

Workforce Diversity in Improving Organizational Creativity and Innovation among Telecommunications in Somalia

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



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To

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.

Subject: Submission of Thesis Report.

Dear Sir.

With due respect and honor, I am submitting my thesis report entitled **Workforce diversity in improving organizational creativity and innovation among telecommunication sector in Somalia**. It was a huge honor to be a part of such an important project. The dissertation/report is written in accordance with the standards and rules of the MIHRM program at United International University's School of Business and Economics.

I am confident this dissertation report will assist you in assessing my thesis work. It would be a great joy for me to translate any section of the report, or the entire report, as needed.

Sincerely yours:

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Declaration.

I humbly declaring this dissertation/report titled **Workforce diversity in improving organizational creativity and innovation among telecommunication sector in Somalia** as 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. Musharrof Hossain & Mr Jakowan**

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Certification

This is to certify that **Omar Adan Abdirahman** student ID No: 115202007 has carried out the thesis work as partial requirement of the degree under my supervision and submitted the dissertation entitled titled “**workforce diversity in improving organizational creativity and innovation among telecommunication sector in Somalia**”

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Abstract

Almost all of Somalia was deprived of technology when the war ended in 1991 but instead of imitating the industrialized world, Somalia welcomed many contemporary technologies. The nation made excellent sense to rebuild its telecommunications since more recent technological generations are more effective and economical than earlier generations.

Due to the diverse socioeconomic backgrounds of its personnel, telecommunications companies have had to deal with a number of difficulties such tribalism, regional identities, and discrimination in both public and private enterprises.

Additionally, it was found that linking diversity in organizational policies and practices is urgently necessary if there is to be a possibility of providing incentives evenly and achieving gender equality. The business will keep expanding throughout this period. A stable political system will promote the creation of new companies, many of which will need a phone and/or internet connection. Like many other nations, the government will have demands in this sector, and it may end up being one of the top users of telecommunications. According to our research, managers of diverse companies should aim for relatively high participation rates among people from racially and ethnically disadvantaged minorities, as well as diversified job board, mentorship programs, and diversity.

Employee diversity and minority referrals to ensure that involvement programs are implemented consistently throughout the organization.

Chapter one

1.1 Introduction	1.
1.2 Background of the study.....	1.
1.3 Problem of the statement.....	3
1.4 General objective of the study.....	3
1.5 Research questions.....	4
1.6 Significance of the study.....	.4
1.7 The scope of the study.....	...4
1.8 Time scope.....	4
1.9 Overview of the methodology.....	...5

Chapter two

Literature review	6
2.1 Introduction.....	6
2.2 Diversity in workplace.....	6
2.2.1 Generation diversity in workplace.....	7
2.2.2 Gender and diversity.....	8
2.2.3 Ethnic impacts in workplace.....	9
2.2.3 Educational diversity in organizations.....	10
2.2.4 Telecommunication sector diversity.....	12

2.2.5 Concept framework.....	13
2.2.6 Summary.....	14

Chapter3

Methodology.....	15
3.1 Introduction.....	15
3.2 Research design.....	15
3.3 Method approach.....	15
3.4 Qualitative and quantitative research.....	16
3.5 Target population.....	17
3.6 Interviews.....	18
3.7 Data analysis.....	19.
3.8 Sources of data.....	20

Chapter4

Data analysis and interpretations.....	21
4.1 Introduction.....	21
4.2 Demographic respondents.....	21
4.3 Workforce diversity in improving organizations.....	26
4.4 Workforce diversity has positive impact of organizations.....	29
4.5 Recommendations and participants of the study.....	29

Chapter five

Recommendations, Discussions, and conclusions	30
5.1 Introduction.....	30
5.2 Discussion.....	30
5.3 Conclusion.....	31
5.4 Future and Direct Research.....	33
References.....	34
Appandex1.....	36

Chapter One

Introduction

The introduction chapter includes an overview of the thesis as well as the study's goal. The first section of the chapter discusses the context in which this study was conducted, as well as the researcher's background. The thesis concludes with a glossary of commonly used vocabulary. The study's purpose and objectives are next outlined. This study's theoretical foundation, social constructionism, is briefly presented. Finally, a summary of the study's methodology is offered.

1.1. Background of the study

People no longer live and work in isolated environments; instead, they are now a part of a global economy that competes in almost every region of the world. This increased globalization calls for greater contact among workers from different backgrounds than it did previously (Pimel, 2016). Due to these factors, many firms today have recruited a diverse staff with a wide range of backgrounds in order to obtain a competitive edge by fostering more creativity, innovation, and adaptability. Therefore, thanks to the attention that corporate leaders and other involved parties have given it, worker diversity has not only become a reality but also a crucial component of company success in the 21st century. 2017 (Solemin)

Researchers have characterized diversity as being a universal phenomena that has developed over time inside corporate organizations and that it is shared by the gender, race, and ethnicity of the workforce (Ditomaso 2004). The problems of managing cross-cultural diversity for current and future organizations are inevitable given the realities of workforce diversity across the globe. According to Kundu (2001), if the multi-cultural issues that come with it can be successfully managed, it can have a beneficial impact on organizational growth. The term "workforce diversity" refers to the notable contrasts and continuities among personnel within a business (Grfin & Morhead, 2014). Nwinm (2014) claimed it symbolizes

creative accomplishments On both an individual and collective level, they examined the effects of gender, national origin, industry history, and education on employment diversity. Companies,

the report identifies the companies with average diversity saw a 20 percent increase in innovative sales and a 9% increase in EBIT margins. Despite the fact that cultural differences in diversity and performance existed, there were significant links between workplace diversity, creativity, and innovation across all geographies. Rocio Lorenzo, Martin, Reeves (2018).

findings of a comprehensive inquiry are presented in this thesis to highlight the value of diversity in organization creativity. While creativity is probably one of the most important thing in a managers toolkit, a firm becomes predictable without innovation. In the market, the predictable enterprise may face a competitive disadvantage. managers aren't the ones on the lookout for new approaches to problems. Creativity can help businesses and customers come up with unique and better solutions to problems. As a result, Herbig and Jacobs believe that innovation can help companies achieve greater commercial success and operational efficiency (1996) some scholars have mentioned that solely focusing quality improvement only in the digital age is counterproductive, as many organizations are likely to confront competitive advancements that pose a threat. to their long-term survival

Somtel Telecom, Hormuud Telecom, Nation-link Telecom, are some of the most known Somali telecommunications according to the Street Journal (2018). These Somali telecommunication companies provide services to every city, town, in Somalia. There are around 20 mainlines per 2,000 inhabitants, and there are three times as many telephone lines available locally as in Kenya (2015). These businesses now offer the most affordable and crystal-clear phone calls in Africa, and they offer service throughout the continent. thanks to major collaboration with large businesses such as Sprint, ITT, and Telenor. Christopher J. Coyne, Christopher J. Coyne, Christopher J.

However, since the regime was ousted in 1990, there's been no centralized authority in Somalia, making the country's telecommunications industry unusual. Despite the uncertainty, the industry has thrived. At least eight additional mobile networks that provide fixed-line and Internet services compete with it. Another name for this type of mobile money transfer technology is EVC (Electronic Voucher Card). Diversity in the workplace and other such concerns have received less attention, despite their importance in fostering corporate creativity and innovation. Sharif Ali (2014).

The objective of this study was to examining the impact of workforce diversity on innovation with respect to Somalia telecom was the study's main goal. Although there are many other factors that influence the link between diversity and innovation, this study concentrated on looking at how the diversity of the labor force in terms of gender, age, and educational background affects creativity in the context of Somalia telecom. The selection of the aforementioned factors was necessitated by Somalia Telecom's recruitment selection criteria, which is limited by age, gender, and educational background, such as freshmen and highly qualified students. The sections of this article include introduction, literature review, methodologies, results and arguments against them, conclusion, advice for further study, and recommendations.

Problem statement

Encouragement of participation and community building are the most difficult challenges for a diverse workforce in the telecommunications sector to overcome, and individuals are dealing with a range of difficulties at work. Because of the instability that continues to wreak havoc on the country, private enterprises in Somalia have been unable to invest in and develop a diverse workforce, particularly the telecommunications companies that dominate the Somali economy. As a result, making considerable progress is tough. To help with that, the emphasis of this research will be in effect of worker diversity in improving organizational innovation and creativity in private businesses..

3.1General Objective

To investigate how workplace diversity might boost organizational creativity and innovation in Somalia's telecommunications sector..

Specific Objectives

- Determine the respondents' socio-demographic variables.
- To determine the impact of different workforce diversity on organizational innovation and creativity.
- To determine the competitive advantages of workforce diversity in the telecommunications sector for promoting organizational innovation and creativity.

- To provide beneficial ideas and solutions for a diverse workforce to influence and boosting organizational creativity, as well as organizational culture affects.

.Research Question

How diversity fostering organizational innovation and creativity in Somalia's?

