**ATILIM UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES**

**DEPARTMANT OF BUSINESS ADMINISTRATION**

**BUSINESS ADMINISTRATION MASTER'S PROGRAMME**

# THE RELATIONSHIP BETWEEN ORGANIZATIONAL DIVERSITY AND EMPLOYEE'S TURNOVER BEHAVIOR

**Master's Thesis**

**Feisal Abdullahi Abdi**

**ANKARA- 2019**

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**ANKARA- 2019**

## ACCEPTION AND APPROVAL

This is to certify that this thesis titled “The relationship between organizational diversity and employee’s turnover behavior” and prepared by Feisal Abdullahi Abdi meets with the committee’s approval unanimously vote as Master’s Thesis in the field of Management Business Administration following the successful defense of the thesis conducted in [24/06/2019].

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## ETHICS DECLARATION

I hereby declare that;

- I prepared this thesis in accordance with Atılım University Graduate School of Social Sciences Thesis Writing Directive,
- I prepared this thesis within the framework of academic and ethics rules,
- I presented all information, documents, evaluations and findings in accordance with scientific ethical and moral principles,
- I cited all sources to which I made reference in my thesis,
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Feisal Abdullahi Abdi

24/06/2019

# ÖZ

Çalışanların çalışma çıktılarındaki örgütsel çeşitlilik önemli bir araştırma konusu oluştururken, örgütsel çeşitlilik ortamlarında, özellikle Doğu kültürlerinde literatür eksikliği vardır. Sosyal Kimlik Teorisi ve çeşitlilik literatürünü bütünleştiren bu çalışma, Somali'deki 13 Kamu ve özel kuruluştan toplanan verileri kullanarak, algılanan örgütsel çeşitliliğin Ciro davranışı ile ilişkisini incelemiştir. Araştırmacı, aynı demografik gruptaki çalışanlar arasında, demografik çeşitliliğin ciro üzerindeki önemini araştırıyor. Yaygın olarak incelenen üç demografik gruba odaklanıyoruz: cinsiyet, etnik yapı ve yaş. Sonuçlar kamu ve özel çalışanlar tarafından algılanan çeşitlilik düzeyinin örgütsel çeşitlilik ile çalışanların ciro davranışı arasında güçlü bir pozitif ilişki olduğunu göstermiştir. Bunun yanı sıra, erkeklerin ve kadınların çeşitlilik puanları arasında bir fark yoktur.

**Anahtar Kelimeler:** Örgütsel çeşitlilik, Yaş çeşitliliği, Cinsiyet çeşitliliği, Etnik çeşitlilik, Çalışanların değişmesi

## ABSTRACT

While the organizational diversity on employee work outcomes has established important research consideration, there is a lack of literature in organizational diversity settings, particularly in Eastern cultures. Integrating the Social Identity Theory and diversity literature, this study, using data collected from 13 Public and private organizations in Somalia, studied the relationship of perceived organizational diversity with Turnover behavior. The study explore the importance of demographic diversity on turnover among employees from that same demographic grouping. the study investigates three widely studied demographic groups: gender, ethnicity, and age. The results shown that the level of diversity perceived by public and private workers, that there is strong positive relationship between organizational diversity and employees' turnover behavior. As well as that there is no difference between diversity scores of males and females

**Keywords:** Organizational diversity, Age diversity, Gender diversity, Ethnic diversity, Employee turnover

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# CONTENT

ÖZ .....i
ABSTRACT ..... ii
ACKNOWLEDGEMENT ..... iii
CONTENT .....iv
LIST OF TABLES .....vi

**CHAPTER ONE**
**INTRODUCTION**

**1.1 Problem Statement.....5**
**1.2 Study Purpose.....6**
**1.3 Research Questions .....6**

**CHAPTER TWO**
**LITERATURE REVIEW**

**2.1 Basic Findings From Literature .....7**

**CHAPTER THREE**
**THEORITICAL BACKGROUND**

**3.1. Definitions of Terms.....14**
3.1.1 Definition of Organizational Diversity .....14
3.1.2 The Turnover Concept .....20
3.1.3 Study Purpose .....24

## CHAPTER FOUR
## METHODOLOGY

**4.1. Method** ..... **25**
**4.2. Sample** ..... **26**
4.2.1. Sampling method and Sample population ..... 27
4.2.2. Questionnaires ..... 28
**4.3. Reliability** ..... **29**
**4.4. Data Collection** ..... **29**
**4.5. Variables** ..... **30**
**4.6. Data Analysis** ..... **30**
**4.7. Unit of Analysis** ..... **30**

## CHAPTER FIVE
## RESULTS

**5.1. Phase one Demographic characteristics of the participants** ..... **33**
5.1.2 Phase two observation of the participants on organization diversity ..... 34
5.1.3 Differences in Diversity Scores ..... 40
5.1.4. Differences in turnover between Males and Females ..... 42
5.1.5 The relationship between diversity and turnover ..... 44

## CHAPTER SIX
## DISCUSSIONS AND CONCLUSIONS

**6.1. DISCUSSION** ..... **47**
6.1.2 Conclusions and Recommendations ..... 56
6.1.3 Limitations ..... 58
**REFERENCES** ..... **59**

# LIST OF TABLES

Table 1: Major Findings About Diversity And Turnover From The Literature .....10
Table 2: Reliability test results from the original outers and researcher.....29
Table 3: Demographic profile of the respondents.....33
Table 4: Diversity profile of the respondents.....35
Table 5: Descriptive statistics about turnover behavior.....39
Table 6: T-test analysis showing that there is no difference between diversity scores of males and females. .....40
Table7: Tests of Between-Subjects Effects (diversity and turnover).....41
Table 8: Univariate Tests .....42
Table 9: T-test analysis showing turnover changes across males and females.....43
Table 10: Univariate Tests .....43
Table 11: Correlation between organizational diversity and employee turnover .....44

# CHAPTER ONE
# INTRODUCTION

Administrators and staffs are formed via their personal lower backgrounds in addition to by means of the way of life of institution wherein they work; those factors together effect the way human beings conduct and have interaction with other people in work settings (Chris, & Ma, Emily, 2015). Attitudes of differences among personnel is probable to be an issue influencing place of business behavior and investigation in this area has commonly assumed the term 'diversity' to seize methods wherein people vary (Nepelski, 2018). Culture has been identified to play a crucial position in influencing worker behavior. For one, it gives organizational identities whilst at the equal time culture transform or defines the man or woman self-pursuits right into a magnified result that align with the overall aim and ascriptions of the enterprise (Kundu & Mor, 2016). Employee manner is similarly well-defined and built by the essential principles due to values functions as the general behavioral mechanism guiding and forming the attitudes along with employee behavior (Bieling, 2015). In retrospect, tradition as it's far linked with worker behavior, is has been studied over again and again with its ever-increasing emphasis or importance obtrusive within the contemporary organizational studies. In this experience, there was a multiplied cognizance on the research outlining the connection between organizational subculture and conduct. This is also glaring as more research have claimed that a reciprocal association exists between organizational subculture and worker behavior, applying specific techniques including field, theoretical and empirical research.

One of the organizational cultures is diversity as a construct that entails the variability in employee characteristics. Specifically, studies focused and targeted at the European countries apparently reveal how diversity and diversity management are considered central to human resource management, for instance, Groeneveld (2011) Outlining how that is important to the Dutch public area corporations inside the contemporary global. This is attributed to the ever-increasing demographic traits in European employment markets which necessitates the want for effect management of diverse workforces. Driving and informing this attention is the consideration of

how fair numerous populace representativeness inside the public zone complements and improves the legitimacy of the sector (Ozturk & Tatli, 2016). As a result, The variety control projects means that the public region organizations are each striving to offer identical possibilities and opportunities to every person worker while equally adding commercial enterprise case consideration or argument spanning variety, which in this feel, focuses on enhancing overall performance (Kirton & Greene, 2005). Accordingly, diversity management is seemingly perceived as essential in recruiting, selecting and maintaining the various sources within the company and exertions marketplace. On the opposite, restrained empirical research exists on regions which include courting among range control, variety and work-associated outcomes. (Groeneveld & Van de Walle, 2010). On the other hand, it's been suggested that restricted findings are mixed while on the equal time relying on job and organizational characteristics which include the dimension of the outcomes (Groeneveld & Verbeek, 2010). In adding, coming up with clear conclusions concerning the general implications of diversity control is extremely complicated given that diversity packages and their measured or studied contraptions do range a top notch deal. A lot of attention has equally been directed to this region of studies due to the paradigm shift in diversity control. For instance, the conventional technique focused on identical possibility and affirmative action which targeted in most cases on improved goal group illustration, the new method or diversity management packages are apparently directed closer to knowledge and correctly managing the range staff, for example, diversity management and schooling programs directed toward managers (Guillaume, 2017; Appannah & Biggs, 2015). In this feel, research have recognized diversity as part of organizational lifestyle that influence conduct and overall performance of the personnel (Lozano & Escrich, 2017).

Diversity has elevated in the modern organizational context owing to the worldwide changes in technology era and financial system that are rapidly influencing the place of job; therefore, culturally diverse corporations have grown to be vital to being an enterprise of choice. Therefore, in any organization, they need to outline the concept of culturally diverse. However, the variations and modifications

owing to the multiculturality of the place of job means that establishing policies to ensure an exquisite blend of age, race, gender, ethnic companies, cognitive fashion, cultural backgrounds, and nationalities are seemingly confined as diversity extents to other issues like worker overall performance (Guillaume, 2017). Diversity, therefore, has become a part of strategic management and commercial enterprise management considerations. Attention of research has similarly been directed to exploring how some companies have not taken into consideration and understood what diversity within the workplace method, in particular in the contemporary global financial system. Some businesses consider that merely including diverse operations in their several enterprise features is diversity (Lozano & Escrich, 2017). In so doing, groups have emerge as thoughtful of the various clients by means of focused on multicultural audiences, even setting up greater positions for growing the participation of ladies in management and management positions (Singh, 2018). Some had been taken into consideration variability in goal advertising, mainly using a variety of channels such as radio, print and online media because the critical measures of diversity. Although it is undoubted that those are diversity issues, place of job diversity is a complicated construct which entails the organizational way of life (McLeod, 2018). Diversity, basically, entails how people from different cultures have interaction and understand others. Equally the construct entails the expertise how one have to perceive his or herself whilst interacting or coping with others from multicultural backgrounds; diversity issues self-attention. In essence, the perceptions lay the floor guidelines of interplay and communique within the complete organizational functions (Hatipoglu & Inelmen, 2018). Diversity, to some, entails permitting diversity in ideas and individualism, providing the freedom for self-expression (Singh, 2018). Through this consideration, variety reveals the surprising hidden abilities from which loyalty is hugely benefited to the corporations and as such, has been critical to the success of firm organizations (MNCs) like Google Inc.

In a place of work context, range is reflective of man or woman variations in terms of private traits which include ethnicity, gender or sexuality, in addition to agency related characteristics inclusive of tenure or hierarchical position (Waight & Madera, 2011). Although the results of organizational variety were studied

extensively within the control literature (Martins & Parsons, 2007), Right here is ambivalence inside the literature approximately the influences of diversity on job outcome performance (Furunes & Mykletun, 2007).

Most research findings have a tendency to suggest that diversity has the potential for high-quality effects (including extended creativity, innovation, and versatility) in addition to negative outcomes (together with negative communique, stereotyping and increased war) and that the actual affects depend in particular upon contexts or personal factors (Tracey & Hinkin, 2008). Other researchers have shifted the path variety on racial differences and absenteeism within the place of job, which to this end, highlights the poor implications of failure to incorporate and don't forget diversity in the place of work. Therefore, research indicates wonderful implications of diversity at the same time as then again, failure to incorporate and consider this assemble leads to poor effects and implications like absenteeism and worker turnover.

