The Influence of Inclusive Hiring Policies on Workplace Culture is Evident in Puntland's Public and Private Sectors

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Abstract

The impact of inclusive hiring practices on workplace culture in Puntland's public and private sectors is examined in this study. In order to promote an equal workplace, Puntland's institutions have started using inclusive recruitment practices as businesses around the world place a higher priority on diversity and equity. The research emphasizes the formation of cooperation, respect, and innovation among increasingly diverse teams, highlighting the significant change in workplace dynamics. The results of an analysis of how these rules affect employee diversity, corporate culture, and general employee happiness show that inclusive recruiting improves social cohesiveness in the area in addition to improving organizational performance. The study highlights the promise of inclusive hiring as a strategic workforce development method, despite ongoing hurdles like structural barriers and deeply ingrained cultural norms. According to the findings, removing these barriers is crucial to creating inclusive workplaces where all workers may succeed and improve Puntland's socioeconomic situation.

Keywords: Inclusive Hiring. Workplace Culture, Public and Private Sectors, Equality.

Introduction

Since inclusive recruiting practices are essential to creating diverse and equitable work environments, they have gained significant attention from firms all around the world. Both the governmental and private sectors in Puntland have begun to adopt similar rules in an attempt to encourage inclusion and equality among their employees. Organizations in Puntland are creating a more welcoming and encouraging work environment in addition to guaranteeing equitable access to employment opportunities by placing a high priority on diversity in hiring with discernible changes in team dynamics, employee interactions, and organizational values, the effects of these inclusive hiring practices are becoming more and more apparent. Collaboration, respect, and creativity are becoming increasingly valued as companies reflect more diverse societies. These adjustments are anticipated to increase output and worker satisfaction as well as help create more resilient and dynamic organizations. This underscores the significance of inclusive hiring as a strategic workforce development approach in both the public and commercial sectors of Puntland. (Sector and others, 2024)

Objectives of the study

To examine the impact of inclusive hiring policies on employee diversity in Puntland's public and private sectors.

To assess how inclusive hiring practices influence workplace dynamics and collaboration in Puntland.

To explore the effects of inclusive hiring on organizational culture and overall employee satisfaction in Puntland's sectors.

Literature Review
Conceptual Review

Since inclusive recruiting practices support the equitable treatment and equal opportunity of all people, regardless of their gender, ethnicity, handicap, or background, they are essential to the changing environment of workforce management. The goal of these regulations is to make the

workplace more inclusive, equal, and diverse. In addition to increasing diversity, inclusive hiring aims to guarantee equal access to employment opportunities for members of underrepresented or marginalized groups. This goes beyond hiring procedures to include retention tactics, training, mentorship, and promotions that promote a culture of acceptance and inclusion. As part of larger initiatives to alleviate socioeconomic inequities, foster peace, and aid in nation-building, the public and private sectors in Puntland are implementing inclusive hiring practices. Puntland's distinct setting, which includes a developing private sector, post-conflict culture, and changing governance systems, makes it ideal for these measures to have a big impact. Through the adoption of inclusive hiring policies, these industries hope to establish work environments that are more productive and peaceful by allowing individuals from many backgrounds to participate, work together, and flourish. (Shore and others, 2018). Diversity, equality, and inclusion (DEI) are the cornerstones of inclusive recruiting practices. These guidelines emphasize how crucial it is to have an environment at work where each worker's distinct viewpoints, experiences, and abilities are respected. Organizations that embrace diversity in the workforce aim to capitalize on the advantages of different perspectives, which can result in better problem-solving, increased creativity, and better decision-making. While inclusion fosters a positive work atmosphere where people from various backgrounds feel valued, accepted, and encouraged to contribute, equity guarantees that all employees have equal opportunity for professional growth and personal development. In 2022, Asra Ahmed et al.

