latimer (1998)⁶, improves creativity and problem-solving skills. He said that groups were proven to be less risk adverse than individuals making "risky shifts." Greater variety reduces risk aversion and improves decision-making and problem-solving abilities. This is due to the fact that diversity encourages a more thorough examination of the first solution to obtain widespread acceptance. Besides, Pelled's work, Demographic Diversity, Conflict, and Work Group Outcomes: An Intervening Process Theory, was published in 1996. This study created a theoretical model to

explain how ethnic diversity in work groups affects turnover and performance. The visibility and work relatedness of a diversity variable were discovered to have an indirect impact on how much turnover and/or performance enhancement the variable produces.

2.5. Conceptual framework

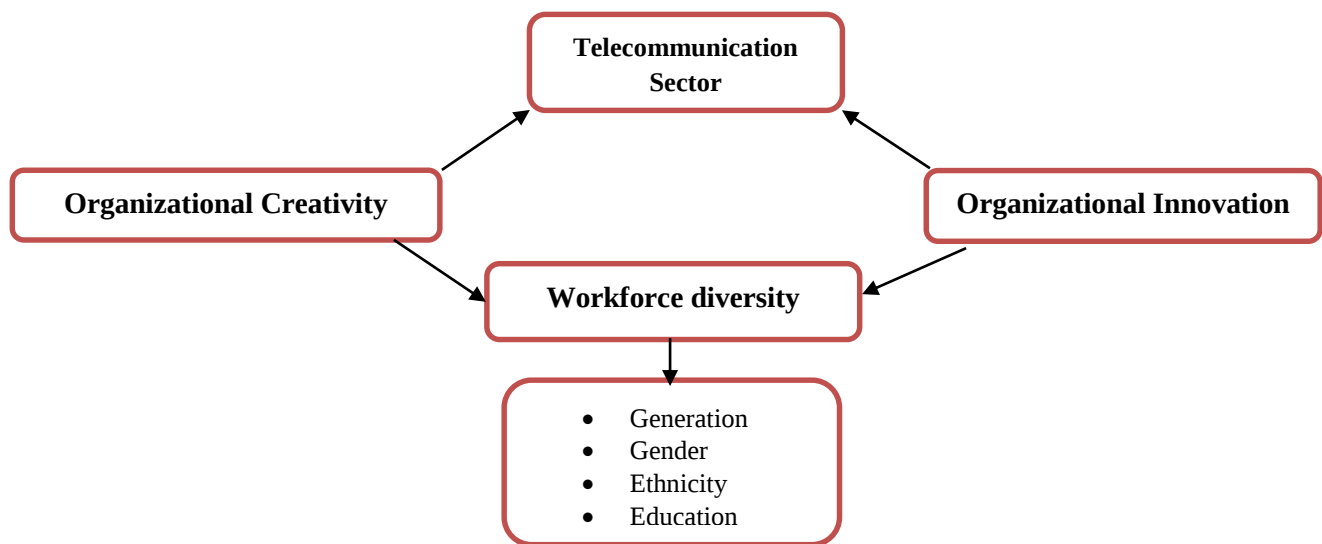


Figure 1 Conceptual framework

2.6. Summary of the chapter

The researcher examined and explained the most important principles of this study and he gathered the critical literature of this study and used his language to outline points of each article relevant to his study and also reviewed all literature reviews specifically related to the study. The analysis offered the researcher a sound philosophical, analytical and realistic perspective on understanding of the role of workforce diversity in enhancing organizational innovation and creativity among Telecommunication sector in Somalia system and eventually. The researcher has explained already the following headlines; workforce diversity and the roots of diversity in the workplace, Workforce diversity involvement in enhancing organizational innovation and creativity, overview of Telecommunication sector diversity in Somalia, theoretical framework, and summary of this chapter.

And all above sub-titles provided to the researcher adequate information that can help to continues on his study hopefully and deeply because he recognized has real concept of this study. There are some studies have been conducted on the on the role of workforce diversity in enhancing organizational innovation and creativity. Furthermore, most of the organization in the global their primary concern is the danger of an economic downturn, Knowledge and innovation are becoming more important sources of competitive advantage for enterprises. As a result, they're looking for tactics and structural improvements that will help them strengthen their learning and knowledge management capacities while also allowing them to be more innovative.

This study stated Generation aspect is primary concern for enhancing workplace diversity towards innovation and creative, the influence of gender diversity on organizational creativity and innovation, and ethnic diversity is one of the oldest known diversity challenges because discrimination in the workplace based on ethnicity/race has plagued numerous organizations throughout the world for a long time. Although rent is usually considerably cheaper in distant suburbs, also study highlighted range of theories have sought to better understand the causes of creativity and innovation in humans through case studies, experiments, and a number of research approaches and education, besides in the study numerous programs, courses, seminars, and strategies have been devised in order to encourage creativity and improve the cognitive functions that are thought to support it.

Finally, the results of this review suggest that there is little existing literature on the details of the issue under consideration for this study. Indeed, when taken collectively, the findings of prior research on the role of workforce diversity in organizational creativity and innovation are unsatisfactory, in the sense that they cannot be called robust or full, and are frequently conflicting. In the globalization organizations are currently gravitating towards knowledge-based organizations. Creativity and innovation play a critical role in being successful and competitive in today's market. Therefore, the literature of this study added linking individuals in decision-making, selecting and appointing workers with creativity characteristics, establishing job performance objectives, and providing systematic feedback are examples of such acts. For that reason, managers should be aware that status variety might be advantageous in some scenarios, such as volatile markets and stressful conditions. Businesses' adaptive reflexes to dynamically changing environmental demands may be accelerated by status diversity, as well as the coordinated

mobilization of organizational resources to meet such needs. Despite the stereotype that Somalis are homogenous, they have a rich and diverse cultural history. Many previous and contemporary expeditions and studies have pointed to the presence of a rich oral culture, as well as the people's tenacity and ingenuity.

Chapter three

Research Methodology

3.1. Introduction

This chapter provides an overview of the research methodologies used in the study. It contains information on the participants, such as the study's eligibility requirements, who the participants were, and how they were sampled. The methods used to examine the data are also discussed by the researcher. This chapter covers the following topics: research design, target population, sample size, research tools, instrument validity and reliability, study limitations and challenges, and data sources.

3.2. Research design

The purpose of this study was to look into the role of workforce diversity in enhancing organizational innovation and creativity in the telecommunication sector, with the goal of improving the workforce diversity of telecommunication companies in Somalia and developing mechanisms to boost organizational innovation and creativity. This research will be conducted utilizing a core-sectional mixed method (quantitative and qualitative approaches, and research can be conducted using both quantitative and qualitative methods). Quantitative data is used to answer the query "How many," whereas qualitative data analysis is used to answer the question "How." (Majid& kassim, 2000). The survey questionnaire was created utilizing a five-point Likert's Scale with a range of Strongly Disagree (1) to Strongly Agree (5), as well as a dichotomous question (a "Yes/No" question).

3.2.1. Mixed method approach

In mixed methods research, the combination can be beneficial at various phases. Depending on the research's approach to the subject, each method might complement the other. The researcher's goal in this study is to better understand the underlying motives for Macmillan community members to participate. According to Sieber (1973), quantitative data may help with assessing the generalizability of qualitative data and shed fresh light on qualitative discoveries during the data analysis stage, while qualitative data can help with adding meaning to, clarifying, and verifying quantitative results during the data analysis stage. Quantitative data may be utilized to give

baseline information throughout the data collecting stage, avoiding the issue of just speaking with a select set of people. Galliers (1992,) also said that the IS field is a pluralistic scientific area that can only be understood and studied using pluralistic models. Hirscheim (1989) based his argument on the fact that information systems are more social than technical, that they are viewed as social communication systems embedded in a cultural context; as a result, multiple perspectives and interpretations must be considered when researching in this field, where the use of various research techniques is critical.

