Dynamics of CPEC: Analyzing the Diversity Management and Organizational Performance

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ABSTRACT

The current study embarks upon the mega project of China Pakistan Economic Corridor (CPEC) as it has brought in diverse workforce in business organizations of Pakistan. This does not bring opportunities and benefits for the individuals and the organizations only in Pakistan, but it also imposed some imperative challenges to face especially for the human resource management perspective to organize and manage the multifaceted human resource sector with reference to diversity element is concerned. Over the years there has been a shift to consider Workforce Diversity Management as an intentional organizational Performance Theory. This perspective needed an examination to inspect the impact of Workforce Diversity Management (WDM) on Organizational Performance (OP) of business organizations in Pakistan under new developments of China Pakistan Economic Corridor. New models for assessing WDM, including diversity of nationality, culture and ethics in business organizations have also been recognized. This study is a descriptive nature of research and the targeted population for this study are 200 employees working in business organizations engaged at different projects within our case (China Pakistan Economic Corridor) hereinafter referred to as CPEC. The Data were collected through primary source by a self-administered questionnaire. Various tests had been employed to generate results based on the proposed hypotheses. The findings show great insights related to diversity management and organizational performance. This study provides many theoretical and practical implications as well. The recommendations generated at the end of this study serve as a policy model for Pakistan's academia, theorists, researchers to steer these findings and colors into relevant policy so that the new challenges associated with diversity management in Pakistani business firms can be effectively countered.

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INTRODUCTION

The global market economy, with recent success stories like CPEC, and the diversified workforce, which includes workers from a range of nationalities, religious and ethnic backgrounds, contributes to the increased diversity in business organizations. The management of workforce diversity has progressed from a legal compliance approach to a strategic one, having favorable effects on the performance of the firm. Organizations can take advantage of workforce diversity advantages including nationality, ethnicity, and culture by integrating workforce diversity management to enhance organizational performance.

Diversity Management

Ongori and Agolla (2007) stated that those initiatives which a business organization undertakes to include its entire workforce in all programs of the company and other informal social networks come under the definition of diversity management at the organization. Business organizations which pursue their policies for global relevance cannot disregard the impact of workforce diversity about nationality, culture and ethnicity on their skills and abilities to solving problems, innovating, and cultivating diverse workforce.

Dobbin Frank & Kalev Alexandra (2016) stated that diversity management means and pays respect to the reality of uniqueness and matchlessness of everyone and acknowledges individual variation and differentiation in view of their gender, racial aspects, age, ethnical, religious and political perspective, sexually oriented, economically different and the disabled or restricted mobility, and in other respects. This is the effort to understand those differences and divergence of the diverse persons in a positive, promoting, and a non-discriminative environment that gives the concept of diversity management its meaning. When describing the diversity management, Klarsfeld (2010) noted that although it means more than tolerance to people's differences, more effort is exercised to organize various aspects of workforce diversity management to make use of ironic amounts of diversity in people.

Mayer and Gavin (2005) highlighted a number of strategies for managing workforce diversity in commercial organizations, such as better minority participation, less complaints, and enhanced connections. They also emphasized the significance of less social distance, salary inequality, and diversity inclusion. For workforce diversity management, Smart (2005) also emphasized the significance of completing confirmatory plans, representation shifts, return on investment, and commitment rankings during yearly surveys.

Organizational Performance

According to Borman & Motowidho (2000) Organizational Performance (OP) entails basically the achievement of certain given tasks that involve comparison with the specified known standards of speed, cost, completeness and accuracy. There are two ways that organizational performance can be measured namely through task or context (Balogun J., 2008). Task performance is an individual's ability to complete or accomplish the alternative activities that either contributes towards technical specialization directly or indirectly, while contextual performance is an individual's ability to fulfill those activities that do not contribute to the technical setting of the organization but provide sustenance for the social psychological climate within which organizational objectives are attained. Shipton et al. (2006) mentioned that the two forms of above said types of performance are that the forms comprise of the organizational performance.

