



Universitetet
i Stavanger

**FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT**

MASTER'S THESIS

STUDY PROGRAM:

Master's degree in Service Leadership in International Business

**THESIS IS WRITTEN IN THE
FOLLOWING**

SPECIALIZATION/SUBJECT:

International HR Perspectives

IS THE ASSIGNMENT CONFIDENTIAL? NO

TITLE:

To What Extent Does the Cultural Diversity within Organizations Impact and Contribute to Creative Problem-Solving Capabilities and Innovation?

AUTHOR

Student number:

268156
.....
.....

Name:

Han Min Choi (Shelly)
.....
.....

SUPERVISOR:

Rune Todnem By

Abstract

This study focuses on how cultural diversity contributes to teams' capabilities for creative problem-solving and innovation within organizations. The author highlights three critical aspects: the diversity of perspectives and the enhancement of information sharing as defined in Hoever et al.'s (2012, p. 983) cultural diversity model and the critical roles of organizational climate and psychological safety in embracing the creativity of culturally diverse teams. To further explore this, the author designs a survey questionnaire focusing on:

1. The current state of cultural diversity, organizational climate, and psychological safety within organizations.
2. Respondents' honest insights and opinions on the interaction between cultural diversity, teams' creative problem-solving capabilities, and consequent innovation.
3. The challenges and conflicts that arise from cultural diversity.
4. Two optional open-ended questions for insights on recent experiences related to these themes.

The survey results are very positive with a strong belief among respondents that cultural diversity positively correlates with enhanced creative problem-solving capabilities, fostering innovation within organizations. Furthermore, hypothesis testing confirms 1. A strong significant correlation between cultural diversity and creative problem-solving abilities and innovation, and 2. A significant correlation between organizations' climate and psychological safety with a focus on cultural diversity and innovation.

In summary, the study finds that organizations that emphasize cultural diversity initiatives, particularly those that aim to cultivate a supportive organizational climate and ensure psychological safety, have greater innovation potential. This is due to enhanced engagement, efficiency, productivity, creativity, an expansive range of ideas, and a capacity for generating creative and innovative solutions to problems, which all are considered advantages of cultural diversity.

Keywords: Cultural Diversity, Diverse Perspectives, Creative Problem-Solving,
Organizational Climate, Psychological safety, Innovation, Challenges & Conflicts

Table of Contents

<i>Abstract</i>	2
<i>Acknowledgement</i>	6
<i>Introduction</i>	7
<i>Literature Review</i>	10
Innovation	10
What is Innovation, and Why is it Important.....	10
Drivers of Innovation.....	11
The Link between Diversity and Innovation.	11
Cultural Diversity	14
Culture and Diversity.....	14
Cultural Diversity as a Whole.....	14
Measurement of Cultural Diversity	15
Role of Cultural Diversity.....	16
Cultural Diversity in Real Work Settings	16
Challenges, Psychological Safety and Organizational Climate.....	17
Creativity and Problem-Solving	18
The Diversity and Creativity.....	18
The Creativity of Diversity that Unlocks Innovation	19
Creativity Leads to Better Problem-Solving.....	20
Interaction Between Cultural Diversity and Creative Problem-Solving.....	21
Hypotheses	22
<i>Research Method</i>	23
Research Problem and Background	23
Research Design	24
Survey Questionnaire	25
Organizational Climate and Psychological Safety within the Organization.....	26
The Correlation between Cultural Diversity and Creative Problem-Solving & and Innovation	26
Examining the Role of Cultural Diversity in Enhancing Creative Problem-Solving	27
Challenges and Conflicts arising from Cultural Diversity.....	27
Sample	28
Data Collection & Analysis	29
Reliability & Validity	30
<i>Results</i>	31
Respondents' Profile	31
Reliability of the Findings	32
Findings & Discussion #1: Organizational Climate and Psychological Safety within the Organization	33
Findings & Discussion #2: Relationship between Cultural Diversity, Creative Problem-Solving, and Innovation	37

Findings & Discussion #3: Examining the Role of Cultural Diversity Contributing to Innovation	40
Findings & Discussion #4: Challenges and Conflicts arising from Cultural Diversity	42
Testing Hypotheses	43
H1: Cultural diversity in an organization significantly impacts creative problem-solving due to culturally diverse perspectives and knowledge, which enables organizations to be more innovative.	43
H2: Organizations that emphasize cultural diversity, along with focusing on a supportive organizational climate and psychological safety, significantly increase their potential for innovation.	45
<i>Discussion</i>	48
<i>Conclusion</i>	52
Limitations and Future Research	52
<i>Reference</i>	54
<i>Appendix</i>	66
Appendix A: Survey Questionnaire	66
Appendix B: Respondents' original answers from open-ended questions	72
Appendix C: Results on SPSS	75

Acknowledgement

Throughout a 15-year-long journey as an international student among five different countries and cultures, I have been lucky enough to engage myself in the depths of cultural diversity. This road has been both challenging and enlightening. However, cultural diversity brought unique values and beautiful colors into my life and my identity, and the most valuable lesson it taught me was to appreciate our differences. My greatest wish is for everyone to see and cherish this treasure.

I understand that cultural diversity can seem overwhelming and intimidating at times. It may not always be the most appealing option, and the cost and effort can be significant. However, the benefits and value that cultural diversity can bring to our lives and organizations are immeasurable and invaluable. Even though this study may be small, I wish to share its findings with individuals, organizations, and even countries and say, "Look at the beauty of cultural diversity!" Ultimately, I wish to contribute these findings to HR teams and organizations to implement more culturally diversity-relevant strategies in the future and to develop better employee management and development strategies that maximize the value of cultural diversity among employees.

Moreover, I would like to thank Professor Olga Gjerald, who has supported and guided me with thesis planning throughout my second year of the Master's program. My following appreciation goes to my supervisor, Professor Rune Todnem By, for helping me discover my true interests and developing this thesis. Your insights on diversity, leadership, and innovation have been truly inspiring. Lastly but most importantly, I would like to thank my friends and families all over the world, who have always stood by me and provided unwavering support.

This is not the end, but rather, this is just the beginning of my journey to uncover the true value of diversity. Again, thank you, everyone, for being part of this journey.

Introduction

Organizations are placing greater emphasis on promoting diversity in today's dynamic society due to the rising global migration and growing market. Regardless of the size, more organizations recognize the potential benefits of diversity and implement Diversity, Equity, and Inclusion (DEI) initiatives as part of their overall strategy (Hunt et al., 2018). While diversity itself offers numerous advantages, cultural diversity is particularly relevant in today's increasingly globalized society and the market. Numerous studies have established the benefit of integrating cultural diversity, including bringing a variety of values and competitive advantage (Richard, 2000), which also directly leads to improved business performance and innovation in organizations (Hunt et al., 2018). Many researchers declare that cultural diversity strengthens each individual's creative ideas and solutions, are able to come up with unique contributions others may not have considered, and an improved understanding of consumer needs stemming from diverse perspectives and experiences (Hu et al., 2022; Nathan & Lee, 2013; Cox & Stacy, 1991). Furthermore, Page (2007) highlights the importance of diverse perspectives to enhance problem-solving skills. These advantages have been again confirmed by McKinsey & Company's recent diversity and business performance official report, where they found that organizations with the most diverse boards could experience up to a 43% increase in higher profits (Hunt et al., 2018, p.13).

According to Hoever et al. (2012), this 'creativity', one of the biggest advantages of cultural diversity, stems from information sharing and elaboration because of the varied perspectives of culturally diverse individuals. When summarizing these findings, the author identifies a significant correlation between individuals from diverse cultural backgrounds within organizations and the generation of creative ideas and solutions, ultimately leading to distinct innovation and business performance. However, although integrating cultural diversity is considered crucial in organizations, there is still a lack of empirical research on

how it affects innovation within these environments. This problem not only drops the discussions on the advantages of cultural diversity in organizations but also raises questions regarding the importance of psychological safety and organizational climate (Hiemstra et al., 2017; Minbaeva et al., 2021; Niebuhr, 2010).

This study focuses on three critical elements: Cultural Diversity within Organizations, Enhanced Creative Problem-Solving Capabilities from Cultural Diversity, and Innovation through Cultural Diversity. Concerning this, the author aims to conduct an empirical study of the current corporate working environment by gathering the perspectives and insights of current employees through a survey questionnaire. This approach seeks to understand survey respondents' views on the impact of culturally diverse teams in strengthening creative problem-solving capabilities. This ultimately leads to improved business performance and innovation within organizations. This study will not only contribute significantly to empirical research on cultural diversity in organizations but also contribute to the current picture of this topic.

Moreover, the study seeks to capture the present state of DEI initiatives in workplaces globally by gathering the perspectives of current employees. This approach will enable the author to assess the impact of organizations' DEI efforts on innovation. Furthermore, the study intends to deepen understanding of how cultural diversity correlates with creative problem-solving and to identify factors that could potentially augment creativity next to other relevant variables by collecting authentic and honest opinions through open-ended questions. The ultimate goal is to identify measures organizations can adopt to enhance their innovative strategies, thereby providing convincing arguments for organizations to develop their business strategies across various industries and types. Consequently, the author investigates this study on three key research questions:

1. To what extent is cultural diversity acknowledged and valued by organizations and employees in today's global society?
2. How does cultural diversity within teams impact their ability to generate unique ideas and creatively solve problems, and what aspects of cultural diversity contribute to the context of creative problem-solving?
3. In what ways can organizations improve the creative contributions of culturally diverse teams?

Literature Review

In order to conduct the study properly, it is important to first define the concepts this study relies on. In the following section, the author conceptualizes the key terms: Innovation, Cultural Diversity and Creative Problem-Solving.

Innovation

What is Innovation, and Why is it Important?

Innovation is an important aspect of success in today's highly competitive market and organizational setting. It is regarded as a potential advantage that can help organizations remain competitive and achieve the desired objectives. Therefore, embracing innovation has become a critical and must strategy for organizations to thrive and focus on the current business prospect (Chou & Liu, 2013)

According to O'Sullivan and Dooley (2009), taking even small, innovative steps can transform businesses into world leaders; therefore, pursuing innovation regardless of the type or size of the organization is essential. Innovation provides an opportunity to enter and even dominate the competitive market. (Peters & Pikkemaat, 2006). Morelos-Gomez et al. (2023) also argue that innovation is essential for an organization's survival and continuous development. Innovation can aid in boosting the organization's product and service qualities, which provides advantages to both the organization and consumers. By competing in the market, companies can improve their products and services while customers can enjoy better quality and a more comprehensive range of offerings (Morelos-Gomez et al., 2023). Other researchers have also further supported this statement. For instance, O'Sullivan and Dooley (2009, p.31) define the term "innovation" as "the process of making changes to something established by introducing something new that adds value to customers". Similarly, Hjalager (2010) defines innovation as "everything that differs from business as usual or which

represents a discontinuance of previous practice in some sense for the innovating firm" (as cited in Kallmuenzer, 2018, p.2).

Drivers of Innovation

Kallmuenzer (2018) suggests that customers, competition, and employees play an important role in driving innovation, while Goffin and Mitchell (2005) identify technological advancements, changing customer needs, market competition, and evolving business environments as key drivers. Organizations prioritizing prompt resolution of problems demonstrate greater innovation (Jones et al., 2020). Additionally, effective leadership is another crucial driver of innovation (Lewis et al., 2018).

Many innovation reports produced by professional business service firms are not so different from existing literature studies. For example, PwC, which offers various professional consulting services, published the Innovation Report 2011. In this report, PwC emphasizes that innovation is not only a tool for reinforcing a brand's image but also for attracting talented employees to organizations (PwC, 2018). Thus, attracting highly skilled employees can help organizations innovate better. In addition, it has been found that fostering a diverse work environment can help firms attract talented people better, which, in turn, promotes innovation within the organization (Forbes Insights, 2011).

The Link between Diversity and Innovation.

Out of various drivers of innovation, diversity is considered to be a significant driver of business growth and innovation. Many highly innovative companies have recognized this and emphasized the importance of diversity in their creative practices and progress (Mohammadi et al., 2017). For instance, Forbes Insights's (2011) survey found that 56% of companies with more than \$10 billion in revenue strongly agreed that diversity drives

innovation. According to Østergaard et al. (2011), innovation is a collaborative effort that often involves communication and interaction among employees, drawing on their diverse qualities at all firm levels. Through these statements, the author recognizes that Employee Diversity is closely linked to innovation, as it brings knowledge, skills, and experiences. Even despite the negative results on the correlation between ethical diversity and innovation in the findings of Østergaard et al. (2011), the researchers still emphasize how a business's knowledge is shaped by its employees' cultural and ethical backgrounds. Thus, greater diversity within an organization means greater access to a broader range of knowledge. In line with this claim, Forbes Insights (2011) researched the relationship between diversity and innovation. One of their survey questions asked about the importance of embracing a diverse workforce to leverage innovation through diverse perspectives. The results were positive, with 48% of respondents strongly agree, 37% somewhat agree, and less than 14% disagree (Forbes Insights, 2011). Additionally, Hewlett et al. (2013) provided additional arguable evidence from numerous studies that showed companies with diverse teams were 45% more likely to experience better market growth and 70% more likely to enter into new markets.