3.2.2. Quantitative research

Aliaga and Gunderson (2002) have made considerable progress of describing quantitative research approaches. “Quantitative research is an investigation into a social problem that explains phenomena by obtaining numerical data and analyzing them using mathematically based methodologies, particularly statistics,” they say. When quantitative research is chosen, the researcher primarily uses a remark multiple sourcing approach to develop knowledge (i.e. cause and effect thinking, use of measurement and observations, and test of theories), employs inquiry strategies such as experiments and surveys, and collects data on predetermined instruments that yield statistical data, according to Creswell (2003).

3.2.3. Qualitative research

This study will use the qualitative method because a number of the research questions will be open-ended, and it is beneficial to use the qualitative method because the qualitative method consists of open-ended questions that the researcher usually gathers through interviews and focus groups, and thus the analysis of qualitative data. (Words. Text or behaviors) typically follows the trail of mixing it into categories of the data and presenting the range of ideas gathered during data collection (Sandelowski, 1995). According to Chivanga (2016), in most cases, qualitative research is used to answer questions regarding the complex nature of a phenomenon, with the goal of characterizing and comprehending the event from the participants' perspective. Quantitative research, according to them, is used to answer questions concerning connections between measured variables in order to explain, predict, and regulate events.

In the humanities, qualitative research is frequently utilized because it aims to capture the human meanings of social life as they are lived, experienced, and understood by participants. It's also been

used in fields like medical and qualitative research. It starts with watching the phenomena and then records and categorizes the data. This entails a thorough evaluation of the phenomena before proceeding with the analysis. Another feature of qualitative research is that data is obtained in their natural setting, and comments are studied in the context of a longer response or the entire interview (Chou, 2001).

3.3. Target population

Mugenda (2008) defines "population" as the collection of all temperature, units, items, or topics inside a particular analysis' universe of concern. It refers to a group of people, items, goods, cases, articles, or anything that have particular attributes or features. Once the population has been defined, it is designated as the target population. Meanwhile the target population of this study will be telecommunications sector workers in Somalia especially Golis telecom and Hormuud telcom and the target population of this study is 330.

3.4. Sample size

As stated by the researcher, the target population for this study consisted of 330 workers; however, because taking all of the target population would be time-consuming and expensive, the researcher will take samples from the target population, and the sample for this study will consist of 180 participants, who will be chosen using the following formula and this formula is called Slovin's Formula.

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

n= Number of Sample Size

N= Total Population

e= Margin of error

$$n = \frac{330}{1 + 330(0.05)^2}$$

$$n = \frac{330}{1 + 330(0.0025)}$$

$$n = \frac{330}{1 + 0.825}$$

$$n = \frac{330}{1.825}$$

Therefore, the Sample Size of this study is **180**

3.5. Sampling Procedures

The participants in this study will be chosen using the sampling technique, which is recognized as the easiest technique of data collecting since sampling may be an acceptable approach to select a sample from a particular population because every individual has equal possibilities and opportunities to be selected.

This study's researcher will prefer and choose sampling because sampling is one of the only types of data collection from the entire population. Random sampling is a portion of the sampling technique in which each sample is equally likely to be selected. Random sample randomly selected is supposed to be an unbiased representation of the entire population. Each member of the crew has the right to be chosen as a sampling process area throughout the sample process, which is why the researcher favors sampling.

3.6. Research tools

The research will utilize a questionnaire survey to gather the information and data from the respondents intelligently to acquire and obtain the data for this study deeply and intelligently.

3.6.1. Questionnaires

The questionnaire, which is a text comprising instructions, questions, and comments acquired by the unit to gain input from respondents, can be used by the researcher. Online or communication questionnaires may also include questions that are asked in the same way and in the same sequence to all responders and questionnaires (Onen, 2016). The neglect questionnaire, as a consequence of its comparably easy data collection and analysis in a relatively short time, and the fact that they are also cheaper for the administrator, has benefits to clarify and assist the gathering of information. (Barczak, 2015) Indicates that the form's fixed format eliminates variation in the questioning method, even if respondents could otherwise interpret comparable queries, and jointly

provinces that the form consists of a series of queries and that the purpose of the form is to collect information from contemporary researchers from respondents, and that questionnaires are used to collect information fairly and efficiently.

3.6.2. Interviews

The researcher will utilize interviews to gather evidence from the reason for the respondents' interview, which might be a discussion and spoken contact between two or more people where the respondents' required questions and interrogations to urge information or remarks. The interview necessitates one-on-one verbal contact and alliance engagement between the interviewer and the respondent, and thus a question (whose function is to pose questions) and the respondent (whose role is to respond to the question) should be questioned, and authenticity and transparency would be real if handled properly (Christiansen, 2007).

A confidential interview allows the interviewer to get insight into what someone knows about information or what he or she loves and dislikes (values and preferences), which is beneficial to the investigation. It will result in query clarity; because this includes interaction between the inquiries and the response, any ambiguous inquiries will be processed and cleared as well, which may be a very useful feature. An interview with both literate and illiterate individuals can be conducted, allowing the researcher to acquire data from a broader range of people and provide more accurate and useful results Alavi & Carlson, (1992). Therefore, the researcher will take interview 11 persons involving this study in terms of the possibilities.

To gather information, individual telecommunications sector administrators and personnel members were interviewed. Marketing/advertising, HR, and accounting departments were among the staff members that attended. This phase of study was fulfillment of dissertation by the United International University Institutional Review Board, which also gave permission for all data collection methods. A researcher goal of transcription was to capture the entirety of the interviewee's comments while leaving out unimportant words. All of the interview data was initially arranged into a 4x2 matrix in Excel, with columns labeled as interviewee code, interviewer question, interviewee response, and first classification. Each row corresponded to a single question with a complete response.

3.7. Validity and reliability of the instruments

The researcher hopefully expects the validity and reliability of this data will be accurate and effective.

3.7.1. Validity of the instruments

The measure to which the observations obtained during a research represent the phenomena being examined is referred to as validity. The legitimacy of the content was ensured by providing appropriate coverage of the subject under consideration. The degree to which the content of the objects represents the intriguing content domain is referred to as content validity (Dantzer & Kelley, 2007). The researcher may contact the report's supervisors to enhance the instrument's validity. Friends with experience in the production of testing instruments were frequently employed by the researcher to examine the procedures and advise on any adjustments that served to increase the tools' validity.

An intrinsic test of content validity was done to verify appropriate coverage of performance expectations and responses were retrieved from interview data. The ultimate number of answer items was documented once all exchanges were coded. When 75% of the important occurrences had been evaluated, adequate coverage was defined a priori as generating at least 80% of the items. If this target had not been met, item extraction would have had to be repeated by a new scientific fellow.

3.7.2. Reliability of the instruments

The degree to which a search tool generates consistent results following repeated trials is characterized as the instrument's reliability. Sogunro, (2002) the investigator employed the test and re-test approach by administering the same instrument twice to an equal population with a two-week gap between the first and second testing. This includes administering a comparable instrument twice to an identical group of responders with a two-week gap between the two measurements. The two scores were then connected to see if the contents of the measures are consistent in producing an equivalent answer when they are used.

The Perrault-Leigh Index was used to assess inter-rater reliability between the main researcher and the research supervisor (Perreault & Leigh, 1989). The scores were computed using an IBM SPSS

database that had been previously built (Kang, Kara, Laskey, & Seaton, 1993; SAS Institute, 2012). The lower confidence intervals of the PLI are set at 0.7 as an a priori level of acceptance for dependability. For the independent examination of exchanges, the Perrault-Leigh Index was 0.80, with a 95% lower confidence level of 0.76. This met the test's a priori requirement, and no additional changes to the extracted expectations and actions were made.

3.7.3. Data analysis

The researcher analyzed the data obtained from the respondents using the Statistical Package of Social Science (SPSS) and Microsoft Excel, and these tools assisted the researcher in performing the best analysis of this study. SPSS software is typically used for statistical analysis and statistical operations, and the researcher analyzes quantitative data from questionnaires. The researcher will use simple frequencies and percentages, as well as certain special graphs such as the Pie chart and Bar chart, because they are easy to compare, analyze, and interpret. Qualitative data was evaluated and incorporated into quantitative data using content or thematic analysis.

3.8. Limitation and challenges of the study

Each study has certain limitations, and the following probable issues that might be a barrier to this research are the limits of this study.