Several important ideas are involved when analyzing how inclusive hiring affects workplace culture. One is the social identity hypothesis, which holds that people get their sense of self from the groups they are a part of. Increased diversity in the workplace can change group dynamics by promoting more candid communication, teamwork, and idea exchange amongst varied teams. Interaction between various groups can result in a more harmonious and effective workplaces as staff members develop closer bonds and learn to accept one another's differences. (2020 State).

Organizational culture theory, which studies how an organization's common values, attitudes, and behaviors change over time, is another pertinent idea. Through the introduction of new values based on diversity, justice, and respect for one another, inclusive recruiting procedures have the power to transform the culture of the company. Workplace norms may change as a result, resulting in more inclusive practices and behaviors like equal career progression chances, flexible work. Employee engagement, job happiness, and retention can all be greatly increased by an inclusive, good corporate culture.(Sector and others, 2024) The impact of inclusive hiring practices on workplace culture in Puntland's public and private sectors is complex. It is anticipated that the implementation of these regulations will result in more egalitarian and varied workplaces that represent the region's larger social fabric. In addition to providing more representation for historically underrepresented groups like women, ethnic minorities, and individuals with disabilities, this can lessen prejudice and discrimination.

Furthermore, inclusive workplaces frequently promote a feeling of community, which raises worker motivation, satisfaction, and productivity levels. (Shore and others, 2018). However, there are several obstacles in the way of Puntland's inclusive employment practices being successfully implemented. Institutional opposition is one such issue, where long-standing customs or cultural norms could impede the adoption of these measures. Both the public and commercial sectors' employment procedures have frequently been historically biased, and people may be reluctant to accept change, particularly in a culture where ethnic divisions and traditional gender roles continue to have a big impact. Progress may also be hampered by a lack of knowledge and instruction regarding the advantages of inclusion and the proper application of inclusive practices. Employees and supervisors could not completely comprehend or value the significance of diversity in the workplace if they do not receive the necessary assistance and training. (2020 State). The effectiveness of inclusive hiring practices may also be constrained by systemic obstacles, such as a lack of support for people with disabilities or restricted access to professional development or educational opportunities for particular populations. A deliberate effort is required to remove these obstacles and guarantee that all employees, irrespective of their background, are provided with the necessary tools and resources to succeed if these policies are to be genuinely effective In (2015, Buckley et al). The potential advantages of inclusive hiring in Puntland's public and private sectors are significant, notwithstanding

these obstacles. These policies have the potential to help the public sector develop a more representative government workforce that is better able to comprehend and meet the needs of a varied populace. By drawing top talent from a larger pool of applicants, encouraging innovation, and improving customer relations by reflecting the diversity of the communities served, inclusive hiring in the commercial sector can boost organizational performance. Because inclusive hiring practices help to dismantle social barriers and foster understanding, both sectors stand to gain from increased social cohesion.(Maj 2023). In conclusion, inclusive hiring practices have a major and transformative impact on workplace culture in both the public and private sectors in Puntland. These regulations provide a means of establishing more varied, inclusive, equal and encouraging work environments for all employees.

Even if there are obstacles to overcome, inclusive hiring is a crucial development strategy in Puntland because of the long-term advantages for societal cohesion, employee well-being, and organizational effectiveness. In the end, creating inclusive work environments in all industries would strengthen and unite society by giving everyone the chance to thrive and improve the well-being of everyone. (Michalczyk, 2023).

Empirical Review

In both established and developing economies, there has been a great deal of interest in how inclusive recruiting practices affect workplace culture. Even while research from around the world has shown the benefits of workplace diversity, there are particular opportunities and problems when implementing these findings to Puntland, a semi-autonomous state in Somalia. The public and private sectors of Puntland, which have been influenced by clan-based dynamics and traditional conventions, are gradually embracing more inclusive approaches, which have a noticeable impact on their working cultures.