Furthermore, professional service firms, such as McKinsey & Company, have released diversity reports along with their annual financial performances. These reports include surveys, more profound studies, and financial data from over 300 companies. The findings revealed that companies with diverse teams, regardless of ethnicity, gender, or culture, tend to perform better and generate higher financial returns (Hunt et al., 2018).

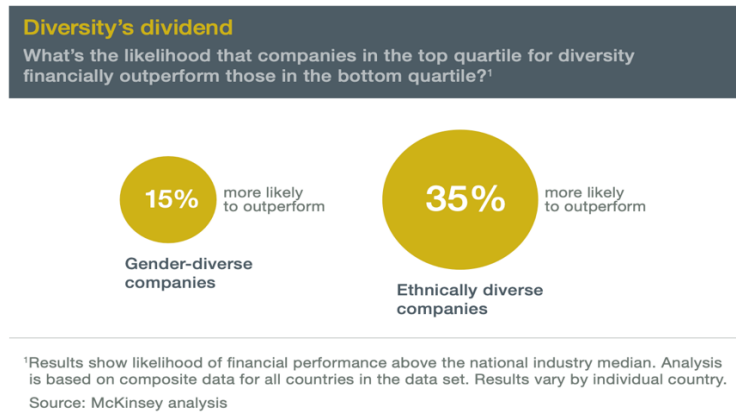
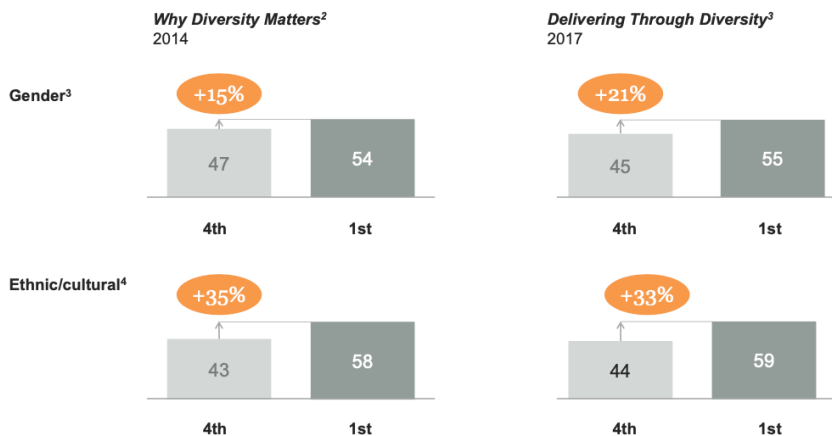


Figure 1. Culturally diverse teams with business performance (Hunt et al., 2018).

Last but not least, McKinsey & Company concluded that the positive results they discovered demonstrated that diversity's benefits were not merely temporary. Instead, these positive outcomes appear to be sustainable while highlighting the long-term value of diversity within organizations (Hunt et al., 2018).

The correlations between diversity and performance still hold

Likelihood of financial performance¹ above national industry median by diversity quartile
 Percent



¹ Average EBIT margin, 2010–13 in *Why Diversity Matters* and 2011–15 in *Delivering Through Diversity*
² 2014 results are statistically significant at p-value <0.1; 2017 results are statistically significant at p-value <0.05
³ Gender executive data: for 2014, N = 383; for 2017, N = 991
⁴ Ethnic/cultural executive data: for 2014, N = 364; for 2017, N = 589
 NOTE: Percentages shown here are rounded to the nearest whole number; however, calculation of the differentials in quartile performance uses actual decimal values
 SOURCE: McKinsey Diversity Matters database

Figure 2. Correlations between cultural diversity and performance (Hunt et al., 2018).

Cultural Diversity

Culture and Diversity

To accurately assess cultural diversity, it is crucial to examine the concept of culture first. Culture is a topic that has been studied extensively and comprehensively for years. There is more research conducted on the studies of 'culture' than on cultural diversity itself. When seeking a fundamental definition of culture that is being used in our daily lives, it is defined as "the general customs and beliefs, particularly the way of life, of a specific group of individuals" and "the attitudes, behavior, opinions, etc. of a particular group of people within society" (Cambridge Dictionary, n.d.). Tagiuri & Litwin (1968, p.25) adds to the definition by stating that it is "the values of a distinct set of characteristics", and Schein (1985, p.19) further defines it as "a pattern of shared basic assumptions" (as cited in Sharman, 2020). Understanding the concept of 'diversity' is also essential in exploring cultural diversity further. As defined by van Knippenberg et al. (2020, p.77), diversity is a defining feature of any social unit, such as a group, team, organization, or nation. It refers to the degree of variation among individuals within a unit with respect to a particular attribute of interest.

Cultural Diversity as a Whole

Thus, this study focuses on the intersection of 'culture' with 'diversity' to investigate the advantages of cultural diversity in fostering innovation. With 'culture' and 'diversity' now defined, the exploration shifts towards understanding how scholars conceptualize cultural diversity. The debate on the definition of cultural diversity is long-standing due to the challenge of defining it universally (Nijkamp & Poot, 2015). Despite the growing research on this theme, agreement on what 'cultural diversity' means still needs to be completed and debated (Nijkamp & Poot, 2015). The term 'cultural diversity' is widely used in various discussions, but there is still an apparent lack of theoretical support for these discussions. For

instance, Ranaivoson (2013) argues that the issue of measuring and defining cultural diversity worsens because there is no agreed theoretical system. Romanenko (2012) further criticizes the primary empirical research method on diversity, which depends on the unique and own definitions of cultural diversity. This leads to research terms being customized for specific study goals or expected results instead of scholars following a universal definition. Ely & Thomas (2001) reinforce this view by describing cultural diversity as a complex, dynamic, and socially constructed phenomenon. Therefore, this study recognizes the need for a better conceptual and definitional framework tailored to its context, which is critical for clarifying the research findings in relation to its goals.

Measurement of Cultural Diversity

Cultural diversity is a complex and multidimensional concept that is affected by various factors. Although many scholars define it differently, ongoing growth means that new studies and findings exist (Hu et al., 2022). Meanwhile, as previously mentioned, Romanenko (2012) argues that measuring cultural diversity is challenging due to the need for a common theoretical framework. Therefore, measuring cultural diversity using multiple dimensions is necessary to understand this concept better.

According to Cox (1993, as cited in Romanenko, 2012, p.16), cultural diversity can be defined as representing individuals with different cultural affiliations within a single social system. Ely & Thomas (2001) measured cultural diversity by considering demographic factors such as race, ethnicity, nationality, sex, religion, etc., to understand how such diversity affects the functioning of work groups. This definition and the measurement of cultural diversity align perfectly with the purpose of this study and its setting. Therefore, the author of this study aims to use Ely & Thomas' (2001) measurement of race, ethnicity, nationality, and sex as a definition of cultural diversity.

Role of Cultural Diversity

This study focuses on the influence of cultural diversity on creative problem-solving and innovation in organizations. Cultural diversity encompasses integrating various perspectives and information from individuals with different backgrounds, which can result in improved organizational performance (Feitosa et al., 2022). Nathan & Lee's (2013) research also supports the fact that cultural diversity in leadership teams can result in better strategies and creative new ideas. Jang (2017) also suggests that at least one member with multicultural experiences within a team can substantially boost creativity. This enhancement occurs regardless of the team's overall diversity levels, as this individual can catalyze diversity brokerage, bridging various cultural perspectives (Jang, 2017). Cultural diversity can serve as a competitive advantage in various settings, including cost reduction, enhanced decision-making process, resource acquisition, marketing, and organizational system flexibility (Cox & Stacy, 1991, p.47).

Cultural Diversity in Real Work Settings

Cultural diversity is becoming increasingly important in all kinds of industries. The advantages of having a diverse workforce are being more recognized, and organizations aim to adapt to this reality. According to research by Monoharan et al. (2021), having a diverse workforce resulted in more benefits than challenges in the role of cultural diversity in the hotel industry. This was due to enhanced support and information processes. This is particularly advantageous in the hospitality industry, where employees are required to interact with customers and be creative problem-solvers (Devine, 2007). The benefits of cultural diversity are also evident in professional service sectors, where it plays a significant role in enhancing critical thinking, creative solutions, and competitiveness (Dodd, 2023). Suwanto et

al. (2024) found that culturally diverse employees are more enhanced at delivering better service excellence through an improved understanding of customer demands.

Challenges, Psychological Safety and Organizational Climate

Although there are numerous benefits to using cultural diversity, it also comes with challenges. Pieterse et al. (2013, p.782) describe cultural diversity as a "double-edged sword". To elaborate on this, cultural diversity provides pros and cons simultaneously due to its potential to complicate communication and decision-making processes (Pieterse et al., 2013). Monoharan et al. (2021) have highlighted that although the benefits of cultural diversity outweigh the challenges, there are still visible challenges, particularly in the hospitality industry. It was observed that communication and intercultural issues were the most significant challenges faced by employees. Due to language barriers, employees had difficulty understanding each other's cultures and how things were done in operations, leading to conflicts within organizations and internal communication (Hu et al., 2022). These issues reduce productivity and result in verbal or non-verbal misunderstandings (Devine, 2007). Communication challenges are not limited to the hospitality industry but are prevalent in all types of organizations, mainly due to language barriers.

Furthermore, prejudice towards certain migrant groups has also been identified as a challenge (Podsiadlowski, 2012). Prejudice can easily lead to discrimination and stereotypes, which in turn can lead to exclusion. Discrimination is a remaining unsolved problem everywhere (Pirhofer et al., 2022; Trenerry et al., 2023).

When implementing cultural diversity in organizations, it is important to consider psychological safety and climate diversity factors, as these elements are crucial for creating value, gaining knowledge, and fostering growth, development, and innovation (Acosta-Prado, 2020). Understanding the significance of these factors is important (Joo et al., 2022), as a

diverse workforce, norms, and rules can easily influence team members' work behavior (Paolillo & Silva, 2016). Furthermore, there is a strong correlation between psychological safety, diverse climate, and work performance (Edmondson, 1999). Employees' performance can be positively influenced when working in a safe and supportive environment (Singh et al., 2013). Agarwal & Farndale (2017) add further supporting statement by saying that in a work environment where individuals feel safe and supported, they are more open to change and not afraid of making mistakes. This openness encourages everyone to lower their guard, which helps in continuous improvement. Feeling psychologically safe also makes people more energetic and willing to participate in creative tasks (Agarwal & Farndale, 2017). This feeling of safety is fundamental in complex jobs requiring creative thinking. It also encourages employees to take part in and contribute to innovative projects (Agarwal & Farndale, 2017; Tkalich et al., 2024). Last but not least, psychological safety plays a pivotal role in facilitating employees' engagement in information sharing, problem-solving processes, and the enhancement of creative work performance (Scanner & Bunderson, 2015; Koopmann et al., 2016).

Creativity and Problem-Solving

The Diversity and Creativity.

Although the significance of creativity and the advantages of diversity are frequently acknowledged, there is still a lack of empirical studies and theoretical work on the matter of creativity and diversity (Hoever et al., 2012). One of Cox & Stacy's (1991, p.47) creativity arguments stems from their conceptualization of diversity, and the researchers describe that creativity comes from the 'diversity of perspectives'. Hoever et al. (2012) further develop this argument by stating that creativity in teams may depend on how individuals take perspective-taking into consideration while working in teams. When training in good perspective-taking

is conducted, better and more active information elaboration and sharing phenomena will happen, ultimately resulting in creativity (Hoever et al., 2012). Consequently, one can deduce that the benefit of team diversity comes from diverse perspectives, which affects team creativity.

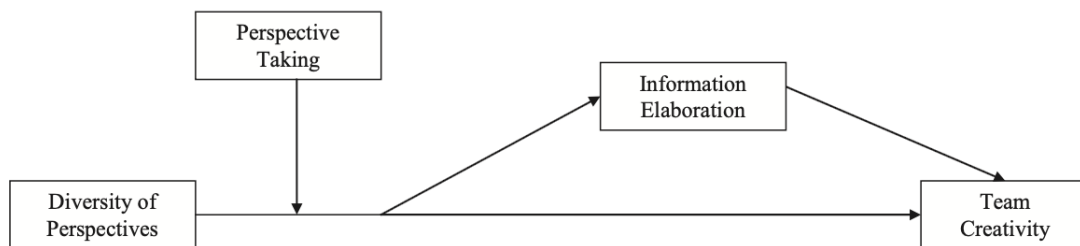


Figure 3. Team creativity cultural diversity model by Hoever et al. (2012. p.983).

The Creativity of Diversity that Unlocks Innovation

According to the research by Forbes Insights (2011), there is a positive correlation between diversity and innovation, as it fosters creative contributions from a diverse workforce, which also results in increased productivity. The study also found that diversity enables teams to identify the diverse needs of consumers more effectively. Innovation also relies on the ability to implement creativity, which means this creativity, in turn, improves products and services and accelerates growth in the market (Morelos-Gómez et al., 2023, p. 78). Badilescu and Packirisamy (2022, p.57) referred to their diversity team as a "mosaic"; they likened a diverse team to a picture created by small pieces of color and cells that blend together harmoniously.