Significance of the study

diversity in the workplace has become something crucial of globalization. As a result, workers from all backgrounds enjoy thinking in many ways, allowing them to face any kind of a problem from many different areas. Cultural variety is a common occurrence in today's world, and practically that Every nation is a cultural mashup. Somalia is a society where neighbors coexist. This is one of the nations with the most uniform cultures in Africa.. Cultural diversity, on the other hand, has an impact on the region's public and private sector workplaces.

The purpose of the research was to find the influence of workplace diversity in increasing organizational innovation and creativity in Somalia's private sector, particularly telecommunications firms. The project will also focus on the impact of cultural diversity on innovation and creativity in Somalia's private workplaces. The findings are intended to give useful information for developing strategies to control or increase the influence of cultural diversity on creativity and innovation in Somalia's private workplaces.

1.2.The scope of the study

The following scopes are included in the study's scope:

This research is shown in selected organizations in Somalia, namely Somfone Telecom and Hormuud Telecom, and this will serve as the study's geographical restriction, as it is within the researcher's reach.

Content scope

The focus of the research will analyze the influence of workforce diversity in improving organizational creativity in private companies: Somalia's Viewpoint

1.3. Time scope

The research will take place between February and June 2021, and the researcher expects to complete the study effectively, and he generally puts in a lot of work to do so.

Role: The expected and distinguishing marker of an asset's conduct as a member of a specific social group..

Organizational Creativity: According to Woodmen et al., creativity is defined as "developing and bringing of usable product with value, service, concept, methods, or process through workplace variety in a comprehensive social system" (1993). There are other definitions available, such as Dr. Esra Sipahi (2017). Further creativity is the most thorough method of promoting added value from current assets.

Organizational Innovation: is the adoption of a new organizational strategy in the company's operations, workplace design, or external communications to increase knowledge, workflow effectiveness, or product or service quality..

Telecommunication companies in Somalia: the private companies in Somalia are backed by the government and its part of the country's economic hub that is owned by individuals and the majority of the business are profit seeking businesses. There are 12 licensed local companies whose network reached the entire country.

Overview of the methodology

1.3. Due to the fact that some of the study objectives will be closed-ended and since closed-ended questions are a component of quantitative methods, this study will employ a core-sectional mixed-techniques strategy (quantitative and qualitative methods). This study will employ a qualitative method, thus many of the survey questions would be open-ended and the qualitative technique will be used. The open-ended questions used in the qualitative approach are often obtained by the researcher through interviews..

Chapter Two

2.1. Introduction

The goal of this study is to give the readers a concept about how workforce diversity can help organizations innovate and be more creative. This approach has recently gained popularity in several leadership and management domains. Many conferences have been held in the last five years focusing on research on the impact of workforce diversity in boosting organizational innovation and creativity. The first section of this chapter provides an overview of workforce diversity and its origins in the workplace. The role of workforce diversity in boosting organizational creativity and innovation is then discussed. a quick description about Somalia's diverse telecommunications sector is provided.

2.2. Workplace diversity

According to earlier research, workplace diversity was described as an endeavour to hire a wide cross-section of people from various groups. Workplace diversity is a characteristic of company culture that refers to the workforce's representation of people from various backgrounds, including those related to gender, age, sexual orientation, religion, language, ability, professional experience, socioeconomic status, and educational attainment. The importance of variety has increased as the world's population grows more mobile. The World Economic Forum (WEF) stated that several of the most successful corporate hubs in the world, including New York, Dubai, London, and Singapore, have the trait of being very diverse., 2007a). Furthermore, a number of meta-analytic Diversity prevents businesses from stagnating or getting comfortable at the micro level by bringing in a variety of points of view and innovative thought processes. In a 2019 poll of more than 6,600 Americans, it was discovered that a substantial 75% of respondents thought it was very/somewhat essential for businesses to support racial and cultural diversity.

Diversity is a productive workforce. Gaining a competitive edge may be accomplished through managing diversity. Cultural diversity has the ability to improve decision-making, promote innovation and creativity, increase marketing success to local and international ethnic minority populations, and improve the distribution of economic possibilities. In a global market, having a varied staff may help a company attract a variety of clients and put them in a position to increase

their market share. Jayne and Dipboye (2004); Panaccio and Waxin (2007); Henry Ongori and Joseph Agolla (2008); (2010).

The Saxena claims to be correct (2014). The need for highlighted workforce diversity arose primarily to ensure that all employees have equal access to opportunities at work. Instead of losing talent that may help them become more efficient and productive, this equal opportunity attitude tries to guarantee that businesses take advantage of the distinctions in a diverse workforce. S. Aghazadeh, S. Aghazadeh, S. Aghazadeh, S. Aghazadeh, S (2004). To create a diverse workforce, we must first define diversity, according to the statement. The next stage is to figure out what goals must be reached in order to achieve it. Finally, we must study a company's culture in order to measure the influence of diversity within that company.

The threat of an economic downturn is the principal concern of most organizations around the world. Knowledge and innovation are becoming more essential sources of competitive advantage for businesses. As a result, they're on the lookout for strategies and structural changes that will help them increase their learning and knowledge management capabilities while also allowing them to be more innovative. Some firms have understood that in order to understand and support innovation, they must pay attention to diversity in the workplace. Focus Consultancy is a company that focuses on helping people (2008). According to the majority of the research, diversity in the workplace can lead to innovation in the form of new products, processes, and systems. 60 percent of businesses with an equality and diversity policy or practice thought it had a positive impact. 64 percent stated diversity and innovation are linked, and 64 percent said they have a positive impact on their organization. Only a third of the companies that saw the link attempted to document the results. "We make an effort to quantify and categorize."

2.2.1. Generation and diversity in the workplace

The generational aspect is the most important consideration when it comes to increasing workplace diversity in terms of innovation and creativity. When employees from different generations came together in a company, generational conflicts may occur, necessitating effective management action to avoid any kind of backlash. According to Kioko (2013), a perceived lack of work ethic is one of the main causes of generational disputes in the workplace. instead the fact that

conventional and boomer employees have been branded as particularly loyal to their employers, younger employees have been accused of being disloyal. Bannon, O. (2001). Generational loyalty, according to Tolbize, A. (2008), deteriorates with age: when the generation is younger, the loyal appear to be less. Over 80% of traditionalists plan to stay, according to a Deal (2008) poll. For generation X, and generation Y, respectively, 65 percent, 40 percent, and 23 percent want to stay with their current company for the rest of their life, compared to 65 percent, 60 percent, and 20 percent for boomers, generation X, and generation Z, respectively. While younger employees

According to Kyalo (2015), there is a positive association between staff performance and age diversity in Kenya's banking industry. In his study on The Effect of Workforce Diversity on Employee Performance in the Nigerian Banking Industry, Akpakip,a (2017) discovered a significant positive relationship between age diversity and employee performance. According to this study, bringing employees from different generations together has a positive impact on the organization's performance. Even if each generation of employees is distinct, valuable, and remarkable, they all have different perceptions on one another based on their own life expectations and experiences. Management should guarantee that people from different generations perceive each other more favorably in order to avoid intergenerational conflict. Angeline, Tay (2010).

2.2.2. Gender and diversity in the workplace

Due to patriarchal societies and gender stereotypes, discrimination against women has existed and persists in many nations across the world. There has been a substantial improvement in the fight against gender-based workplace discrimination as a consequence of legislation, advocacy, and anti-discriminatory programs and movements. Similar to how other characteristics of diversity have affected organizational performance, gender diversity has had a varying influence. Gupta is an acclaimed An Indian businessman (2013) found via his research that gender diversity might have either a good or detrimental effect on a company's success. According to the study, businesses with a less degree of gender diversity have a positive effect on organizational performance. However, businesses with a greater degree of gender diversity have a negative effect on organizational performance.

On the other side, other study has found a significant and favorable correlation between gender diversity and perceived organizational effectiveness. In a study conducted in South Africa, According to Kioko (2012), work-life balance (particularly for women) was recognized, both genders were acknowledged, and gender was taken into account when making decisions about promotions and hiring. The majority of everyday duties were carried out by women, he observed despite this. According to Akpakip, B.'s (2017) research on The Effect of Workforce Diversity on Employee Performance in the Nigerian Banking Industry, there is a significant positive correlation between gender diversity and employee performance. Additionally, he discovered via his studies that gender diversity has a substantial effect on worker performance. The results are in line with earlier studies. findings of Zhuwao (2017), who found that gender diversity and employee performance had a significant association. Therefore, as gender diversity increases, so does

Despite these findings, Arokiasamy (2013) claims that many businesses choose to recruit more men than women because they think men are better at managing and executing their positions. However, generally speaking, an organization's originality and innovation may be increased by having a balance of both genders. A study found that teams with a mix of genders are substantially better at making wise judgments than teams with only one gender.

.2.2.3. Ethnic impacts in workplace diversity

One of the acknowledged diversity challenges is ethnic diversity. Discrimination in the workplace based on ethnicity/race has long been a problem in many organizations around the world. Significant progress has been made in combating the menace, thanks to the efforts of civil rights advocates and the passage of a few legislative instruments. Over the last three decades, ethnicity has been increasingly popular, and this tendency is projected to continue. The increased engagement in today's workplaces has resulted in a growth in the number of multicultural employees. and harmony of people from varied backgrounds, which has the potential to increase and boost employee happiness as well as business success. L. Sanyang and K. Othman (2019).