- During the process of this research, a number of challenges were faced. To begin with, the data gathering procedure was quite sluggish because most respondents took their time filling out and returning the surveys. Maybe, the organizational-level factors of demographic composition, workforce diversity, and organizational innovation and creativity may not be adequately reflected by aggregated metrics based on such a small number of people.
- This study's sample size may not be sufficient to generalize the findings. Because this study employed cross-sectional data, no causal conclusions can be drawn (Choudhary et al., 2017). However, longitudinal data analysis may be beneficial in future studies to demonstrate the causation of their association (Muzamil Naqshbandi & Kaur, 2014).
- There is no existing literature in the workforce diversity in enhancing organizational innovation and creativity besides, this study was conducted in Somalia so, some caution were exercised in generalizing its results to other African countries.

- People overwhelming of the pandemic covid-19, there was a lack of communication and finding the exactly data on the respondents and became a barrier of this study.
- Qualitative data was analyzed using proportion based on the keywords related with topic and that may be a limitation for this study.

3.9. Sources of the data

The first data source is an original data source, which is one in which the researcher collects the information first-hand for a specific research purpose or project, whereas a secondary source could be a document that relates to information originally presented elsewhere and in which the provision and accessibility of information is extremely important for correct information and data which will be accurate and valid.

Chapter 4

Data analysis, Findings and Interpretation

4.1. Introduction

This chapter presents finding gathered through surveys, interviews, and questionnaires administered to United International University student. They completed and returned them to the researcher using Google Forms, and they enthusiastically engaged in the interview session with the researcher, resulting in successful interviews. The findings are presented using bar charts, tabulations, and narrations with reference to the research questions and interviews, and then the findings are discussed by looking at what the literature has revealed. The research used the statistical package for social science (SPSS) and Microsoft Excel, which are very important tools for research analysis.

4.2. Demographic profile of the Respondents.

Table 1 Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	129	71.7	71.7	71.7
	Female	51	28.3	28.3	100.0
	Total	180	100.0	100.0	

Table 1 shows that males made up the majority of the responses (**71.7%**) while females made up the remaining (**28.3%**). The study explicitly states that the majority of participants were men, and that there is a gender imbalance since male and female genders are not balanced. This is due to cultural practices, as well as the fact that sometimes parents favor boys and do not offer more consideration with the girl's education due to cultural barriers. Furthermore, given the majority of the participants were male, this study establishes that the organization has a masculine culture. As a result, the researcher proposed that many campaigns and efforts be made in order to eliminate the gender imbalance, and that parents in developing and least developed nations send their daughters to educational institutions in order to get inclusive development and gender equality.

Table 2 Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	68	37.8	37.8	37.8
	35-45	33	18.3	18.3	56.1
	45-55	41	22.8	22.8	78.9
	55-65	38	21.1	21.1	100.0
	Total	180	100.0	100.0	

According to the above table 2, the majority of the respondents were between the ages of 25-35 (**37.8%**), while the least were between the ages of 35-45 (**18.3%**), and there were other age groups between 45-55 and 55-65, which have the closest proportion (**22.8%**). (**21.1%**). As a result, the outcomes of this survey strongly suggest that the majority of respondents participated this study were the generations of X and Y.

Table 3 Education Level of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	93	51.7	51.7	51.7
	Postgraduate	45	25.0	25.0	76.7
	Graduate	42	23.3	23.3	100.0
	Total	180	100.0	100.0	

Figure above table 3 explains the maximum education level of respondents was (**51.7%**) Undergraduate, where the second level of respondent's education level was (**25%**) postgraduate and (**23.3%**) graduate, indicating that the majority of the respondents were professionals as they were qualified in first degree.

Table 4 Marital status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	62	34.4	34.4	34.4
	Married	114	63.3	63.3	97.8
	Divorced	4	2.2	2.2	100.0
	Total	180	100.0	100.0	

As table 4 indicates, the majority of the respondents were married with **(63.3%)**, while, **(34.4%)** were single and there were **(2.2%)** divorced was participated. It means the majority of respondents were married because the respondents were employees, normally people get married when they complete their study and got work rather than single.

Table 5 Function of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration/management	12	6.7	6.7	6.7
	Marketing/advertising department	148	82.2	82.2	88.9
	Human resource department	14	7.8	7.8	96.7
	Finance department	6	3.3	3.3	100.0
	Total	180	100.0	100.0	

Table 5 explains the functions of the respondents, administration and management accounted for **(6.7%)** of respondents' working positions, while **(82.2%)** of respondents worked in the marketing/advertising department was the majority respondents. And **(7.8%)** in the human resource department, **(3.3%)** were finance department workers. As a result, the majority of the respondents worked in marketing/advertising positions, implying that support services dominated the diversified costumers and businesses.

Table 6 Characteristics of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	International	17	9.4	9.4	9.4
	Local	163	90.6	90.6	100.0
	Total	180	100.0	100.0	

In table 6 the characteristics of employees were questioned in the study **(90.6%)** were local employees, implying that the majority of the respondents were host national employees, while **(9.4%)** were international employees.

4.3. The role of workforce diversity on enhancing organizational creativity and innovation.

(A) Workforce diversity

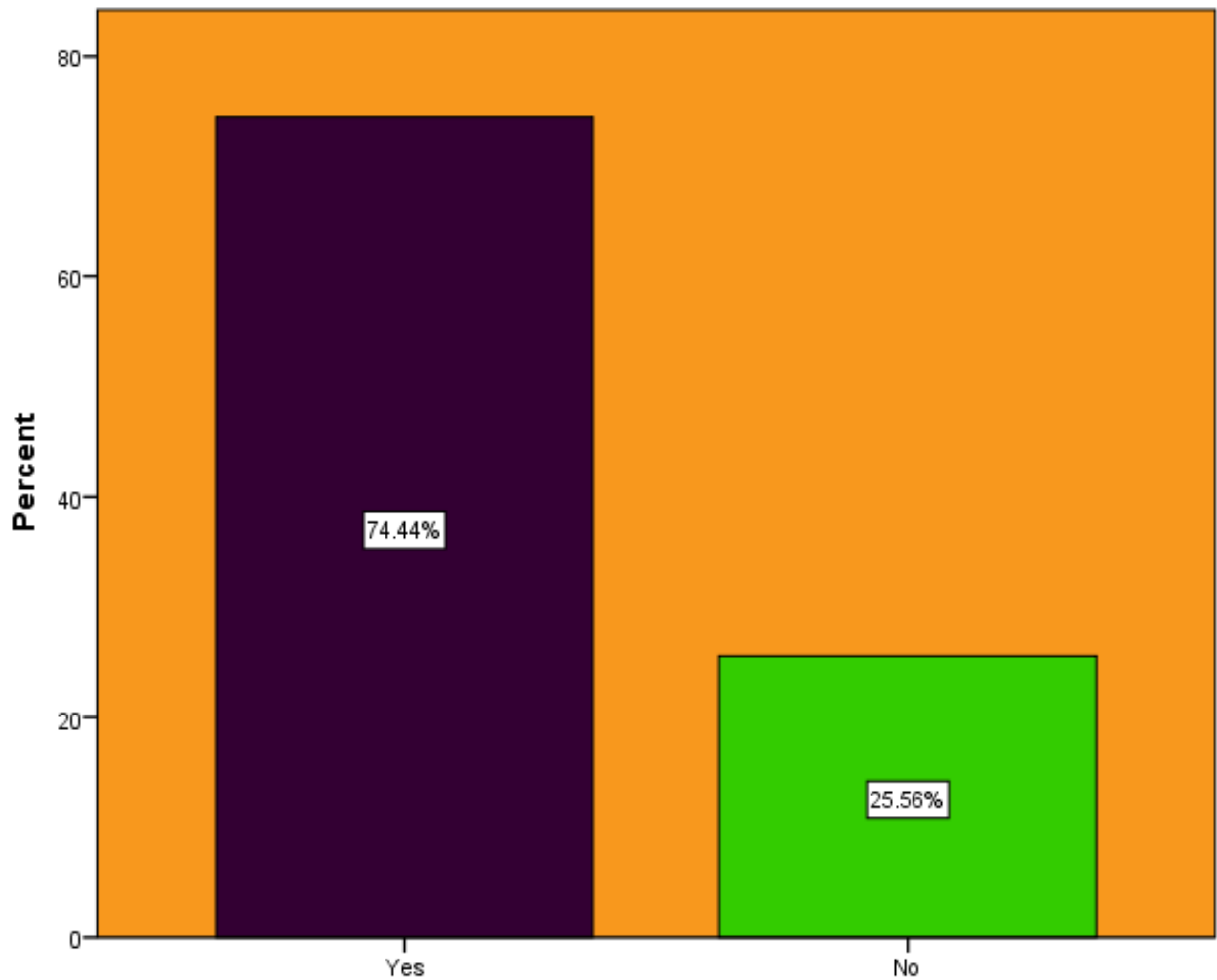


Figure 2 Diverse teams produce more creative results N (180)

Figure 8 indicates that **(74.44%)** respondents said (Yes) that diverse teams produce more creative results than teams in which all members are from a similar background while **(25.56%)** of the respondents said (No) homogeneous teams produce more creative results than that diversified workplace.