Similarly, a diverse team comprises individuals with different skills, knowledge, and ways of thinking, which enriches the culture and brings forth new perspectives and intelligence. Furthermore, Hewlett et al. (2013, para. 3) divided diversity into two types: Inherent Diversity (ethnicity or age) and Acquired Diversity (gained experience or skills).

The study revealed that a diverse workforce fosters an environment where innovative and unconventional ideas can be generated and shared regardless of diversity types. Moreover, it was later discovered that inherent diversity plays a crucial role in improving market comprehension. Lastly, diversity and innovation were found to bloom better in diverse settings, with the help of individual improvement in productivity and preciseness (Gomez & Bernet, 2019).

Creativity Leads to Better Problem-Solving

According to Page (2007), utilizing diversity as a tool can significantly benefit problem-solving, as individuals from diverse groups bring a broadened of perspectives and problem-solving strategies to the table. And, this results in unique and practical solutions that stem from various perspectives. van Knippenberg et al. (2020) affirm this idea, noting that diversity offers many perspectives that can aid in strengthening creativity, problem-solving, and decision-making skills, ultimately contributing to innovation. The value of ethnic and racial diversity also leads to enhanced creativity and problem-solving abilities by providing a broader range of information and perspectives (Shore et al., 2009; Phillips, 2014) that can be used more rigorously and precisely (Homan, 2019).

Page (2007, p.132) highlights the importance of considering the context in which an individual contributes. According to this perspective, the diverse backgrounds of individuals foster creativity and the acquisition of different information and experiences. When combined with the creativity of others, this diversity creates more effective solutions to problems. Similarly, W. Solheim (2018) suggests that each person's unique background shapes their predictions and perspectives and that new approaches are developed when these perspectives are combined. van Knippenberg et al.'s (2020, p.78-79) "informational resource perspective" emphasizes this idea by stating that people have different ways of thinking, seeing, and

feeling. Therefore, having a diverse team can offer a wider range of information, insights, and perspectives. This, in turn, can lead to higher-quality solutions to problems (van Knippenberg et al., 2020). W. Solheim (2018) argues that such diversity results in people with various knowledge and expertise identifying problems and suggesting solutions that others may not have yet considered.

Interaction Between Cultural Diversity and Creative Problem-Solving

Multicultural experiences encourage individuals to think beyond conventional boundaries and explore new possibilities. Moreover, such experiences enable people to retain unconventional knowledge and derive inspiration from various cultural contexts, thereby facilitating the expansion of creative horizons (Leung et al., 2008). The broad range of cultural identities represented among the employees in teams fostered deeper connections with diverse communities, thereby equipping them with a more comprehensive and varied pool of information. As a result, this has not only led to a significant enhancement in the understanding of issues but has also notably improved their analytical outcomes (Ely & Thomas, 2001).

Moreover, it has been observed that culturally diverse teams exhibit a higher risk-taking tolerance, enabling them to generate creative and innovative solutions (Jones et al., 2020). Finally, studies have shown that compared to homogeneous groups, heterogeneous groups are better at generating high-quality solutions and creative approaches to the problem. Cultural diversity in the workplace can also provide a competitive advantage by bringing a range of viewpoints to the discussion. Such a group is more likely to critically analyze alternatives and encourage minority opinions (Cox & Stacy, 1991, p. 50).

Hypotheses

After a thorough literature review, the following hypotheses have been formulated:

- H1: Cultural diversity in an organization significantly impacts creative problem-solving due to culturally diverse perspectives and knowledge, which enables organizations to be more innovative.
- H2: Organizations that emphasize cultural diversity, along with focusing on a supportive organizational climate and psychological safety, significantly increase their potential for innovation.

Research Method

Research Problem and Background

The primary goal of this study is to explore the correlation between enhanced creative problem-solving capabilities and cultural diversity in teams and organizations and how this phenomenon subsequently fosters innovation within organizations. There are several factors that highlight the significance of pursuing this study. Despite the various benefits of cultural diversity, its integration within organizations often encounters criticism or is perceived as an intimidating challenge. Issues such as communication barriers, interpersonal conflicts, organizational inefficiency, misunderstandings, and a lack of cohesiveness are frequently cited as criticisms against implementing cultural diversity (Yasmeen et al., 2020; Abdelazim, 2022; Matveev & Nelson, 2004). However, it is essential to note that these issues are merely challenges that could arise within any team dynamic and that, despite these challenges, cultural diversity empirically demonstrates that it offers more benefits than a problem (Ishaq & Pratomo, 2020).

Again, it is crucial to recognize that such challenges are not exclusive to culturally diverse teams but can also occur within homogeneous teams. Alternatively, even when organizations appear to be successful in promoting cultural diversity, the actual experiences of employees may significantly diverge from the organization's intentions. Consequently, conducting this survey research facilitates understanding the insights into the authentic, real-time experiences and the potential correlational relationship between cultural diversity and creative problem-solving capabilities, subsequently establishing a link to innovation.

A significant barrier for organizations, particularly those operating within homogeneous national contexts, is the reluctance to come out of their comfort zones, resistance to change, or a lack of familiarity with managing culturally diverse teams. Thus, this study aims to uncover the natural value of cultural diversity by conducting surveys with

employees worldwide to understand how cultural diversity is perceived in today's organizational settings. The author ultimately intends to contribute to the empirical literature on cultural diversity while also proposing convincing results that organizations can recognize and value the potential of cultural diversity as a boost for innovation. Furthermore, evaluating the psychological safety of employees and the organizational climate will enable both the author and organizations to identify strategies for enhancing the management of cultural diversity.

Research Design

As mentioned earlier, there is a lack of empirical studies on cultural diversity (Hoever et al., 2012). To get up-to-date opinions from the public and to measure the variables from the survey results, anonymous survey questionnaires are the most relevant research method (Neuman, 2014). The survey questions are formulated based on a thorough literature review, including an existing diversity survey template available online. Thus, the survey will cover topics in: 1. Organizational Climate & Psychological Safety within the organization. 2. The correlation between Cultural diversity and Creative Problem-solving 3. The correlation between Creative Problem-Solving from Cultural diversity and Innovation 4. The Real experience of working in a Culturally diverse team. 5. Challenges and Conflicts arising from Cultural diversity

The analysis of the survey data begins by employing descriptive statistics in order to create a foundational understanding of the collected responses. To understand the results more comprehensively, visual assistance, including bar charts and mean scores, is utilized. The author aims to thoroughly examine the data by integrating these analytical techniques, allowing a solid assessment of how cultural diversity influences creative problem-solving

within teams. The insights are crucial in comprehending the practical benefits of cultural diversity in promoting innovation within organizations.

Furthermore, a detailed analysis such as correlational analysis, will be conducted to evaluate the potency and the relationship between the degree of creative problem-solving derived from cultural diversity and innovation. This will substantiate the theoretical propositions with empirical evidence, showing whether a higher level of creative problem-solving in cultural diversity connects with innovation. Moreover, the findings will be important in understanding the practical implications of diversity in fostering an innovative organizational environment.

Survey Questionnaire

The paper utilizes an anonymous online survey questionnaire with a 5-point Likert scale, consisting of Strongly Agree, Agree, Neither/Nor Agree, Disagree, and Strongly Disagree choices (scaled from 1 to 5). This scale is considered as reliable as the 7-point Likert scale, yet it improves respondents' efficiency and ease of response (Aybek & Toraman, 2022). There is a total of 23 questions in the survey, excluding demographic questions. Additionally, two optional open-ended questions at the end asked participants to share their experiences in their own words without including personal information. Partial open-ended questions allow respondents to express themselves freely and help the author understand their responses' nuances, including unexpected answers (Neuman, 2014). Since the survey is anonymous, no questions containing personal data are included to comply with strict GDPR personal data regulations (Sikt, n.d.). Thus, no information regarding nationality or ethnicity is collected in the demographic section.

Utilizing pre-made templates enhances the study's effectiveness, as such surveys are often tested by other researchers and already structured and conceptualized (Hyman et al.,

2006). For instance, the author referred to questions from the Centre for Cultural Diversity in Ageing's staff survey template on cultural diversity and inclusion (Centre for Cultural Diversity in Ageing, n.d.). To improve the quality and accuracy of the data, the author includes additional questions relevant to the research topic and adapts the wording of specific questions, as this helps to avoid the potential drawbacks of pre-made questions (Hyman et al., 2006).

As mentioned earlier, the questions are measured and cover the following topics:

Organizational Climate and Psychological Safety within the Organization.

According to Acosta-Prado (2020), having a suitable organizational climate not only improves employees' work performance but also positively impacts innovation capabilities by fostering open-minded knowledge sharing among employees. Therefore, it is crucial for organizations to promote inclusiveness, openness, and honesty among employees to encourage innovation. Additionally, psychological safety is a critical factor in creating an environment that encourages sharing information and creativity in the workplace (Scanner & Bunderson, 2015; Koopmann et al., 2016). Survey questions such as, "My organization is committed to DEI Initiatives" or "My organization provides training or support to help employees understand and leverage Cultural diversity." are essential to grasp the organization's commitment to its employees and their creativity.

The Correlation between Cultural Diversity and Creative Problem-Solving and Innovation

The following section asks respondents about their beliefs and thoughts on how cultural diversity contributes to creative problem-solving. This includes both respondents'

personal experiences and their beliefs regardless of experience. Previous studies argue that cultural diversity positively impacts innovation, even if not necessarily through creative problem-solving (Zhan et al., 2015; Niebuhr, 2010). Asking these allows the author to get direct answers from respondents on their perspectives on the relationship between these variables, which can later be used to measure the correlation more effectively.

Examining the Role of Cultural Diversity in Enhancing Creative Problem-Solving

To focus more comprehensively on the influence of cultural diversity on creative problem-solving, questions such as, "Teams with diverse cultural backgrounds approach problem-solving differently compared to more homogenous teams." and "Interacting with colleagues from different cultures brings more creative, unique, and innovative ideas to my work" are included in the survey. These questions facilitate a deeper reflection among participants concerning the relationship between cultural diversity and creative problem-solving capabilities. While it is conceivable that some respondents might not directly acknowledge the impact of cultural diversity on enhancing creative problem-solving, these questions aim to make the respondents think more deeply about the correlation between Cultural diversity and creative problem-solving.

Challenges and Conflicts arising from Cultural Diversity

As previously mentioned, while cultural diversity brings significant advantages, teams with cultural backgrounds may face visible challenges due to communication and operational complexity, misunderstandings, and discrimination among team members (Monoharan et al., 2021; Hu et al., 2022; Pirhofer et al., 2022; Trenerry et al., 2023). To understand the respondents' experiences with challenges and conflicts related to Cultural diversity, questions such as, "Cultural misunderstandings often lead to conflicts within our team" or "Differences

in cultural norms and practices often lead to miscommunication in our team" are included in the survey. It is crucial for organizations to recognize and understand these challenges and conflicts in order to create a positive organizational climate and psychological safety, which directly contributes to fostering innovation (Roberson et al., 2017).

Sample

This research aims to provide universally relevant results rather than being restricted to a particular region. To minimize sampling bias and enhance generalizability, the study focused on respondents residing in Europe, regardless of nationality or ethnicity. Hence, the sample is not confined to any particular country, nationality, or ethnicity. This approach is particularly appropriate given that Europe is a significant destination for migration, both for non-EU citizens and among EU citizens, and is actively growing in diversity (United Nations Western Europe, 2013).

In order to collect as broad a sample as possible, both Convenience Sampling and Snowball Sampling from the non-probability sampling methods category are utilized. Convenience Sampling is a straightforward approach that involves the author's direct access to the sample, making the sampling process simple and convenient (Neuman, 2014). Snowball Sampling, on the other hand, builds on Convenience Sampling and is particularly useful when the population is geographically dispersed (Nikolopoulou, 2023). In order to obtain more responses from diverse countries, rather than being restricted to a single country, the author leveraged its network (Neuman, 2014). Utilizing these sampling methodologies proves beneficial in obtaining responses not solely from specific regions within Europe but rather from across the countries, just as the author proposed.

Although non-random sampling typically begins without a predetermined number (Neuman, 2014), the large population of Europe - with approximately 741 million inhabitants

as of 2024 (Worldometer, 2024) - necessitates an initial number. After careful consideration, a realistic initial sampling of 250 was determined. As a result, 178 respondents participated in the study; however, unfortunately, 28% of these (equaling 49 responses) were considered non-valid and were not included in the findings due to incomplete survey responses. While the 126 remaining responses fell short of the initial number and, perhaps, were insufficient for generalization and representation, they still offered valuable insights into the research.

Data Collection & Analysis

Prior to commencing data collection, the author followed the strict guidelines of NSD, the Norwegian Center for Research Data. Since the data was gathered anonymously, there was no obligation to inform NSD about the collection process. SurveyXact, a survey software tool, was employed to collect the data. The collection period spanned an entire month in March in order to maximize the number of respondents. SurveyXact also provides an anonymous option to prevent the collection of any personal information that may violate NSD and GDPR regulations.

The distribution of the survey link was strategically executed through various social media platforms, with the plan to engage residents throughout Europe, as previously noted. A Snowball Sampling strategy was employed to ensure a diverse range of respondents from various European countries.