Inclusive Hiring Policies and Workplace Diversity

A key component of changing workplace cultures is implementing inclusive recruiting practices, which seek to hire people from a variety of backgrounds, including gender, race, disability, and socioeconomic position. It has been demonstrated that these policies enhance team productivity, creativity, and overall organizational success. According to a 2013 study by Nishii, diverse workforces increase employee engagement and retention. However, overcoming the socio-political systems that can impede inclusive hiring is a challenge in Puntland, where clan-based ties continue to play a significant role in recruiting processes.

Research from throughout the world has shown that inclusion helps companies create more peaceful and cooperative work cultures in addition to fostering creativity and problem-solving skills (Cox, 1994). The move towards inclusion in Puntland may result in less conflict between various clan groupings and more fair treatment of workers. To prevent offending stakeholders or creating unanticipated conflict, such policies must be implemented with consideration for local social systems.

Gender Inclusion and Workplace Culture in Puntland

One of the most important components of inclusive hiring in Puntland is gender equality. Due to societal restrictions and traditional gender norms, women in Puntland have historically had restricted access to the workforce. Organizations that adopt gender-inclusive policies report increased employee satisfaction, lower employee turnover, and a more productive workplace (Gornick and Meyers, 2003). The adoption of gender-inclusive employment practices in Puntland has the potential to upend long-standing patriarchal structures and foster a more egalitarian work environment, particularly in leadership positions. These regulations are essential for changing workplace dynamics in Puntland's governmental and private sectors because, according to research by Ely and Thomas (2001), inclusive organizations promote improved cooperation and organizational culture.

By offering a variety of viewpoints and raising employee motivation generally, women's employment has the potential to enhance organizational results. Greater gender equity could result from more women entering Puntland's workforce, both in public and commercial organizations, creating a more harmonious and effective work environment (Jackson & Joshi, 2011).

Ethnic and Clan Inclusion in the Workplace

Clan dynamics have a significant impact on Puntland's corporate culture, frequently dictating internal politics and recruiting procedures. By lowering in-group biases and promoting a wider range of ideas and viewpoints, ethnic inclusion in hiring has been demonstrated to enhance organizational performance (Cox, 1994). Clan-based recruiting practices, however, might make it difficult to put inclusive policies into place.

Research has indicated that inclusive policies have the potential to reduce ethnic tensions and foster intergroup collaboration. For instance, studies on post-conflict societies like Rwanda and Bosnia show that inclusive policies promote a cooperative workplace and aid in bridging ethnic divides (Schur et al., 2014). In Puntland, where bridging clan-based divides can foster greater social cohesiveness in both public and private institutions, this is extremely pertinent. By fostering a feeling of cohesion and shared purpose, inclusive employment practices in Puntland can aid in bridging the gaps between the various clan groups. Employers in Puntland may start to welcome ethnic variety by emphasizing diversity and inclusion, changing the cultural norm from preference based on clans to employment based on merit.

Disability Inclusion and Workplace Culture in Puntland

People with disabilities encounter major obstacles to employment in Puntland and many other parts of Somalia, including social and physical ones. Nonetheless, there is ample evidence of the advantages of employing people with disabilities. According to studies, inclusive hiring practices not only expand employment prospects for those with disabilities but also result in favorable workplace culture improvements like greater empathy and higher employee morale (Schur et al., 2014).

Organizations that promote disability inclusion report increased employee loyalty and job satisfaction on a global scale (Schur et al., 2014). This is true in Puntland, where inclusive employment practices that give priority to people with disabilities may help change the way society views disabilities, lessen stigma, and create a more understanding and encouraging work environment. Inclusion of individuals with disabilities could foster a mutually respectful culture, which is crucial for Puntland's public and private sectors.