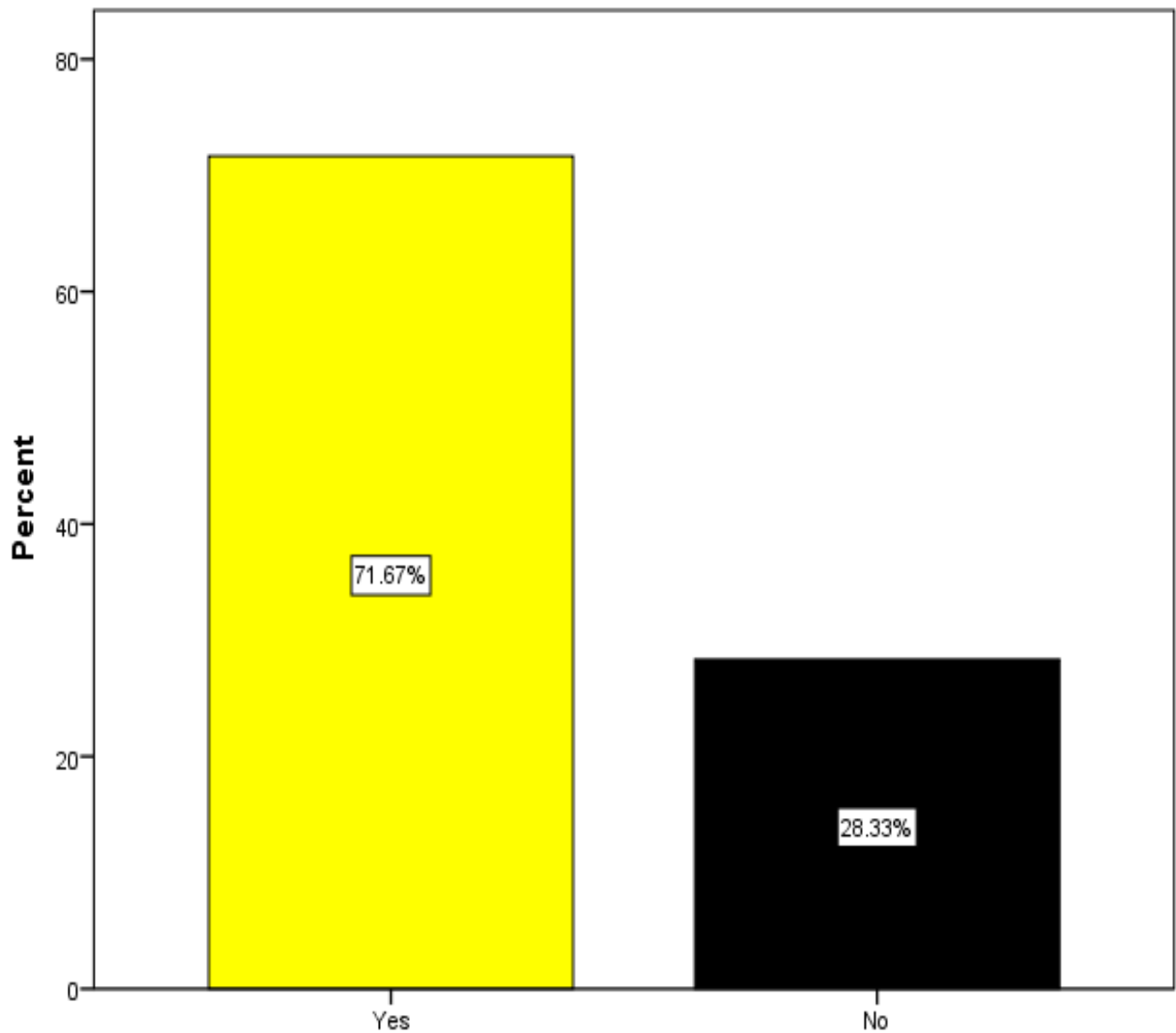


Figure 3 Managers should hire diverse people for their divisions N (180)

Figure 9 highlights **(71.67%)** of the respondents said (Yes) that managers should hire diverse people for their divisions and build diverse teams to handle projects. And there was **(28.33%)** said (No) believes handling projects doesn't require diverse people for the divisions and teams working together.

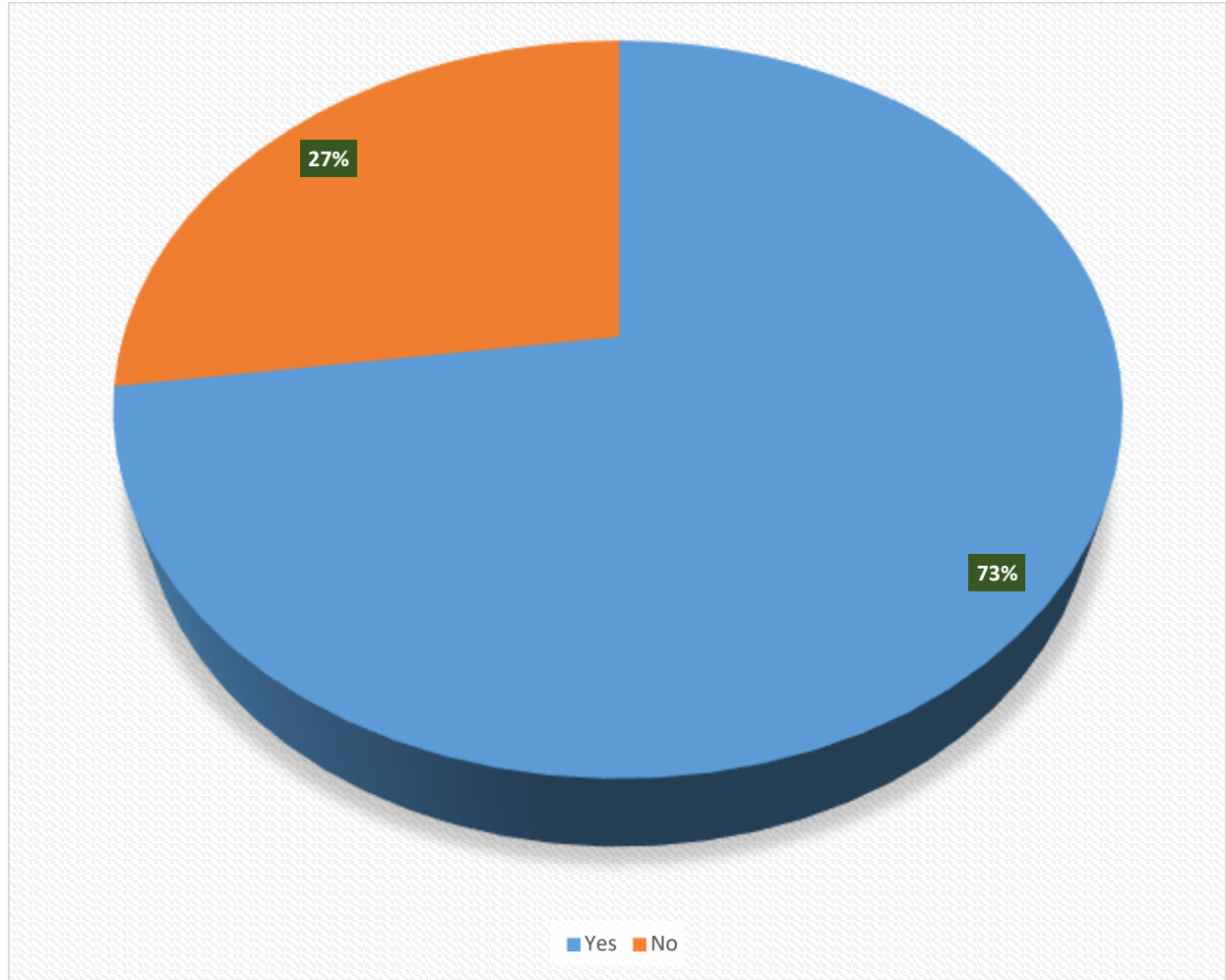


Figure 4 Employees with different background are treated fairly N (180)

As explained the above figure 10 (73%) of respondents had responded (Yes) that their workforce employees with different background are treated fairly, whereas (27%) responded negatively implying their organizations employees with different background are treated fairly.