The survey data was carefully analyzed using both SurveyXact's analysis tool and SPSS software, both programs provided by the University of Stavanger. SurveyXact facilitated easy result analysis and data conversion into an SPSS Unicode file. Once initial analysis was completed with SurveyXact, more detailed analysis - including descriptive and frequency analysis, as well as correlation analysis- was performed using SPSS.

Reliability & Validity

In order to ensure the reliability of this study, a well-structured conceptualization, employment of multiple indicators utilizing the Likert-Scale, and consistent measurement techniques were implemented, in line with Neuman's (2014) recommendations for enhancing high reliability. Although Neuman (2014) and Middleton (2023) recommend repeating the survey research for reliability, the available time was insufficient for this approach. Nonetheless, the author worked to make the survey and measurements as reliable and valid as possible by utilizing a pre-existing diversity survey template that has been widely used and drawing on relevant literature (Middleton, 2023). To maintain neutral and consistent responses from the respondents, the author carefully formulated the survey to avoid being influenced by emotions or mood. Furthermore, similar questions were grouped together in separate sections to further enhance the reliability of the results. These measures proved effective, as strong correlations were discovered between the results.

To enhance the trustworthiness and accuracy of the results, the author recruited participants from various positions and age groups to avoid sampling bias. Anonymity was also prioritized, as it allowed respondents to answer more honestly and thus provide more accurate and true responses. The author clearly stated the importance of privacy and anonymity in the survey introduction, which was another approach to ensure ethical considerations. Moreover, the aspect of cultural sensitivity was carefully taken into account and integrated into the survey introduction. This approach was adopted to ensure that respondents felt a sense of safety, inclusivity, and respect. For further details, refer to Appendix A. Finally, to improve both reliability and validity, the author focused on utilizing the most recent and updated resources, avoiding overly old or outdated resources and literature reviews (Hong et al., 2022)

Results

Respondents' Profile

What is your age range?

	Percent	Respondents
< 25	28.6%	36
25 - 34	57.1%	72
35 - 44	7.1%	9
45 - 55	5.6%	7
over 56	1.6%	2
Total	100.0%	126

What is your gender?

	Percent	Respondents
Female	53.2%	67
Male	45.2%	57
Prefer not to say	1.6%	2
Total	100.0%	126

What best describes your role within your organization?

	Percent	Respondents
Entry-Level/Staff	74.6%	94
Mid-Level/Manager	11.1%	14
Senior-Level/Executive	7.1%	9
Owner/Entrepreneur	1.6%	2
Freelancer/Consultant	5.6%	7
Total	100.0%	126

Table 1. Respondents' profile.

The demographic section of the study was designed with simplicity in mind, excluding personal identifiers to align with the GDPR's regulations on collecting anonymous data. The survey received 126 valid responses, with slightly more female respondents than male respondents, exceeding ten individuals. Additionally, a small fraction of participants (1.6%) chose not to disclose their gender. However, the age distribution among participants was uneven, potentially due to the similarity in age between most respondents and the author. Only 18 respondents were above the age of 35, limiting the number of perspectives from senior organizational roles or those with extensive professional experience. The predominant age category was the 25-34 range, encompassing 57.1% of participants.

Similarly, the roles within the respondents' organizations were concentrated, with 74.6% of individuals identifying as being in entry-level or non-management positions (equivalent to 94 individuals). In contrast, only 23 respondents reported holding mid-level to executive positions, limiting the diversity of insights from those with leadership experiences or extensive tenure in the workforce.

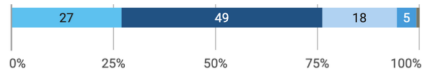
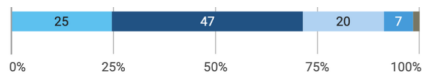
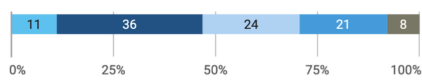
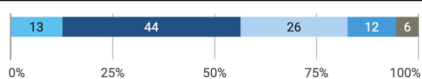
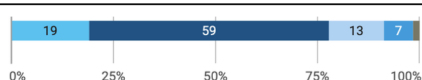
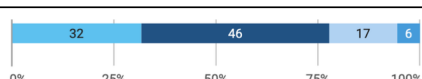
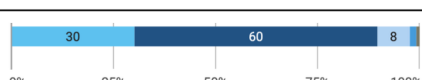
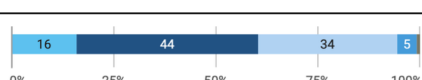
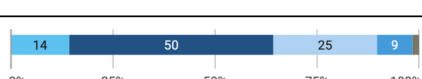
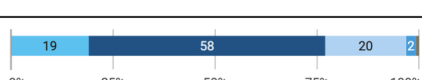
Reliability of the Findings

The reliability of the survey was thoroughly checked using Cronbach's Alpha test, which is widely recognized as one of the most reliable tests (Bonett & Wright, 2015). Hereby, a reliability score larger than 0.7 is considered reliable (Taber, 2018). However, it should be noted that surveys conducted with heterogeneous groups may have lower reliability, and the score can be affected by various factors, such as the number of items and the nature of the questions (Taber, 2018; Tavakol & Dennick, 2011). The reliability test results showed that Organizational Climate & Psychological Safety had a score of 0.794, Cultural Diversity to Creative Problem-Solving and Innovation had a high score of 0.910, and Challenges had a score of 0.706. Hence, all can be considered reliable.

Constructs	N of Items	Cronbach's Alpha
Organizational Climate & Psychological Safety	10	0.794
Cultural Diversity to Creative Problem-Solving and Innovation	8	0.910
Challenges	2	0.706

Table 2. Cronbach's Alpha – Reliability test.

Findings & Discussion #1: Organizational Climate and Psychological Safety within the Organization.

Question	Response	Mean
My organization is committed to DEI Initiatives (Gender Equality, Diversity Recruitment, etc)		2.032
Leadership in my organization supports DEI Initiatives		2.143
My organization provides training or support employees to understand and leverage Cultural Diversity		2.794
My organization needs better DEI training and practices for employees		2.540
My organization provides an environment for open expression of ideas, opinions and beliefs		2.135
I believe my diverse backgrounds and experiences are considered as an asset in my organization		1.960
I am comfortable talking about my background, cultural and life experiences in my organization		1.833
I feel that my cultural background is valued and utilized in my team		2.302
In my team/organization, it is safe to take risks without feeling insecure/embarrassed		2.333
Employees of diverse backgrounds interact well in my organization		2.079

■ Strongly Agree
 ■ Agree
 ■ Neither/Nor Agree
 ■ Disagree
 ■ Strongly Disagree

Table 3. Findings 1.

Emphasizing organizational climate and psychological safety within organizations enhances employee creativity and innovation by creating an environment where employees feel empowered, safe, and valued (Shanker et al., 2017; Li et al., 2015). The findings of the organizational climate survey were overwhelmingly positive. 76% of respondents expressed satisfaction with their current organization's commitment to diversity initiatives, while less than 6% had negative feedback. This positive trend was also reflected in the responses to leadership's commitment to DEI, with 72% of respondents agreeing. However, when it came

to the organization's commitment to 'training employees to leverage cultural diversity', opinions were more diverse. While 47% of respondents had a favourable view, 24% remained neutral, and 29% expressed a negative view. These findings align with the following question, which revealed that 57% of respondents agreed that their organization needed better employee DEI training and practices.

Psychological safety is critical, especially in managing diversity within organizations. When there is enhanced psychological safety, the employees are more likely to be engaged, motivated to learn and perform better (Frazier et al., 2016). Results from a survey on psychological safety were overwhelmingly positive, with 78% of respondents agreeing or strongly agreeing that they feel free to express themselves at work and less than 8% indicating negative results. When asked about their cultural backgrounds as assets in the organization, 78% of respondents had positive answers, with a significantly higher percentage of 32% strongly agreeing. Notably, no one answered with a strong disagreement, leaving only 7% in disagreement, and the mean measurement for this question was only 4 points.

Moreover, 90% of employees felt comfortable discussing their cultural backgrounds, with less than 2% responding negatively. Results regarding whether employees' cultural backgrounds were valued and utilized and whether employees felt safe taking risks without feeling embarrassed were similar, with means of 2.302 and 2.333, respectively. Finally, when asked about interactions between employees from different cultural backgrounds, 77% of respondents answered positively, with less than 3% responding negatively.

The overall survey findings on organizational climate and psychological safety revealed predominantly positive responses, which underlined respondents' significant approval of their organizations' or teams' commitment to DEI initiatives and cultivating a

supportive working environment. Notably, a remarkable outcome was observed in the participants' comfort in discussing their cultural backgrounds and experiences, with a striking 90% indicating positive responses and an average score of 1.833. Furthermore, this trend of affirmative responses was consistently observed across various demographic segments, including respondents' age groups and their respective positions or roles within their organizations, indicating a uniformly positive perception. These findings are further elaborated in Table 3, providing a comprehensive overview of the data.

Although the training practices have received positive feedback, the score of 2.794 suggests room for improvement in leveraging cultural diversity more effectively. This implies that while the results are encouraging, employees perceive a need for more training and practices. Unfortunately, in the survey, asking for this reason was not included. Therefore, the reasons for this outcome remain unclear.

Finally, one of the optional open-ended questions asked respondents about the ways in which cultural diversity has contributed to innovative practices within their organization. Some of the answers highlighted the positive impact of cultural diversity on the work environment, such as making everyone feel welcomed and fostering a sense of psychological safety. Additionally, one respondent shared that the best solution for innovation is improving communication within the organization. Overall, these responses demonstrate an understanding of the importance of creating a supportive organizational climate and psychological safety environment, particularly within teams that embrace cultural diversity, in driving innovation (See Appendix B for the original response).

I am comfortable talking about my background, cultural and life experiences within the organisation.

Crossed with: What is your age range?

	< 25	25 - 34	35 - 44	45 - 55	over 56	Total
Strongly Agree	9	21	5	2	1	30.2%
Agree	24	42	4	4	1	59.5%
Neither/Nor Agree	2	7	0	1	0	7.9%
Disagree	1	1	0	0	0	1.6%
Strongly Disagree	0	1	0	0	0	0.8%
Total	36	72	9	7	2	126

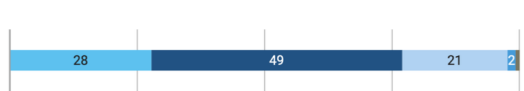

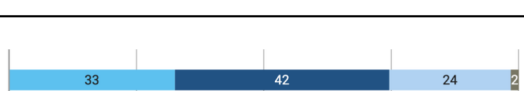
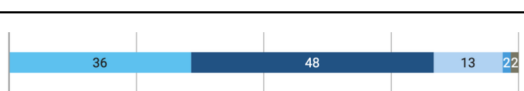
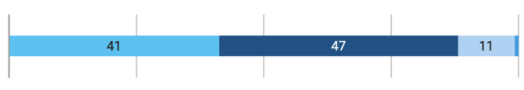
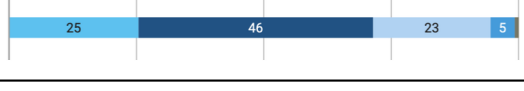


I am comfortable talking about my background, cultural and life experiences within the organisation.

Crossed with: What best describes your role within your organization?

	Entry-Level/Staff	Mid-Level/Manager	Senior-Level/Executive	Owner/Entrepreneur	Freelancer/Consultant	Total
Strongly Agree	24	7	3	1	3	30.2%
Agree	60	7	5	0	3	59.5%
Neither/Nor Agree	8	0	1	1	0	7.9%
Disagree	1	0	0	0	1	1.6%
Strongly Disagree	1	0	0	0	0	0.8%
Total	94	14	9	2	7	126

Table 4. Elaborated analysis on the comparison of demographics.

Findings & Discussion #2: Relationship between Cultural Diversity, Creative Problem-Solving, and Innovation

Question	Response (%)	Mean
From my experience, including diverse cultural perspectives contributed to creative problem-solving within the team.		1.984
Regardless of experience, I believe that the cultural diversity among the team leads to more creative problem-solving.		1.796
From my experience, including diverse cultural perspectives contributed to innovation within the team.		1.961
Regardless of experience, I believe that the cultural diversity among the team leads to more innovation.		1.858
Interacting with colleagues from different cultures brings more creative, unique, and innovative ideas to my work.		1.714
The cultural diversity of team members enhances our work performance.		2.096
Teams with diverse cultural backgrounds approach problem-solving differently compared to homogeneous groups.		1.842
Overall, I believe that cultural diversity enhances creative problem-solving skills and, thus, innovation in the organization.		1.802

■ Strongly Agree
 ■ Agree
 ■ Neither/Nor Agree
 ■ Disagree
 ■ Strongly Disagree

Table 5. Findings 2

This survey section aims to directly inquire about the role of cultural diversity in influencing creative problem-solving and innovation. Respondents were initially asked about their experiences and perceptions of this topic. This approach was chosen to understand the current climate and level of engagement. The results exceeded expectations, showing even more positive outcomes than previously noted findings #1. When asked how cultural diversity influences creative problem-solving, 77% of participants reported positive

experiences, while 83% affirmed positive beliefs regarding its impact. These responses overwhelmingly suggest that, regardless of personal experience, the majority view cultural diversity as beneficial to creative problem-solving.