According to Lauring and Ross (2004), organizational performance may be considered among the key outcomes about the diverse workforce development plan produced, the days that diversity training per employee made, and the quality measurement was the percent of diverse workforce satisfied or dissatisfied with appraisal system from the annual survey, the outcome might be the nationality by grade level and their impact on job in the diversity training from a post course survey of the trainees and their managers. For the policy issue output measurement, the number of diversity programs that have been finalized and the number of diversity negotiation meetings attended would be included while for the quality key measurement the percentage of diversity programs out of those checked on the checklist that have been rated satisfactory would be included.

Diversity Management in Pakistan

Rana Nadir Idrees (2013) draws attention to how globalization, cultural diversity, and labor diversity affect workplaces, especially in Pakistan. Conflicting norms and values have resulted from the growing number of foreign businesses operating in the nation, especially in the CPEC sector. These variations have been attributed to nationality, culture, ethnicity, gender, age, race, and disability.

Apart from some other factors, increased family size, clasping income levels and economic recession coupled with price hike have changed the scenario. The other reason of workforce diversity becomes the perspective of multi generations. It can be observed an increased mixture of aged and young people in the workplace. It became the main reason for conflicting ideals, objectives, desires, skills and experiences which led to the issues and problems related to

workforce diversity and needs effective management. Diverse workforce existed with different cultural diversities in four provinces of Pakistan.

There is an appropriate work on workforce diversity management, in most of the areas. Whereas, the business sector under CPEC perspective in Pakistan does have a significant gap for diversity element to be researched over. Due to increase in diversified workforce in terms of ethnicity, nationality and culture in Pakistan under CPEC perspective, it is very essential to address this issue which will in future become a grand challenge for Pakistani corporate sector and government. Therefore, there is a dire need of policy intervention by the Government so that to improve the organizational performance in Pakistan under CPEC perspective.

Problem Statement

Since CPEC projects are seen as the foundation of Pakistan's economy, a number of business groups are investing in the country's business community through them. They accomplish policy objectives, control expenses, uphold public confidence, and exchange trade and business services. Organizations gain from a diverse workforce in that it promotes cultural diversity, boosts income, and lowers employee attrition. In the perspective of Mayer and Gavin (2005), efficiency in any sector depends on better relations among different employees with least complains and dissatisfaction at the workplace.

Muhammad Rizwan et al. (2016) stated that businesses in Pakistan, which account for 20% of the nation's GDP, struggle with managing diversity. The World Bank's 2001 report emphasized the 1990s performance improvement initiatives (Hafiza Sumaiyyah Iqbal, 2015). However, cross-sectional study (Farman Afzal et al. 2013, Hafiza Sumaiyyah Iqbal, 2015) reveals that one of the main things impeding performance in Pakistani business enterprises is a lack of dedication and drive, along with an inability to develop appropriate diversity management strategies.

Employers in Pakistan who prioritize nationality, ethnicity, and culture depend on a varied workforce. Organizational success has been hampered, therefore, by the underutilization of this heterogeneous workforce (Muhammad Rizwan et al., 2016). This study looks at how nationality, ethnicity, and culture affect workforce diversity management and how it affects corporate organizations' performance in Pakistan.

LITERATURE REVIEW

The idea of managing the diversity of the employees has begun in North America, and over the course of years, it has extended towards the other parts of the world. These scholars have recommended that HRM practitioners should encourage affirmative action, employment equity

policies, human rights and diversity in employment (e.g., Nyambegera, 2002; Kaiser & Prange, 2004; Ozbilgin & Tatli, 2008; Hays-Thomas, 2013; Palmer, 2013). The term diversity management was defined as: "Diversity management could be described as the effective and voluntary organizational practices of diversity which are meant to facilitate the integration of more employees from diverse backgrounds into the formal as well as the informal structures through purposeful techniques; policies and programs".