Impact on Organizational Performance and Employee Retention

Diversity can improve organizational performance, especially when it is managed well, according to research on inclusive hiring practices (Jackson & Joshi, 2011). By encouraging creativity and enhancing problem-solving skills, inclusive hiring methods in Puntland could enhance organizational performance in both the public and commercial sectors. Different viewpoints are brought to the table by a more diverse staff, and this can result in better decision-making and increased efficiency. Better employee retention has also been connected to inclusive recruiting practices. Employees are more likely to stick with a company when they feel appreciated and valued, especially in inclusive settings. Employees in inclusive workplaces had greater job satisfaction and a stronger sense of loyalty to the company, according to Shore et al. (2011). Making sure that workers from all backgrounds feel appreciated might greatly lower turnover and increase the sustainability of governmental and commercial sector organizations in Puntland, where competent labor may be scarce.

Challenges to Implementation

Even though inclusive hiring has many advantages, putting such rules into practice in Puntland presents a number of difficulties. Resistance to change is one of the main challenges, especially in a setting where gender norms and traditional clan relations are firmly established. According to Ely and Thomas (2001), creating organizational procedures that support inclusion and demonstrating leadership commitment are essential for removing these obstacles. It may be especially difficult to implement inclusive employment practices in Puntland's public sector, because governmental instability and a lack of funding frequently impede reform initiatives. Similar challenges may arise for the private sector in striking a balance between profitability concerns, competitive demands, and inclusion.

It is crucial to offer leadership development, legislative frameworks, and funding for inclusive hiring processes in order to address these issues. By providing technical assistance and resources to

Puntland's public and commercial organizations, foreign donors and non-governmental organizations could be extremely helpful in bolstering these initiatives.

Research Design and Methodology
Research Design

The impact of inclusive hiring practices on workplace culture in Puntland, Somalia's public and private sectors is investigated in this study using a mixed-methods research approach. A thorough grasp of how such policies affect corporate culture and employee experiences is made possible by the utilization of both quantitative and qualitative data, which offers insights that blend empirical data with firsthand accounts (Khan et al., 2023).

Population of the Study

Employees from Puntland's public and private sectors make up the study's target population of 128 participants. This varied group comprises personnel from both industries at various job levels, ranging from entry-level workers to senior managers. By including both industries, it is ensured that the effects of inclusive recruiting practices on workplace culture in various Puntland organizational settings are fairly represented.

Sample Size
Using Slovene's formula, the sample size was calculated as follows:

$$n = \frac{N}{1+N(0.05)^2} \qquad n = \frac{128}{1+128(0.05)^2} = 97$$

where:
N=128 (total population),
e=0.05 (desired margin of error).
This gives a sample size of 96 participants, ensuring that the sample is large enough to provide reliable insights while being manageable for practical data collection.

Sampling Procedure

The sampling process will involve purposive sampling, stratified sampling, and systematic random sampling.

Purposive Sampling

Key individuals, such as human resource managers, policy makers, and senior executives, will be purposively selected for their knowledge and experience in implementing and managing inclusive hiring policies. This will ensure a comprehensive understanding from those who have the authority to shape workplace culture.

Stratified Sampling

Employees will be grouped by their sector (public or private), department, and position. A random sample will be drawn from each group to ensure representation across various organizational levels and sectors.

Systematic Random Sampling

Employees will be selected using a systematic random sampling method from both public and private sector organizations. This method ensures fairness in participant selection, minimizing selection bias and increasing the representativeness of the sample.

The combination of these methods will allow for a comprehensive exploration of the influence of inclusive hiring policies on workplace culture across various organizational structures in Puntland's public and private sectors. Ethical considerations, such as confidentiality and voluntary participation, will be strictly followed throughout the research process.