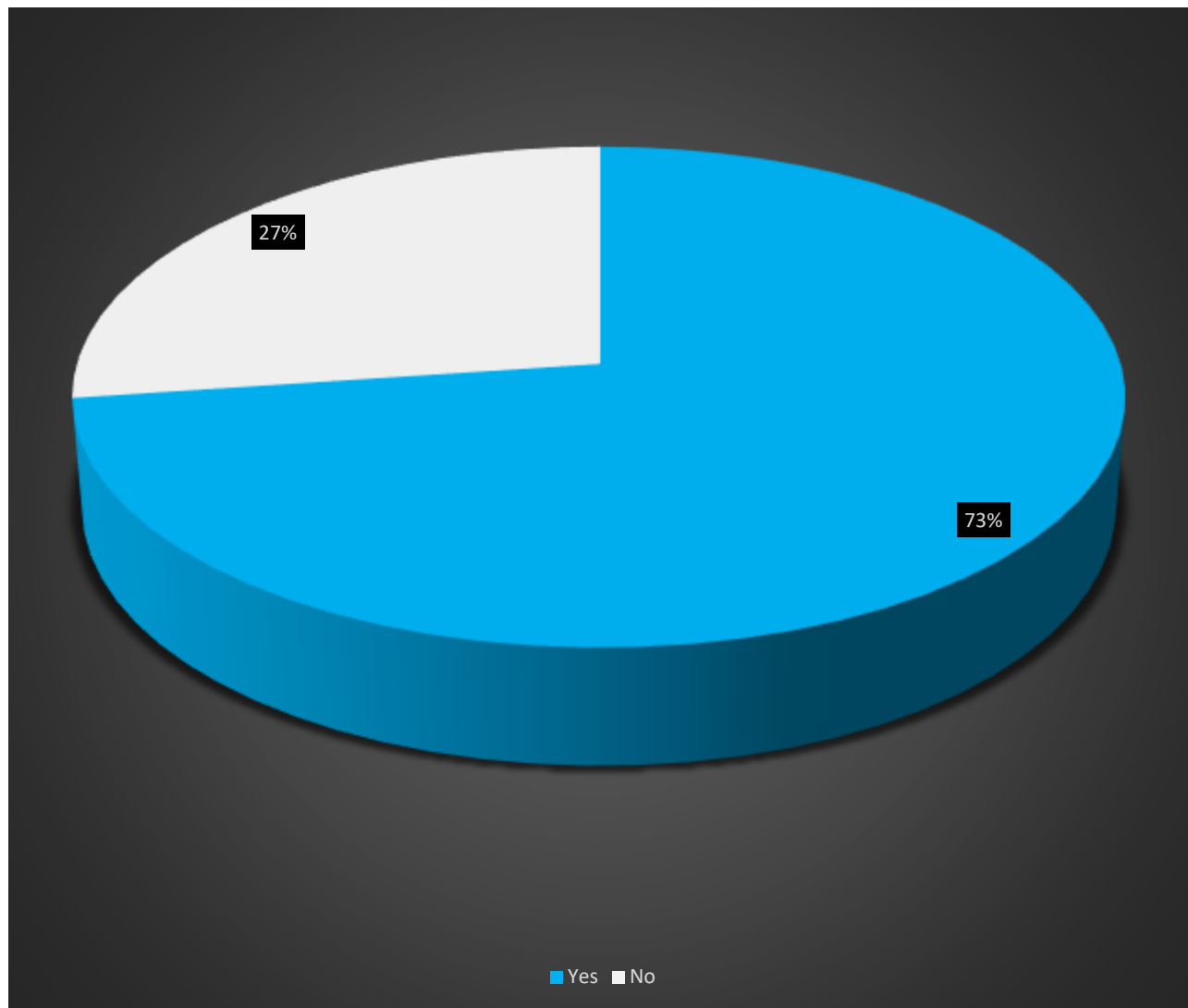


Figure 5 Equal Opportunity N (180)

As shows the above table 11, **(32.8%)** of the respondents agreed their organizations not exist everyone is having equal employment opportunity in here **(67.2%)** of respondents responded positively that shows their organizations exist that everyone is having equal employment opportunity in here.

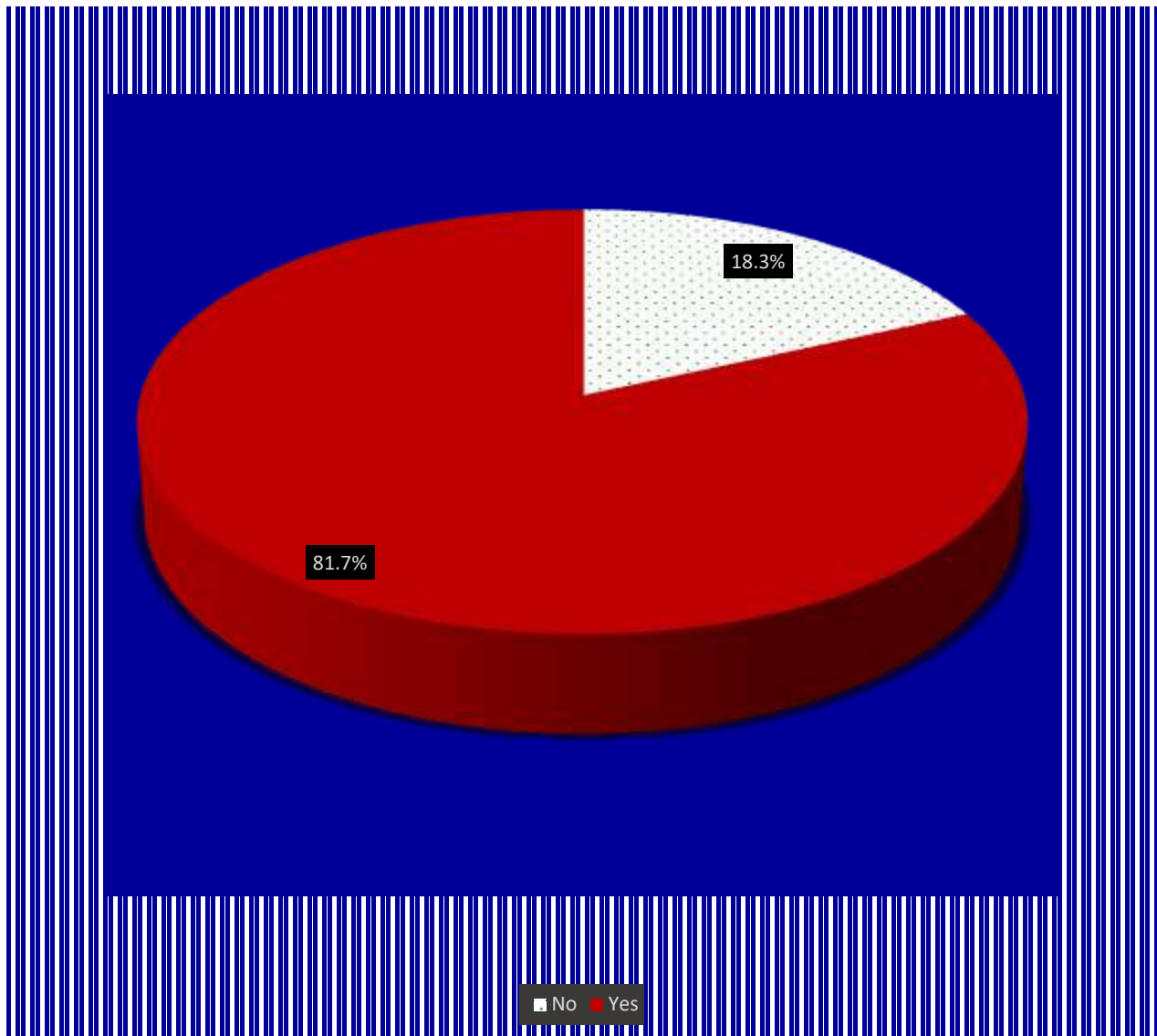


Figure 6 Workforce diversity linking personnel in decision making employees with creativity appearances N (180)