Carrel (2006) stated that managing diversity of employees is a deliberate commitment systematically by the business organizations in order to employee heterogeneous mixture of diverse workforce. Sami (2007) ascertained that the increasing number of executive managers, workforce training experts, diversity advisors and researchers have developed and supported the techniques and theories of workforce diversity management. It is established that the diversity in the workforce can improve organizational performance. Carrel (2006) stated that the organizations which develop skills and expertise for managing diversity attract the best workforce in the organizations.

Ongori and Agolla (2007) stated that managing workforce diversity is a difficult wonder to manage in a business organization. Managing the diversified workforce is considered a tool to enhance organizational performance. Jain and Verma (1996) stated that workforce diversity management has become a vital issue for both private and public sector business organizations in recent dynamic international market. The concept of diversity management was initially introduced for human rights of marginal groups who felt marginalized from the service sector in western world.

Diversity management prioritizes talent retention over talent loss in order to guarantee equitable opportunity for all parties involved in the workplace (Joshi & Jackson 2003). Businesses are introducing diversity policies to boost organizational performance in today's competitive market (Cox, Jr Blake, 1991). This is because employees from varied backgrounds are interacting more and more as a result of improved political and economic systems as well as the recognition of human rights.

Nkomo (2010), Ng E.S.W. (2008) and Pitts (2006) established in their studies that workforce diversity management can really improve organizational performance. Jayne and Dipboye (2004) argued that business organizations must adopt workforce diversity and should create an organizational culture in which dissimilarities may be minimized and similarities may be enhanced and grown. In case if the organizational culture does not upkeep diversity in a broader sense, business organizations may become at risk to lose talent to their competitors.

Chan (2009) suggested that the human resource managers are required to manage cross cultural diversity in order to maintain workplace diversity. This change should be ingrained in style of management of HR managers in their elementary administration roles.

According to Kochan et al. (2003), in order for businesses to stay competitive and improve performance and efficiency, they must manage workforce diversity effectively. Employee churn, poor communication, and interpersonal problems can all have a detrimental effect on an organization's capacity to operate profitably, creatively, and efficiently. This connection is supported by the research.

Studies like (Suzuki and Kodama (2004), Breschi et al. (2003) and Garcia-Vega (2006) show that managing workforce diversity has a favorable effect on corporate performance. Quintana-Barcia and Benavides-Velasco (2008) argued employers with a diverse workforce perform better and are more productive. Nelson and Winter (1982) Dosi, (1988) argued that diverse national and cultural origins within an organization promote growth and lead to higher performance. Zahra and George (2002) argued that organizations that manage diversity well may take use of people's abilities, knowledge, and experience, which increases learning, productivity, and knowledge.

Scholars have demonstrated that a diverse workforce improves the effectiveness of corporate organizations. Penrose's 1959 study demonstrated the beneficial correlation between organizational success and labor diversity (Penrose, 1959, P. 75). Diversity provides new insights and broadens the field of search. According to Schumpeter (1934), a diverse workforce should improve communication between people with varying competencies and abilities as well as the basis of knowledge. A more diverse workforce fosters better interactions and communication inside businesses, reducing mistrust and conflict.

Murray (1989), Wiersema and Bantel (1992), Pitcher and Smith (2001), and others, discovered that the characteristics of senior managers affect their reactivity, approach, and decision-making. Research (Bantel and Jackson (1989), O'Reilly and Flatt (1989), Zajac et al. (1991), and Van der Vegt and Janssen (2003), has indicated that diversity management has an impact on the performance of organizations according to age, gender, culture, ethnicity, and nationality.