Among the open-ended responses, participants shared valuable insights on how diversity in the workplace directly contributed to creative problem-solving. One notable example highlighted the advantage of having team members from various religious backgrounds. This diversity enabled a deeper understanding of different markets influenced by religion, leading to the development of more targeted and creative marketing strategies. One of the arguments presented by Cox & Blake's (1991, p.49) study on cultural diversity highlights this assertion - precisely, the Marketing Argument, that cultural diversity significantly influences consumer behavior. Similarly, another respondent shared how cultural diversity within a restaurant staff improved issue resolution, prevented misunderstandings, and enhanced service quality for customers from similar cultural backgrounds (See Appendix B for the original response).

These examples underscore the weightiness of understanding and accommodating diverse customer needs. In today's competitive business landscape, effective communication and a comprehensive knowledge of the specific demands of customers from different cultural backgrounds can provide a strategic advantage. Teams that embody cultural and religious diversity are better positioned to develop innovative solutions that resonate with a broader audience, ultimately contributing to an organization's profitability (Herring, 2009; Gaur et al., 2017; Cox & Blake, 1991).

Several respondents in the survey mentioned that having a culturally diverse team is a valuable resource as it allows for different perspectives, ways of thinking, and approaches to problems. The common themes among these statements were the benefits of having "different

points of view" and "different approaches.", which aligns with Herring's (2009, p.220) findings that diverse teams tend to think more creatively outside the box, resulting in better problem-solving skills, improved business performance, and higher profits. (See Appendix B for the original response).

Regarding the relationship between cultural diversity and innovation, the results were, again, positive. 75% of respondents reported positive experiences, and 84% had positive beliefs and perceptions, with less than 4% reporting negative results. The data also revealed that interacting with culturally diverse team members led to more creative, unique, and innovative ideas, with 88% of respondents reporting positive outcomes and less than 1% reporting negative ones, with a mean of 1.714. Similarly, 84% of respondents reported that culturally diverse teams approach problem-solving more creatively than homogenous teams, with less than 3% reporting adverse outcomes. It is worth knowing that these questions were rated on a maximum 4-point scale, as, here, too, no respondents reacted to a "Strongly Disagree" option. Diverse teams often bring unique ideas and better business performance but may also experience more conflict. Conversely, homogenous teams may have better group cohesion but end up with less adaptability and innovation (Herring, 2009, p. 219). Moreover, 71% of respondents reported a positive impact of cultural diversity on their work performance, while less than 3% reported a negative effect, with a mean of 2.096.

Regarding the statement, "I believe that cultural diversity enhances creative problem-solving skills and, thus, innovation in organizations," no respondent answered, "Strongly Disagree." Instead, 86% of respondents replied positively, with less than 2% providing negative answers and 12 respondents indicating neutral. The mean score for the statement was 1.802.

Findings & Discussion #3: Examining the Role of Cultural Diversity Contributing to Innovation

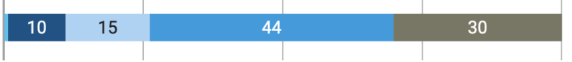
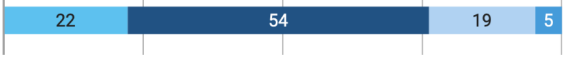
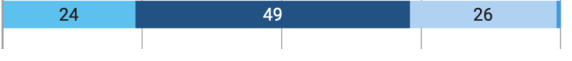
In this study, several factors have been identified that demonstrate how cultural diversity can enhance creative problem-solving and lead to innovation. These factors include having a different point of view, thinking outside the box, using various approaches, and having a better understanding of customers due to diverse experience backgrounds.

Additionally, the survey respondents provided further insights on the factors of cultural diversity in fostering innovation. Collaborating with individuals from varying cultural backgrounds and with varying life experiences can lead to a wealth of diverse perspectives and ideas (Cox & Blake, 1991). Each person possesses unique knowledge and skills, providing various resources to contribute to the team. Some respondents noted that this could be due to differing educational backgrounds or even language proficiency, leading to being advantageous.

Numerous respondents have articulated that cultural diversity within a team does not solely introduce a multitude of perspectives but also significantly enriches the team's atmosphere. The diverse cultural backgrounds foster an enhanced office culture characterized by a more engaging work environment. This environment facilitates the learning of each other's cultures, offering a novel life experience that has a positive psychological impact on work dynamics and fosters deeper, more meaningful connections among team members.

Engagement in culturally diverse teams not only contributes directly to the resolution of business cases but also substantially enhances employees' work-life quality. The empirical data derived from the survey supports the participants' subjective experiences, which indicate a 76% positive response rate regarding the impact of cultural diversity on the work environment, with a mean score of 2.063. Additionally, the survey highlights that 73% of

respondents experienced an enhancement in their professional growth, evidenced by a mean score of 2.040, as detailed in Table 6. In sum, involvement in a culturally diverse team is beneficial not only for the effective resolution of business challenges but also for cultivating a psychologically safe, enjoyable, and stimulating work environment. (See Appendix B for the original response).

Question	Response (%)	Mean
Working in a culturally diverse team affected my working environment negatively.		3.921
Working in a culturally diverse team affected my working environment positively.		2.063
Working in a culturally diverse environment has enhanced my professional growth.		2.040

■ Strongly Agree
 ■ Agree
 ■ Neither/Nor Agree
 ■ Disagree
 ■ Strongly Disagree



Table 6. Findings 3.

According to Hoever et al.'s (2012, p.983) research on the relationship between diversity and creativity, compelling perspective-taking leads to enhanced creativity within a team, resulting in harmonious information elaboration and sharing. Li et al. (2015) substantiate the diversity model in their research, focusing on cultural diversity and team creativity. They argue that the processes of information elaboration and sharing are the factors that facilitate team creativity. This model was emphasized by respondents who noted that colleagues could build off each other's ideas, share different perspectives, and draw upon diverse international resources and knowledge to generate creative and innovative ideas. Notably, one respondent highlighted that cultural diversity in itself does not necessarily impact creativity but rather the gathering and sharing of diverse cultural ideas. In summary, these respondents directed Hoever et al.'s (2012) and Li et al.'s (2015) diversity model

towards the notion that creativity is not solely dependent on a single idea but rather on team members' ability to take different perspectives and share and elaborate on information.

Lastly, cultural diversity significantly enhances decision-making skills (Pieterse et al., 2013; Ely & Thomas, 2001). This contribution is further corroborated by testimony from various respondents, who highlighted the invaluable role that many cultural perspectives and ideas play in facilitating a more effective decision-making process (See Appendix B for the original response).

Findings & Discussion #4: Challenges and Conflicts arising from Cultural Diversity

Question	Response (%)	Mean
Differences in cultural norms and practices often lead to miscommunication in our team.		2.794
Cultural misunderstandings often lead to conflicts within our team.		3.143

■ Strongly Agree
 ■ Agree
 ■ Neither/Nor Agree
 ■ Disagree
 ■ Strongly Disagree

Table 7. Findings 4.

As established above, cultural diversity has its advantages but can also pose challenges within a team (Pieterse et al., 2013; Monoharan et al., 2021). Therefore, it's essential to not only consider the benefits of cultural diversity but also to seek opinions on the potential challenges. The results of the survey were fairly evenly distributed. While 38% of respondents agreed that they had experienced miscommunication, 37% were neutral, and 21% disagreed, with a mean score of 2.794. Misunderstandings and conflicts received less agreement, with 22% agreeing, 35% neither agreeing nor disagreeing and 33% disagreeing, with a mean score of 3.143. On the question of whether culturally diverse teams had a negative impact on the work environment (see Table 6), 74% of respondents disagreed or strongly disagreed, with less than 11% giving negative responses. Overall, these results

suggest that while many respondents face challenges in culturally diverse teams, it does not necessarily negatively impact their work environment.

Testing Hypotheses

H1: Cultural diversity in an organization significantly impacts creative problem-solving due to culturally diverse perspectives and knowledge, which enables organizations to be more innovative.

In order to test the hypothesis that cultural diversity in an organization significantly impacts creative problem-solving, the author utilized a theoretical framework developed by Hoever et al. (2012, p.983). The researchers argue that diversity of perspectives enhances team creativity through well-informed perspective-taking and information elaboration. Survey questions were formulated based on this theory, specifically asking how "diverse perspectives" impact creative problem-solving by including "interacting" or "different approaches." words. As shown in Table 8, the results indicated that four of the relevant survey questions had very positive results, supporting the idea that teams with diverse perspectives impact creative problem-solving.

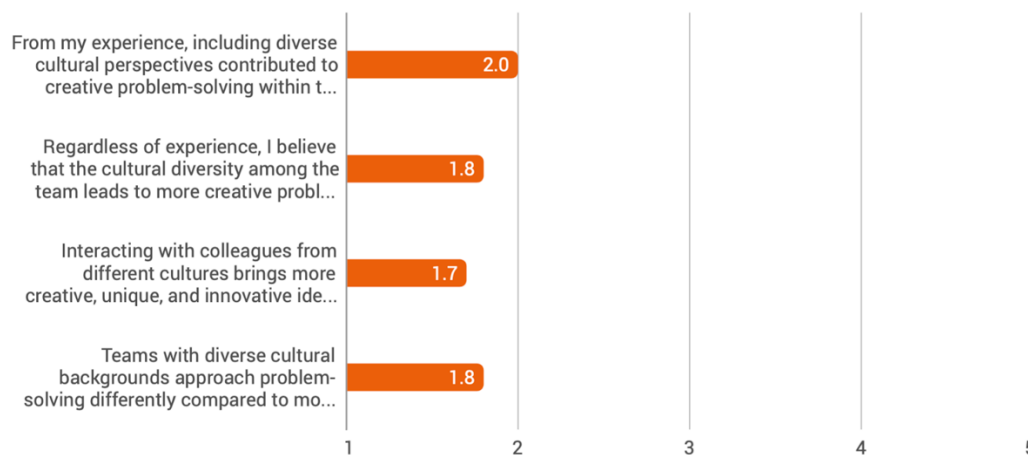


Table 8. Comparison by mean score.

Correlation is a crucial and one of the most commonly and widely used tools for examining the link between two variables, determining how one affects the other and observing how their values shift while being correlated (Greasley, 2007; Turney, 2024). To focus deeper on the initial hypothesis, the author conducted a Pearson correlation coefficient test to determine the interaction between cultural diversity's impact on creative problem-solving and innovation.

		Innovation	CPS from CD
Innovation	Pearson Correlation	1	.816**
	Sig. (2-tailed)		<.001
	N	126	126
Creative Problem Solving from Cultural Diversity	Pearson Correlation	.816**	1
	Sig. (2-tailed)	<.001	
	N	126	126
** Correlation is significant at the 0.01 level (2-tailed).			

Table 9. Pearson Correlation Coefficient of CPS from CD and Innovation.

Interpretation of Pearson correlation coefficient strength level depends on the value (r) level (Turney, 2024). $r =$ greater than .5 is considered strong and positive, while between .3 and .5 is moderately positive, and r level less than 0 or -1 is considered weak and negative (Turney, 2024). Hence, when the r -value is closer to $r = 1$, the more perfect the correlation outcome is.

As indicated in Table 9, there is a robust correlation ($r = .816$) between Innovation and Creative Problem-Solving stemming from Cultural Diversity, with a significance level of $<.001$. This finding suggests that these variables very strongly and positively influence each other in a mutually beneficial way (2-tailed). Also, since the r -value is closer to 1, the

correlation becomes more significant, as previously mentioned (Turney, 2024). Furthermore, this is reinforced by the latest survey results, where 86% of respondents (N=126) Strongly Agreed and Agreed that cultural diversity enhances creative problem-solving and, consequently, innovation in the organization.

Overall, I believe that cultural diversity enhances creative problem-solving skills and, thus, innovation in the organization.

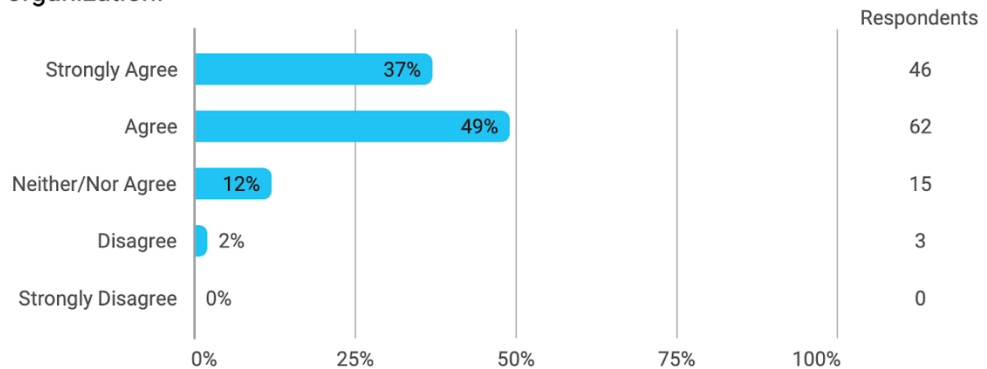


Table 10. CD enhances CPS thus, the Innovation survey result.

H2: Organizations that emphasize cultural diversity, along with focusing on a supportive organizational climate and psychological safety, significantly increase their potential for innovation.