The level of ethnic and racial diversity in businesses is steadily increasing. As a result, scholars are paying close attention to the effects of more diversity, and In corporations, properly managing ethnic diversity is seen as a strategic goal. Different viewpoints on how diversity affects performance, nevertheless, have evolved. Williams and O'Reilly (1998) Milliken and Martins

(1996); van Knippenberg and Schippers (2007); and Williams and O'Reilly (1998). On the one hand, diversity could be a source of fresh viewpoints that can make workers and decision-makers more productive.

According to K. Van Laer and M. Janssens (2011). Three fundamental factors identify subtle discrimination in the workplace. To begin with, subtle discrimination is difficult to detect, because it typically involves disempowerment masquerading as an empowering. Second, covert discrimination relies on assimilation, normalcy, individual legitimacy, and legitimization as the Other, all of which work against minorities in daily life. Lastly, societal structures and discourses are related to subtle workplace discrimination.

.2.2.4. Educational diversity and organizational innovation

According to previous studies, experiments, and a variety of research methods, a variety of ideas have attempted to better understand the reasons of human creativity and innovation. While these investigations have substantially improved our understanding of the problem, theorists continue to disagree. ... a slew of other possibilities that have yet to be proven. Part of the problem derives in a variety of situations. It is extensive, varied, and multifaceted. It is embodied by people with a wide range of personal characteristics and origins. When it comes to the roots of creativity, the sole guideline indicates that there are no hard and quick laws. As a result, the problem descriptions bring together the current viewpoints, with the caveat that our knowledge of the subject is always changing. The essay concludes with some suggestions for how educational systems can best encourage these attributes in pupils, based on study findings. The purpose of the study and the recommendations was to guide workforce development strategies in the emerging global economy.

2.3. Workforce diversity involvement in enhancing organizational innovation and creativity

Companies are currently leaning towards knowledge-based organizations as a result of globalization. In today's economy, creativity and innovation are vital to success and competitiveness. N Hassan, N Hassan, N Hassan, N Hassan, N Hassan, N Hassan (2019). And firms that are inventive and creative rely on the ingenuity of their employees. This study also claimed that in an organization, innovation and creativity are not only a possibility, but a

requirement. Certain businesses have taken initiatives to stimulate innovation and creativity. Individuals are linked in decision-making, workers with creativity qualities are selected and appointed, job performance objectives are established, and systematic feedback is provided. Clearly, in today's fiercely competitive business world, innovation is commonly seen as critical to a company's existence and success. Taghizadeh and colleagues (2014).). Though originality comes at a cost—incentivizing innovation may lead to more deceit (Gino & Ariely, 2012)—it is commonly acknowledged that businesses require innovative and energetic employees (Shalley & Perry-Smith, 2001).

H. Peretz and A. Levi, however (2015). The mechanism by which diversity programs have an impact on organizational success is revealed in the findings. If the ideas that enhance diversity initiatives conflict with the procedures that control how people behave at work, workers are more likely to become psychologically and behaviorally disengaged from their work. This decision is predicted to have a negative influence on performance and creativity. Sung, S. Y., and Choi, J. N., on the other hand (2019). Status variation, it is suggested, might be advantageous to business innovation depending on the external circumstances. As a result, instead of Businesses should manage the allocation of workers to different organizational layers rather than counting the number of hierarchical levels to compress the structure

Social exchange links have been found to be important in increasing employee creativity in previous studies. In the workplace, employee creativity has gotten a lot of attention. W. Pan, L.-Y. Sun, and L. W. Lam (2017). The findings based on data from 382 individuals in a global manufacturing corporation from various fields of expertise and nations, indicating that connection quality and system linkages have a causal role in the social engagement and organizational creativity. In the meanwhile, C.-H. (2013). Researchers found that the positive relationship between leader creativity expectations and employee creativity was mediated by creative self-efficacy using matched data from 255 employees and their supervisors at a Chinese car company's R&D center. We discovered that work autonomy and job engagement served as both individual and environmental moderators in the link between leader innovation and job involvement. We may comprehend employee expectations and creative self-efficacy better by merging the social cognition theory and the interactionist method. Wan Jiang and Qinxuan Gu (2017).

2.4. Telecommunication sector diversity in Somalia

Despite the widespread misconception that all Somalis are not the same that is incorrect despite the nation that are same with they share one language and also they have a rich and varied cultural heritage. Numerous previous and more current explorations and studies have shown that the population has a vibrant oral culture and is persistent and resourceful. The usage of regional customary laws known as Heer is the most significant aspect of Somali cultural variation. Clans, both sedentary and nomadic, have long served as arbitrators and guardians of the law within and between them. But this beautiful institution was among the first to perish as colonialism spread over the nation and most of the continent. Unlocking and grasping the complexities of human nature requires an understanding of culture and diversity. Recognizing individuals with diverse cultural origins may be advantageous. become more conscious of

which is incredible given the amount of money, people, and political capital invested. P. Norris, P. Norris, P. Norris, P. Norris, P. Norris (2009). Discovers that attempts either succeed immediately away due to low transaction costs of implementing economic and political freedom standards due to pre-existing norms, or fail catastrophically due to a lack of norms.

To examine the project performances and the connection between project performance, resource commitment, and organizational diversity, demonstrated data envelopment analysis (DEA) and analytical hierarchy process The findings of his empirical analysis of Taiwan National Telecommunication Program research This relationship has a variety of ramifications, according to the researchers. According to the findings, too much variation might contribute to inefficiency owing to scale inefficiency. The trade concerns of commitment, cultural and diversity should be examined individually since the entire efficiency of research performance is a function of both technology and scale.

positive relations between workforce diversity and organizational creativity in telecommunication enterprises. As a result, this particular case study may not be generalizable due to several constraints. The study, for example, only looked at two dimensions: age differences and social class, both of which are potentially weak. Physical handicap, sexual orientation, religion, and culture are all examples of unmeasured yet theoretically fascinating aspects of variety. Telecommunications companies should attempt to develop a healthy company culture in order to boost organizational innovation. A company that nurtures a productive staff will strengthen

industry organizational cohesiveness, enabling for worker growth and advancement boosting the firm's capacity to achieve fulfillment

The top two telecoms firms in India were examined for their diversity and inclusion policies and data, and it was found that the corporation placed a higher premium on gender diversity and representation, with a higher percentage of women in managerial positions. According to the Gender Diversity Benchmark for Asia 2014 report, the telecom industry has one of the lowest rates of female worker participation, averaging between 8 and 15 percent, which is substantially lower than the overall female involvement rate of 26.6 percent in the whole workforce. Compared to the telecoms industry, which is predicted to earn \$37 billion in revenue by 2020, this is a stark contrast. The low ratio of men to women in the workforce is also influenced by education. that about 26% of female employees have global exposure responsibilities.

2.1.5. Conceptual framework

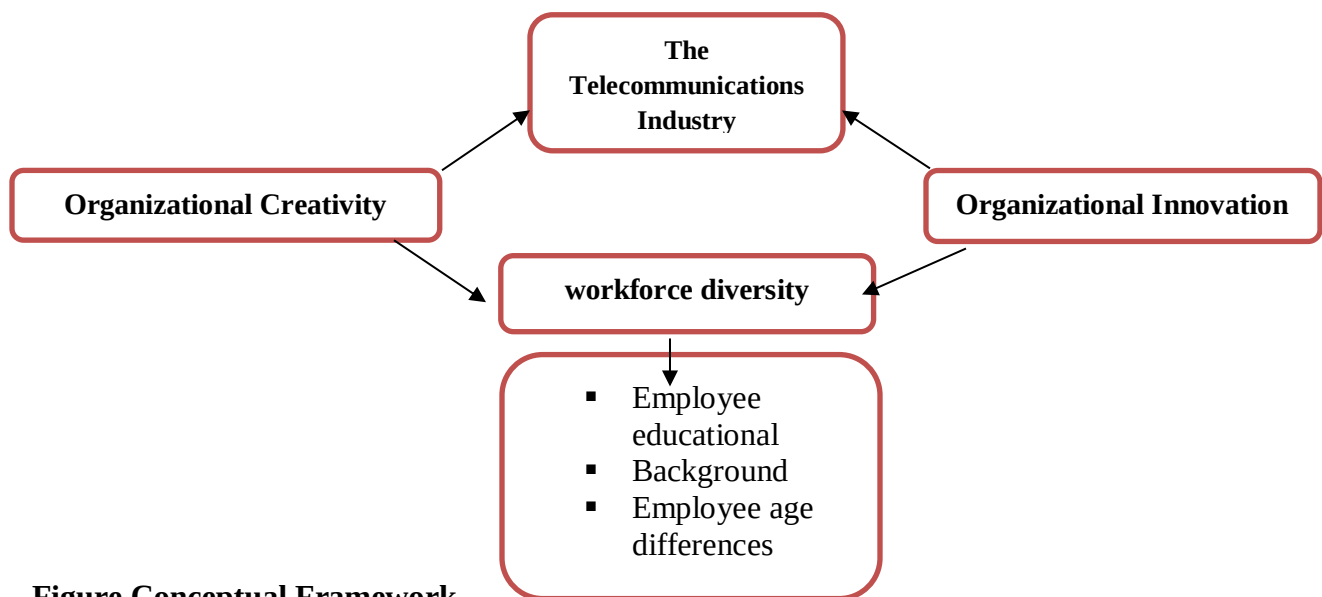


Figure Conceptual Framework

2.6. Summary of the chapter

The researcher analyzed and summarized the study's core concepts, gathered the study's supporting literature, used his language to highlight the major topics in each article relevant to his inquiry, and reviewed all literature reviews that were directly related to the study. The study gave the

researcher a sound philosophical, analytical, and practical perspective on the role that worker diversity plays in fostering organizational innovation and creativity inside the Somalia system and, eventually, around the globe. The researcher has already provided explanations of workforce diversity and the causes of diversity in the workplace, the role of workforce diversity in fostering organizational innovation and creativity, an overview of diversity in the Somalian telecommunications industry, the theoretical framework, and a summary of this chapter..