Although most studies on diversity management were performed and approached from within the western context, few research have focused on discussing and outlining the discourse from the African angle. For instance, Joubert (2017) paid interest on the notion of diversity and essential inherent demanding situations within the African context. Grounding this exploration is that Africa apparently has more diversity dimensions, consequently, the inherent necessity of know-how and dealing with the differences to beautify efficiency and effectiveness inside the place of work. To a few, range in the African context has been diagnosed to lean greater closer to social identities, subsequently, the need for specializing in expertise multiple social identities inside the African context (Snowball, 2016). In Africa, There are ascribed social identities as traits deeply rooted within the individual, specifically faith, race, ethnicity, gender and any other cultural norms and values perceived or followed with the aid of a set. On the alternative hand, attained social identities include ideals, shared values and experiences which includes such elements like changing interests and environment (Hennekam, 2017). Therefore, this level of diversity calls for eager interest on identifying and exploring the degree to which they impact organizational management and conduct. In essence, the existing

research in Sub-Saharan Africa have simplest majored on information the variety and the way they may be considered inside the place of business context but there may be no emphasis and analysis on how such can effect performance and normal behavior in the employer which the subsequent studies seeks to discover and apprehend in detail

Studies on organizational diversity have turn out to be more usual in organizational diversity and worker work results over the last decades. For instance, Iverson (2000) recognized diversity as a primary subject in the organizational variety. Devine (2007) later recommended that the cultural variety of personnel can assist businesses create an aggressive aspect and boom productiveness as companies with a various personnel and offer a wider diversity of way out to troubles. More these days, Sourouklis and Tsagdis (2013) in an overview of twenty three applicable papers observed that organizational diversity has fantastic outcomes on some of important performance signs including staff turnover, productivity, commitment, and delight. An assessment of organizational diversity literature, mainly these contextualized within the organizational diversity and employee work outcome, famous two key gaps. First, the majority of range studies have been carried out in Western cultures and the available literature in Africa settings is restrained notwithstanding the vast increase of the numerous place of business enterprise in Africa. Second, research at the effects of organizational range on employee conduct have generally tested unmarried behavioral results whilst very insufficient research examined multiple employment effects. To cope with those gaps, this research discovered the scope and nature of the relationship of organizational variety with employee turnover behavioral outcome.

## 1.1 Problem Statement

Research shows variety and employee turnover conduct are gaining a whole lot popularity in competitive organizations these days. In this continually converting global economy, agencies need to apprehend and make use of key ideas concerning variety and employee turnover. A lot of deliberation has been directed towards exploring and understanding how demographic differences within workgroup context

may influence customers and workgroups and increase the overall employee turnover. In addition, there are theories apparently suggesting that higher employee turnover is recorded with less diverse workplaces with increasing focus on industry advice to employers on how they can approach and manage their ever increasing diverse workplaces. Without adapting to these ability problems, organizations may want to face a debilitating final results.

## 1.2 Study Purpose

The purpose of this study is to explore the relationship between enlarged diversity in the workplace and employee turnover. Additionally, the study will analyze, critique, and draw sets of implications from current literature of employee turnover and diversity in the workplace.

## 1.3 Research Questions

Based on understanding the problem, this research will lead to reply the following research questions:

Is there a relationship between organizational diversity and employee turnover?

The sub questions are:

1. Is there a difference between diversity scores of males and females?
2. Is there a difference turnover between of males and females?

# CHAPTER TWO
# LITERATURE REVIEW

## 2.1 Basic Findings From Literature

Groeneveld (2011), identified in her study, by using two data sources from A investigation between a representative sample of Dutch public area personnel that has been conducted by the Dutch Ministry of the Interior and Kingdom Relations each year since 2000, the survey related to. A sample of personnel operating within the public area on the time of the survey and a sample of personnel who joined a public organization inside the preceding year and personnel who quit their process in a public organization in the course of the preceding year, tested push factors that decide real employee turnover. Results from this study demonstrate general, the controlling of the organization is rated as the maximum essential push factor. There are, however, a number of remarkable dissimilarities. While for native Dutch ladies the content material of the job is the most crucial push factor, for the others subgroups it is not. Previous research shows that the process content material is an essential determinant in choosing a public area task, and particularly for women. In other arguments, the content of the task can be the important thing in both selecting and additionally leaving the general public area workforce (Groeneveld, 2011).

Another difference is that men keep in mind (the predicted lack of) profession improvement possibilities a greater important push element than women do. Ethnic minorities are treated less properly in their public zone jobs and/or held higher expectations with regard to components in their job (Hsiao, 2015). Decision to leave is not only reliant on features of the prevailing job and organization, but also on chances elsewhere (Devine, 2007). Characteristics of a possible new occupation and company are labeled pull factors.

Hsiao et al. (2015) stated that in study the overall aim of their study was to discover whether organizational diversity is connected with the job performance and work related behaviors of Taiwanese hotel employees. Affirmative relationships were saw among organizational diversity and job performance as well as

organizational citizenship behaviors. Their research provides additional proof supporting an encouraging relationship between organizational diversity and employees' in function and additional performance. Furthermore, the studies also determined that ethnic of employee's fame moderated the connection between organizational variety and turnover intention. For indigenous personnel, a poor association discovered among organizational variety and turnover aim while for non-indigenous employees the connection become positive. As well as, at all ranges of diversity, indigenous personnel have a much decrease degree of turnover intention than non-indigenous employees (Hsiao et al., 2015). The studies has shown that being the minority can also influence on humans in a different way and evidently the effects of being different aren't the equal for ethnic minorities as they are for ethnic majority contributors. For instance, the minority group of workers in guesthouses with lesser stages of ethnic variety may involve further out-group membership, which they might perceive as a shape of discrimination. Minority personnel may also perceive insufficient aid for their desires and interests and therefore experience as though they don't belong to the business enterprise. As a consequence, the lack of acknowledgement of variety can be a purpose for personnel frustration and disappointment resulting in greater turnover intention.

The research has also tested that Social Identity Theory may be feasible framework to search the effects of organizational variety stages on employee behaviors in Asian settings (Hsiao et al., 2015). However, it is also cited that it's far vital to take exclusive cultural contexts into consideration whilst making use of Social Identity Theory in studies on variety influences.

Lee and Lee (2011) found in their study that rational, Rational, consensual and developmental way of life has extra impact on Korean nurses' activity pleasure and organizational commitment than hierarchical subculture. The significance of rational lifestyle indicates that work performance, clear and exact work guide, clinic structure of accomplishing the clinic aim and strategies, teamwork and interdepartmental collaboration is appropriate for improving nurses' work delight. In addition, the significance of consensual way of life suggests that organizational culture that emphasizes teamwork and cooperation may be greater powerful than

hierarchical tradition that stresses work manner and policies. Organizational flexibility and human courting orientated tradition can be extra helpful for improving process pleasure of Korean nurses than balance-orientated and manage-focused temper. The study found not only direct affiliation of organizational culture with job delight and turnover intention, however additionally the mediating role of process pride within the connection between organizational tradition and turnover intention (Lee & Lee, 2011). However, no longer all cultures had been same. Among four exceptional forms of way of life, extra optimistic and healthy organizational way of life (i.e. consensual culture) revealed a strong relationship with higher work pleasure and lesser turnover plan. Moreover, consensual lifestyle had maximum impact on turnover goal than different lifestyle sorts, and the impact of task delight as a mediator on turnover purpose became statistically considerable (Lee & Lee, 2011). This might recommend that nurses understand that emotional support from the co-employees and branch manager may be a terrific approach to enhance organizational loyalty and retention degree. The findings of this research supply more managerial implications. First, for managers, cultural consciousness within the place of business can pay off. Understanding the customary culture in the medical institution and changing it could make the difference in motivating and retaining the personnel. Second, the finding of the study became important in that there's little research that identified the cost of consensual subculture in Korean hospitals, while it's miles a part of Korean subculture to employ paternalistic and authoritative leadership style.

Choi, (2008) stated in his study, by using sample drawn from The Central Personnel Data File and the 2004 Federal Human Capital Survey tested how range impacts activity pride and turnover purpose of employees and outcomes from his research demonstrates that employees within the various work organizations tend to expose higher possibility of turnover. The research also established that the demographic diversity is positively related with worker turnover. In addition, Sungjoo Choi discovered that individuals who are dissimilar from the majority in the organizations have a tendency to be much less psychologically dedicated to their companies, less incorporated with others in the majority, and much more likely to be absent and depart their organizations.

Further, dissimilarities may lead to anxiety for all individuals of a group in addition to individuals in the minority, growing a probability of turnover.

**Table 1: Major Findings About Diversity And Turnover From The Literature**

| Research paper | Purpose | Variables | Participants | Method | Major Findings |
|---|---|---|---|---|---|
| Diversity and employee turnover in the Dutch public sector. Sandra Groeneveld, (2011), Research Paper | To observe the effects of diversity control on turnover purpose. | Gender, ethnicity, local Dutch man, a native Dutch Female, an Ethnic minority man or an ethnic minority female. | 34,962 operating respondents in 2008, plus 10,613 who left their agency in 2007 | Quantitative Questionnaire | The control of the enterprise and the management style of the supervisor are important determinants of any aim to leave the general public quarter |
| Perceived organizational variety and worker behavior by Aaron Hsiao, Chris Aulda, Emily Ma(2015), Research Paper | To look at the relationship of perceived organizational diversity with Job Performance, and Turnover Purpose | Organizational range, Job overall performance, Organizational Citizenship Behaviors, and Turnover Intention. | One thousand two hundred Hotel employees in small to medium accommodations in Taiwan. | Quantitative Questionnaire | Positive relationships were determined between organizational variety and job performance in addition to organizational citizenship |
| Do styles of organizational way of life Matter in nurse job pride and turnover aim?by Jae San Park & Tae Hyun Kim(2009), Research Paper | to study whether and How distinctive forms of organizational Culture are related to task pride and turnover intention among hospital nurses in Korea. | Consensual Culture, Rational Culture, developmental Culture, and hierarchical Culture. | 527 nurses operating in two public hospitals in Korea | Quantitative Self- report survey | Among the distinct sorts of way of life, consensual culture and rational tradition had massive, positive institutions with the nurses' process delight. In addition, consensual subculture exhibited the strongest, bad association with the turnover aim of the nurses, |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | whilst Hierarchical showed a fantastic association. |
| Organizational change and worker turnover By Kevin M. Morrell John Loan-Clarke AdrianJ. Wilkinson, (2004) Research Paper | To examine the relationship between organizational trade and worker turnover | Organizational change, employee turnover. | Employees of different organizations | Quantitative Questionnaire | the importance for managers of understanding availability – the extent to which turnover decisions can be prevented |
| The Impact of Diversity on the Turnover Objective of Public Employees By Laura Langbein & Edmund C. Stazyk (2013) | To observe the association among organizational diversity, organizational performance, & employee turnover intention. | Turnover intention, Diversity & Performance | 74,000 Employees in 24 Federal Agency in USA | Quantitative Questionnaire | Cognitive, choice, and identity diversity have both no or small, combined consequences on worker turnover intentions |
| "Organizational and Psychological Determinants of Employee Turnover in Kuwait", by Yaqoub S.Y. Al-Refaei Kamel A.M. Omran, (1992), | To analyze the organizational and psychological determinants of employee turnover | Employee turnover, Personal job motivation, leadership style, feeling of tension | employees in a variety of Kuwaiti organizations | Quantitative Questionnaire | leadership style, work related tension and particular work motivation have been shown to be significance in generating and inspiring the employee turnover behavior |
| "Diversity in the US Federal Government: Diversity Management and Employee Turnover in Federal Agencies" By Sungjoo Choi (2008) | to discover the effects of three dimensions of demographic diversity | racial/ethnic diversity, diversity management, organizational tenure, job satisfaction | 150,000 Employees in the federal government | Quantitative Questionnaire | Only racial/ethnic diversity was negatively related to increased job satisfaction, whereas it was positively associated with turnover intention |

Further studies have been focused on employee retention apparently considered as one of major research areas my by scholars and practitioners. However, Lewis (1991) and Lewis and Park (1989) pioneered studies on employee turnover, but they were limited to the demographic factors and attributes attributed to effects of federal white-collar employee turnover behaviors. From their studies, based on personal records of the employees, the individuals reported that salary, age and work experience had entirely a negative influence and implication on employee turnover, with no turnover probability recorded or reported between female and male employees. The two works pioneered and triggered innumerable studies on public management which focused on identifying the critical factors, apart from the demographic elements, that influence or affect turnover rate or levels among public sector employees. One of such studies was Kellough and Osuna (1995) who had tested their empirical model to explore the vital determinants in the differences among the quitting rates among federal agencies. However, previous empirical findings have highlighted that demographic, workplace satisfaction factors, managerial practices, organizational or institutional factors and employee relational factors are all attributed to high employee turnover rates. In this respect, more attention has been directed towards exploring and explaining the demographic factors including work experience, age, and gender and minority status as being central to employee turnover rate within the public sector organizations.