		CPS from CD	OC + PS
Creative Problem Solving from Cultural Diversity	Pearson Correlation	1	.365**
	Sig. (2-tailed)		<.001
	N	126	126
Organizational Climate & Psychological Safety	Pearson Correlation	.365**	1
	Sig. (2-tailed)	<.001	
	N	126	126
** Correlation is significant at the 0.01 level (2-tailed).			

Table 11. Pearson Correlation Coefficient of CPS from CD and OC & PS.

A Pearson correlation coefficient test was again executed to evaluate the second hypothesis. According to the findings in Table 11, the correlation coefficient results demonstrate a moderate correlation with a $r = .365$ coefficient and a significant level of less than $.001$. A sole $r = .365$ can seem weak alone, but with a significant level, $p = <.001$, as a result, makes the correlation more significant. This suggests that an increased value in Organizational Climate and Psychological Safety can moderately influence the Creative Problem-Solving skills of culturally diverse teams. Moreover, the statistical significance level of $p = <0.001$ demonstrates an evident association between the variables rather than the result being coincidental (Greasley, 2007).

To examine the influence of these observations on innovation, the Pearson Correlation test was again employed to analyze the relationship between organizations that prioritize cultural diversity, foster a supportive organizational climate, and ensure psychological safety, leading to their potential impact on innovation.

		CD & OC & PS	Innovation
Cultural Diversity with Organizational Climate & Psychological Safety	Pearson Correlation	1	.651**
	Sig. (2-tailed)		<.001
	N	126	126
Innovation	Pearson Correlation	.651**	1
	Sig. (2-tailed)	<.001	
	N	126	126
** Correlation is significant at the 0.01 level (2-tailed).			

Table 12. Pearson Correlation Coefficient of CD & OC & PS and Innovation.

Based on a correlation coefficient of $r = .651$ and a p-value of <0.001 , it is evident that there is a strong relationship between the two variables. These numbers suggest that

organizations that prioritize both cultural diversity and a focused organizational climate and psychological safety have the potential to significantly enhance their innovation, which also answers the second hypothesis.

Discussion

According to Leung & Wang (2015), recognizing the importance of creativity and innovation is crucial in today's diverse environment. Hence, this thesis explores the relationship between cultural diversity in organizations and creative problem-solving, ultimately leading to innovation.

Upon analyzing descriptive statistics, including frequencies and mean scores, it was discovered that European organizations are moderately positive in promoting cultural diversity, with an average mean score of 2.276. Additionally, psychological safety received a similar average mean score of 2.102. These findings were used to test the hypothesis that fostering cultural diversity and promoting a positive organizational climate and psychological safety significantly impact innovation.

The impact of cultural diversity on creative problem-solving has been shown to support significantly positive outcomes. Respondents in a study reported that cultural diversity introduces a broadened of perspectives, ideas, approaches, and knowledge, all of which significantly enhance creativity in problem-solving processes. This finding aligns with the theory model proposed by Hoever et al. (2012), which was crucial in the underlying research. When the rich value each individual contributes is gathered and exchanged—through diverse information, insights, experiences, or knowledge—it significantly enriches the analysis within problem-solving activities (Ely & Thomas, 2001). This perspective is rooted in earlier studies, such as those by Cox & Blake (1991, p.47), who argued that cultural diversity offers several advantages, including reduced costs, improved resource acquisition, more effective marketing strategies, enhanced creativity and problem-solving abilities, and increased system flexibility.

These advantages were highlighted by survey respondents in the open-ended questions, such as developing varied marketing strategies tailored for different religious

regions, pooling diverse resources, generating creative ideas through collective brainstorming, and ultimately, formulating effective solutions to problems through exchanging and building different perspectives.

Thomas (2004) further reinforces the value of cultural diversity, specifically in the context of IBM's diversity management practices, by illustrating how diversity is a bridging tool. The increased diversity at IBM allowed the company to serve a broader range of customers more effectively by substantially improving its ability to acquire resources. Furthermore, van Knippenberg et al. (2020, p.79) expand on the perspective-taking theory initially introduced by Hoever et al. (2012), emphasizing that individuals perceive and articulate thoughts uniquely, even when presented with the same stimuli. The exchange of diverse and creative perspectives within a team significantly increases the likelihood of making better decisions, fostering creativity, and developing higher-quality solutions to problems.

Numerous researchers have introduced and confirmed the connection between diversity and innovation. However, some studies, such as Østergaard et al.'s (2011) study, revealed that cultural diversity may not always positively impact innovation. The first hypothesis of this study tested the notion that "cultural diversity in an organization significantly impacts creative problem-solving due to culturally diverse perspectives and knowledge, which enables organizations to be more innovative." The results indicated a very significant correlation between cultural diversity and innovation, with both factors affecting each other, with the r-value being close to 1. These results are also proven in other studies, such as those by Jabrayilov (2019), which have also shown that cultural diversity can be a tool for competitive advantage and significantly impact innovation. Nathan & Lee (2013) found that culturally diverse teams have better potential for more innovative products than homogenous teams and reach international markets more effectively, leading to better

business performance. Lastly, Jones et al. (2020) argue that while diversity alone can lead to innovation, cross-cultural competence within a team is strongly required to maximize this advantage. In conclusion, this empirical study demonstrates that the relationship between cultural diversity and innovation is not only merely positive and correlated but is also attributed to the enhanced creative problem-solving capabilities arising from diverse perspectives.

In the initial stages of this study, it was discovered that organizational climate and psychological safety positively impact today's organizations. The second hypothesis tested the effect of an organization's focus on diversity climate and psychological safety on innovation. As a result, there is a moderate correlation between organizational climate and psychological safety and innovation. These two variables are moderately and positively intertwined so that when one value rises, the other also increases. Many scholars and business reports support these positive outcomes. For example, Hewlett et al. (2013, para.7) identified six behaviors that unlock innovation, including ensuring all voices are heard, creating a safe environment for innovative suggestions, empowering team members with the ability to make decisions, recognizing contributions, providing constructive feedback, and taking action on the team's suggestions. These behaviors mainly focus on making employees feel valued and heard. Haholongan & Kusdinar (2019) argued that organizational climate has an impact on employees' innovative behavior, motivating them to take more innovative actions at work. Javed et al. (2019) further emphasized that greater inclusive leadership and psychological empowerment enable employee engagement in innovative attitudes, such as better decision-making and creative dialogue. Johansson & Hastwell (2023) also argued that diversity in teams itself unlocks creativity and better decision-making, and the key to driving these stems from an environment of psychological safety where employees feel trust and openness. Finally, Miller (2023) argued that diversity, financial performance, and innovation are all

strongly correlated, and these factors arise from fostering an inclusive environment with organizations' engagement in diversity and inclusive management by promoting a working climate where employees feel valued and supported.

Conclusion

This study's thorough analysis of the effects of cultural diversity within organizations on creative problem-solving and innovation reveals a strong correlation. As a result, cultural diversity not only expands the range of perspectives that contribute to creativity and innovation but also implements effective measures to improve creative problem-solving and enhance organizational productivity. Therefore, it has been established as a crucial factor in creating an environment that fosters innovation.

Organizations that implement culturally diverse employees benefit from employees with various experiences who develop novel ideas and approaches to complex problems. This is particularly important in the current globalized world and market, where diverse perspectives from consumers around the world can form a unique business advantage that boosts competitiveness and market share.

The findings also provide valuable insights into the importance of organizational climate and psychological safety. Organizations with more inclusive and psychologically safe organizational climates are also more likely to maximize the potential of their culturally diverse employees and realize positive outcomes in terms of innovative output. Overall, the core argument of the study is confirmed by the findings: a well-managed, culturally diverse workforce is not only a driver of enrichment but also a critical asset that fuels successful innovation and business operations by sharing diverse perspectives among the teams, alongside creative problem-solving skills.

Limitations and Future Research

Throughout the study, the author encountered several limitations that could pose challenges for future implications and establishing precise results for some settings. The methodology employed for this investigation involved conducting a survey. However, due to

the topic of diversity being explored and the relatively modest sample size of 126, there may be limitations in terms of generalization. This low number is not ideal for generalizing a population as large as it is prevalent in Europe and could eventually lead to sampling bias and error (Taherdoost, 2017). Hence, due to the modest number, while the results may be positive, there may be difficulties in generalizing these findings.

Another limitation is that these findings might not be reliable to small and medium-sized enterprises (SMEs). While the findings of this study aim to be universally applicable across different types of organizations and levels, it is important to note that SMEs face unique challenges and characteristics in the competitive market (Naradda Gamage et al., 2020). Therefore, there is a possibility that these findings may not be as relevant to SMEs as they are to larger organizations.

Lastly, while the author researched the potential negative outcomes of cultural diversity, the main focus of this thesis is to highlight the positive impacts that cultural diversity can bring. However, this emphasis on the positive aspects of diversity may result in overlooking the challenges and negative aspects that culturally diverse teams may face. Although the survey results indicate that cultural diversity tends to have more benefits than challenges, it is crucial to remain aware of the existing conflicts and obstacles that must be addressed.

Given these limitations, it is clear that further research is necessary to deepen understanding of cultural diversity's dynamics within organizational settings. Future studies should address these gaps by exploring cultural diversity's long-term implications for organizations, its applicability in SMEs, and a more balanced examination of its benefits and challenges. Such research will enhance the development of strategies that leverage cultural diversity to foster innovation and competitive advantage in today's global marketplace.

Reference

- Abdelazim, A. (2022). Cross-cultural management. *Journal of Economics, Finance and Management Studies*, 5(05). <https://doi.org/10.47191/jefms/v5-i5-22>
- Acosta-Prado, J. C. (2020). Relationship between organizational climate and innovation capability in new technology-based firms. *Journal of Open Innovation*, 6(2), 1–16. <https://doi.org/10.3390/joitmc6020028>
- Agarwal, P., & Farndale, E. (2017). High-performance work systems and creativity implementation: the role of psychological capital and psychological safety. *Human Resource Management Journal*, 27(3), 440–458. <https://doi.org/10.1111/1748-8583.12148>
- Aybek, E. and Toraman, Ç. (2022). How many response categories are sufficient for likert type scales? an empirical study based on the item response theory. *International Journal of Assessment Tools in Education*, 9(2), 534-547. <https://doi.org/10.21449/ijate.1132931>
- Badilescu, S., & Packirisamy, M. (2022). Diversity Unlocks Creativity and Innovation. *The Electrochemical Society Interface*, 31(1), 57–59. <https://doi.org/10.1149/2.F12221IF>
- Bonett, D. G., & Wright, T. A. (2015). Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of Organizational Behavior*, 36(1), 3–15. <https://doi.org/10.1002/job.1960>
- Cambridge Dictionary. (n.d.). Culture. In Cambridge Dictionary, Retrieved March 03, 2024, <https://dictionary.cambridge.org/dictionary/english/culture>
- Centre for Cultural Diversity in Ageing. (n.d.). *Diversity and Inclusion Staff Survey*. <https://www.culturaldiversity.com.au/documents/inclusive-service-standards/1555-cultural-diveristy-tmp-2023-01-diversity-and-inclusion-staff-survey/file>

- Chou, S., & Liu, C. (2013). What's the catalyst for innovation within organization? *Journal of Business Administration and Management Sciences Research*, 2(3), 069-079.
<https://apexjournal.org/jbamsr/archive/2013/Mar/fulltext/Chou%20and%20Liu.pdf>
- Cox, T. H. (1993). *Cultural Diversity in Organizations: Theory, Research, and Practice*. San Francisco, CA: Berrett-Koehler.
- Cox, T. H., & Blake, S. (1991). Managing Cultural Diversity: Implications for Organizational Competitiveness. *Executive (Ada, Ohio)*, 5(3), 45–56.
- Devine, F. (2007). Managing cultural diversity: opportunities and challenges for Northern Ireland hoteliers. *International Journal of Contemporary Hospitality Management.*, 19(2), 120–132. <https://doi.org/info:doi/>
- Dodd, O. (2023). Board cultural diversity and firm performance under competitive pressures. *Financial Review*, 59(1), 89-111. <https://doi.org/10.1111/fire.12365>
- Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>
- Ely, R. J., & Thomas, D. A. (2001). Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes. *Administrative Science Quarterly*, 46(2), 229–273. <https://doi.org/10.2307/2667087>
- Feitosa, J., Hagenbuch, S., Patel, B., & Davis, A. (2022). Performing in diverse settings: A diversity, equity, and inclusion approach to culture. *International Journal of Cross Cultural Management*, 22(3), 433-457. <https://doi.org/10.1177/14705958221136707>
- Forbes. (2011). Global Diversity and Inclusion: Fostering Innovation Through a Diverse Workforce. *Forbes Insights*. Retrieved from https://www.forbes.com/forbesinsights/innovation_diversity/

- Frazier, M., Fainshmidt, S., Klinger, R., Pezeshkan, A., & Vracheva, V. (2016). Psychological safety: a meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165. <https://doi.org/10.1111/peps.12183>
- Gaur, S., Sharma, P., Herjanto, H., & Kingshott, R. (2017). Impact of frontline service employees' acculturation behaviors on customer satisfaction and commitment in intercultural service encounters. *Journal of Service Theory and Practice*, 27(6), 1105-1121. <https://doi.org/10.1108/jstp-08-2016-0138>
- Goffin, K., & Mitchell, R. (2005). *Innovation management : strategy and implementation using the pentathlon framework* (pp. XIX, 409). Palgrave Macmillan.
- Gomez, L. E., & Bernet, P. (2019). Diversity improves performance and outcomes. *Journal of the National Medical Association*, 111(4), 383–392. <https://doi.org/10.1016/j.jnma.2019.01.006>
- Greasley, P. (2007). *Quantitative Data Analysis Using SPSS : An Introduction for Health and Social Science*. McGraw-Hill Education.
- Haholongan, R., & Kusdinar, D. (2019). The influence of participative organizational climate on innovative behavior. *Proceedings of the 5th Annual International Conference on Management Research (AICMaR 2018)*. <https://doi.org/10.2991/aicmar-18.2019.21>
- Herring, C. (2009). Does Diversity Pay?: Race, Gender, and the Business Case for Diversity. *American Sociological Review*, 74(2), 208–224. <https://doi.org/10.1177/000312240907400203>
- Hewlett, S. A., Marshall, M., & Sherbin, L. (2013). How Diversity Can Drive Innovation. In *Harvard business review* (Vol. 91, Issue 12, pp. 30–30). Harvard Business School Publishing Corporation.