And since he understood the true goal of the study, all of the aforementioned sub-titles provided the researcher with adequate knowledge to enable him to carry out his inquiry, ideally in depth. On how workforce diversity may increase organizational innovation and creativity, some study has been done. The majority of businesses throughout the world are also concerned about the possibility of an economic slump. Innovation and knowledge are increasingly important sources of competitive advantage for companies. In order to improve their learning and knowledge management capacities while also enabling them to be more creative, they are searching for tactics and structural modifications.

Finally, the results of this analysis show that there is little published material on the details of the subject under study. The results of earlier studies on the influence of workforce diversity on organizational creativity and innovation are, in fact, unsatisfactory when viewed as a whole since they are usually conflicting and not strong or full. As a result of globalization, firms are currently gravitating toward knowledge-based organizations. Being successful and competitive in today's market needs innovation and originality. As a consequence, according to the research literature for this study, linking individuals in decision-making, choosing and appointing employees with creative skills, creating job performance objectives, and giving systematic feedback are examples of such activities. Therefore, executives ought to In a few situations, such as turbulent markets and

Chapter three

Research Methodology

3.1. Introduction

The following chapters will introduce the survey, used to carry out the quantitative research, as well as the measured constructs (or subscales), the adaptations that have been made to tailor it to the specific context of it includes full details of our participants such as who participants actually were what are the qualifying measures and how they chosen. Methodology utilized to analysis the data. The study design target demographic and size of the research, instruments, obstacles and data sources are all covered in this chapter

3.2. Research design

The main objective of this study was to investigate the workplace diversity in improving organizational creativity and innovation among the telecommunications sector, with the aim of increasing workforce diversity in Somalia's telecommunications companies and creating tools to encourage inventiveness and creativity within organizations. In this inquiry, a core-sectional mixed method technique will be applied (quantitative and qualitative approaches, and research can be conducted using both quantitative and qualitative methods). The question "How many" is answered using quantitative data, whereas "How" is answered using qualitative data analysis . A binary question (a "Yes/No" question) and a five-point Likert scale with a range of Strongly Disagree (1) to Strongly Agree (5) were both included in the survey questionnaire.

3.2. Method approach

At different stages of mixed methods research, the combination can be advantageous. Each technique may complement the others on research approach to the issue. The purpose of this study is for the researcher to better understand the motivations for Macmillan community members to engage. Quantitative data may be used during the data analysis used to examine the generalizability of qualitative data and throw new light on qualitative findings, while qualitative data can be used to add meaning to, clarify, and verify quantitative results, according to Sieber (1973). Quantitative data may be used to provide baseline information throughout the data collection process, eliminating the problem of only conversing with people.

a small group of persons Galliers (1992,) also said that the study of information systems is a diverse scientific field that only supports pluralistic frameworks for comprehension and investigation. According to Hirschheim (1989), information systems are seen as social communications networks that are rooted in a cultural environment. As a result,, when researching in this field, multiple perspectives and interpretations must be considered, and the use of different research techniques is critical.

3.2.2. Quantitative research

Gunderson (2001) went a long way in describing quantitative research methods. They define quantitative research as "an examination into a social topic that explains phenomena by acquiring numerical data and evaluating them using mathematically based approaches, notably statistics." According to Creswell, When a quantitative approach is chosen, the researcher primarily uses a multi-source approach (i.e., cause-and-effect thinking, quantification and observation, and theory testing), employs inquiry strategies like experiments and surveys, and collects data on offered by manufacturers that produce statistical data (2003).

3.2.3. Qualitative research

Because many of the research questions will be open-ended, the qualitative technique will be used in this study. The qualitative comprises opened and ended questions that the researcher typically acquires interviews and to focus groups, and hence the analysis of qualitative data. (words, text, or actions) usually follows the path of combining the data into categories and displaying the variety of ideas acquired during data collection. Most qualitative research is used to answer questions about the complex nature of a phenomena, according to Chivanga (2016), with the purpose of describing and interpreting the event from the participants' perspective. According to them, quantitative research is utilized to answer queries about links in order to explain, forecast, and manage occurrences, between measurable variables.

natural environment, and remarks are analyzed as part of a larger answer or the complete interview (Chou, 2001).

3.3. Target population

"Population is the collection of all units, things, or themes inside a given analysis' universe of interest. It refers to a collection of individuals, products, goods and articles, or anything else with certain characteristics or characteristics. The target population is defined once the population has been specified. Meanwhile, the target demographic for this study is 330 telecommunications industry personnel in Somalia, specifically Golis telecom and Hormuud telecom.

3.4. Sample size

The target population for this study consisted of 220 employees however, The researcher will choose samples from the target population because surveying the entire group would be time-consuming and expensive. The sample for this study will be made up of 170 participants, who will be selected using the Slovin's Formula.

n = no. of samples

N = total population

e = error margin / margin of error

3.5. Sample Procedures

The approach of sampling will be used to choose the participants in this project since it is often regarded as the easiest way to gather data because it is a valid way to choose a sample from a population because each person has an equal chance of being chosen.

Because sampling is one of the only ways to collect data from the entire population, the researcher for this study will use it. Every sample has an equal probability of being picked in a random sampling method. The goal of the random sample is to offer a fair representation of the entire population. Each crew member has the right to be chosen as a sample process area at any time throughout the sampling process. The outcome is

3.6. Research tools

The research is to use a questionnaire survey to intelligently collect information and data from respondents in order to get and analyze the data for this study.

3.6.1. Questionnaires

The researcher can utilize questionnaire that including questions, and comments gathered by the unit to obtain feedback from respondents. Online or communication questionnaires may also include questions that are asked to all respondents in the same way and in the same order. (Onen, 2016). The neglect questionnaire provides benefits to clarify and aid the gathering of information because to its fairly easy data collection and analysis in a reasonably short period, as well as the fact that it is also affordable for the administrator. (Barczak, 2015) Indicates that the form's set structure avoids variance in the questioning approach, even though respondents could interpret similar questions otherwise, and that the form is made up of a sequence of questions. of questionnaires are used to gather information equitably and efficiently, and the objective of the form is to collect information from modern researchers from respondents.

3..2. Interviews

Interviews will be used by the researcher to acquire feedback from the respondents' interview, which may be a discussion and spoken contact between two or more persons in which the respondents' required questions and interrogations to elicit information or remarks. A question (whose purpose is to raise questions) and the response (whose job is to react to the question) should be questioned, and authenticity and transparency would be real if handled appropriately (Christiansen, 2007).

A private interview gives the interviewer insight into what someone knows about information or what they like and hate (values and preferences), which is helpful to the research. Because it involves interaction between queries and responses, any confusing inquiries will be handled and clarified as well, which might be a highly helpful feature.

3.7. Validity and reliability of the instruments

The researcher hopes that the data's validity and dependability will be accurate and efficient.

3.7.1. Validity of the instruments

Validity refers to the degree to which the findings of a study accurately reflect the phenomena under investigation. By giving adequate coverage of the issue under discussion, the content's credibility was assured. Content validity refers to the extent to which the items' content represents the fascinating content domain. To improve the instrument's performance, the researcher may contact the report's supervisors. validity. Friends with experience The researcher was commonly used in the creation of testing instruments to assess the methods and advise on any changes that would improve the tool's validity.

To ensure that the performance expectations and answers were adequately covered, an intrinsic test of content validity was conducted. After all exchanges were coded, the total number of answer items was documented. A priori, acceptable coverage was defined as yielding at least 80 percent of the items after 75 percent of the key events had been reviewed. If this goal had not been accomplished, item extraction would have had to be done again by a different scientific fellow.