Figure 1 Theoretical Framework
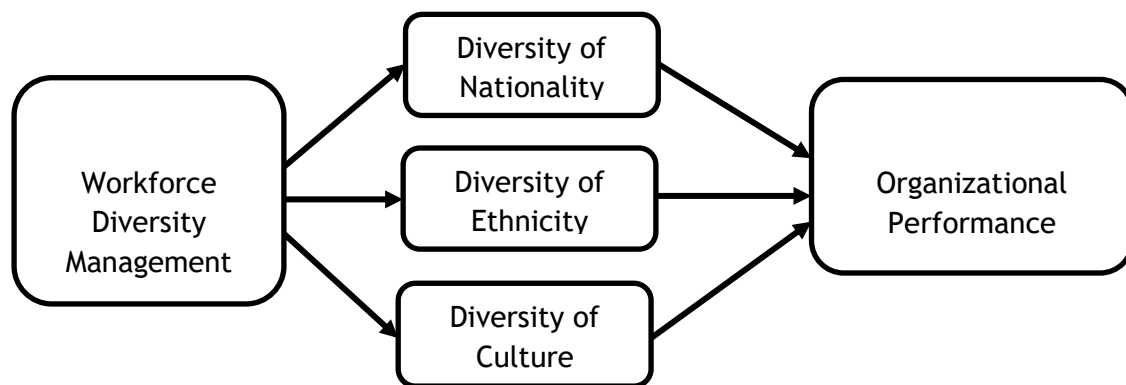
Hypotheses Development

The study is based upon the following hypothesis:

H1: Diversity of nationality has significant impact on Organizational Performance of business organizations in Pakistan.

H2: Diversity of ethnicity has significant impact on Organizational Performance of business organizations in Pakistan.

H3: Diversity of culture has significant impact on Organizational Performance of business organizations in Pakistan.

METHODOLOGY

Bryman and Bell (2003) stated that research methodology is considered as a strategy to collect and review the data. Research design is considered as an application which creates a structure, policy or design to assist the investigation of the researcher. A collection of the research design, obviously, replicates decisions regarding the significance for the dimensions of the study methodology. According to Bryman and Bell (2003), there are four distinct methodologies that might be considered: case study, cross-sectional, longitudinal, and experimental designs.

This study used the cross-sectional design, commonly referred to as the survey design. This design is most suited for carrying out this kind of research, especially given the nature of the study's questions and the data that are needed. The method and design of the research that are taken into consideration for the data collection procedure are referred to as cross-sectional. (Remenyi et al., 1998; De Vaus, 2001). This type of research studies highlights the process of the research would be completed and it normally classifies the difference of the different kinds of the population of the research. This study did not only establish a variation between the

cases by adopting this transverse method, but it discovers the relationships between different kinds of variables as well.

Data Collection

This study is a descriptive nature of research and the targeted population for this study are 210 employees and human resource managers working in business organizations engaged at different projects of CPEC. The Data was collected through primary source by a self-administered questionnaire. This study used the cross-sectional design, through developing a research instrument. This design is most suited for carrying out this kind of research, especially given the nature of the study's questions and the data that is needed (Remenyi et al., 1998; De Vaus, 2001). The current study administered questionnaire through sampling the population. The confirmatory factor analysis run to check the validity and reliability of the developed contents. This study did not only establish a variation between the cases by adopting this transverse method, but it discovers the relationships between the research variables as well. In order to avoid bias, the study used random sampling to compile a list of 210 employees and human resource managers from particular commercial firms working on different levels of CPEC projects in Pakistan. The population was divided into appropriate, relevant, and meaningful groups using the probability sampling design using stratified random sampling.

ANALYSIS

The critical factors which are affecting workforce diversity management practices in Pakistan were analyzed and compiled relying upon collected data. Different types of frequency distribution tests were used to analyze collected data for demographic characteristics and here are the major results in detail.

Descriptive Statistics

In the beginning, descriptive statistics with regard to "Gender" and frequency distribution has been shown in Table below:

Table 1: Descriptive Statistics with regard to "Gender" and Frequency Distribution. Total number of responses [N = 210]

Gender	Frequency	Percentage (%)
Male	141	67.1
Female	69	32.9
Grand Total	210	100

The Table 1 above state that 67.1% is from male category (141 men), while 32.9% is from female category contributed to this research. It may be noted that the number of females is less than male which is due to less gender balance in business companies due to may be the cultural

values in Pakistan. The other reason could be the smaller number of female groups in the business companies working CPEC projects.