- Hiemstra, A., Derous, E., & Born, M. (2017). Psychological predictors of cultural diversity support at work.. *Cultural Diversity and Ethnic Minority Psychology*, 23(3), 312-322. <https://doi.org/10.1037/cdp0000141>
- Hjalager, A.M. (2010), "A review of innovation research in tourism", *Tourism Management*, Vol. 31 No. 1, pp. 1-12.
- Hoever, I. J., van Knippenberg, D., van Ginkel, W. P., & Barkema, H. G. (2012). Fostering Team Creativity: Perspective Taking as Key to Unlocking Diversity's Potential. *Journal of Applied Psychology*, 97(5), 982–996. <https://doi.org/10.1037/a0029159>
- Homan, A. C. (2019). Dealing with diversity in workgroups: Preventing problems and promoting potential. *Social and Personality Psychology Compass*, 13(5), n/a–n/a. <https://doi.org/10.1111/spc3.12465>
- Hong, B., Pollio, D., Downs, D., Coyne, D., & North, C. (2022). Groundhog day: research without old data and old references. *Psychological Medicine*, 52(4), 625-631. <https://doi.org/10.1017/s0033291722000216>
- Hu, H., Yu, G., Xiong, X., Guo, L., & Huang, J. (2022). Cultural Diversity and Innovation: An Empirical Study from Dialect. *Technology in Society*, 69, 101939. <https://doi.org/10.1016/j.techsoc.2022.101939>
- Hunt, V., Prince, S., Dixon-Fyle, S., & Yee, L. (2018). Delivering through Diversity. McKinsey & Company. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/delivering-through-diversity>
- Hyman, L., Bulmer, M., & Lamb, J. (2006). The use of pre-existing survey questions: implications for data quality. Paper presented at The Conference on Quality in Survey Statistics, Cardiff.
- Ishaq, Z. & Pratomo, B. (2020). Impact of cultural diversity on organizational performance in ooredoo oman. *Journal of Student Research*. <https://doi.org/10.47611/jsr.vi.1006>

- Jabrayilov, M. (2019). "An Analysis of Innovation and Cultural Diversity in the Challenges and Perspectives of Local Companies' Development: An Example of Azerbaijan." *Annals of Spiru Haret University. Economic Series*, 19(4), 127-139, doi: <https://doi.org/10.26458/1948>
- Jang, S. (2017). Cultural Brokerage and Creative Performance in Multicultural Teams. *Organization Science* (Providence, R.I.), 28(6), 993–1009. <https://doi.org/10.1287/orsc.2017.1162>
- Javed, B., Abdullah, I., Zaffar, M. A., Haque, A. ul, & Rubab, U. (2019). Inclusive leadership and innovative work behavior: The role of psychological empowerment. *Journal of Management & Organization*, 25(4), 554–571. <https://doi.org/10.1017/jmo.2018.50>
- Johansson, F., & Hastwell, C. (2023, June 1). Why diverse and inclusive teams are the engines of innovation. Great Place To Work®. <https://www.greatplacetowork.com/resources/blog/why-diverse-and-inclusive-teams-are-the-new-engines-of-innovation>
- Jones, G., Chirino Chace, B. & Wright, J. (2020). Cultural diversity drives innovation: empowering teams for success. *International Journal of Innovation Science*, 12(3), 323-343. <https://doi.org/10.1108/IJIS-04-2020-0042>
- Joo, B., Yoon, S., & Galbraith, D. (2022). The effects of organizational trust and empowering leadership on group conflict: psychological safety as a mediator. *Organization Management Journal*, 20(1), 4-16. <https://doi.org/10.1108/omj-07-2021-1308>
- Kallmuenzer, A. (2018). Exploring drivers of innovation in hospitality family firms. *International Journal of Contemporary Hospitality Management*, 30(3), 1978–1995. <https://doi.org/10.1108/IJCHM-04-2017-0242>
- Koopmann, J., Lanaj, K., Wang, M., Zhou, L., & Shi, J. (2016). Nonlinear effects of team tenure on team psychological safety climate and climate strength: implications for

- average team member performance. *Journal of Applied Psychology*, 101(7), 940-957.
<https://doi.org/10.1037/ap10000097>
- Latipova, M. (2020, December 18). Growing diversity in East Asia. *East Asian Societies Blog*. web.sas.upenn.edu. <https://web.sas.upenn.edu/east-asian-societies-blog/2020/12/18/growing-diversity-in-east-asia/>
- Leung, A. K., Maddux, W. W., Galinsky, A. D., & Chiu, C. Y. (2008). Multicultural experience enhances creativity: the when and how. *The American psychologist*, 63(3), 169–181. <https://doi.org/10.1037/0003-066X.63.3.169>
- Leung, K. & Wang, J. (2015). Social processes and team creativity in multicultural teams: A socio-technical framework. *Journal of Organizational Behavior*, 36, 1008-1025.
DOI:10.1002/job.2021
- Lewis, J. M., Ricard, L. M., & Klijn, E. H. (2018). How innovation drivers, networking and leadership shape public sector innovation capacity. *International Review of Administrative Sciences*, 84(2), 288–307. <https://doi.org/10.1177/0020852317694085>
- Li, C., Lin, C., Tien, Y., & Chen, C. (2015). A multilevel model of team cultural diversity and creativity: the role of climate for inclusion. *The Journal of Creative Behavior*, 51(2), 163-179. <https://doi.org/10.1002/jocb.93>
- Li, Y., Cao, Y., & Li, D. (2015). The mechanism of the impact of team climate and team psychological safety on team innovation performance. *Proceedings of the 2015 International Conference on Management Science and Management Innovation*.
<https://doi.org/10.2991/msmi-15.2015.38>
- Manoharan, A., Gross, M., & Sardeshmukh, S. (2021). Antecedents and outcomes of a culturally diverse workforce in hotels. *Journal of Hospitality & Tourism Research*, 45(8), 1383-1416. <https://doi.org/10.1177/1096348020986906>

- Matveev, A. and Nelson, P. (2004). Cross cultural communication competence and multicultural team performance. *International Journal of Cross Cultural Management*, 4(2), 253-270. <https://doi.org/10.1177/1470595804044752>
- Meng, X., & Brown, A. (2018). Innovation in construction firms of different sizes: drivers and strategies. *Engineering, Construction, and Architectural Management*, 25(9), 1210–1225. <https://doi.org/10.1108/ECAM-04-2017-0067>
- Middleton, F. (2023, June 22). Reliability vs. Validity in Research | Difference, Types and Examples. Scribbr. Retrieved May 3, 2024, from <https://www.scribbr.com/methodology/reliability-vs-validity/>
- Miller, J. (2023, August 16). Council post: The power of diversity and inclusion: Driving innovation and success. *Forbes*. <https://www.forbes.com/sites/forbesbusinesscouncil/2023/08/16/the-power-of-diversity-and-inclusion-driving-innovation-and-success/>
- Minbaeva, D., Fitzsimmons, S., & Brewster, C. (2021). Beyond the double-edged sword of cultural diversity in teams: progress, critique, and next steps. *Journal of International Business Studies*, 52(1), 45-55. <https://doi.org/10.1057/s41267-020-00390-2>
- Mohammadi, A., Broström, A., & Franzoni, C. (2017). Workforce Composition and Innovation: How Diversity in Employees' Ethnic and Educational Backgrounds Facilitates Firm-Level Innovativeness. *The Journal of Product Innovation Management*, 34(4), 406–426. <https://doi.org/10.1111/jpim.12388>
- Morelos-Gómez J., Tirado-Roca S., & Guerrero Álvarez L. M. (2023). Innovation in organizations: A Literature Review. *Dictamen Libre*, (32). pp.77-92. <https://doi.org/10.18041/2619-4244/dl.32.10404>
- Naradda Gamage, S. K., Ekanayake, E., Abeyrathne, G., Prasanna, R., Jayasundara, J., & Rajapakshe, P. (2020). A Review of Global Challenges and Survival Strategies of

Small and Medium Enterprises (SMEs). *Economies*, 8(4), 79.

<https://doi.org/10.3390/economies8040079>

Nathan, M., & Lee, N. (2013). Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London. *Economic Geography*, 89(4), 367–394.

<https://doi.org/10.1111/ecge.12016>

Neuman, W. L. (2014). *Basics of social research : qualitative and quantitative approaches*. (Third edition.). Pearson Education, Limited.

Niebuhr, A. (2010). Migration and innovation: does cultural diversity matter for regional r&d activity?. *Papers in Regional Science*, 89(3), 563-586.

<https://doi.org/10.1111/j.1435-5957.2009.00271.x>

Nijkamp, P., & Poot, J. (2015). Cultural diversity: A matter of measurement. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.2558361>

Nikolopoulou, K. (2023, June 22). What Is Snowball Sampling? | Definition & Examples. Scribbr. Retrieved April 22, 2024, from

<https://www.scribbr.com/methodology/snowball-sampling/>

O'Sullivan, D., & Dooley, L. (2009). *Applying innovation*. SAGE.

Østergaard, C. R., Timmermans, B., & Kristinsson, K. (2011). Does a different view create something new? The effect of employee diversity on innovation. *Research Policy*, 40(3), 500–509. <https://doi.org/10.1016/j.respol.2010.11.004>

Page, S. E. . (2007). *The difference : how the power of diversity creates better groups, firms, schools and societies* (pp. XXX, 424). Princeton University Press.

Paolillo, A. and Silva, S. (2016). Promoting safety participation through diversity and inclusion climates. *International Journal of Workplace Health Management*, 9(3), 308-327. <https://doi.org/10.1108/ijwhm-01-2015-0002>

- Peters, M., & Pikkemaat, B. (2006). Innovation in Tourism. *Journal of Quality Assurance in Hospitality & Tourism*, 6(3-4), 1-6. https://doi.org/10.1300/J162v06n03_01
- Phillips K. W. (2014). How diversity works. *Scientific American*, 311(4), 42–47. <https://doi.org/10.1038/scientificamerican1014-42>
- Pieterse, A. N., Knippenberg, D. V., & Dierendonck, D. v. (2013). Cultural diversity and team performance: the role of team member goal orientation. *Academy of Management Journal*, 56(3), 782-804. <https://doi.org/10.5465/amj.2010.0992>
- Pirhofer, J., Bükki, J., Vaismoradi, M., Glarcher, M., & Paal, P. (2022). A qualitative exploration of cultural safety in nursing from the perspectives of advanced practice nurses: meaning, barriers, and prospects. *BMC Nursing*, 21(1). <https://doi.org/10.1186/s12912-022-00960-9>
- Podsiadlowski, A. (2012). Managing a Culturally Diverse Workforce: Diversity Perspectives in Organizations. *International Journal of Intercultural Relations*, 37(2), 159–175. <https://doi.org/info:doi/>
- PwC. (2018). PwC Innovation Report: Survey Results. Retrieved from https://www.pwc.com/it/it/publications/assets/docs/survey_innovation_report_eng.pdf
- Ranaivoson, H. (2013). Measuring cultural diversity with the Stirling model. *proceedings of New Techniques and Technologies for Statistics*, 5-7.
- Richard, O. (2000). Racial diversity, business strategy, and firm performance: a resource-based view. *Academy of Management Journal*, 43(2), 164-177. <https://doi.org/10.5465/1556374>
- Roberson, Q., Ryan, A., & Ragins, B. (2017). The evolution and future of diversity at work. *Journal of Applied Psychology*, 102(3), 483-499. <https://doi.org/10.1037/apl0000161>
- Romanenko, A. (2012). Cultural diversity management in organizations : the role of psychological variables in diversity initiatives. Diplomica Verlag.