# CHAPTER THREE
# THEORITICAL BACKGROUND

Social Identity Theory has been more and more applied to examine organizational variety within the hospitality and tourism enterprise (Furunes & Mykletun, 2007). The social identity viewpoint identifies that human beings describe themselves in terms of their social environment and become aware of with others based totally on perceived similarity or dissimilarity. (Tajfel, 1982) personal characteristics and organization memberships play a huge position in determining values, attitudes, beliefs, and conduct. Demographic factors (e.g., ethnicity, gender) shape the premise of organizational variety.

Singal (2014) recommended that increasing variety inside the exertions marketplace is unavoidable and corporations need to entice the maximum proficient human beings from all again-grounds to work for the organization. Consequently, the necessity to effectively manage various personnel has grown to be an increasingly more crucial venture for modern corporations. Diversity is a subjective phenomenon, created via institution participants themselves, who on the basis in their exceptional social identities, categorize others as being similar or assorted. Specifically, “a group is diverse if it is composed of individuals who differ on a characteristic on which they base their own social identity” (O’Reilly, 1998, p. 186).

Diversity inside the organizational setting can discuss with non-public features such as race or ethnicity, gender, age or generation variations (Chen & Choi, 2008), in addition to socio-economic elements inclusive of income and training degree. Diversity additionally refers to person variations in employer-related characteristics including tenure or hierarchical function (Waight & Madera, 2011). Griggs and Louw (1995) claimed that variety is a multi-dimensional idea that varies in its number one and secondary dimensions. The number one dimensions are inborn human trends consisting of nationality, age, ethnicity and gender and that distinguish people and are crucial in the manner of early socialization and daily lifestyles.

Secondary dimensions of range include such characteristics as intellectual and technical differences consisting of instructional level, organizational tenure, job experience, socio-monetary history and character.

Employee turnover affects retail organizations within the form of lower productivity, reduced profitability and decreased sustainability. Employee turnover continues to be a vital topic to control scholars and practitioners because of the capability results related to dropping skilled workers (Hancock, 2013). The high level of interest given to the consideration of worker turnover is the result of the giant outcomes for companies that fail to maintain skillful employees (Hancock, 2013). There for, In order to classify if there is undeniably association among diversity inside the place of work and employee turnover, each variables want to be fairly discussed. After an outline of each subjects, a possible existence or absence of an association may be debated.

## 3.1. Definitions of Terms

### 3.1.1 Definition of Organizational Diversity

The traditional Equal Employment Opportunity Commission (EEOC) in the U.S. defined diversity as limited to gender, racial-ethnicity, and age, but more recent definitions have broadened to include bodily capabilities, sexual orientation, as well as dissimilarities in attitudes, Skills, viewpoints, and backgrounds (Robinson & Dechant, 1997).

Any group of two or more members may be described in terms of its diversity (Ely & Thomas, 2001). A common classification of diversity is visible versus non-visible differences. "Observable characteristics such as race, ethnicity, gender, and age are readily detectible and are particularly likely to evoke responses that are due directly to biases, prejudices, and stereotypes" (Milliken & Martins, 1996, P. 404).

Non-observable characteristics such as education, technical abilities, functional background, organizational tenure, socio-economic status, education, and values are often difficult to observe and measure but tend to be closer than observable characteristics to the types of differences that organizations ultimately seek, such as unique information, skills, cognitive styles, and perspectives. Several meta-analyses provide evidence that surface level differences are associated with deeper level differences. Specifically, there are small to moderate gender differences in preferences and personality traits (Feingold, 1994; Powell & Ansic, 1997), and surface-level differences in ethnicity and nationality can be linked to Deeper-level differences in values, assumptions and beliefs (e.g. Fiske, 1993). Diversity as a concept is equally explored and understood from the context of social sciences from which theories like social identity, similarity-attraction, coworker discrimination and social categorization have been developed (Feingold, 1994). Accordingly, other scholars have focused on the models of repeated interaction as the basis for the economic foundations in identifying and exploring the foundations of diversity and implications on the organizational performance (Milliken & Martins, 1996). It is within this conclusion that when people are interacting more often with their demographic groups, outside and inside the workplace context, then it is highly expected that they will record greater cooperation when interacting with demographically similar groups. Therefore, with demographically similar employees, they are likely to showcase overlapping social networks. However, the different is the case with heterogeneous workplaces since this type of a workplace lowers overall average satisfaction. This group dynamics calls for an emphasis on the proper diversity management to reduce the challenges with managing heterogeneous workgroups (Hancock, 2013). In line with this consideration, other research studies have indicated that the perception that employees have on their employer in implementing diversity practices and policies leads them to be less likely inclined towards leaving public sector (Pinar, 2011). For example, by analyzing the turnover intention among Dutch workers, Groeneveld (2011) noted that ethnic minority and natives were more inclined to remain committed and engaged with the organization when diversity management practices were implemented. Therefore, the study or research findings highlighted the extent to which diversity management reduces

turnover rates among those who receive limited or little favoritism in the organization. Diversity management, in this sense, moderates turnover rates and intentions among individuals.

Diversity as a concept has been approached from the perspective of how it affects and influences absenteeism in the organization. From theoretical perspective, it is argued that the overall support that one receives from the organization determines attendance among employees (Powell & Ansic, 1997). In essence, perceived support from the organization is related to the overall outcomes like attendance, especially when regarded and viewed from the social exchange model or mechanism. This implies that any employee perceiving the organization as supportive feels it an obligation reciprocating the same through improved or enhanced job performance as well as greater commitment to the organization, therefore, reduced instances of withdrawal through absenteeism and turnover (Pinar, 2011). In addition, employees perceive supportive leadership, especially supervisors, as a replica of a caring firm which in turn has positive impact on the employees hence reduced turnover rate or intention (Powell & Ansic, 1997). As suggested by the social exchange theory, any employee that feel and perceive support from their respective management or leadership will do so by reciprocating, willingly, by committing to the organization. The researchers Rhoades and Eisenberger (2002) noted and reported the direct affiliation between organizational diversity and positive results like work attitudes, work attitudes and reduced withdrawal behaviors. Therefore, research emphasis and consideration highlights how supportive work environment and supervisors have direct relation with lower absenteeism among employees, hence, reduced turnover rates or intentions (Hancock, 2013). However, other scholars are of the opinion that support that employees experience varies depending on ethnicity and race. For example, there is the case of minorities feeling denied and excluded from the same types of support available for the majority races. Rhoades and Eisenberger (2002) argue how black managers perceive their organizations are less supportive and harshly evaluated by the supervisors in comparison to white managers. In addition, recent research evidence has outlined the extent which black employees experience discrimination on a routine basis and less

support than the white coworkers (Deitch, 2003). Therefore, perceived organizational support is subject to race and ethnicity and this calls for diversity management incentives and approaches that consider and incorporate such variability in the workplace.

Social categorization theory forecasts that differences between group individuals cause breakdowns in verbal exchange, reduced social integration, lower job pleasure, and increased relational fight (Pelled, 1996). According to this idea, people have a tendency to classify themselves and others into social classes the use of salient attributes such as age, race, gender and organizational fame (Pitts & Towne, 2015). This method of categorization leads demographically comparable people to define themselves as contributors of an in-group but classify others who are demographically distinct as out-institution individuals (Joshi, 2006). By maximizing favoritism in the direction of in-organization members and denigrating out-group participants, people decorate a advantageous social identity for themselves and participants of their personal institution (Pitts & Towne, 2015). This in-group versus out-group difference often leads organization members to view out institution individuals as less capable, honest and cooperative than the individuals in their personal social class (Williams & O'Reilly, 1998). As an outcome, those negative components of categorization approaches increase the likelihood of turnover in work groups. Indeed, empirical proof helps that demographic range in gender and race is undoubtedly related to employee turnover purpose and turnover conduct (Nishii & Mayer, 2009). Taken collectively, constructing on social categorization idea, the literature in large part supports the claim that demographic difference is linked with too much relationship conflicts and decrease in organization identity between organization members, leading to worker turnover.

From the demographic theory, the central assertion is that gender diversity is related with high turnover. Specifically, McKay (2007) focused on examining the extent to which human resource practices and policies influenced gender diversity-turnover association or relationship. They collected survey data from 198 HR decision makers at public organizations. From the findings, the researchers reported that those HR practices and policies helpful of diversity moderated gender diversity

turnover relationships of which high gender diversity was reported to lead to lower turnover rate within the organizations having many diversity supportive practices and policies(Harhar, 2015). From the findings, the central conclusion was that negative high gender diversity negative consequences can be avoided by introducing supportive HR practices and policies. In this light, the conclusions are made from the consideration that the major grater gender diversity prediction is linked with more employee turnover as explained by the demography theory, which argues that an organization's demographic composition influences the organizational social interactions, attitudes and behavior from minority and majority categories, especially influences on attitudes, psychological wellbeing and work performance (Koys, 2001). The attitudes and behaviors exhibited by a diverse workforce include lower social integration, lack of communication, lower organizational engagement or identification, lower job satisfaction, less attachment to the organization and lower organizational commitment (McKay, 2007). Therefore, negative attitudes and behaviors linked to organizational demography has a direct influence or effect on organizational outcomes especially turnover.

Also, empirical evidence or research is in support of higher diversity as playing a mediating role in higher employee turnover rates. One of such studies or explorations is Tews (2018) who concluded that race and age diversity were attributed to higher or greater turnover rate intentions, which in essence, draws the attention of research to the relationship between higher gender diversity and higher turnover rate or intention within the organization. This assertion is also supported by the contingency theories that espouse that a proper understanding of diversity within the organizational context including demographic and general processes is never complete without integrating the contextual framework (Rabla, 2018). In this case, the contextual framework studied and explored in this perspective is gender identity-conscious Human Resource practices and policies. Such studies seek to explore and understand how and to what extent the HR practices and policies can be crucial in making the organizations diverse to reduce instances of high turnover rates as suggested by the demography theory (Li, 2018). Therefore, gender diversity and its relationship with high turnover rate is considered as varying in organizations subject

to the implementation or consideration of gender identity-conscious HR practices and policies (Tews, 2018). The implication of these assumptions and assertions is that proper management of gender diversity has positive implications and relationships with employee turnover behavior.