As figure 5 above states (**81.67%**) respondents approved that workforce diversity comprise linking personnel in decision making, recruiting and appointing employees with creativity appearances, while, (**18.33%**) of the respondents disagreed that workforce diversity comprise linking personnel in decision making, recruiting and appointing employees with creativity appearances.

As a result, researcher recommends that Linking personnel in decision-making, recruiting, and assigning employees with creativity appearances are all examples of workforce diversity.

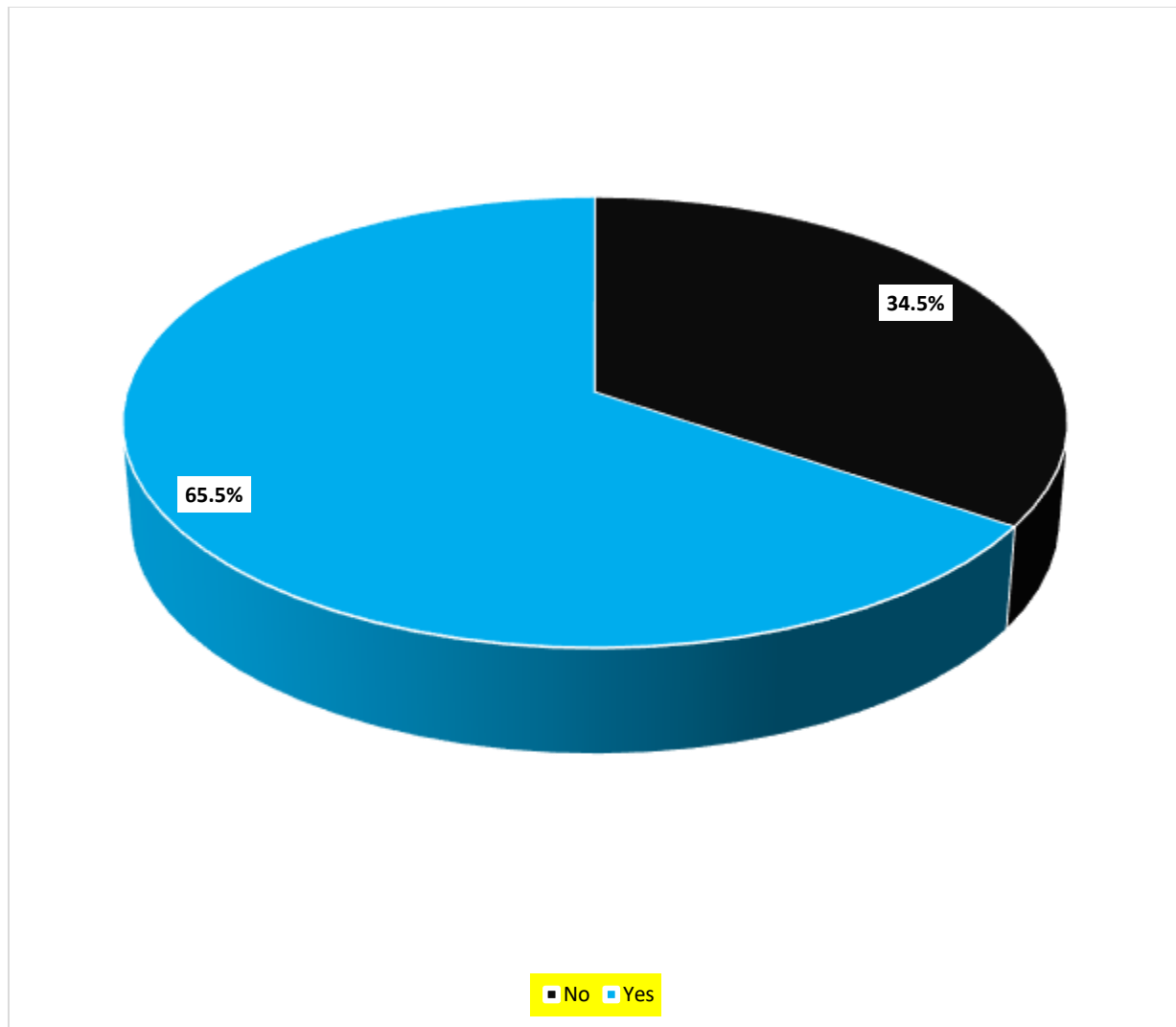


Figure 7 Workforce diversity promotes legal obligations

As shown figure 6 (65.5%) of the respondents said that organizations are required by law to enhance race, ethnicity, education and gender equality in workplace, while (34.5%) disagreed that Organizations are obligated by law to improve workplace diversity in terms of color, ethnicity, education, and gender.

4.4. Workforce diversity has positive impact of enhancing organizational creativity and innovation.

Table 7 Diversity in the workforce has a beneficial influence on corporate creativity and innovation.

S/N	Survey Question	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
1	workplace diversity in the organization increases the efforts of employees to make things work.	135(75%)	21(11.7%)	21(11.7%)	2(1.1%)	1(0.6%)
2	My real innovative work engagement has been declining steadily over the last six months.	22(12.2%)	47(26.1%)	51(28.3%)	28(15.6%)	32(17.8%)
3	My boss continually encourages me to innovate services, products, processes, and methods to organize my job.	24(13.3%)	53(29.4%)	37(20.6%)	55(30.6%)	11(6.1%)
4	Providing organizational incentives fairly increases the organizational innovation and creativity.	49(27.2%)	26(14.4%)	24(13.3%)	17(9.4%)	64(35.6%)
5	Collective engagement in organizations boosts organizational innovation and creativity.	102(56.7%)	32(17.8%)	12(6.7%)	27(15%)	7(3.9%)
6	Mutual respect between team members assists the company in increasing employee innovation.	93(51.7%)	34(18.9%)	22(12.2%)	15(8.3%)	16(8.9%)
7	Gender diverse groups have the ability to make quality decisions and innovative much more than a homogeneous team.	106(58.9%)	27(15%)	18(10%)	19(10.6%)	10(5.6%)
8	Diversity unlocks innovation and drives market growth	89(49.4%)	24(13.3%)	31(17.2%)	19(10.6%)	17(9.4%)
9	Recruitment system of our organizations is based on the education background and qualifications of the employees.	64(35.6%)	55(30.6%)	30(16.7%)	19(10.6%)	12(6.7%)

As shown in table 6, a large number of questions were asked throughout the survey to investigate the role of workforce diversity in organizational creativity and innovation. According to the Linkert scale, workplace diversity in the organization enhances employees' efforts to make things work. Strongly Agree 135 (75%), Agree 21 (11.7%), Neutral 21 (11.7%), Disagree 2 (1.1%), and Strongly Disagree 1(0.6%) were the top responses. As a result, the majority of the respondents agreed that workplace diversity in the organization increases the efforts of employees to make things work.

The second row of the table were asked that their real innovative work engagement has been declining steadily over the last six months and responded following responses, strongly agree with 22(12.2%), agree 47(26.1%), neutral 51(28.3%) , disagree 28(15.6%) and strongly disagreed 32(17.8%).