Data Collection
Results
Influence of inclusive hiring policies on workplace culture
Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.878	16

The reliability (internal consistency) of the 16 items on the scale or test, as determined by Cronbach's Alpha, is.878. This implies a high degree of dependability, indicating that the items consistently assess the same things.
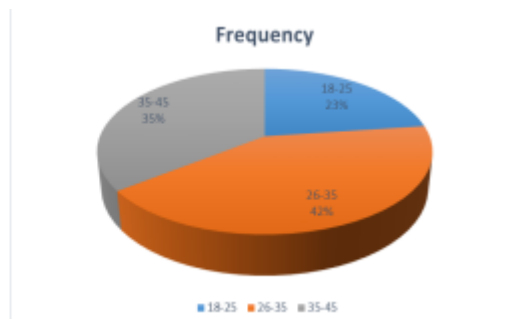
Table 2

gender of the respondents			
		Frequency	Percent
Valid	male	64	66.7
	female	32	33.3
	Total	96	100.0

The respondents' gender breakdown is displayed in the table. Of the 96 responders, 33.3% are women and 66.7% are men. This suggests that there are more male respondents in the sample than female respondents.
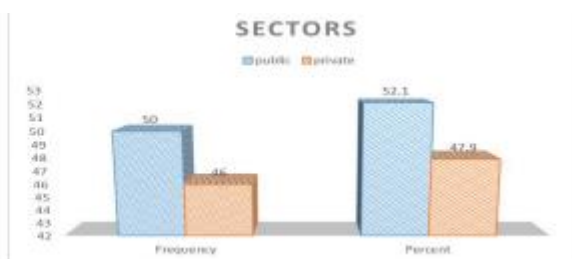
Table 3

Age of the respondents			
		Frequency	Percent
Valid	18-25	22	22.9
	26-35	40	41.7
	35-45	34	35.4
	Total	96	100.0

The respondents' age distribution is displayed in the table. Of those surveyed, 22.9% are between the ages of 18 and 25, 41.7% are between the ages of 26 and 35, and 35.4% are between the ages of 36 and 45. Most responders are between the ages of 26 and 35, with those between the ages of 36 and 45 coming in second. The age group of 18 to 25 makes up a lesser percentage, 22.9%.

Table 4

Sector of respondents			
		Frequency	Percent
Valid	public	50	52.1
	private	46	47.9
	Total	96	100.0

The distribution of responders by sector is displayed in the table. Of the 96 respondents, 47.9% are employed in the private sector and 52.1% are in the public sector. With a slightly higher percentage in the public sector, the sample is split almost evenly between the two sectors.
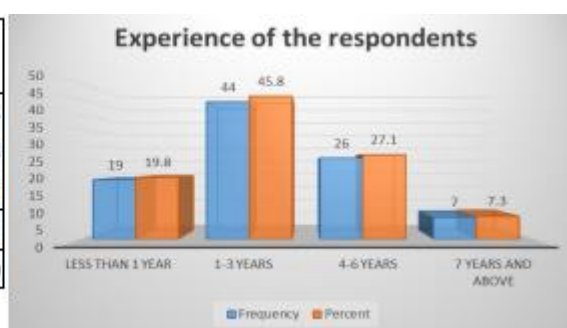
Table 5

Current of respondents		Frequency	Percent
Valid	management	8	8.3
	middle management	88	91.7
	Total	96	100.0

The distribution of responders by their present position within the company is shown in the table. Eight percent of the 96 respondents are in management, while the vast majority, 91.7%, are in middle management. This suggests that middle management accounts for the majority of survey respondents, whereas higher-level management jobs are represented by a lesser percentage. In terms of representation, the sample clearly demonstrates middle management's dominance.

Table 6

Experience of respondents		Frequency	Percent
Valid	less than 1 year	19	19.8
	1-3 years	44	45.8
	4-6 years	26	27.1
	7 years and above	7	7.3
	Total	96	100.0

The distribution of respondents by years of experience is shown in the table. Of those who responded, 19.8% had less than a year's experience, 45.8% had one to three years, 27.1% had four to six years, and 7.3% had seven years or more. A lesser percentage of respondents had less than a year or more than seven years of experience, whereas the bulk (45.8%) are in the 1-3-year experience category. This indicates that the majority of responders had comparatively little experience, with a particular emphasis on those with one to three years of experience.