The direct correlation among diversity and organizational performance is studied from the perspective of how it influences job-satisfaction as well as raising turnover rates among employees (Tummers, 2013). In this case, a lot of research attention has been directed towards understanding gender diversity and how it is related to turnover intentions and job satisfaction. From a cross-sectional study focused on 2, 818 employees recruited from 13 different professions within the Danish public sector, the researchers were able to explore and understand the gender asymmetry and its contextual implications or meanings. The findings or report indicated that gender diversity management among female employees was reported to have or record lower turnover intentions although this was not directly linked with job satisfaction but no difference was recorded among the male workers. However, when controlling for occupational differences, the study reported a negative affiliation inherent among gender variability and turnover intensions. Therefore, this study points to the differences in gender diversity impact on the turnover intentions among public service employees.

In light of this argument, the recent study tries to study the relation between demographic heterogeneity and turnover behavior in businesses. This research is especially significant considering the lack of understanding of how gender and racial diversity are linked to real turnover behavior in public organization (Choi, 2011). For that reason, the hypotheses are as follows:

**Hypothesis 1:** Organizational diversity responses changes across gender.

H0: Organizational diversity do not respond changes across gender.

Demography concept recommends that high gender variety leads to high turnover. As turnover is pricey for companies, we examined whether human useful

resource policies and practices have an effect on the predicted gender variety turnover association. Survey statistics were accrued from two hundred human resource decision makers at publicly indexed companies. We initiated that human resource policies and practices which might be supportive of diversity slight the gender diversity turnover correlation, such that excessive gender diversity ends in low turnover in businesses with many range supportive policies and practices. Results advocate that corporations can avoid the terrible outcomes of excessive gender range by way of enforcing variety supportive human resource guidelines and practices.

Hence, the following hypothesis was established:

**Hypothesis 2**: Employee turnover rate/intention is different between men and women

**H0:** Employee turnover is the same between males and females

### 3.1.2 The Turnover Concept

In general, information and decision making theory variety is beneficial to organizational functioning and results, while social categorization theory anticipates the opposite prediction, decision making theory is a principle of ways sane people must behave underneath threat and uncertainty.

Most definitions of turnover tend to be pretty comparable; many authors have said that the concept of turnover way: The gross motion of people inside and outside of employment popularity with recognize to a man or woman firm or the amount of movement across the membership boundary of an enterprise (Schwepker, 2001). Others attribute employee turnover to the situation to which employees are departing their organization citing numerous reasons hence a concern for the organization because of the expenditure and the abilities of distributing the limited required services (Hinkin & Tracey, 2000). Therefore, employees leaving the organization have an impact on both the organization and the workforce, which in this case, has

made it a hot topic of discussion by many scholars, managers and academics. This movement includes people either entering the enterprise (accessions and engagements) or leaving the enterprise (separations or departures). It excludes merchandising and transfers inside the organization, marriages, deaths, retirements, retrenchments and pregnancies. Dismissals also are excluded because they account for most effective a small percentage of employee turnover. Meanwhile, Peskin (1973) have considered employee turnover to be: "The total number of separations that occur during a specific period". These authors centered on separations due to the fact they considered them to be the most important component inside the turnover rate when you consider that an employee who quits without caution causes a series reaction of occasions which cost the corporation large monies. It has been mentioned that lots of those separations, which include marriage and death, are away from the control of administration. Others together with retirements and monetary slowdown may be deliberate for earlier. Price (1977) Price (1977) differentiated between two varieties of worker turnover: voluntary turnover initiated with the aid of the worker and involuntary turnover initiated by using the business enterprise. But it is also viable for turnover to be initiated through neither the worker nor the organization. An instance will be the wife who leaves her job at her husband's insistence.

Employee turnover refers to a “group of employee movements that create a vacancy within the organizational unit” (Beach & Cliff, 2003, p. 49). Turnover motive is defined as a worker’s intent to find a new occupation with some other business enterprise with within the close future and as such, has been recommended as an instantaneous precursor to honestly leaving (Schwepker, 2001). Subsequently, turnover intention has been integrated into most worker turnover models within the posted literature due to its ease of dimension. Employee turnover constantly implies a high price to businesses, seriously hindering effective, powerful customer support and discouragement competitiveness. For that reason, worker retention is as essential to commercial enterprise fulfillment as client retention (Ineson, 2013). Researchers have examined the connection of more diversity variables inclusive of age, education level, tenure and gender to job attitudes and turnover (Pinar, 2011).

Overall, the commonly cited reasons that lead employees into leaving the organization include marriage, gender, age, years of working and educational levels (Annabi & Lebovitz, 2018). From previous studies, it has been reported that female employees record higher turnover rates in comparison to their male counterparts (Hadi & Ahmed, 2018). Conversely, the problem with high employee turnover rate among women is because of the societal roles and responsibilities as they have to care for their families. Turnover rate is equally attributed to experience especially young, high educated and inexperienced employees recording low job satisfactions leading lower organizational commitment, which in respect, is associated with negative turnover intention (Annabi & Lebovitz, 2018). Therefore, this calls for proper human resource incentives and policies to reduce the turnover rates among this caliber of employees. Specifically, interpersonal relationship within various departments has direct implications on employee turnover intention. Fundamentally, an organization with intricate interpersonal relationship leads to small groups or sections which complicate the situation for the employees in dealing with workplace relationships (Hadi & Ahmed, 2018). Diversity leads to workers spending a lot of time making or establishing relationships with one another, therefore, the high likely of leaving their jobs (high turnover rate or intention). Scholarly recommendations suggest learning or training opportunities as a way of reducing turnover rates or behavior (Papa, 2018). Therefore, when the company barely provides learning opportunities, it is impossible improving abilities and skills of the employees. This implies that employees have fewer opportunities for self-realization, hence, no opportunities for self-realization to grow and climb the organizational or management ladder, which results in employees quitting their jobs (Fletcher, 2018). The need for training in the organization is because of the negative effects of low training on poor performance at job along with higher employee turnover rate. Accordingly, organizations providing the necessary training programs directed at their employees to improve skills and learning development have been known and reported to document higher success ratio, which in this case, is crucial for reducing employee turnover rate (Hadi & Ahmed, 2018). Proper and extensive training supporting and consideration in the organization implies greater commitment among the employees to job tasks and fully encouraging the individuals to stay and work for

the organization (firm) (Papa, 2018). The implications of high organizational turnover among employees is on higher business management costs of training new employees, as businesses have to spend a lot of money in interviews and hiring the candidates.

Turnover rate is also discussed from economic reasons as the reasons why employees exist organizations. In essence, the socio-economic factors including labor market condition, economic development, job opportunities, employment structure, accommodation, transport and communication, living cost, medical facilities at job and life quality are among the factors to be considered and highlighted when developing frameworks and approaches to managing diversity at the workplace (Papa, 2018). Specifically, individuals in public organizations record highest turnover rate or intentions. From expert opinion, it has been reported that corporate culture influence employee turnover, especially respect and trust in the employees (Hadi & Ahmed, 2018).

Hence, with an organization appreciating its employees, treating them well or with respect, providing benefits and compensation on equal basis, they are less likely to leave the organization (Fletcher, 2018). Essentially, employees appreciate a workplace with transparent communication, an accessible management, respectful executives and clear directions. On the other hand, research reports that employee recognition is a prerequisite for reducing turnover of which failure to do this result in lower retention rates (Choi & Dickson, 2009). Therefore, conclusions from the current literature are that it is imperative for the employees to ensure or provide genuine recognition and appreciation to retain their employees.

Hinkin and Tracey (2000) Observed that organizational variety and variety programs may want to decrease turnover aim and the real turnover ratio. It may be that encouraging a various labor force and working towards diversity management could lead to better task satisfaction and lower ranges of turnover purpose (Choi & Dickson, 2009). Therefore, examining how organizational range may additionally influence on turnover intentions of great practical importance to the industry. Thus, the following hypothesis turned into advanced.

**Hypothesis 3:** There is a positive relationship between perceived organizational diversity and turnover intention.

H0: There is no positive relationship between perceived organizational diversity and turnover intention.

### 3.1.3 Study Purpose

The purpose of this study is to explore the correlation between enlarged diversity in the place of work and employee turnover. Additionally, the study will analyze, critique, and draw units of implications from current literature of employee Turnover and diversity in the administrative center will determine the relationship. This research will lead to answer the following research questions:

Is there a relationship between organizational diversity and employee turnover?

The sub questions are:

1. Is there a difference between diversity scores of males and females?

2. Is there a difference turnover intentions between of males and females?

# CHAPTER FOUR
# METHODOLOGY

## 4.1. Method

The specific method of this study is a survey design and it will investigate correlation among organizational diversity and employees' turnover behavior.

In this area of exploration, the study applied the quantitative research design, which deals with numerical values and values that can be systematically measured when investigating a phenomenon and inherent relationships. On the alternative hand, a quantitative research design helps in answering the relationships within the measurable variables (dependent and independent variables) (Mackey & Gass, 2015). Additionally, the entirety of the quantitative study ends with confirming the hypothesis being tested. Conversely, those using the quantitative method or approach in identifying a single or few variables intended for analysis then proceeding to collect the data aligned with or related with the variable (Neuman, 2013). Alternatively, the study could have used a qualitative design and approach to exploring the phenomenon but this could have not been in line with the nature of the study because it sought to test hypothesis which usually require the testing and ascertaining of the relationship among variables using numerical or statistical data (Flick, 2015). Therefore, the quantitative approach assumes numerical forms, and the analysis entails the quantification of the numbers to draw conclusions. In addition, it entails handling larger data sets with the application of statistically rigorous methods like SPSS in comparison to the qualitative research. Various reasons informed the use of a quantitative research design in this study. For one, this study followed scholarly recommendations that a quantitative approach entails the use of larger sample sizes for making conclusions; therefore, the ease and practicality of generalizing the findings. In addition, it is ascertained that a statistical method or approach implies that the analysis is considerably reliable and the results are valid as they test hypothesis (Bryman, 2017). Since this study focused on testing hypothesis, the quantitative approach or design was the most appropriate because normally, it is used and applicable to situations requiring standardized and systematic comparisons.

However, the quantitative approach or methodology as used in this study was not free from limitations. For one, since this study was a social and behavioral science, the design was limited because it barely highlights and explains the complexities common of human experiences or their perceptions (Yilmaz, 2013). For example, the perceptions on organizational corporate culture, support behavior or effective diversity management could not be accurately measured statistically as these areas or constructs require qualitative information especially from interviews or any other methodologies that collective qualitative data or information. On the other hand, care was taken to address challenges with the homogeneity in the sample because all were from public service organizations or institutions from which it becomes utterly challenging in providing accurate or true impressions (Brannen, 2017).

### 4.2. Sample

The study used survey questionnaires as forms or data collection instruments which are independently filled by the respondents. 500 questionnaires were handed out. From a total of five hundred questionnaires that have been exceeded out, all of them were instantly collected upon completion and two hundred questionnaires were successfully finished. Informing the choice of questionnaire as the data collection approach or method was that the questionnaires are crucial in collecting infrequent or regular routine data, or data to be used in specialized studies (Bekhet & Zauszniewski, 2012). Also, the study considered questionnaires as the best for collecting data about opinions, management practices and general information spanning attitudes, perceptions and opinions that individuals have towards the specific phenomenon under study. Also, it was within the consideration of this research or study to ensure that the design of the questionnaires was clear and simple to encourage maximum response or return rate by dividing the instruments into questions and sections (Brannen, 2017). In addition, the research considered the necessity for making the questionnaires as short as possible, especially paying keen attention to avoid too much burden on the respondent. Nonetheless, the study explored the use of questionnaires in this case because it provides the chance for both structured and unstructured questions which helps in designing and formatting or

laying out the data collection instruments based on the level of literacy of the respondents or the study population (Yilmaz, 2013).