The third row of the above table were questioned that their boss continually encourages them to innovate services, products, processes, and methods to organize their job and they responded following responses, strongly agreed with 24(13.3%), agreed with, 53(29.4%), neutral with 37(20.6%), disagreed with 55(30.6%) and strongly disagreed 11(6.1%).

The fourth row were asked that providing organizational incentives fairly increases the organizational innovation and creativity and they responded the following responses, strongly agreed 49(27.2%), agreed 26(14.4%), neutral 24(13.3%), disagreed 17(9.4%), and strongly disagreed with 64(35.6%).

The fifth row were questioned that collective engagement in organizations boosts organizational innovation and creativity and they were responded the following responses, strongly agreed 102(56.7%), agreed 32(17.8%), neutral 12(6.7%), disagreed 27(15%), and strongly disagreed 7(3.9%).

The sixth row shows that the respondents were asked if mutual respect between team members assists the company in increasing employee innovation and their responses were the following strongly agreed 93(51.7%), agreed 34(18.9%), neutral 22(12.2%), disagreed 15(8.3%), and strongly disagreed 16(8.9%).

Then, the respondents were questioned that gender diverse groups have the ability to make quality decisions and innovative much more than a homogeneous team and their responses were the following strongly agreed 106(58.9), agreed 27(15%), neutral 18(10%), disagreed 19(10.6%), and strongly agreed 10(5.6%).

The eighth and ninth rows the respondents were questioned workforce diversity unlocks innovation and drives market growth and recruitment system of their organizations is based on the education background and qualifications of the employees instead of ethnicity depicts. The eighth question they responses were the following, strongly agreed 89(49.4%), agreed 24(13.3%), neutral 31(17.2%), disagreed 19(10.6%) and strongly agreed 17(9.4%). And ninth question they responded, strongly agreed 64(35.6%), agreed 55(30.6%), neutral 30(16.7%), disagreed 19(10.6%), and strongly disagreed 12(6.7%).

4.5.Recommendation of the respondents

The majority of respondents stated that the greatest strategies to enhance organizational innovation and creativity are to establish an open, creative work environment, inspire your team, and increase diversity in the workforce. Also encourage diversity and provide people with the skills they need to form innovative teams and take risks without being penalized.

The researcher achieved opportunity to make interview with 7 persons with marketing/advertising and HR departments. They also advised that indicators in the Somali telecommunications industry, such as using various employment boards, providing varied mentorships, and performing diversity training, should be addressed. In addition, an inclusion council will be formed to recognize diverse referrals and promote staff diversity. There is also an urgent need to include diversity into organizational policies and procedures in order to achieve greater success and to strengthen anti-discriminatory policies.

Chapter 5

Discussion, conclusion and Recommendations

5.1. Introduction

This chapter is crucial because it concentrates the findings of the previous chapter, quickly summarizes the findings of chapter four, and proposes some recommendations that will be quite useful to the research's beneficiaries after the present investigation is finished.

5.2. Discussion

Organizational innovation requires the development of fresh concepts that address the present organizational situation. "The act of combining thought categories, or mental pictures, in ways that have not been done before, either across or within domains, in order to produce an original and acceptable solution to a situation or problem,". As a result, the "generative process" is one of the foundations of creativity (Kilgour, 2006, p. 82). (Leung, Maddux, Galinsky, & Chiù, 2008). That brings, there are more choices available. The first objective of the study was to determine the socio-demographic characteristics of the respondents and it has been successfully achieved and the researcher questioned the participants their ages, the majority (37.8%) were between the ages of 25 and 35, while the least (18.3%) were between the ages of 35 and 45. Other age groups with the closest proportions were 45-55 and 55-65. (22.8%). (21.1%). And also, their gender showed males accounted for the majority of the responses (71.7%), while females responded were (28.3%). Furthermore, respondents' highest degree of education was undergraduate (51.7%), followed by postgraduate (25%) and graduate (23.3%). And, (63.3%) of the respondents were married, while (34.4%) were single and (2.2%) were divorced. Besides, administration and management accounted for (6.7%) of respondents' jobs, followed marketing/advertising departments accounting for the majority of respondents (82.2%). And in the human resources department (7.8%), were finance department workers. (3.3%). And, the employee characteristics were questioned in the survey were (90.6%) local employees followed (9.4%) international employees.

The second objective of the study was to identify the role on workforce diversities on improving organizational Innovation and creativity. This study (74.44%) respondents agreed that diverse teams produce more creative results than teams in which all members are from a similar

background while (25.56%) of the respondents said (No). And also, (71.67%) of the respondents said (Yes) that managers should hire diverse people for their divisions and build diverse teams to handle projects. And there was (28.33%) said (No). Furthermore, (73%) of respondents had responded (Yes) that their workforce employees with different background are treated fairly, whereas (27%) responded negatively implying their organizations employees with different background are treated fairly. (32.8%) of respondents disagreed that their organizations do not exist, and that everyone has equal job opportunities in here, whereas (67.2%) of respondents agreed. And there were (81.67%) respondents approved that workforce diversity comprise linking personnel in decision making, recruiting and appointing employees with creativity appearances, while, (18.33%) of the respondents disagreed. Besides, (65.5%) of the respondents said that organizations are required by law to enhance race, ethnicity, education and gender equality in workplace, while (34.5%) disagreed that Organizations are obligated by law to improve workplace diversity in terms of color, ethnicity, education, and gender.

The third objective off the study was to find out the competitive advantageous of workforce diversity for enhancing organizational innovation and creativity in telecommunication sector. According to the Linkert scale, workplace diversity in the organization enhances employees' efforts to make things work. Strongly Agree 135 (75%), Agree 21 (11.7%), Neutral 21 (11.7%), Disagree 2 (1.1&), and Strongly Disagree 1(0.6%) were the top responses. In the that their real innovative work engagement has been declining steadily over the last six months and responded following responses, strongly agree with 22(12.2%), agree 47(26.1%), neutral 51(28.3%), disagree 28(15.6%) and strongly disagreed 32(17.8%). And in their boss continually encourages them to innovate services, products, processes, and methods to organize their job and they responded following responses, strongly agreed with 24(13.3%), agreed with, 53(29.4%), neutral with 37(20.6%), disagreed with 55(30.6%) and strongly disagreed 11(6.1%). Furthermore, providing organizational incentives fairly increases the organizational innovation and creativity and they responded the following responses, strongly agreed 49(27.2%), agreed 26(14.4%), neutral 24(13.3%), disagreed 17(9.4%), and strongly disagreed with 64(35.6%). Then, collective engagement in organizations boosts organizational innovation and creativity and they were responded the following responses, strongly agreed 102(56.7%), agreed 32(17.8%), neutral 12(6.7%), disagreed 27(15%), and strongly disagreed 7(3.9%). Additionally, if mutual respect between team members assists the company in increasing employee innovation and their responses

were the following strongly agreed 93(51.7%), agreed 34(18.9%), neutral 22(12.2%), disagreed 15(8.3%), and strongly disagreed 16(8.9%).

The fourth object was to explicit advantageous recommendations and solutions for diversified workforce influence in enhancing organizational innovation and creativity how Organizational Culture Influences on Creativity and Innovation. And the majority of the respondents recommended the best ways to boost organizational innovation and creativity are to create an open, creative work environment, motivate your team, and promote workforce diversity. Encourage individuals to be diverse and give them the tools they need to build innovative teams and take chances without fear of being punished.

They also recommended that indications in the Somali telecommunications business be addressed, such as using various job portals, offering various mentorships, and doing diversity training. In addition, an inclusion committee will be created to acknowledge and encourage the diversity of referrals and employees. In order to achieve better success and improve anti-discriminatory measures, there is also an urgent need to include diversity into organizational policies and processes.

Finally, evidence suggests that specific communication about the importance of diversity to the company is helpful. Several studies have connected top management support for the importance of diversity to the success of diversity management and the driving force behind the organizations' innovative and creative efforts (Camelo-Ordaz, Ferna'ndez Alles, & Marti'nez-Fierro, 2006; Combs, 2002; Konrad & Linnehan, 1995; Leonard & Grobler, 2006).