3.7.2. Reliability of the instruments

The instrument's dependability is defined as the degree to which a search tool produces consistent results after repeated trails. Sogunro (2002) By delivering the same instrument twice to an equal population with a two-week lag between the first and second testing, the investigator used the test and re-test method. This entails giving the same instrument to the same set of people twice, with a two-week delay between the two measurements. The two scores were then compared to check if the contents of the measures produced a comparable result when they were utilized together.

3.7.3. Data analysis

The researcher used the Statistical Package of Social Science and Microsoft Excel to evaluate the data acquired from the respondents, and these tools aided the researcher in doing the best analysis of this study. The researcher analyzes quantitative data from surveys using SPSS software, which is commonly used for statistical analysis and statistical procedures. Because simple frequencies and percentages, as well as some specific graphs like the Pie chart and Bar chart, are easy to compare, analyze, and comprehend, the researcher will employ them. Content or thematic analysis was used to examine and combine qualitative data into quantitative data. 3.8.

Limitation and challenges of the study

Each study has its own set of constraints, and the following potential roadblocks to this research are the study's limitations.

- Several obstacles were encountered during the study process. To begin with, the data collection process was slow due to the fact that most respondents took their time filling out and returning questionnaires. Perhaps aggregated measurements based on such a small number of individuals do not sufficiently reflect organizational-level aspects like demographic makeup, worker diversity, and organizational innovation and creativity.
 - The sample size of this study may not be large enough to generalize the findings. No causal implications can be derived from this study because it used cross-sectional data (Choudhary et al., 2017). However, longitudinal data analysis may be useful in future research to show that their link is causal (Muzamil Naqshbandi & Kaur, 2014).
-
- Because there is no current literature on the role of worker diversity in boosting organizational innovation and creativity, care was given in extrapolating the findings to other African nations.

3.9. Sources of the data

A document that refers to information that was first presented elsewhere and in which the provision and accessibility of information is crucial for accurate and valid information and data is considered a secondary source. The first data source is an original data source, which is one in which the researcher gathers information firsthand for a specific research purpose or project.

Chapter Four

Data analysis, Findings and Interpretation

4.1. Introduction

The findings from surveys, interviews, and questionnaires given to some employees are presented in this chapter. We provide papers to complete and return to the researcher, so they actively participated during the interview with the researcher resulting we have received a very successful interview. So the findings presented using bar charts, and narrations, findings are then explored by looking what literature has shown. The statistical program for social science (SPSS) and Microsoft Excel were utilized in the study, both of which are essential tools for research analysis.

4.2. Demographic information of the respondents

Table Gender of the respondents

Category	Frequency	Percent	Valid	Cumulative percent
Male.	110	75%	75%	75%
Female.	37	25%	25%	100
Total.	147	100	100	100

Males accounted for 75% percent of the replies, while females accounted for the rest 25% percent). The majority of participants were men, according to the research, so we found out gender imbalance. since Male and Female genders are not balanced. This is related to cultural traditions as well as the fact that, owing to cultural obstacles, parents sometimes favor males and do not pay as much attention to their daughters' education. This study also indicates that the organization has a masculine culture, considering that the majority of the participants were male. As a result, the study suggested that various campaigns and initiatives be launched to address the gender gap, and that parents in emerging and least developed countries send their girls to educational institutions in order to achieve gender equality and inclusive development.

Table 2 Age of the respondents

	Frequency	Percent	Valid p	Cum. Percent
Valid 20-30	55	42%	42%	42%
30-40	25	19%	19%	19%
40-50	30	23%	23%	23%
50-60	20	15%	15%	1000
Total	130	100	100	

According to table 2, the most of respondents were the ages of 20 and 30 (42%), while the least were between the ages of 30 and 40 (19%), with other age groups between 40 and 50 and 50-60 having the closest percentage (23% percent). (15% percent). As a result, the results of this poll clearly show that the generations X and Y made up the majority of those who took part in the study.

Table. 3. Education Level of the respondents

	Frequency.	Percent.	Valid p	Cum. Percent
Valid Graduate	86	66%	66%	51.7
Undergraduate	52	40%	40%	76.7
postgraduate	38	29%	29%	100.0
Total	176	100.0	100.0	

Figure table3. shows The level of education of respondents was (66%) undergraduate. followed by (40%) postgraduate and (29%) graduate, showing that the bulk of the respondents were professionals with a first degrees

Table 4 Marital status of the respondents

	Frequency	Percent	Valid p	Cum. Percent
Valid Married	55	26%	26%	26%
Single	155	72%	72%	72%
Diverced	5	2%	2%	100.0
Total	215	100.0	100.0	

As table 4 as figure4 shows the most of the respondents (26% percent) were married, while 72% percent were single and (2% percent) were divorced. It signifies that the majority of People reacted

positively. Because the respondents were employees, they were married; generally, individuals marry after finishing their studies and finding job, rather than being single.

.Table.6 Characteristics of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid international	18	9%	9%	9%
local	198	91%	91%	100
total	211	100	100	

In table 6, the study's personnel were divided into two groups: local employees (91%) and overseas employees (9%)

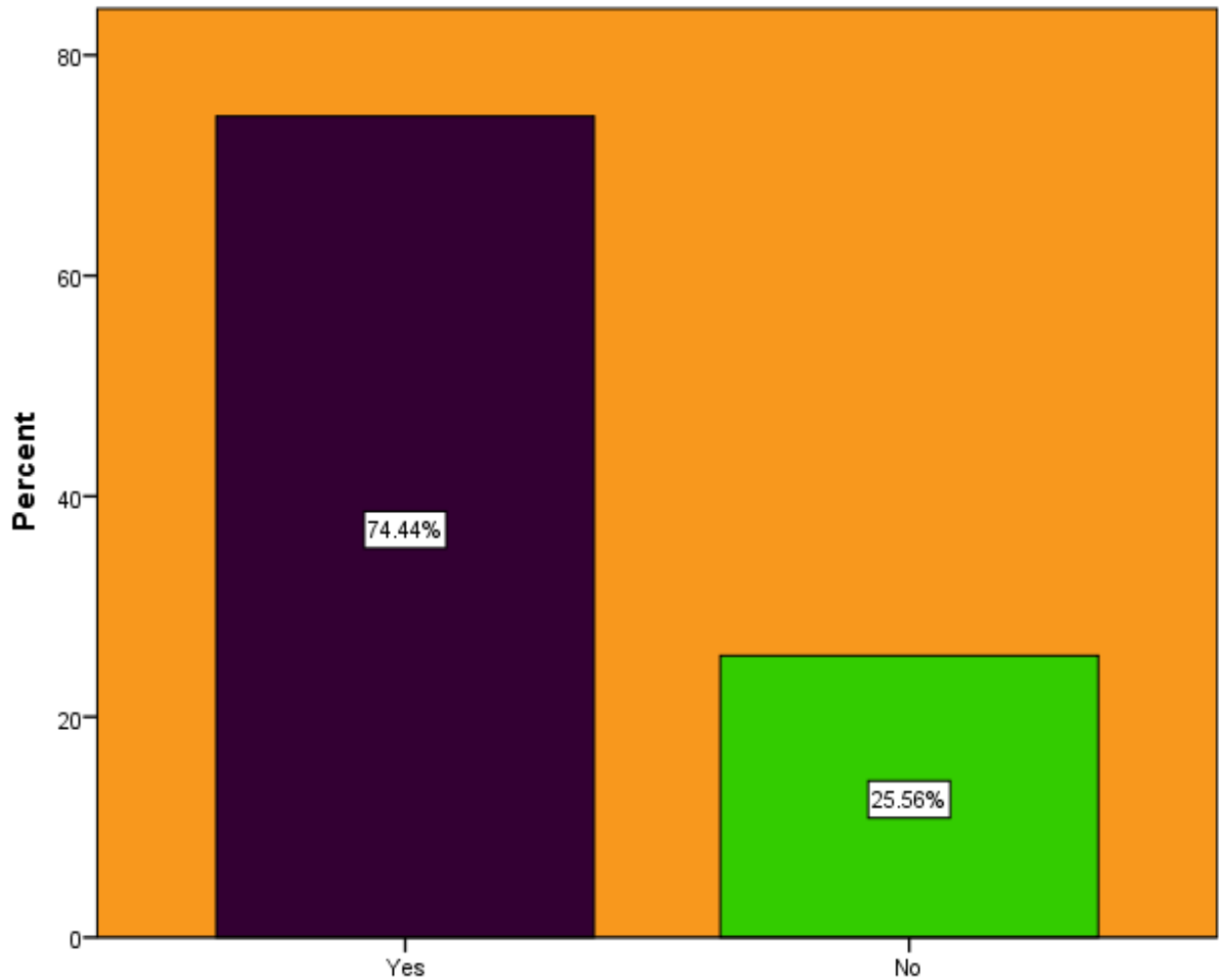


Figure 2 Diverse teams produce more creative results N (180)

The Figure 2 shows (74.44 percent) of respondents believe varied teams create more creative outcomes than teams of all members coming the same background, whereas (25.56 percent) believe homogenous teams produce more innovative results than diverse teams.