### 4.2.1. Sampling method and Sample population

The study used convenient sampling as the approach where individual respondents are randomly assigned into the study. According to Dörnyei (2007) “convenience sampling is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study”. It is also mentioned to Discovering subjects of the populace which are without difficulty accessible to the researcher (Given Lisa M, 2008). However, the study ensured that the inclusion was identified and determined before selecting the subjects. It involved randomly choosing or stopping people to answer the prepared questionnaires. In the data collection, the researcher visited 13 Somali public and private organizations such as the Immigration and Naturalization Directorate of Somalia, Hormuud Telecommunication Company, Benadir hospitals and private commercial entities. In order to gather data from employees. Administrators of participating institutions bring together the researcher to their employees and the investigator clarified the aim of the research and hand delivered questionnaires to employees. A total of 500 survey were distributed and 200 valid finished survey have been used for the information analysis. The population length is set to all the workforce in Somalia, regardless of their position or level which is equivalent to 3.5 million in 2013 ( Labour Force,2013) and the sample size was set to 500. The inclusion criterion was based on two Necessities has been set for the applicants to be certified as the legitimate respondents:

1. Employees working in Somalia
2. Currently working in public and private sector

Questionnaires were distributed to the valid respondents and they were asked for to answer the questions. Also, the study controlled for gender representativeness

to ensure equal representation. This would help determine and identify whether women and men are affected by the same factors in regards to turnover rate. However, Somalia is a Muslim dominated country to which participation of women in the labor or workforce is still limited. Therefore, care was taken to have the genders represented based on their labor participation to which 38% of the participants would constitute women (38%*200=78), hence, women were n=78, and the rest men, n=124.

### 4.2.2 Questionnaires

The study used convenient sampling as a survey method for collecting data among the target group. The questionnaires were designed to include a question or information explaining the nature and intention or purpose of the study with further affirmation that it would take a maximum of 10 minutes to complete the questionnaire. The key elements for the research questions were; organizational diversity and employee turnover. The researcher used a questionnaire based totally on the literature assessment and which include two parts. Part one required information associated to organizational diversity such as employee ethnicity, gender and age diversity. Part Two drew out records on employee perceptions of the level of diversity of their businesses, In addition to measures of worker turnover conduct. The questions were designed the use of the guidelines noted in the literature on semi-structured questionnaires.

The employees were invited to provide their opinion in the scale of 1-5, (1) Strongly Disagree (SD), (2) Disagree (D), (3) Neutral (N), (4) Agree (A) and (5) Strongly Agree (SA).For easy statistical analysis, the study used a scaling method in answering the questions, (in a Likert Scale format), beginning from strongly agree to neutral or using a 5-point or star response to questions asked for convenience in analysis and interpretation using IBM SPSS statistics. Factor Analysis had been carried out to investigate variable relationships but it didn’t formed as the researcher expected.

These were semi-structured questionnaires considering the ease of answering the questions by providing clear and detailed guideline that would help the individual participants to spend less or limited time in answering the questions to improve the chances of getting a higher response rate.

### 4.3. Reliability

**Table 2: Reliability test results from the original outers and researcher**

| No | Construct | Original Alpha | Researcher |
|---|---|---|---|
| 1 | diversity | 0.726 | 0.674 |
| 2 | Turnover | 0.731 | 0.587 |

The Cronbach alpha for age diversity, gender diversity, ethnic diversity and turnover was tested using 6, 6 and 7 questions correspondingly. Cronbach alpha values predicted are higher than 0.70, the internal consistency of the survey is discovered to be accurate. The information from the survey questionnaire had been entered into IBM SPSS (Statistical Package for Social Sciences) software version 22 for data analysis. T-test analysis were conducted to show if there is a difference between diversity scores of males and females, as well as T-test to show if there is turnover changes across males and females. The researcher conducted factor analysis but it didn't formed.

### 4.4. Data Collection

The questionnaires included informed consent and ethical considerations by first introducing and stating the intention of the research before stating the voluntary nature, the freedom to withdraw in case of foreseen danger and promise of upholding confidentiality as well as privacy of the information or data provided. Therefore, for each participant, it was deemed pragmatic to allocate up to 10 minutes of the respondents' time in filling the questionnaires. The questions or data collection instruments are attached on the instruments below. The data collection process also considered the need for ethical consideration and the study incorporated the construct

by maintaining confidentiality of the respondents as no personal information like credit card or social security number was not probed. On the other hand, the data collection process was guided by anonymity of the respondents by using codes when sorting out the responses and feeding the data into the Statistical Package for Social Sciences (IBM SPSS statistics 22 version).

### 4.5. Variables

The independent variable measured was organizational diversity and was measured against how it plays a moderating or mediating role in influencing employee turnover. Under organizational diversity, race and ethnic diversity were measured on how they influence the turnover intentions among employees while at the same time, gender diversity evaluated on how it influences turnover intentions. Diversity was measured against outcomes including employee's turnover behavior (as dependent variables). Therefore, race, ethnic and gender diversity were identified and measured as the independent variables and data collected to identify how they influence employee's turnover behavior .

### 4.6. Data Analysis

Descriptive statistics analysis was used to examine the study hypothesis. The data collected in this research will be analyzed through SPSS software package and correlation analysis will be used in testing the reliability and validity of the data that was collected in this study. Correlation analysis was also used in the statistical evaluation of the study for establishing the relationship between organizational diversity and employee's turnover behavior. This mainly focused on measuring the relationship between these two variables numerically. This aimed at proving if the null hypothesis was true or the alternative hypothesis in this study.

### 4.7. Unit of Analysis

The Unit of analysis was employee turnover behavior Therefore, all the measured variables, including employee job satisfaction, engagement and commitment as mediated or moderated by diversity were measured based on the rate

of employee turnover rates. In so doing, it would be expected that with higher scores in diversity, engagement, commitment and job satisfaction would increase which would affect employee turnover intention as the unit of analysis.

# CHAPTER FIVE
# RESULTS

This chapter presents the analysis an interpretation of the records collected whose foremost objective turned into to discover the expectations and perceptions if the organizations towards the relationship between organizational diversity and employee turnover.

## 5.1. Phase one Demographic characteristics of the participants

The demographic profiles (namely age, gender, years of working experience, Positions, and the type of organization of organization they are working) gathered at the respondents are tabulated in table 2.

**Table 3: Demographic profile of the respondents**

| Demographic Profile | Frequency | Percentage |
|---|---|---|
| **Age** | | |
| 25-35 | 57 | 28.5 |
| 35-45 | 107 | 53.5 |
| 45-65 | 29 | 14.5 |
| 65-Above | 7 | 3.5 |
| Total | 200 | 100 |
| **Gender** | | |
| Male | 124 | 62.0 |
| Female | 76 | 38.0 |
| Total | 200 | 100 |
| **Employee experience at the Organization** | | |
| Less than one year | 15 | 7.5 |
| 2-5 Years | 66 | 33.O |
| 5-10 | 102 | 51.0 |
| 10 Above | 17 | 8.5 |
| Total | 200 | 100 |

| | | |
|---|---|---|
| **Positions** | | |
| Lower-Level | 122 | 61.0 |
| Middle-Level | 58 | 29.0 |
| Senior Level | 20 | 10.0 |
| Total | 200 | 100 |
| **Type of Organization** | | |
| Public | 132 | 66.0 |
| Private | 68 | 34.0 |
| Total | 200 | 100 |

The number of male participants is about 62% more than female participants. The low participation of females could be indorsed to their refusal to participate and the natural possibility of getting female employees is somewhat decrease than male counterpart. About 167 of the respondents are less than 45 years old and 36 more than 45 years old. 40.5% of the respondents have work experience less than five years and 59.5% were working more than 10 years. 61% of respondents are working in lower level whereas 29% are working in middle level and 10% are working in senior level. About 66% of respondents are working in the public sector and 34% of them are in private sector.

### 5.1.2 Phase two observation of the participants on organization diversity

The percentage, Mean and standard deviation estimated for the responses on the influence of age, gender and ethnic diversity in the workforce is tabulated in table 4.

**Table 4: Diversity profile of the respondents**

| NO | Question | SD (%) | D (%) | N (%) | A (%) | SA (%) | Mean | ST |
|---|---|---|---|---|---|---|---|---|
| **1** | The knowledge of Young with excessive tech gear helps older worker to expand their understanding at the trendy technologies | 1.5 | 12.5 | 35.0 | 39.5 | 11.5 | 3.47 | .907 |
| **2** | The risk taken by younger worker contributed to the accomplishment of the team | 3.5 | 29.5 | 26.0 | 30.0 | 11.0 | 3.15 | 1.076 |
| **3** | The mentoring by older employees benefited young employees in acquiring work skills | 1.5 | 17.5 | 32.5 | 40 | 8.5 | 3.37 | .920 |
| **4** | Older personnel mitigated the friction among younger personnel inside the group and promoted team cohesiveness | 1.5 | 18.5 | 29 | 33 | 18 | 3.48 | 1.037 |
| **5** | No emotional conflicts and anxiety in the team due status distinction between young and old employees | 3.0 | 24.0 | 29.0 | 31.5 | 12.5 | 3.27 | 1.054 |
| **6** | I did not face stress in the last 12 months due to age diversity issues in my workplace | 0.5 | 10.0 | 42.0 | 37.5 | 10 | 3.47 | .826 |
| **7** | As women have a tendency to be exact listener and men tend to be competitive, a balanced staff of each intercourse gives the exceptional answer of each worlds | 0.5 | 24.0 | 33.5 | 32.0 | 10.0 | 3.27 | .955 |
| **8** | The transformational leadership style of the female employee contributed to the success of the team | 5.0 | 20.5 | 32.5 | 30.0 | 12.0 | 3.23 | 1.066 |
| **9** | Gender various teams showed higher problem solving and decision making competencies than gender homogeneous group | 2.0 | 4.5 | 41.5 | 34.5 | 17.5 | 3.61 | .895 |
| **10** | Gender diversity is an asset for our company picture and brand value | 3.0 | 42.0 | 26.5 | 24.5 | 4.0 | 2.84 | .962 |
| **11** | Gender various teams performed goals due to the coolest correlation and powerful communique | 3.5 | 23.0 | 31.5 | 28.5 | 13.5 | 3.26 | 1.066 |
| **12** | I did not experience stress in the 12 months days due to gender diversity troubles in my place of job | 0 | 18.0 | 20.0 | 47.5 | 14.5 | 3.59 | .947 |
| **13** | The ethnic diversity in our group has improved the nice of decision making | 2.5 | 12.0 | 26.5 | 45.5 | 13.5 | 3.56 | .955 |
| **14** | Ethnic variety promoted wholesome competition in the team and contributed to wonderful achievements | 0.5 | 19.0 | 29.0 | 36.0 | 15.5 | 3.47 | .987 |
| **15** | The ethnic variety in our group promoted free flow of information between ethnic individuals | 2.5 | 27.0 | 20.5 | 35.5 | 14.5 | 3.32 | 1.098 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **16** | The ethnic variety no longer affect the professional connection with team | 4.0 | 21.5 | 29.0 | 28.0 | 17.5 | 3.34 | 1.118 |
| **17** | The ethnic variety in our team assisted to accelerate the accomplishment of our assignment/tasks on time | 3.0 | 19.0 | 31.5 | 38.5 | 8.0 | 3.30 | .966 |
| **18** | The ethnic variety in our team has allowed to discovery a creative solution | 6.5 | 22.0 | 26.0 | 34.5 | 11.0 | 3.22 | 1.107 |
| **19** | I did not experience stress in the last three hundred and sixty five days because of ethnic difference issues in my place of job | 5.0 | 16.0 | 26.0 | 37.5 | 15.5 | 3.43 | 1.086 |