Table 2: Descriptive Statistics in relation to "Age" and Frequency Distribution. Total number of responses [N = 210]

Age	Frequency	Percentage (%)
18-31	19	9.0
32-44	107	51.0
45-57	70	33.3
58-70	14	6.7
Grand Total	210	100

Table 2 provides the analytical data response rate of other age group respondents. Of a total of 210 respondents answer more than 9% observed in the age group of 18-31, which is the third highest group of respondents. Approximately 107 respondents belong to the age group of 32 to 44, which is the highest age group who responded to the survey with a percent of 51.0%. Response rate of about 33.3% or 70 respondents in the age group 45 to 57 which is the second highest response rate, and 6.7% or 14 respondents belongs to the age group of 58-70 years.

Table 3: Descriptive Statistics regarding the "Qualification" and Frequency Distribution. Total number of responses [N = 210]

Qualification	Frequency	Percentage (%)
Graduate	8	3.8
Master	111	52.9
MPhil	82	39.0
PhD	9	4.3
Grand Total	210	100

Table 3 reveals that the response rate of the four categories of respondents known as Graduate, Masters, MPhil and Doctoral category relative to their qualification. According to the results revealed in the above table, it's clear that master's category respondents have a higher number of responses which is 52.9% of the total. Graduate Qualification respondents have a frequency of 8 which is 3.8% of the overall response rate. Whereas PhD qualification holders from the total number of respondents are less number which is only 9 only 4.3% of the total respondents.

Inferential Statistics

Independent Sample T-test:

Table 4: Level of dependent and independent variables among female and male respondents [N = 210]

Data Category						
Variables	Gender	N	Mean	Std. Deviation	F-value	P value
Workforce Diversity	Male	139	3.5842	0.46691	0.034	0.853
Management	Female	61	3.7148	0.45234		
Organizational Performance	Male	139	3.7890	0.63847	2.110	0.148
	Female	61	3.9180	0.52230		

The findings presented in Table 4 above show the degree of workforce diversity management for both the men and women who were questioned. The average value of male respondents

(3.5842) was found to be lower than the average, while the average value of female respondents (3.7148) indicated that female respondents were more satisfied with WDM than male respondents. Furthermore, the F and P values were 0.034 (<3) and 0.853 (<0.05), indicating a degree of significant variations in the diversity management among the men and women who were interviewed.

The findings also clarify why the values of the independent variable varied between the women and men that were interviewed. Similar to this, male respondents' level of relevance in the workforce diversity management and organizational performance scenario is less than that of the women interviewed since, as the results indicate, the average values of the female group are greater than those of the male group. In the case of nationality diversity, the average values of the women interviewed were 3.7148, 3.9180, and 3.6926, whereas the average values of the male respondents against same variable were 3.5842, 3.7890, and 3.6547.

RESULTS OF ANOVA

Table 5: Analysis of Variance (measures dissimilarities among variables related to the Age groups of respondents [N = 210]

Variables	Age Group	N	Mean	F-value	P value
Workforce Diversity Management	18-31	26	3.5846	2,602	0.077
	32-44	115	3.5739		
	45-57	59	3.7390		
	Grand Total	210	3.6240		
Organizational Performance	18-31	26	3.7949	0.092	0.912
	32-44	115	3.8232		
	45-57	59	3.8531		
	Grand Total	210	3.8283		
	Grand Total	210	3.6663		