Table 7
Correlations

		Diversity	workplace	culture
Diversity	Pearson Correlation	1	.061	.053
	Sig. (2-tailed)		.555	.609
	N	96	96	96
workplace	Pearson Correlation	.061	1	-.076
	Sig. (2-tailed)	.555		.460
	N	96	96	96
Culture	Pearson Correlation	.053	-.076	1
	Sig. (2-tailed)	.609	.460	
	N	96	96	96

Interpretation

There are very little connections between workplace culture, diversity, and the correlation matrix. Workplace and culture (-0.076), diversity and workplace (0.061), and diversity and culture (0.053) all have correlations that are almost zero. The p-values (0.555, 0.609, and 0.460) are all over 0.05, suggesting that there is no statistical significance in any of these connections. As a result, these variables do not meaningfully correlate linearly.

Results

The significance level is set at 5% (0.05), corresponding to a confidence level of 95% (0.95). Hypothesis H1 is accepted since the p-value is less than the significance level (0.00 < 0.05), while Hypothesis H2 is rejected because the p-value exceeds the significance level (0.675 > 0.05).

Discussion of Findings

The report emphasizes how inclusive recruiting practices benefit workplace culture and workforce diversity in both the public and private sectors of Puntland. These guidelines encourage cooperation, decency, and creativity, which raise worker satisfaction and output. However, obstacles such a lack of understanding, clan-based customs, and opposition to change prevent them from being fully implemented. Both sectors encounter comparable systemic obstacles, even if the public sector adheres to these policies to a slightly higher degree. The need for more robust integration of inclusion in workplace practices is highlighted by quantitative analysis, which shows a weak association between diversity and organizational success.

Conclusion

The results highlight how inclusive recruiting practices can improve workplace culture and organizational effectiveness. Although implementing these policies is a step in the right direction, enduring issues including reluctance to change, structural injustices, and a lack of knowledge must be addressed. All things considered, in Puntland's distinct socioeconomic setting, inclusive employment becomes a strategic tool to promote diversity, creativity, and social cohesion.

Recommendations
Awareness and Training

Workshops and training sessions must be planned in order to promote an inclusive working culture. With an emphasis on the advantages of diversity, equity, and inclusion, these programs ought to be directed at management and staff. Employee satisfaction and collaboration can be enhanced by training programs that help eliminate prejudices, foster understanding, and establish a work environment that celebrates and respects diversity.

Policy Strengthening

Mandating inclusive hiring practices requires a robust legal framework. To ensure equitable opportunities for all, policies should specifically address disability inclusion and gender equality. Organizations will be encouraged to match their hiring and workplace practices with inclusion goals if these policies are enforced through explicit standards and frequent audits.

Resource Allocation

Adequate resources are necessary for the successful implementation of inclusive policies. This covers both the financial resources for mentorship and training programs as well as the physical infrastructure, such as accessible workspaces for those with impairments. By making these resources available, employers can make sure that all workers, regardless of their origins, have the resources and assistance they require to succeed.

Monitoring and Evaluation

To track the development and efficacy of inclusive employment practices, ongoing assessment and monitoring are essential. Organizations can find gaps, make the required corrections, and make sure that their efforts to promote inclusion are having the desired effect by putting in place clear metrics and feedback systems.

Community Engagement

In order to overcome cultural opposition and promote acceptance of diversity, it is imperative to engage with local communities. By highlighting the socioeconomic advantages of diversity, partnerships with stakeholders and community leaders can foster an atmosphere that is conducive to inclusive practices.

Incentivizing Private Sector

Promoting inclusion is mostly the responsibility of the corporate sector. Private organizations might be encouraged to implement and maintain inclusive hiring policies by providing incentives like tax breaks, recognition programs, or grant availability. These rewards show the real advantages of diversity in improving organizational performance in addition to promoting compliance.

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