Source: Data generated the use of SPSS Version 22

About 39.5% of the respondents agree that they obtained benefit from the awareness of young personnel on high technology whereas 11.5% strongly agree and 35.0% are neutral with the fact. Reverse mentoring is becoming famous within the previous couple of years in the business world, an inventive human resource strategy where the young employees guide their experienced managers (Charles, 2007). The common of the participants admit the role from the risk taken by younger workforces whereas only 29.5% disagree with that fact. Younger workers are more hazard takers than older personnel and the threat taking tendency decreases with age (Sproten & Schwieren, 2012). The benefit of mentoring via older employees for the duration of orientation has been well normal with the aid of over 48.5% agree, while only 19.0% disagree whereas 32.5 were neutral. Older employees are appeared as information vendors of organizations (Cremer, 1986). Uschi and Stephan (2013) claim that more successful transfer of particular knowledge and Cultural values from older to more youthful generations as one of the paybacks of age diversity. The mitigation position performed by the older employees for the duration of the disagreement of words within the team has been identified by 51%, while 20% disagree and 29% remain neutral. Older personnel have a balance of socio-emotional and mental capability that helps them to advice the younger personnel (Megan, 2014). About 24.0% has disagreed about the lack of emotional conflicts and tension inside the team due to age difference of personnel whereas 31.5% agree, 12.5% strongly agree and 29.0% remain impartial. Milliken (1996) has mentioned empirical proof that better age variety leads to difficult and less frequent conversation in the team. Emotional conflicts result in anger, suspicion, fear, frustration, and different varieties of

negative affect. The high standard deviation 1.054 observed for this query reflects the higher distinction of opinion among the respondents. It appears that emotional disagreement troubles were perceived by the highest percent of respondents (24.0%) As the bad effect of age variety. Interestingly, majority of the respondents (37.5% agree & 10.0% strongly agree) no longer experience any stress associated with age diversity inside the work place at the same time as a small populace of 10.5% disagreed.

About 42.0% has agreed that the stability of both genders is ideal for group improvement while 25.5% disagreed with that. Research on female leadership behaviors suggests that women generally tend to adopt more accommodative strategies than their male counterparts (Brad, 1975). The wonderful impact of woman leadership has been accepted by 42.0% (30.0% agree & 10% strongly agree) while 20.5% disagree and 32.5% have remained neutral.

Among all of the questions, the problem fixing and decision making advantage of gender variety has obtained the highest score 52% as agree and the bottom score 6.5% as disagree. The mixture of intellectual talents of both men and women will increase the invention, creativeness and quality of decision making (Rogelberg & Rumery, 1996). About 45.0% had disagreed to perceive gender diversity as commercial image and brand value while 28.5% have agreed whereas 26.5% has remained no comments. Having greater women at the board of administrators has improved corporate rankings and reputation (Stephen, 2010). Gender diversity has been viewed as an effective tool for achieving targets by 42.0% (28.5% agree and 13.5% strongly agree) and 31.5% remained neutral and 23.0% disagreed. In gender balanced teams, there are more chances for males and females to cooperate with each other. The majority of the respondents did not face any gender related stress issues in the work place (47.5% agree & 14.5% strongly agree), but quiet a small people of the workforce, about 18.0%, had felt gender related stress issues. About 59.0% (45.5 % agree and 13.5% strongly agree) had believed ethnic diversity had improved decision making whereas 26.5% remained neutral and 16.5% (12.0% disagree and 2.5% strongly disagree) did not have that belief. Very small number of (19.0%) had disagreed with the role of ethnic diversity for outstanding

accomplishments while 51.5% (36.0% agree and15.5% strongly agree) recognized the accomplishments possible with ethnic diversity. About 50.0% (35.5% agree and 14.5% strongly agree) had an observation that ethnic diversity supports free flow of information while 20.5% remained neutral and 27.0% disagree with that acceptance. Due to social categorization, ethnic diversity will lead to less coordination and for this reason difficult communication (Morgan &Vardy, 2009). Nearly 29.0% had neither agreed nor disagreed approximately the impact of ethnic range at the professional courting with employees. However, 25.5 % had a faith that ethnic diversity badly effect the professional connection and 45.5% (28.5% agree and 17.5% strongly agree) believed that there is no effect. Nearly 46.5 % (38.5% agree and 8.0% strongly agree) have agreed that ethnic diversity had helped to fulfill the timeline of initiatives whereas 31.5% had no observations and 22.0% did not agree with that. Approximately 45.5% (34.5 % agree and 11.0% strongly agree) had accepted ethnic diversity as an effective tool for resulting creative solutions whereas 26.0% remained neutral and 28.5% (22.0% disagree and 6.5% strongly disagree) disagreed with the point. Almost 21.0% (5.0% strongly disagree and 16.0% disagree) had gone through stress due to ethnic diversity whereas 26.0% remained neutral and 53.0% (37.5 agree and 15.5% strongly agree) did not experience any ethnic diversity stress problems. The mean value of all questions is in the range of 3.59 - 2.84 and the standard deviation is 0.826 - 1.118. The highest mean value (3.59) is observed for majority of the respondents did not face any gender related stress issues in the work place (2.84) is observed for Gender diversity is an asset as corporate image and brand value. Table 5 shows factors associated with employees' turnover behavior.

**Table 5: Descriptive statistics about turnover behavior**

| NO | Question | SD (%) | D (%) | N (%) | A (%) | SA (%) | Mean | ST |
|---|---|---|---|---|---|---|---|---|
| **1** | The Management of the organization is satisfactory for the employees | 3.5 | 24.5 | 23.5 | 38.0 | 10.5 | 3.21 | 1.090 |
| **2** | Career development opportunities are satisfactory of the employees. | 3.5 | 29.5 | 26.0 | 30.0 | 11.0 | 3.27 | 1.056 |
| **3** | The content of the job is satisfactory for the employees | 6.0 | 19.0 | 20.5 | 39.5 | 15.0 | 3.39 | 1.133 |
| **4** | The leadership style of direct supervisor is satisfactory | 14.0 | 9.0 | 25.5 | 34.0 | 17.5 | 3.32 | 1.263 |
| **4** | The amount of the autonomy and responsibility in my job are satisfactory | 8.0 | 25.5 | 24.0 | 31.5 | 11.0 | 3.12 | 1.150 |
| **5** | The organization's performance orientation of the organization is satisfactory | 0 | 3.5 | 32.0 | 44.5 | 20.0 | 3.81 | .792 |
| **6** | Not inclined to leave the organization | 1.0 | 9.0 | 31.5 | 42.5 | 16.0 | 3.64 | .892 |
| **7** | Inclined to leave the organization and looking for another job at the moment | 4.5 | 28.0 | 26.5 | 36.0 | 5.0 | 3.09 | 1.263 |

When asked about what extent they were satisfied with these job characteristics nearly 48.5 % of the respondents satisfied with the management of organizations whereas 28 % were dissatisfied while 23.5 remained neutral. Almost 33.0% had neither agreed nor disagreed about the career development opportunities satisfaction. However, 41.0% (30.0% agree and 11.0 % strongly agree) believed that they were satisfied with career development opportunities. The content of the job satisfaction has been accepted by 54.5% (39.5% agree & 15% strongly agree) while 25.0% disagree and 32.5% have remained neutral. The leadership style of direct supervisor is satisfaction has been viewed as satisfactory by 51.5% (31.5% agree and 17.5% strongly agree) and 25.5% remained neutral and 23.0% disagreed. Nearly 42.5 % (38.5% agree and 11.0% strongly agree) have agreed that the amount of the

autonomy and responsibility in their jobs are satisfactory whereas 24.0% had no observations and 33.5% did not agree with that fact.

### 5.1.3 Differences in Diversity Scores

The descriptive statistics below outlines the differences in diversity scores. However, the diversity among within the population can be assessed by looking at the mean values, with males having a diversity mean of 64.2661 as part of the gender participation while women comprising a mean of 62.5526 as mean in gender participation. These findings are indicative and confirm the overall gender disparity, with slightly more men in the workplace in comparison to women, because out of those interviewed, there were 124 men against 76 women.

**Table 6: T-test analysis showing that there is no difference between diversity scores of males and females.**

**Descriptive Statistics**

Dependent Variable: Diversity Total

| Gender of the Participant | Mean | Std. Deviation | N |
|---|---|---|---|
| Male | 64.2661 | 7.04008 | 124 |
| Female | 62.5526 | 7.60420 | 76 |
| Total | 63.6350 | 7.28851 | 200 |

From the output given above, an independent t-test was conducted to compare diversity scores of male and female. There was no significant difference in the scores for diversity of males (M: 64.26, SD: 7.04) and females (M: 62.55, SD: 7.60) the magnitude of the differences in the means (mean difference =0.17) was very small. The standard deviation can also be used to measure the degree or extent of diversity within the organization. For instance, with a mean of 63.6150 and SD for male being 7.014008 and 7.60420, it means that the difference from the mean is minimum and as such, an indication that the differences in gender diversity between

the two genders is limited. Therefore, there is small standard deviation and as such, not spread apart. From this result or data pattern, it is quite evident that overall, there was limited variation in diversity between the male and female gender.

**Table7. Tests of Between-Subjects Effects (diversity and turnover)**

Dependent Variable: Diversity Total

| Source | Type III Sum of Squares | df | Mean Square | F | Sig. | Partial Eta Squared | Noncent. Parameter | Observed Power[b] |
|---|---|---|---|---|---|---|---|---|
| Corrected Model | 138.348[a] | 1 | 138.348 | 2.626 | .107 | .013 | 2.626 | .364 |
| Intercept | 757830.868 | 1 | 757830.868 | 14382.288 | .000 | .986 | 14382.288 | 1.000 |
| Gender | 138.348 | 1 | | | .107 | .013 | 2.626 | |
| Error | 10433.007 | 198 | 138.348 | 2.626 | | | | .364 |
| Total | 819945.000 | 200 | 52.692 | | | | | |
| Corrected Total | 10571.355 | 199 | | | | | | |

a. R Squared = .013 (Adjusted R Squared = .008)

b. Computed using alpha = .05

The Univariate test, F test was used to identify if there is the inherent effect of gender of the participants and diversity. The test was carried out based on linearly independent pairwise comparisons within the estimated marginal means. This was computed using alpha, 0.05 for the observed power as a value denoting the long-run probability of getting significant results when a series of replicated studies is performed. In the univariate tests, the observed power for gender was 0.364, which was very small, an indication that gender is not exclusively associated with organizational diversity. However, the small power difference highlights that gender has an influence on organizational diversity but not acting as exclusively stand-alone factor influencing or mediating organizational diversity. There are other factors considerably attributed to organizational diversity apart from gender.

**Table 8. Univariate Tests**

| | Sum of Squares | df | Mean Square | F | Sig. | Partial Eta Squared | Noncent. Parameter | Observed Power[b] |
|---|---|---|---|---|---|---|---|---|
| Contrast | 138.348 | 1 | 138.348 | 2.626 | .107 | .013 | 2.626 | .364 |
| Error | 10433.007 | 198 | 52.692 | | | | | |

Dependent Variable: Diversity Total

The F tests the effect of Gender of the Participant. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

F in the above analysis tests the effects of gender on diversity and in both cases, the effect is 2.626 which weakly supported a direct relationship between gender and organizational diversity. In this case, the findings indicate that gender is one of the elements to be considered when explaining diversity, but not exclusively the central element to be considered or assessed with regards to diversity within the organizational context. The statistical significance, p-value, for the relationship between gender and diversity was reported at $p<0.107$ which is above the alpha level, 0.05 and such supports the null hypothesis that gender diversity is dependent on other factors, and not solely defined or determined or influenced by gender. This implies that diversity should be broad-range and other areas of consideration should be included to reduce employer turnover rates. Therefore, the computed and the results does not support that diversity is entirely dependent on gender and that only gender diversity defines or can moderate turnover rates or intentions.