The table 5 summarized the outcomes of ANOVA analysis applied in order to explore the variances in the level of workforce diversity management, nationality, ethnicity and culture between the different business companies working on CPEC projects in Pakistan. The results above in tables reveal that F & P values because of workforce diversity management are 2.602 (<3) and 0.077 (> 0.05), separately, that signify the difference between various business companies. For example, the average values of WDM (3.7390) the highest among other age groups. It is reflected in the level of experience in 45-57 WDM is highest, while WDM is less important to 32-44 with an average value of 3.5739 compared to all other groups of age. Likewise, for nationality diversity, with its respective average values of 3.7949, 3.8232, 3.8531 have the highest level of significance. Whereas ethnicity diversity with average values of 3.6154, 3.6217, 3.7754 for different ages of the group have the least significant level, respectively.

Analysis of Regression

Table 6: Regression Coefficients, Standard Errors in Parentheses, T-values and P-values in brackets and italics:

Dependent Variable	Constant	Diversity of Nationality	Diversity of Ethnicity	Diversity of Culture	Organizational Performance	R-Square	F-Statistics
	2.703	0.292	2.095	0.159	0.243	0.178	92.003
	(0.117)	(0.023)	(0.045)	(0.026)	(0.056)	(0.029)	(0.028)
Workforce Diversity Management	[23.155]	[9.592]	[8.491]	[9.879]	[9.235]	[8.456]	[7.258]
	0.000	0.000	0.000	0.000	0.000	0.000	0.000

The model's significance (p <0.05) was indicated by the results, which also demonstrated a significant relationship between workforce diversity management and the independent variables of nationality, ethnicity, and culture (R-square = 0.30 and F-value = 43.117), whereas the WDM model could also explain 30% of the variation in the dependent variable. When the variables are assessed separately, the p-values for ethnicity and nationality diversity are 0.000 and 0.005, respectively, and the beta values of OP with WDM are 47% and 17%, respectively, and nationality diversity is 1.17. Every variable has a positive association with every other one. In our study, the cultural diversity is a more independent variable, and regression offers data-relevant information. The primary conclusions came from a regression study that looked for independent factors that had a strong, positive correlation with workforce diversity management. The study's primary findings support hypothesis (H1) and (H2), which state that there is a substantial correlation between workforce diversity management and nationality and cultural diversity.

Analysis of Correlation

Table 7: Correlation Matrix of WDM and Organizational Performance

		Workforce diversity management	Organizational Performance
Workforce diversity management	Pearson correlation	1	
	Sig. (2-tailed)		
	N	209	
Organizational Performance	Pearson correlation	0.307 (**)	1
	Sig. (2-tailed)	0,000	
	N	209	209

** means that correlation in the above results is significant at 0.05 level (2-tailed).

Table 7 above demonstrates that all of the variables describing the Pearson correlation coefficient value have a substantial correlation. The findings demonstrated a positive association between workforce diversity management and organizational performance at the significance level, i.e., P <0.5, with a correlation coefficient of 0.307**. With a strong correlation coefficient of 0517**, organizational performance is also favorably correlated with nationality, ethnicity, and culture. Ultimately, it can be concluded that there is a positive and significant correlation between Workforce Diversity Management and every variable. Workforce diversity management now includes diversity in race and culture in addition to diversity in nationality.

KEY FINDINGS

The study sought to determine the most important variables for workforce diversity management (WDM) in Pakistani business organizations. The main characteristics of WDM were nationality, ethnicity, and culture, with a substantial positive connection being observed with other independent variables. Cultural diversity is crucial for corporate entities involved in CPEC projects because it has been shown to have a substantial impact on WDM. Additionally, WDM was found to positively and significantly associate with all independent variables in the study, suggesting that HR managers view them as essential components and that they have co-relational value.

Regression analysis reveals that the p-values are less than 0.05, indicating a strong positive correlation between the workforce diversity management and other independent variables (F-value = 3.052 and R-square = 0.030). As a result, the framework may be deemed significant. The highly ranked variable among all the others is the variety of nationality, indicating that nationality, ethnicity, and culture are the primary characteristics of WDM. It is also established that, depending on their gender, age, and educational background, various people have diverse opinions about the other aspects.