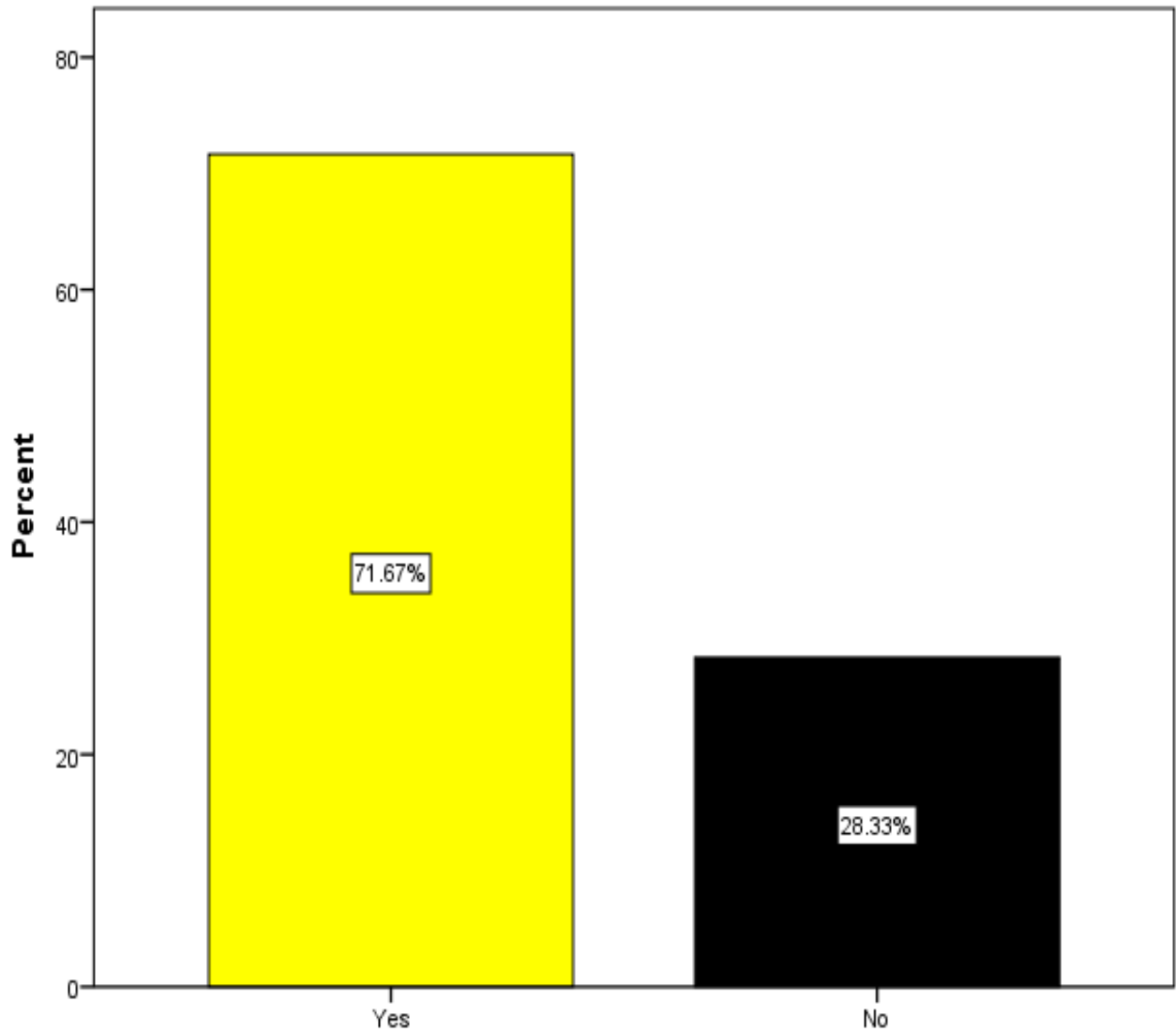


Figure 3 Managers should hire diverse people for their divisions N (180)

The Figure 9. shows that (71.67 percent) of respondents agreed the managers have to employ diverse personnel for their divisions and form different project groups. (28.33 percent) feel that project management does not require different personnel for divisions and teams to function together.

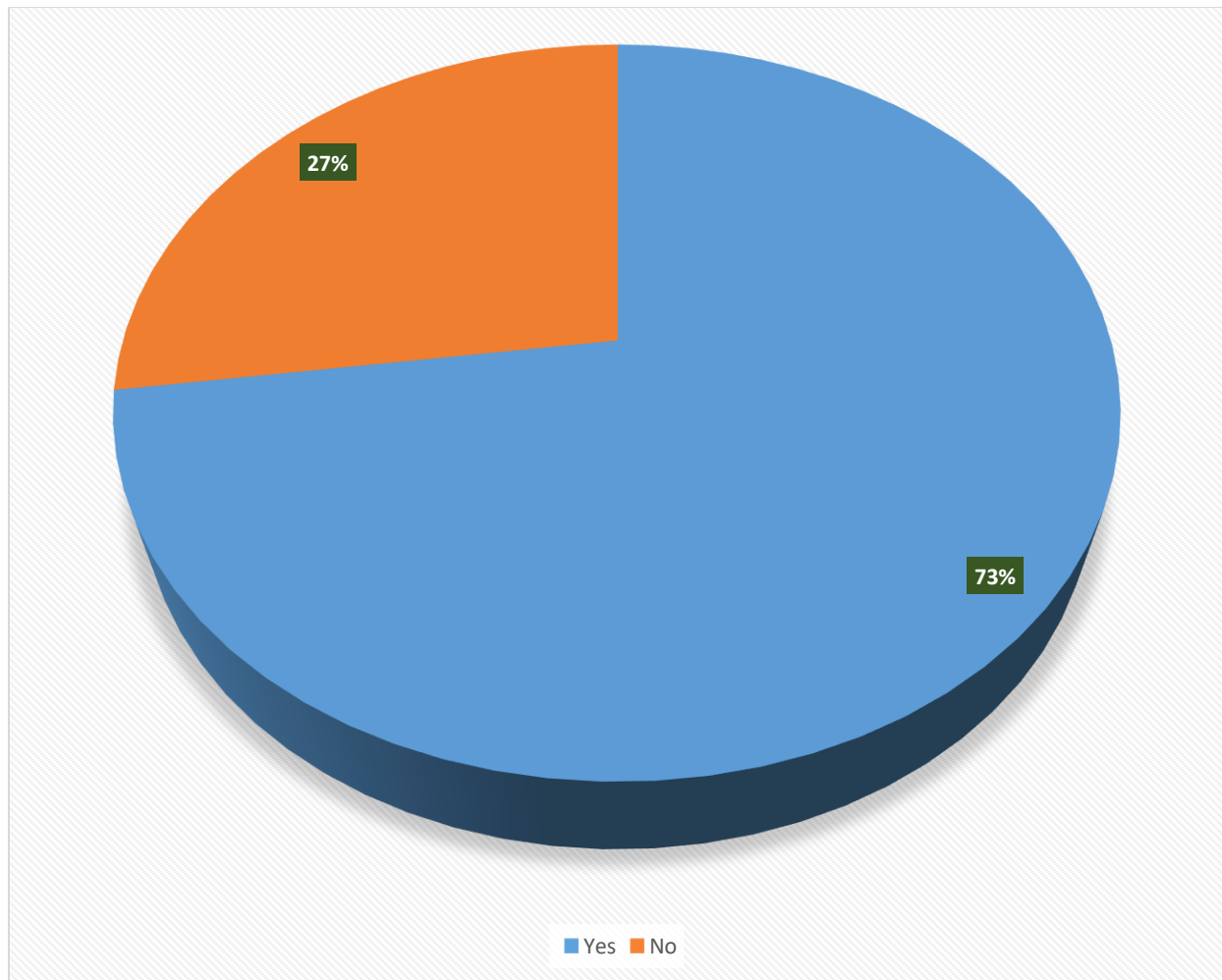
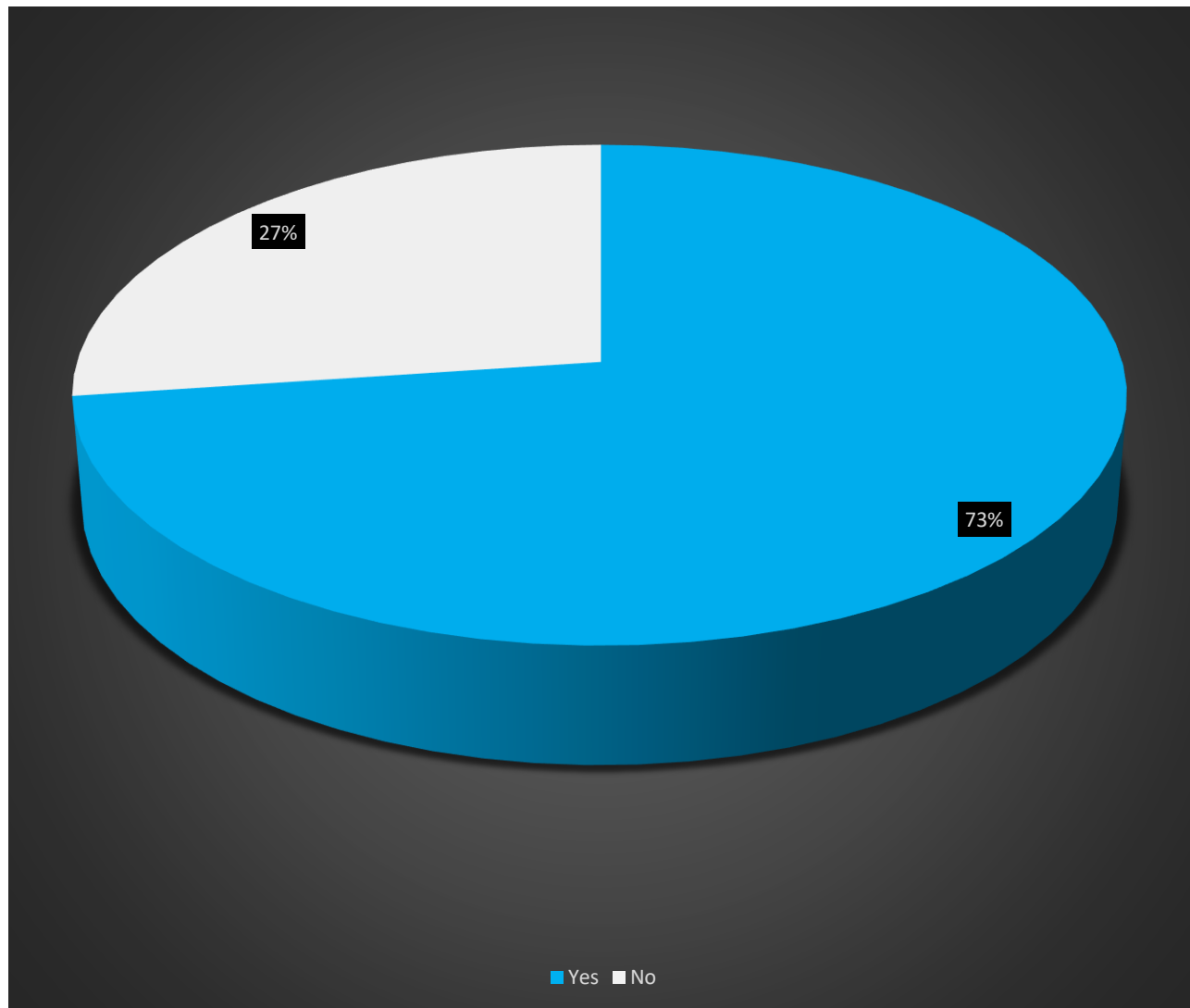