### 5.1.4. Differences in turnover between Males and Females

The study also sought to identify and found out whether there is the significant difference in employee turnover, between males and females.

**Table 9: T-test analysis showing turnover changes across males and females.**

**Descriptive Statistics**

Dependent Variable: Turnover Total

| Gender of the Participant | Mean | Std. Deviation | N |
|---|---|---|---|
| Male | 26.7016 | 3.65144 | 124 |
| Female | 27.0658 | 2.62468 | 76 |
| Total | 26.8400 | 3.29678 | 200 |

From outcome given above, an independent t-test was conducted to compare turnover changes across male and female. There was no significant turnover changes in the scores for males and females (M=26.70, SD=3.65) and females (M=27.06, SD=2.62) t (1) =6.249p=.450 two-tailed) the magnitude of the difference in means (mean difference = 0.36) was very small.

From the descriptive statistics above, the mean seems show that the individuals had limited variation, with women having an SD of 2.62 and men 3.65 thereby confirming that distribution was limited; thus, the possibility of carrying both univariate and bivariate analyses or regressions to identify whether turnover rates is different both genders or support the null hypothesis that the turnover rate is different for the two genders.

**Table 10. Univariate Tests**

| | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** | **Partial Eta Squared** | **Noncent. Parameter** | **Observed Power[b]** |
|---|---|---|---|---|---|---|---|---|
| **Contrast** | 6.249 | 1 | 6.249 | .574 | .450 | .003 | .574 | .117 |
| **Error** | 2156.631 | 198 | 10.892 | | | | | |

Dependent Variable: Turnover Total

The F tests the effect of Gender of the Participant. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

The bivariate analysis above computes and analyses the relationship between gender and its influence on the employee turnover. From the F statistic tests, there is similarly a stronger statistical variance or distribution for gender, 0.574 but the statistical significance value (Sig., p-value provides the most accurate data or understanding of the relationship because it measures how the outcome relates to the hypothesis. The values are $p<0.450$ which is greater folders higher than alpha value, 0.05. Therefore, the hypothesis that turnover is different between the gender is not supported while the null hypothesis that employee turnover is the same in both genders is supported.

### 5.1.5 The relationship between diversity and turnover

The two-tailed t-test using computed Pearson's Correlation on gender diversity and employee turnover. In both cases, the Pearson's coefficient is 1 for diversity and 0.506 for turnover. Besides, the p-vale of the 2-tailed significance analysis is $p<0.01$ which highlights and shows the direct or positive relationship between employee turnover and diversity. Therefore, the study reported strong relationship between diversity and employee turnover.

**Table 11: Correlation between organizational diversity and employee turnover**
**Correlations**

| | | Diversity Total | Turnover Total |
|---|---|---|---|
| Diversity total | Pearson Correlation | 1 | .506** |
| | Sig. (2-tailed) | | .000 |
| | N | 200 | 200 |
| Turnover Total | Pearson Correlation | .506** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 200 | 200 |

**. Correlation is significant at the 0.01 level (2-tailed).

The relationship between perceived organizational diversity (as measured by the turnover total) and turnover behavior (as measured by the perceived organizational diversity scale) was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables, $r=.506$, $n=200$, $P<0.01$ with high levels of perceived organizational diversity with high levels of perceived turnover behavior.

# CHAPTER SIX
# DISCUSSIONS AND CONCLUSIONS

## 6.1. DISCUSSION

The purpose of the research was to explore the correlation among organizational diversity and employees' turnover among employees in public and private sectors in Somalia. The research questions were: Is there a statistically significant difference between diversity scores of males and females? Is there a statistically significant mean difference turnover between of males and females?

Answering research questions, Our data on organizational diversity in the workplace show that the diversity of all three demographic profiles of labor force in particular age, gender and ethnicity does not considerably limit employee turnover behavior but workforce diversity in organizations has shown that gender diverse teams has a higher trouble solving and choice making abilities than gender comparable teams an effective tool for discovering high creative solutions, ethnic diverse teams has promoted healthy completion and contributed to outstanding achievements, retaining staff, better service, age diverse teams promoted team cohesiveness , and enrich human capital. In trendy these findings are supported while studying turnover behavior. It may be expected that the young and more especially educated are extra keen to go away an organization in the event of a misfit than older and much less knowledgeable personnel. Employees who are more distinctly knowledgeable are more likely to go away due to the fact training is a form of human capital that may easily be utilized in other organizations. The current study has reported that organizational diversity is a multifaceted construct and does not only focus or include gender diversity. Its findings support diversity as an element of organizational culture, especially how an organization ensures variability in employee characteristics as was reported earlier by (Groeneveld, 2011). Furthermore, it supports the paradigm shift from affirmative action (gender diversity) with the new approach or diversity management programs apparently directed towards understanding and effectively managing the diversity workforce, for example,

diversity management and training programs concentrating on managers (Guillaume, 2017; Appannah & Biggs, 2015).

The findings of this study shows how organizations ensure variability in their employees through support, training on employee tolerance, effective communication as well as other incentives that can improve diversity or organizational variability. Therefore, the current exploration echoes and supports the previous studies that have recognized diversity as part of organizational culture that influences behavior and performance of the employees (Lozano & Escrich, 2017). In this sense, it becomes part of the body of research that has recognized diversity as part of organizational culture influencing behavior and performance of the employees (Lozano & Escrich, 2017).

The diversity profiles from the participants equally highlight and confirm the extent to which diversity has increased in the modern organizational context owing to the global changes in technology and economy which are rapidly influencing the workplace; culturally diverse organizations have become central to being an employer of choice (Lozano & Escrich, 2017). The evidence of diversity in the current research shows that the transformations and changes owing to the multicultural nature of the workplace implies that establishing policies to ensure an excellent mix of age, race, gender, ethnic groups, cognitive style, cultural backgrounds, and nationalities are apparently limited as diversity extents to other considerations like employee performance (Guillaume, 2017). Therefore, as reported and supported by this study, diversity is broad-range and does not specifically work best when a specific diversity element like gender is considered as central to inclusivity within the workplace context. This study, as it outlined the differences in diversity profiles, denotes that diversity entails how individuals from different cultures interact and perceive others. Equally the construct involves the understanding of how one should perceive his or herself when interacting or dealing with others from multicultural backgrounds; diversity concerns self-awareness. This study has stressed the importance of age, gender, ethnicity and other areas of diversity such as levels of experience, professional education or skills diversity. Therefore, diversity concerns one being aware of the differences among others or

workforce and understanding how such improves the workforce through quality in decision-making, promoting healthy competition and creativity. Hence, the study has successfully supported the earlier notions that the individual the perceptions lay the ground rules of interaction and communication in the entire organizational functions (Hatipoglu & Inelmen, 2018). Diversity, to some entails permitting diversity in ideas and individualism, providing the freedom for self-expression (as shown from the perceptions on differences in gender, ethnicity and level of experience. The evidence implies that diversity is a multifaceted construct which should be approached from different perspectives and not specifically singling out an element or stressing on issues like affirmative action as the focus of organizational diversity. This research means that in a place of job context, diversity is reflective of personal differences in terms of individual traits including gender, ethnicity or sexuality, in addition to corporation-associated characteristics which Includes tenure or hierarchical position, a notion shared by Waight and Madera (2011). The central premise is that diversity entails multiplicity of elements and not specifically confined to gender.

Diversity is expansive and all-inclusive construct apart from the call for affirmative action, especially in the developing countries. For instance, this study outlined the need for focusing on age diversity, as the young workers with high tech knowledge and tools would help the older employees with developing and understanding the latest developments. This was also identified in other areas as the risk taken by younger employees contributing to the team's success, as well as the contributory effects or implications of the older employees benefiting the younger employees in skills development while equally taking part in conflict resolution among the younger employees along with promoting or enhancing team's cohesiveness.

As with regards to different levels or diversity, this study has failed to confirm that diversity is different between males and females and contradicts with earlier studies supporting that female employees record higher turnover rates in comparison to their male counterparts (Hadi & Ahmed, 2018). However, this was attributed to the constructs measured in the earlier studies including women being

ascribed to traditionally gendered-roles like societal obligations of caring for their families. Therefore, the study has provided a newer perspective of employee turnover in both men and women by controlling for other areas or factors like gendered roles as women are specifically regarded as equally in the contemporary society with equal opportunities for participating in the labor market. Gender diversity is one of the areas of organizational diversity and has been accepted by most employees, especially male employees recognizing women as good listeners, embody transformational leadership, have well problem solving skills and decision-making, An asset for company picture and the overall marque value while at the same time, gender diverse teams realize greater or better targets because of the good relationships as well as effective communication. Diversity is equally attributed to other areas and elements as ethnicity which in essence defines the variability of the employees. The lack of the differences of statistical variation in the difference between male and female diversity shows that there are other confounding variables apart from gender that mediates diversity.

The research's findings equally outlined and identified why there is the characteristic need for ensuring proper incentives for diversity management within the organization. Some cited issues with anxiety and emotional conflicts whereas issues with communication were equally deduced from the results. In this respect, there is support to Milliken (1996) who stated empirical proof on how higher age variety ends in tough and much less common verbal exchange in the crew. Emotional conflicts result in anger, suspicion, worry, frustration, and other kinds of negative affect. Therefore, effective diversity management is essential because the emerging issues with emotional conflicts and team dysfunction can lead employees into leaving the organization (turnover rates, hence the relationships between diversity and employee turnover rates). These are the negative elements of organizational diversity that lead to employee turnover, specifically attributed to team or individuals issues like poor communication or emotional conflicts within or among the teams.

Diversity as a concept is explored from the context of social sciences from which theories like social identity, similarity-attraction, coworker discrimination and social categorization have been developed (Feingold, 1994). The current study also

support other scholars focusing on the models of repeated interaction as the basis for the economic foundations in identifying and exploring the foundations of diversity and implications on the organizational performance (Milliken & Martins, 1996). It is within this conclusion that when people are interacting more often with their demographic groups, outside and inside the workplace context, then it is highly expected that they will record greater cooperation when interacting with demographically similar groups. Therefore, with demographically similar employees, they are likely to showcase overlapping social networks. On the contrary, there is difference with heterogeneous workplaces since this type of a workplace lowers overall average satisfaction, an area also explored in this study with respect to the influence of gender, age, experience and ethnic diversity. This group dynamics calls for an emphasis on the proper diversity management to reduce the challenges with managing heterogeneous workgroups (Hancock, 2013; Pinar, 2011). Therefore, diversity, although heralded for improving performance, job satisfaction and commitment to the organization, if not properly managed, can lead to turnover intentions due to the issues with favoritism or cases with lack of support. This supports how Effective variety management is essential for moderating turnover rates and intentions among the employees.