DISCUSSIONS

Prior research (Nkomo (2010), Ng E.S.W. (2008) and Pitts (2006) has emphasized the significance of effectively managing worker diversity in Pakistan, asserting that doing so can enhance organizational effectiveness. Jayne and Dipboye (2004) underlined the necessity of fostering a culture that values similarities over differences. According to Chan (2009), in order to preserve workplace diversity, HR managers should oversee cross-cultural diversity. This study backs up earlier research on workforce diversity management conducted in wealthy nations. The results of this study clearly pointed out that the factors which become success for

the operations of the companies are critical for business companies especially and these factors play an important role in the execution of workforce diversity management practices. Nationality diversity and cultural diversity significantly and largely affect the activities of managing workforce.

The result showed that human resource managers in business companies in Pakistan received some kind of trainings with regards to diversity element. Similarly, the issues related to WDM are the second most important mechanism to address them during making the business policies. This finding showed that the diverse workforce does affect the organizational performance positively if managed well. Overall, the results of this investigation discovered that cultural diversity has a significant impact on the human resource policy of the business companies. The conclusion also supported the argument expressed by Wentling and Palma-Rivas (2000) who stated that diversity refers to the coexistence of workforce within an organization from different socio-cultural backgrounds. In broader senses, diversity can refer to a variety of characteristics, including national origin, diversity within a nation's nationality, race, color, gender, age, physical ability, ethnicity, disability, sexual orientation, values, education, language, and way of life, beliefs, physical appearance, and economic status. In other words, Bryan (1999) stated that diversity requires a type of organizational culture in which every member of a business organization can pursue his or her professional goals without habituating to nationality, ethnicity, culture, race, gender, nationality diversity or any other factor that is inappropriate to organizational performance.

CONCLUSION

The results concluded from this research have been presented with regard to the human resource managers in business companies working on CPEC projects in Pakistan. It could be highlighted that the business companies had to sustain in Pakistan. Those issues which are related to workforce diversity management can be considered secondary significant mechanism of human resource management practices. This result concluded from the research envisioned that many organizations consider the concern of workforce diversity management as a legal requirement as the corporate enterprise with a diverse workforce can argue that it is not embarrassed of discrimination. Nevertheless, in recent years, the concept of diversity has intensely changed to a more practical idea. A huge number of business leaders started believing that diversity management has a lot of benefits. Workforce diversity may be considered a competitive advantage as diverse skills and experiences can produce creative and unique

approaches to problem-solving and enhancing productivity, innovation and improved organizational performance.

Recommendations

The results concluded that managing Pakistan's diverse workforce is becoming more of an issue as a result of the country's greater involvement in CPEC projects. In order to handle problems within diverse teams, corporate managers must have a solid understanding of diversity management. This groundbreaking study intends to support the Pakistani government in establishing a prosperous commercial cluster and provides a foundation for further workforce diversity management research. The researcher hoped that this research may be considered as the springboard for those further research which will be done on workforce diversity management in the prospect.

Limitations and Future Research

This study, takes nationality, ethnicity, and culture into account, is the first of its kind on workforce diversity management strategies for commercial enterprises working on CPEC projects in Pakistan. However, the study had some limitations, including poor response rates brought on by demands on human resources, a short window of time for data collecting, and the subject matter's nature. Subsequent studies ought to broaden their focus to encompass additional facets of workforce diversity management, like gender, age, individual competencies, physical impairments, and communication. The survey discovered that respondents from various national, cultural, and ethnic backgrounds concurred on the business companies in Pakistan's awareness of workforce diversity management concerns and practices. Additionally, the study demonstrated how workforce diversity management challenges in industrialized and developing nations vary, and the model of workforce diversity management which is developed for Pakistan can most likely be applied in other developing countries which are commonly like Pakistan in their ethnic and cultural environment.

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