- Sanner, B. and Bunderson, J. S. (2015). When feeling safe isn't enough. *Organizational Psychology Review*, 5(3), 224-243. <https://doi.org/10.1177/2041386614565145>
- Schein, E. H. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Shanker, R., Bhanugopan, R., Heijden, B., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: the mediating effect of innovative work behavior. *Journal of Vocational Behavior*, 100, 67-77.
<https://doi.org/10.1016/j.jvb.2017.02.004>
- Sharman, N., Wallace, C. A., & Jespersen, L. (2020). Terminology and the understanding of culture, climate, and behavioural change – Impact of organisational and human factors on food safety management. *Trends in Food Science & Technology*, 96, 13–20. <https://doi.org/10.1016/j.tifs.2019.12.005>
- Shore, L. M., Chung-Herrera, B. G., Dean, M. A., Ehrhart, K. H., Jung, D. I., Randel, A. E., & Singh, G. (2009) socio-technical framework. *Journal of Organizational Behavior*. Diversity in organizations: Where are we now and where are we going? *Human Resource Management Review*, 19(2), 117–133.
<https://doi.org/10.1016/j.hrmr.2008.10.004>
- Sikt. (n.d.). Carrying out a project without processing personal data. Sikt.
<https://sikt.no/en/personvernhandbok-forskning/carrying-out-project-without-processing-personal-data>
- Singh, B., Winkel, D., & Selvarajan, T. (2013). Managing diversity at work: does psychological safety hold the key to racial differences in employee performance?. *Journal of Occupational and Organizational Psychology*, 86(2), 242-263.
<https://doi.org/10.1111/joop.12015>
- Suwarto, T., Pforr, C., & Volgger, M. (2024). Front-desk workforce cultural diversity and its implications for service quality in the accommodation sector: a case from Australia.

- Tourism Review (Association Internationale D'experts Scientifiques Du Tourisme), 79(1), 234–249. <https://doi.org/10.1108/TR-12-2022-0646>
- Taber, K. S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education* (Australasian Science Education Research Association), 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Tagiuri, R. & Litwin, G. (1968). *Organizational climate: Explorations of a concept*. Boston: Harvard Business School.
- Taherdoost, H. (2017). Determining Sample Size; How to Calculate Survey Sample Size. *International Journal of Economics and Management Systems*, 2. <https://ssrn.com/abstract=3224205>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Thomas, D. A. (2004). Diversity as Strategy. *Harvard Business Review*. <https://hbr.org/2004/09/diversity-as-strategy>
- Tkalich, A., Šmite, D., Andersen, N., & Moe, N. (2024). What happens to psychological safety when going remote?. *Ieee Software*, 41(1), 113-122. <https://doi.org/10.1109/ms.2022.3225579>
- Trenerry, B., Dunn, K., & Paradies, Y. (2023). Productive disruptions: supporting diversity and anti-racism in the workplace through multi-level organisational strategies. *Australian Journal of Management*, 49(1), 73-100. <https://doi.org/10.1177/03128962231175182>
- Triandis, H. C. (1996). The Psychological Measurement of Cultural Syndromes. *The American Psychologist*, 51(4), 407–415. <https://doi.org/10.1037/0003-066X.51.4.407>

- Turney, S. (2024, February 10). *Pearson Correlation Coefficient (r) | Guide & Examples*. Scribbr. Retrieved April 30, 2024, from <https://www.scribbr.com/statistics/pearson-correlation-coefficient/>
- United Nations Western Europe. (2023, December 14). Migration to the EU: Facts, not perceptions. United Nations. <https://unric.org/en/migration-to-the-eu-facts-not-perceptions/>
- van Knippenberg, D., Nishii, L. H., & Dwertmann, D. J. G. (2020). Synergy from diversity: Managing team diversity to enhance performance. *Behavioral Science & Policy*, 6(1), 75–92.
- W. Solheim, Marte C. (2018). Fostering Innovation Through Workplace Diversity. *Regions Magazine*. 10.1080/13673882.2018.00001002.
- Worldometer - real time world statistics. (n.d.). Population of Europe (2023). Retrieved April 2, 2024, from <https://www.worldometers.info/world-population/europe-population/>
- Yasmeen, A., Ahmad, M., Raziq, M. M., & Khan, M. L. (2020). Structural empowerment, cultural diversity, and interpersonal conflict: evidence from international ngos in pakistan. *International Journal of Cross Cultural Management*, 20(2), 125-139. <https://doi.org/10.1177/1470595820904391>
- Zhan, S., Bendapudi, N., & Hong, Y. (2015). Re-examining diversity as a double-edged sword for innovation process. *Journal of Organizational Behavior*, 36(7), 1026-1049. <https://doi.org/10.1002/job.2027>

Appendix

Appendix A: Survey Questionnaire

Hello! My name is Shelly Han Min Choi, and I am currently exploring how cultural diversity within organisations influences creative problem-solving and innovation for my master's thesis at the University of Stavanger. This survey will take around 3-5 minutes to complete. Please be assured that all responses will be collected 100% anonymously and are for academic purposes only.

I understand the sensitivity of cultural topics and want to ensure that this survey has been designed with respect for all cultures and their valuable contributions to the workplace. Your responses will be kept strictly confidential, and there are no right or wrong answers. Your input will be helpful in understanding the roles of cultural diversity in the workplace.

Thank you very much for your valuable contribution to this research.

Cultural Diversity: Ethnicity, Language, Nationality, Religion, Cultural Backgrounds

What is your age range?

- < 25
- 25 - 34
- 35 - 44
- 45 - 55
- over 56

What is your gender?

- Female
- Male
- Prefer not to say

What best describes your role within your organization?

- Entry-Level/Staff
- Mid-Level/Manager
- Senior-Level/Executive
- Owner/Entrepreneur
- Freelancer/Consultant

My organization is committed to Diversity, Equity and Inclusion (e.g., gender equality, hiring people from diverse cultural backgrounds, fostering an inclusive environment, etc.)

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

The leadership in my organization actively supports Diversity, Equity, and inclusion initiatives.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

My organization provides training or support to help employees understand and leverage cultural diversity.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

My organization needs better Diversity, Equity, and Inclusion training and practices for employees.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

The organisation provides an environment for an open expression of ideas, opinions and beliefs.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

From my experience, including diverse cultural perspectives contributed to creative problem-solving within the team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Regardless of experience, I believe that the cultural diversity among the team leads to more creative problem-solving.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

From my experience, including diverse cultural perspectives contributed to innovation within the team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Regardless of experience, I believe that the cultural diversity among the team leads to more innovation.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Interacting with colleagues from different cultures brings more creative, unique, and innovative ideas to my work.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

The cultural diversity of team members enhances our work performance.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Teams with diverse cultural backgrounds approach problem-solving differently compared to more homogenous teams.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

I believe that diverse backgrounds and experiences are considered an asset in my organization/team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Working in a culturally diverse team affected my working environment *negatively*.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Working in a culturally diverse team affected my working environment *positively*.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Differences in cultural norms and practices often lead to miscommunication in our team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Cultural misunderstandings often lead to conflicts within our team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

I am comfortable talking about my background, cultural and life experiences within the organisation.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

I feel that my cultural background is valued and utilized in my team.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Working in a culturally diverse environment has enhanced my professional growth.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

In my team, it is safe to take risks without feeling insecure or embarrassed.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Employees of diverse backgrounds interact well within our organisation.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

Overall, I believe that cultural diversity enhances creative problem-solving skills and, thus, innovation in the organization.

- Strongly Agree
- Agree
- Neither/Nor Agree
- Disagree
- Strongly Disagree

In what ways (or other ways) do you think cultural diversity has contributed to innovative practices in your organization? **(If none, please type 0; please do not include any personal data/information in the answer)**

Can you share an example where cultural diversity within your team led to a creative solution to a problem? **(If none, please type 0; please do not include any personal data/information in the answer)**

Thank you so much for sharing your time and opinions!

Your participation and contributions are highly appreciated! :)

Appendix B: Respondents' original answers from open-ended questions

Can you share an example where cultural diversity within your team led to a creative solution to a problem? (If none, please type 0; please do not include any personal data/information in the answer)

- 0
- Considering one's religious aspects helped to understand certain regions better so we were able to come up with better marketing solutions and it was successful marketing strategies at the end
- 0
- 0
- 0
- In a restaurant where there is diverse guests and diverse employees. It makes things easier to fix current issues and help prevent future misunderstanding and issues. Which can also cause better service for similar culture in the future.
- 0
- 0
- 0
- 0
- 0
- i think talking and empathy is most important.
-
- We needed an event speaker, but we couldn't find one locally in the end the Spanish colleague reached out to a Spanish renowned lecturer and the event was held online.
- 0
- 0
- 0
- 0
- 0
- Above is what I experienced in my organisation
- 0
- 0
- 0
- 0
- 0
- 0
- 0
- 0
- 0
- As a translator, asking for help in translating a certain text in ones native language is for me a great help.
- 0
- Having a cultural diversity enable me to have different point of view on a problem. And to have multiple ways to solve them, but also how to pronounce and write correctly crème brûlée !
- I work for a big company with a world-wide scope. My team usually have to interact with a lot of different teams on a daily basis. Some people that have recently arrived in my team have a very different approach on the way they interact with people they do not know within the company. I believe that it is thanks to how they behave toward strangers in their culture. We used to have a fairly inefficient process with slow results but their approach led to a much more efficient process over the time!
- During work in kindergarten: understanding children from different cultures and being able to take care of them and educate them better with a multicultural approach
- One of my colleagues helped me to come up with an idea how to get more proper results in one experiment. His way of thinking gave me this idea. I suppose this can be due to cultural diversity.
- Just like i said up there, my colleagues help to think of even better ideas but on based of someones already ideas. And the ideas become very creative.

In what ways (or other ways) do you think cultural diversity has contributed to innovative practices in your organization? (If none, please type 0; please do not include any personal data/information in the answer)

- Listening to different ideas from different experiences
- different perspectives and ideas that makes better decision making solutions
- 0
- It might help foster new ideas, but it does not always lead to implementation because of reasons such as budget and company policy.
- 0
- It caused better workflow with helping understand other people with different cultures and affect positive psychosocisl work environment.

- can give different perspectives
- 0
- 0
- Contributed to enhancing equality of office culture
- 0
- 0
- -
- 0
- 0
- 0
- To make everyone feel welcome.
- 0
- 0
- New ideas > different experiences/up-bringing
- When interacting with patients from different cultures
- 0
- More international resources can be utilised.
- ~

- Enhanced efficiency, able to have better understanding of the market (better market research), more fun in the office
- 0
- different point of views, more emphathy, less blind spots
- 0
- 0
- 0
- My job includes talking to people from different cultures. Through discussing with my colleagues I have learned more about how to meet people from different cultures.
- 0
- 0
- When you have cultural diversity, you interact with people from different backgrounds who thinks differently leading to more suggestions to solve a problem within the same field. People from different backgrounds have practiced different solving problems approaches in their lives, which will for sure add to the team.

- It may lead you to think that there may be different problem solving ways
- 0
- Different cultural backgrounds imply different ways to solve a problem
- 0
- Не знам
- 0
- La migliore soluzione per innovare è il miglioramento della comunicazione in azienda. The best choiche to improve our work is to listen to different cultural opinions.

- in a diverse background, for a problem theres always easier to get different way of thinking , different perspectives
- 0
- 0
- Sharing different ideas
- 0
- 0
- 0
- 0
- New life experiences
- 0
- 0
- Opening perspectives and present other way of doing, thinking, ...
- 0
- 0
- Bringing ideas different from our
- With a lot of exchange and try to more understand the people
- 0
- My team often has different ideas and perspectives as I have colleagues from all the continent except for Africa

- Different background and way of doing things
- 0
- Better vibes that makes the team positive and fun becuz i think good atmosphered team brings good results.
- There is no significant cultural diversity in my team.

- It brought out deeper, meaningful connections among people
- 0
- 0
- Diverse approaches to challenges
- Due to diverse cultural background, each member in our team was taught differently at school and university, so we can share our experience and choose the best way for our work processes.

- Larger perspective
- 0
- 0
- 0
- I do not believe that different cultures in particular have impacts, much more it is different experiences people have gathered (which might come from different cultures) that do have an impact

- more different knowledge from more people

- Different views and values brought together = better problem solving and understanding of different situations
- Everyone has differently skills and thoughts and they bring crazy ideas to the table
- Like building your ideas with others. My colleauges help me to build my ideas with their ideas

Appendix C: Results on SPSS

➔ Reliability

Scale: OC + PS

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.794	10

➔ Reliability

Scale: CD-CPS-INNO

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.910	8

➔ Reliability

Scale: Challenges

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.706	2

Correlations

		CD_CPS_OC_PS	Innovation
CD_CPS_OC_PS	Pearson Correlation	1	.651**
	Sig. (2-tailed)		<.001
	N	126	126
Innovation	Pearson Correlation	.651**	1
	Sig. (2-tailed)	<.001	
	N	126	126

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

		Innovation	CD + CPS
Innovation	Pearson Correlation	1	.816**
	Sig. (2-tailed)		<.001
	N	126	126
CD + CPS	Pearson Correlation	.816**	1
	Sig. (2-tailed)	<.001	
	N	126	126

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

Correlations

		Cultural_Perspectives_Creative_Problem	organization_psycolo
Cultural_Perspectives_Creative_Problem	Pearson Correlation	1	.365**
	Sig. (2-tailed)		<.001
	N	126	126
organization_psycolo	Pearson Correlation	.365**	1
	Sig. (2-tailed)	<.001	
	N	126	126

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