Pelled (1996) showed that the issues brought forth by diversity are equally supported by the social categorization theory which forecasts that unlikeness between group contributors lead to breakdowns in verbal exchange, reduced social integration, decrease job satisfaction and accelerated relational struggle as evident with support for emotional conflicts from the surveyed participants. According to this concept, people generally tend to categorize themselves and other people into social classes using noticeable features together with race, gender, age, and organizational fame (Choi & Rainey, 2010; Pitts &Towne, 2015), leading to demographically same people to describe themselves as belonging to an in-group but categorize other people who are demographically unlike as out-group members (Joshi, 2006). The same is replicated in the current study because reports of individuals experiencing challenges with conflicts, especially emotional conflicts were herein reported to be some of the challenges with a diverse workforce in the

company. This inference supports the earlier research or exploration denoting that as most individuals favor their In-organization people and delineate the out organization people, they attribute social identity to their groups (Pitts & Towne, 2015). The in-organization versus out-group distinction frequently leads institution individuals to view out organization contributors as less successful, honest, and cooperative than the individuals in their very own social category (Williams and O'Reilly, 1998). As a result, those poor aspects of categorization procedures growth the likelihood of turnover in work corporations. This study similarly outlined issues and problems with employees feeling uncomfortable, especially older and younger workers, different ethnicities although to a moderate level. Therefore, it supports the empirical evidence denoting that demographic diversity, especially race and gender has a direct impact on turnover intentions and behaviors (Nishii & Mayer, 2009). This also supports the demographic dissimilarity model or concept highlighting or denoting that differences in demographics is highly linked and associated with relationship conflicts and as such, an of the reasons for employee turnover. In essence, it shows that employee turnover is subject diversity management.

"Diversity has been reported to have stronger relationship and implications on other organizational areas or factors like employee turnover" (Beach & Cliff., 2003, p. 49.) assumption majorly supported by this research. Researchers, including this study, have examined the correlation of a variety of diversity variables which include education level, age, tenure and gender to work attitudes and turnover (Pinar, 2011). Since there was a stronger statistical significance on employee turnover and diversity, this study resonates with the earlier assertions organizational or employee diversity influences turnover rates as low diversity is attributed to higher turnover intentions which supports the general reasons including marriage, gender, age, years of working and educational levels as mediators of employee turnover (Annabi & Lebovitz, 2018).

Employee turnover behavior or intention is equally attributed to experience especially young, one of the constructs measured in this study. Earlier studies have reported that highly educated and inexperienced employees record low job satisfactions leading to lower organizational commitment, which in respect, is

associated with negative turnover intention (Annabi & Lebovitz, 2018). However, for this study, although diversity was established to be intensely connected with employee turnover rates or intentions, it was believed that support from older employees moderated high turnover rates and intentions among the younger employees. In this respect, the turnover intentions among employees was attributed to interpersonal relationships which has been identified as one of the areas necessary to consider, especially departmental relationships reduce or mediate employee turnover intentions. The outcomes or inference of this research align with the conclusion or suggestion that an organization with intricate interpersonal relationship leads to small groups or sections which complicate the situation for the employees in dealing with workplace relationships (Hadi & Ahmed, 2018). Diversity implies a lot of time spent establishing relationships which can also lead to turnover intentions. On the other hand, there are scholarly recommendations suggesting learning or training opportunities as a way of reducing turnover rates or behavior (Papa, 2018). Therefore, when the company barely provides learning opportunities, it is impossible improving abilities and skills of the employees. This implies that employees have fewer opportunities for self-realization, hence, no opportunities for self-realization to grow and climb the organizational or management ladder, which results in employees quitting their jobs (Fletcher, 2018). Training should be provided on equal basis, especially for the lower-level employees while it should equally focus on training the individuals the importance of cultural diversity and why this construct should be considered or viewed as an incentive for improving interpersonal relationships. The need for training is equally supported by research that reported that organizations providing the necessary training programs directed at their employees to improve skills and learning development have been known and reported to document higher success ratio, which in this case, is crucial for reducing employee turnover rate (Hadi & Ahmed, 2018). Proper and extensive training supporting and consideration in the organization implies greater commitment among the employees to job tasks and fully encouraging the individuals to stay and work for the organization (firm) (Papa, 2018). Hence, training is a prerequisite for organizational diversity management and as such, ensures the enlightenment of the employees about diversity and how the same can be incorporated or aligned towards

ensuring that employees (especially those at lower levels) have been made aware about the importance of diversity and tolerance for the organization's success.

How organizational diversity is associated with employee turnover is discussed from the perspective of economic reasons like opportunities for growth and development. In the event a company does not provide equal opportunities to every employee, they are bound to feel dissatisfied and most likely to leave the organization. Therefore, economic models should include reward and compensation incentives that meet the intrinsic and extrinsic needs of the employees is a prerequisite for effective diversity management (Papa, 2018). This explains why public organization workers have higher turnover rates or intentions, since the corporate culture limitedly includes or incorporates trust or respect (Hadi & Ahmed, 2018). An organization appreciating its employees, treating them well or with respect, providing benefits and compensation on equal basis, they are less likely to leave the organization (Fletcher, 2018). Essentially, employees appreciate a workplace with transparent communication, an accessible management, respectful executives and clear directions. This study has reported communication as one of the major areas to employee diversity management. Therefore, it supports the research reporting that employee recognition is a prerequisite for reducing turnover of which failure to do this result in lower retention rates (Choi & Dickson, 2009). Therefore, conclusion from the existing literature and the current research is that it is imperative for the employers to ensure or provide genuine recognition and appreciation to retain their employees.

How diversity is associated with employee turnover stems from the inherent role it plays in work-related behaviors. The current study has shown that employees are highly receptive of diversity or variability in age, experience, expertise, gender and ethnicity. This supports the earlier assertion by Hsiao (2015) who observed positive connections among organizational diversity and employee turnover as well as organizational citizenship behaviors. As shown in the current study, employees are least bothered by ethnic diversity and this shows how it moderates turnover intentions among employees. This equally aligns with the conception and notion that diversity is necessary for heterogeneous employees of which it mediates turnover

intentions (Hsiao, 2015). High ethnic diversity improves employee's organizational commitment hence lower turnover intentions. This is attributed to organizational support as the groups perceive that they are recognized as part of the organization thereby committing to their jobs (higher job satisfaction) which equally attributed to increased intentions of staying in the organization or the firm. As an outcome, the lack of popularity of variety can be a motive for worker frustration and displeasure ensuing in better turnover purpose. This supported by the Social Identity Theory that recommends the need for considering cultural contexts in studying diversity (Hsiao, 2015). Diversity has a direct influence on employee's absenteeism, especially when there is limited support from the organization (Powell & Ansic, 1997). From this study, support includes opportunities for women to take on leadership roles, allowing different ethnicities to prosper and excel in the organization, and permitting proper social exchange (Eisenberger, 2002). This implies that any employee perceiving the organization as supportive feels it an obligation to reciprocate the same through improved or enhanced job performance as well as greater commitment to the organization, therefore, reduced instances of withdrawal through absenteeism and turnover (Pinar, 2011). Incentives and gestures live supportive leadership from the organization are herald as part of the organizational support to diversity, which Powell & Ansic (1997) shows that can reduce turnover rates among the employees. Also, this study has supported the social exchange theory which insinuated that any employee that feel and perceive support from their respective management or leadership will do so by reciprocating, willingly, and committing to the organization (Deitch, 2003). Since this study showed the direct relationship between diversity and employee turnover rates or intentions, it supports or aligns with assertion by Rhoades and Eisenberger (2002) on the direct relationship between organizational support and positive outcomes like work attitudes, work attitudes and reduced withdrawal behaviors. Therefore, the current study is part of the explorations and understanding on how employee diversity can be effectively managed through supporting work environment and as such, the support has a direct relationship with the overall or inherent employee turnover rates or intentions (Hancock, 2013). It further supports that organizational support should be on equal basis and no employee (of a particular

gender, ethnicity or race) should be excluded from support of the central support systems or incentives for the employees (Deitch, 2003).

### 6.1.2 Conclusions and Recommendations

The study discloses that the diversity of all three demographic outlines of the workforce, namely gender, age and ethnicity does not substantially influence employees' turnover behavior. Thus it is established that the employees in Somalia neither recognize the staff diversity nor do they criticize it and that they have proven a neutral belief approximately workforce variety. In summary, diversity as an issue is broader should be considered from various perspectives. The construct is multifaceted and all elements should be incorporated. Instead of focusing on the traditional affirmative action of including women in the workforce or labor force, there is the inherent necessity of considering other factors in diversity management. In developing countries, diversity is inclusive of other factors other than gender including age, experience (level), education, skills and technical knowledge or experience. Diversity should equally include and incorporate other factors like ethnicity and race as this variability brings about all sorts of abilities, capabilities and different world views. Therefore, in the contemporary organizational environment, diversity should be considered not from narrow perspectives like affirmative action (as it has been the case in the undeveloped countries like Somalia) but should incorporate the multicultural aspects including ethnicity and race. Diversity leads to employee turnover because when a diverse team is not effectively or properly managed, there are problems and issues with communications and emotional conflicts. Therefore, proper diversity management is needed and necessary for guaranteeing and ensuring that benefits have been enjoyed from the diverse workforce. How diversity leads or is related to employee turnover stems from the manner in which it mediates in other factors like job commitment or sound organizational behaviors (organizational citizenship). In this case, diversity has been identified as playing central role in employee turnover behavior. Turnover rates are not exclusively associated with the difficulties in getting along among the diverse teams but the lack of proper incentives and approaches by organizations to effectively manage the diverse workforce.

The results of this research make a contribution to the frame of literature that informs studies on organizational diversity, through analyzing employee conducts with a particular emphasis on the Somali Public and private perspective. The outcomes of this research determined that better supposed structural diversity is undoubtedly related to worker behaviors consisting of employee turnover. Therefore, the research conclusions offer proof of wonderful influences from organizational diversity within the Somali public and personal enterprise. The outcomes advocate that there may be need to take into account the outcomes of the ethnic structure of the place of work due to the growing amount of ethnic minority personnel within the labor force in Somalia. This study has additionally shown that Social Identity Theory can be feasible framework to discover the outcomes of organizational diversity degrees on employee conductss in African positions. However, it is also noted that it's far important to take different cultural contexts into consideration whilst spreading over Social Identity Theory in investigation on diversity influences.

The subject matter of organizational variety has now not formerly obtained lots attention in Somalia and this exploration unlocks a window for future research in the field.

The research makes an important involvement in linking gaps in the organizational variety literature and additionally has essential practical suggestions for the Somali public and private enterprise by way of helping to better apprehend employee awareness about diversity and how range influences on worker behaviors in addition to how institutions can extra successfully manage variety issues in the workplace

Finally, it is imperative to understand that employee turnover rate is not different between the two genders. This implies that women and men are affected by both the intrinsic and extrinsic factors as with regards to turnover. Therefore, all the approaches to diversity management should be targeted to both genders. Gender diversity, although not exclusively responsible or defining diversity within the organization, is the central to diversity management because there is current argument and debate on women’s position in the workplace as well as opportunities

for development. This is because women are equally affected by other factors including race, ethnicity, and skills and training hence the need for having their plight or consideration as central to proper diversity management within the organization.

This study has profound recommendation for further or future studies. For one, since the data was limited to women from a particular ethnicity, there is the need for future research to focus on models that include women and men from different ethnicities and races to determine whether their turnover rates or intentions are driven by the same factors. Besides, this study did not control for other factors like promotion or people leaving the organization to pursue better careers. Hence, there is the inherent need for future research to develop a model of explaining turnover rates based on models that control for such confounding variables.

### 6.1.3 Limitations

The particular features of the study setting which could restrict the generalization of these findings want to be mentioned. For instance, as the sample was Somali based, the study results may not be relevant to all African countries. In addition, the research was based on employees at thirteen Somali small to medium sized public and private organizations, which might also restrict the findings' applicability in different varieties of agencies (e.g., huge public and personal companies). Whereas this additionally leaves opportunity for future studies, which may additionally recall including distinctive types of companies in Somalia or different cultural contexts. Furthermore, the dimensions utilized in the observe were self-reporting. Thus, the results might be encouraged through specific significances and interpretations of labor requirements and values attached by way of exceptional respondents.

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