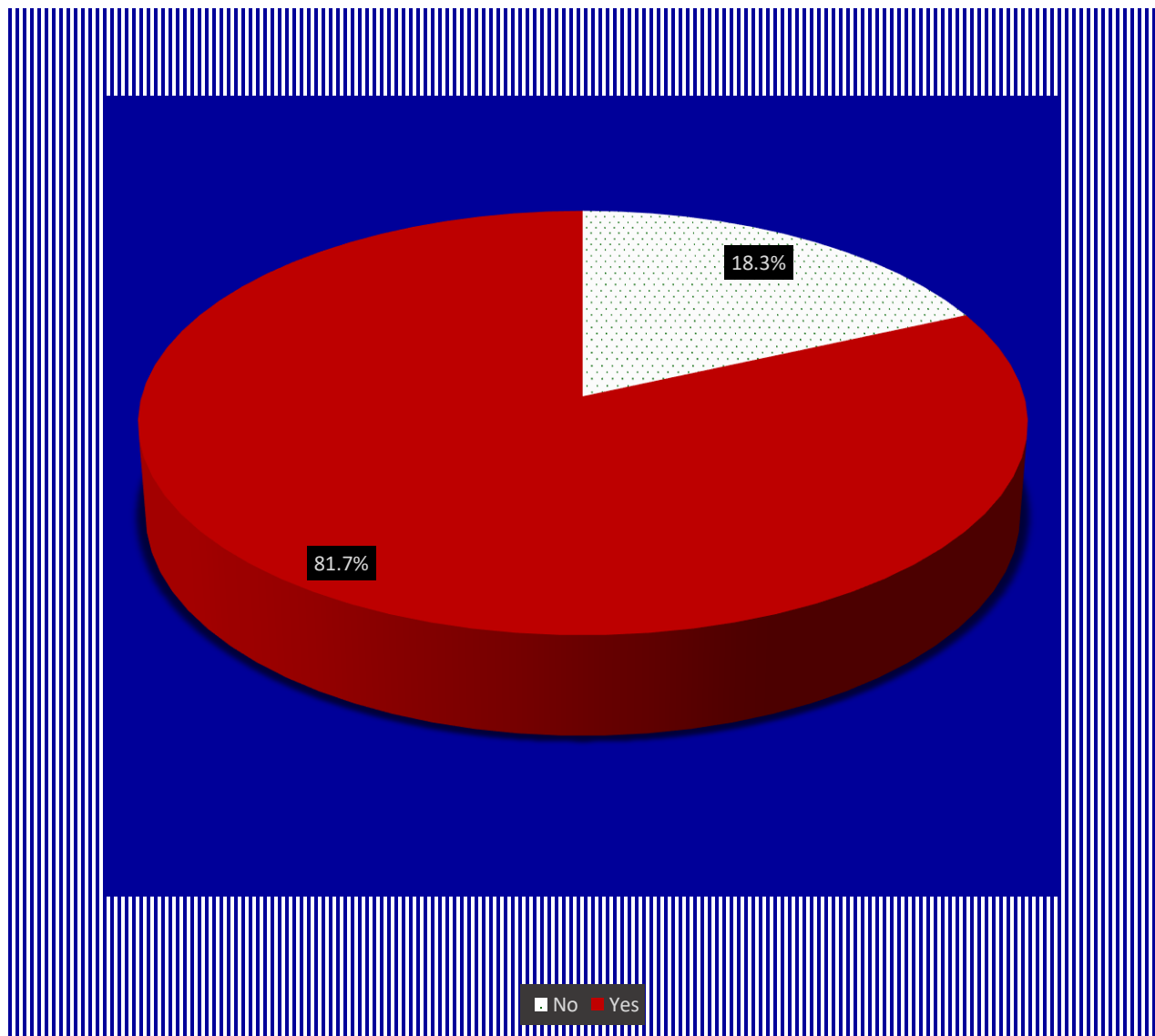
Figure4. Employees of different background are treated fairly.

As seen in the graph above, ten percent (73%) of respondents said their workforce employees of various backgrounds are treated properly, while twenty-seven percent (27%) said their companies' employees of various backgrounds are not handled equally.



Figur5. Equal Opportunity.

This figure5. shown in 11.32.9 percent of respondents agreed that all organizations could not exist unless there are equal opportunities in every organization while 67.2 percent has positively, responded indicating that their organizations do exist and that everyone has equal employment opportunities in here.



According to Figure5. (81.67 percent) of respondents agreed workplace diversity includes workers about decision making, hiring and selecting employees with creativity appearances, whereas (18.36 percent) were disagreed.

Researcher suggests that including workers in decision-making, recruiting, and allocating individuals based on their inventiveness all instances of workforce diversity..