5.3. Conclusion

People that join the working team bring their own innovation to the table, yet it can be stifled and hampered in telecommunications sector in Somalia. It is critical for a business to evaluate what may be causing these obstacles to creativity, as they are the most serious threats to creativity. This can manifest itself in a variety of ways. Proposed ideas should be respected and reacted to. Mistakes are difficult to prevent, but how the agency responds, as well as how the firms examined proceeded to learn from the experience, is essential to their progress. Risk is a difficult subject; whether they can take risks is contingent on the client, according to the two firms. No one, however, wants to take that chance. Team members with varied cognitions may have a broader

range of task-relevant information/knowledge and express a variety of viewpoints on task-relevant problems throughout the development process. Organizational culture acts as a catalyst for innovation and creativity. Many great ideas in the organization's existence never see the light of day—the organization's creativity could entail a process or novel goods that modify the current demand—many brilliant ideas in the organization's life never see the light of day.

Beyond ensuring consistent application of involvement programs across the organization our findings suggest that managers of diverse organizations must achieve relatively high levels of engagement among members of vulnerable minority race-ethnic groups. Practices in diversity management may be beneficial in achieving this objective. Although the discipline of diversity management has yet to provide a clear set of successful management strategies evidence has arisen that certain diversity management techniques are effective. The formation of collectives or employee networks that facilitate interactions among race-ethnic minorities or women, for particular, has been related to improved attitudes and career success for historically marginalized groups and brings the employees innovation and creativity efforts. The organization's innovation and creativity may be strengthened to improve collective engagement of managers and employees in building effective workforce diversity and information exchange regarding chances to participate successfully in involvement activities. Finally, Workplace diversity management aims to ensure that all employees are treated fairly so that they can all be their best selves and happily contribute to the organization's growth and success.

5.4. Recommendations

Based on the findings of this study, recommendations towards the role of workforce diversity in enhancing organizational innovation and creativity in becoming successful were generated. Firstly, organizations must be centered on a social justice aim. This relates to the moral, ethical, and social obligations that govern attempts to improve the lives of racial, ethnic, and gender minorities.

Second, organizations are required by law to enhance race, ethnicity, and gender equality. Affirmative action is a vital method for complying with legal responsibilities, and it refers to constructive attempts to eradicate racial and gender discrimination in education and the workplace.

Third, organizations need to acknowledge cultural diversity as a necessary factor in competing in the multinational business environment and employees with different background are treated fairly to maintain and increase competitiveness in the global marketplace.

Fourth, senior management must create an organizational-wide mindset that encourages personal risk-taking and views mistakes as a source of learning and new ideas. Employees' willingness to behave creatively and innovatively is determined by how mistakes are handled in businesses. Brodtrick et al., (1997). Tolerance for errors is a necessary component of creativity and innovation.

Fifth, top management should foster a collaborative culture. Such an atmosphere can foster the creativity and innovation that are so important in today's corporate world. One important conclusion is that the environment for creativity must be sensitive to the entire process. However, changing a company's environment is one of the most challenging aspects of development, and it always demands entire dedication and involvement from top management.

Sixth, employee teams should be able to choose how they want to reach their goal, since this gives them more flexibility and autonomy, which boosts intrinsic motivation and mutual respect between team members assists the company in increasing employee innovation.

Seventh, Organizations must be aware that giving equitable organizational incentives boosts organizational innovation and creativity in the workforce, while workforce diversity boosts employees' efforts to make things work.

Eighthly, Managers should employ people from a variety of backgrounds for their divisions and create varied teams to handle tasks since diverse teams deliver more innovative results than teams with members from the same background. As a result, team leaders and others in charge of forming teams should aim for diversity.

Ninthly, companies must address the importance of having a diverse and inclusive workforce by involving employees in decision-making, hiring and selecting individuals with creative personalities, and put special emphasis on Administrative, strategic and technological innovations, to achieve sustainable organizational growth and attract and retain top talent employees.

Tenthly, telecommunications firms in Somalia must foster an environment of empathy and forgiveness, and managers must allow their employees to do things their own way while learning from fresh ways used by team members to address challenges.

Finally, telecommunications businesses in Somalia must recognize how workplace rules, systems, and processes disproportionately affect historically marginalized communities, and include diversity into their policies and procedures.

5.5. Future Direction Research

Future study might contribute to this body of knowledge by collecting direct measurements of classification and specialized departments, employee empowerment, and social networks in the workplace, and relating these processes to organizational diversity, creativity, and innovation. In terms of understanding the role of workforce diversity in fostering organizational innovation and creativity, further in-depth qualitative research studies on the subject are required. The importance of workforce diversity in the telecommunications sector in Somalia suggests that more emphasis should be placed on social events, and thus more research should be conducted to create a more multi-cultural environment. As a result, a larger sample size and advanced statistical analysis are required for future research.

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Appendix 1

Survey Questionnaire

Dear respondents,

My name is Yahye Abdalle Jama and I am a Master student at United International University and You are kindly requested to assist in this study which aims to **“The role of workforce diversity in enhancing organizational innovation and creativity among Telecommunication sector: Somalia Perspective”**. This research form is part of the requirement for my Master qualification. The final outcome of this study will be shared with your organization. Please take a couple of minutes to fill out this questionnaire. The sincerity of your answers is very critical in depicting the real conditions. Any information provided from you is purely for academic purposes and all responses will be treated with greatest confidentiality. Your response will be very crucial the success and accomplishment of this study.

NB. This survey can be filled by all the levels of managers and employees in Private Service Sector Organizations (e.g., Telecommunication).

Part one: Demographic profile of the Respondents.

Please click tick (✓) in the following boxes carefully and deeply.

1. Gender

- Male ☐
- Female ☐

2. Age group

- 20-25 ☐
- 26-31 ☐
- 32-37 ☐
- 38-43 ☐
- 44 and above ☐

3. Level of education

- Diploma ☐

- Bachelor ☐
- Master ☐
- Postgraduate ☐

4. Marital status

- Single ☐
- Married ☐
- Divorced ☐

5. Function

- Administration/management ☐
- Marketing/advertising department ☐
- Human resource department ☐
- Finance department ☐

6. Characteristics of employees

- International ☐
- Local ☐

Part two: The role of workforce diversity on enhancing organizational creativity and innovation.

(B) Workforce diversity

- Do diverse teams produce more creative results than teams in which all members are from a similar background?
 - Yes ☐
 - No ☐
- Do you believe managers should hire diverse people for their divisions and build diverse teams to handle projects?
 - Yes ☐
 - No ☐
- Do your employees with different background are treated fairly?
 - Yes ☐

- No ☐

10. Does everyone is having equal employment opportunity in here?

- Yes ☐
- No ☐

11. Does your workforce diversity comprise linking personnel in decision making, recruiting and appointing employees with creativity appearances.?

- Yes ☐
- No ☐

12. Does your workplace diversity promote legal obligations to enhance race, ethnicity, education and gender equality in workplace?

- Yes ☐
- No ☐

13. Do you think workforce diversity enhances creativity and problem solving in teams, and serves as a resource to create a competitive advantage for the organization?

- Yes ☐
- No ☐

B. Workforce diversity has positive impact of enhancing organizational creativity and innovation

S/N	Survey Question	% Strongly Agree	% Agree	% Neutral	% Disagree	% Strongly Disagree
1	I increased my efforts to make things work at my workplace diversity organization.					
2	My real innovative work engagement has been declining steadily over the last six months.					
3	My boss continually encourages me to innovate services, products, processes, and methods to organize my job.					

4	Providing organizational incentives fairly increases the organizational innovation and creativity.					
5	Collective engagement in organizations boosts organizational innovation and creativity.					
6	Mutual respect between team members assists the company in increasing employee innovation.					
7	Gender diverse groups have the ability to make quality decisions and innovative much more than a homogeneous team.					
8	Diversity unlocks innovation and drives market growth					
9	Recruitment system of our organizations is based on the education background and qualifications of the employees instead of ethnicity depicts.					

Part three Recommendations

1. What can we do to increase organizational innovation and creativity through diversity in the workforce?

Thank you in advance for your participation