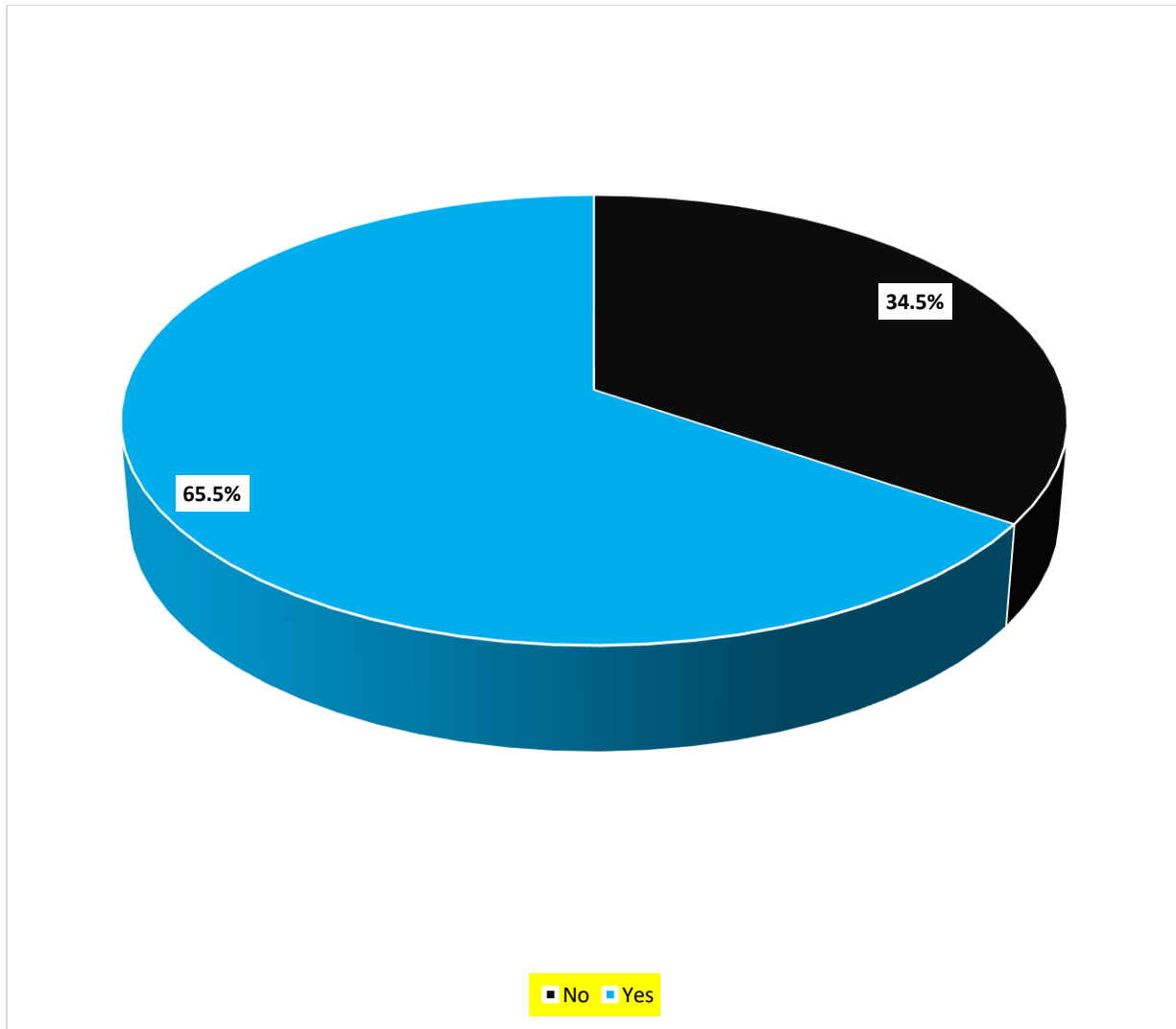


Figure7. Workforce diversity improves legal obligations

Figure 6 shows that 65.5 percent of respondents believe that firms are required by law to increase workplace diversity in terms of race, ethnicity, education, and gender equality, while 34.5 percent disagree.

Chapter Five

Discussion, conclusion and Recommendations

5.1. Introduction

This chapter is more critical since it consolidates with findings of the other chapters, rapidly summarizes the findings of other chapters specially chapter four, and offers some recommendations that will be extremely valuable to the research's beneficiaries after the current study is over.

5.2. Discussion

In this discussion we focus the organization and innovation necessitates are the creation of new ideas which discusses the current state of affairs. So There are processes of integrating through categories, or mental representations, in novel ways, either across or within domains, to generate an innovative and acceptable solution to a situation or problem," says the dictionary. As a result, one of the cornerstones of creativity is the "creative process As a result, there are more options accessible. The study's initial goal was to assess the respondents' socio-demographic characteristics, which was accomplished effectively. When the researcher asked the participants their ages, the most (47.8%) were the ages of 20 and 30 the least (17%) were the ages of 18 and 35. graduate (25%) and postgraduate (25%) (23.3 percent). Furthermore, 63.3 percent of those polled were married and 55.4 percent were single, and 3.3 percent divorced. Furthermore, administrations and managements occupations made up (5.7 percent) of respondents with marketing and advertising departments accounting for the bulk of respondents (83.2 percent). Finance sector employees made up 7.8% of the human resources department. 3.3 percent Employee characteristics were also questioned in the study, with local employees accounting for 90.6 percent and overseas employees accounting for 9.4 percent.

The study's second goal was to determine the impact of workforce diversity. about this survey, respondents agreed that diverse teams create more creative outcomes than teams with all members coming from the same background (74.44 percent), whereas (25.56 percent) claimed that homogeneous teams produce more innovative results (No).

The third goal was to provide specific ideas and solutions for a diverse workforce's impact on organizations, as well as how workplace culture improves creativity and innovation. Most of respondents agreed that creating open, creative work atmosphere, motivating your team, and promoting workforce diversity are the greatest strategies to improve organizational innovation and creativity. Encourage people to be diverse and provide them with the tools they need to form innovative teams and take risks without fear of punishment.

They also suggested that indicators in the Somali telecommunications industry be addressed, such as the use of multiple recruitment platforms, mentorships, and diversity training. Furthermore, an inclusion committee will be formed to recognize and encourage the variety of referrals.

Finally, data shows that particular communication regarding the company's priority of diversity is beneficial. Several studies have linked top management support for diversity management to the success of diversity management and the driving force behind an organization's innovative and creative

5.3. Conclusion.

People that join the working team bring their unique ideas to the table, yet in Somalia's telecommunications industry, innovation might be suppressed and inhibited. Because these are the most significant risks to creativity, it is vital for a firm to assess what may be generating these hurdles to creativity. This might show up in a number of different ways. Proposed ideas should be respected and responded to in a timely manner. Mistakes are difficult to avoid, but how the agency responds, as well as how the companies under investigation continued to learn from their mistakes, is critical to their success. Risk is a complex question; according to the two businesses, whether they can take risks is dependent on the client. No one, on the other hand, wants to take that risk. Members of the team

Our findings show that managers of diverse organizations must achieve relatively high levels of participation among members of vulnerable minority race-ethnic groups, in addition to ensuring uniform application of involvement initiatives across the company. Diversity management practices may be helpful in accomplishing this goal. Despite the fact that diversity management as a subject has yet to provide a clear set of successful management solutions, evidence has emerged suggesting certain diversity management practices are beneficial. For historically oppressed

groups, the establishment of collectives or employee networks that promote contacts among race-ethnic minorities or women, in particular, has been linked to improved attitudes and professional success, as well as bringing workers' innovation and creative initiatives. The organization's innovation and originality could be bolstered in order to boost managers' and workers' collaborative participation in the process.

5.4. Recommendations

The outcomes of this study led to suggestions for the importance of workforce diversity in promoting organizational innovation and creativity and achieving success. To begin, organizations must be focused on achieving social justice. This has to do with the moral, ethical, and social responsibilities that govern efforts to better the lives of racial, ethnic, and gender minorities.

Second, companies must comply with the law in order to improve race, ethnicity, and gender equality. Affirmative action refers to constructive measures to eliminate racial and gender discrimination in education and the workplace, and it is a critical approach for complying with legal duties.

Third, firms must recognize cultural diversity as a fundamental component of succeeding in a global economic climate, and individuals from various backgrounds must be treated equally. Fourth, Senior management must create an organizational-wide mindset that encourages personal risk-taking and sees errors as a source of fresh ideas and learning. The way mistakes are handled in firms influences employees' propensity to act creatively and innovatively. Brodtrick and colleagues (1997). Error tolerance is an essential component of creativity and invention.

Fifth, senior management should encourage a collaborative work environment. In today's business world, such an environment may nurture the creativity and innovation that are so crucial. The setting for creativity must be responsive to the entire process, according to one essential finding. Changing a company's environment, on the other hand, is one of the most difficult components of development, and it always necessitates the full commitment and engagement of senior management.

Sixth, employee teams should be free to pick how they want to achieve their objective, since this provides them more flexibility and autonomy, which promotes intrinsic motivation and fosters mutual respect among team members, which helps the organization increase employee creativity.

Finally, Somalia's telecommunications companies must realize how workplace norms, systems, and processes disproportionately affect historically marginalized groups, and include diversity into their policies and procedures.

5.5. Future Direction Research

The future research can add to this knowledge by gathering actual measures of categorization and specialized departments, employee empowerment, and workplace social networks, and tying these processes to organizational diversity, creativity, and innovation. More in-depth qualitative research studies on the issue are needed to better understand the impact of workforce diversity in encouraging organizational innovation and creativity. Because of the importance of worker diversity in the Somali telecommunications industry, greater focus on social events should be made, and more research should be performed to create a more multi-cultural workplace. As a result, future study will require a bigger sample size and improved statistical analysis.

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Appendix1

Survey Questionnaire

Dear respondents,

I Omar Adan Abdirahman and I am a Master student at United International University and You are kindly requested to assist in this study which aims to **“workforce diversity in improving organizational innovation and creativity among Private organizations: 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.

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.

Do diverse teams produce more creative results than teams in which all members are from a similar background.?

- Yes ☐

- No ☐

1. Do you believe managers should hire diverse people for their divisions and build diverse teams to handle projects?

- Yes ☐

- No ☐

2. Do your employees with different background are treated fairly?

- Yes ☐

- No ☐

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

- Yes ☐

- No ☐

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

- Yes ☐

- No ☐

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

- Yes ☐

- No ☐

6. 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? 303-378.75

- 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