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# INNOVATING THROUGH DIVERSITY: EXAMINING THE INFLUENCE OF CULTURAL VALUES, MOTIVATION, AND COMMITMENT IN PAKISTANI ORGANIZATIONS

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**Abstract**
*The study presents the impact of cultural diversity on organizational innovation, particularly in relation to the moderating role of intrinsic motivation and affective commitment. Though workplace diversity rises in Pakistan, the connection between diversity and innovation is not clear, but it has produced mixed results. The main aim was to investigate whether cultural diversity stimulates innovation, and it was also seen that the motivation and dedication of employees play a role in this process. That is why a quantitative research design was selected, and data were collected from 300 employees in the technology, e-commerce, and education sectors using structured questionnaires. The reliability of all the scales was above acceptable levels (Cronbach's Alpha 0.81). Regression analysis provided evidence concerning the cultural diversity as a significant positive contributor to innovation (B = 0.42, p = .028). Affective commitment had a significant moderating effect on the relationship (B=0.18, p=.003), whereas the intrinsic motivation was positively but not significantly related (B=0.13, p=.064). As shown in the findings, there is a need to strengthen emotional attachment to the employees in a way that innovation can work in favour of diversity. The recommendation on how organizations can convert diversity into a performance advantage is to foster inclusive leadership practices and a commitment-building approach by investing in them. This study can add to the literature on management of diversity and innovation in the developing instances and more specifically in the Pakistani business environment.*

## INTRODUCTION

Organizational innovation has evolved to be one of the central strategic priorities of firms in the changing global economy, aiming at sustaining competitiveness and business sustainability. Innovation enables organizations to respond to any shift in market demands, increase efficiency, and maintain growth (Gumusluoğlu & Ilsev, 2009). With innovation becoming more of a team activity, the issue of workforce composition, and specifically ethnic and cultural diversity, has been studied increasingly by scholars. Diversity is regarded as a catalyst of heterogeneity in views, experience, and ways of solving problems, which is an essential constituent of innovation (Roberson, 2019).

Ethnic diversity consists of having individuals of different races, linguistic or national origins. In

contrast, cultural diversity involves differences in values, norms, beliefs, and practices as dictated by the culture in which an individual has been raised (Fearon, 2003). It has been demonstrated that heterogeneous groups are capable of being more productive than the homogenous ones because of their increased capacity for cognitive resources (Stahl et al., 2010). Nonetheless, there is no reliable connection between diversity and innovation, as the linkage is disturbingly erratic. As an example, Zhan, Bendapudi, and Hong (2015) state that diversity can lead to better innovation, but it can also cause interpersonal conflicts and barriers in communication that can suppress performance unless managed safely.

To compound the challenge further, some of the individual-level psychological variables are likely to moderate the impact of diversity on innovation, such as affective commitment and intrinsic motivation. Affective commitment has been defined as emotional involvement of an employee in an organization and organizational objectives (Meyer & Allen, 1991). In contrast, intrinsic motivation has been explained as the inner desire of an employee to work self-sufficiently and achieve self-realization (Ryan & Deci, 2000). The workers who are highly intrinsically motivated and have emotional attachment to their organization are also the ones who are more likely to cope with the obstacle of practice in diverse teams and potentially support cooperation better (Fischer, Malycha, & Schafmann, 2019; Hakimian et al., 2016).

Although in Western settings there are studies and research on such dynamics, empirical studies on these topics are scarce in developing countries. These factors and their dynamics are increasing in factories, offices, IT, schools, and e-commerce stores in Pakistan and other countries. This gap is filled by the inclusion of the investigation of the impact of ethnic and cultural diversity on the innovation of the organization in Pakistan, as well as intrinsic motivation and affective commitment to moderate the impact.

**Problem Statement**

Amidst the increased focus on diversity to drive innovation, we are faced with the issue of organizations struggling to manage heterogeneous teams. That is heightened in the case of Pakistan, where ethnic and linguistic fragmentation exists, and the country is also culturally complex in its workforce. Ethnic and cultural diversity. There is an urgent question among the business fraternity, whether ethnic and cultural diversity is indeed beneficial to the level of innovation in organizations or whether it leads to poor collaboration and performance in an organization.

Besides, previous studies have been contradictory. It is indicated in some studies that diversity is positively associated with innovation (Richard, 2000; Mohammadi, Broström, & Franzoni, 2017). However, since diversity does not come easily with the intention of resulting in effective usage, it can aim at achieving tension (Zhan et al., 2015). Insufficient agreement indicates that research on moderating variables that influence this relationship should be conducted.

Specifically, the impact of diversity on innovation remains unclear in terms of how intrinsic motivation and affective commitment condition it. Are more internally motivated and committed employees in a better position to take advantage of diversity to produce novel results? Or are these psychological factors at work only independently of the diversity influences?

Empirical evidence that investigates these intersections is currently lacking in the case of Pakistan. The proposed study, consequently, aims to deal with these gaps because it holds the promise of shedding light on the existing gaps via testing the phenomenon empirically regarding the influence of ethnic and cultural diversity on organizational innovation and how the relationship between the two constructs is moderated by two other constructs (employees' affective commitment and the intrinsic motivation).

**Research Objectives**

The study is expected to address the following specific objectives based on the problem statement and the literature gaps:

1. To investigate the connection between ethnic diversity and organizational innovation at workplaces in Pakistan.
2. To assess the relationship between the cultural diversity and innovativeness of organizations,

3. To determine the moderation capacity of intrinsic motivation in the relationship that exists between diversity (ethnic and cultural) and organizational innovation.
4. To examine the moderating relationship between affective commitment and the association between diversity and innovation.

## Literature Review

### Diversity and Organizational Innovation

The correlation between diversity in the workplace and innovation in the organization has brought growing academic interest. The most common definition of diversity refers to the existence of disparity in a team or organization with respect to ethnicity, culture, gender, or other demographic factors. This disparity has been theorized to provide both advantages and disadvantages to an organization. Roberson (2019) states that diversity may contribute to cognitive diversity, which will increase creativity and problem-solving ability. Having more diverse teams has a higher likelihood of solving a problem through many sources and hence yielding a more creative solution.

Some challenges come about due to diversity, however. According to Zhan et al. (2015), diversity is a double-edged sword. It can make the information rich, but it can also spawn social categorization and intergroup conflict, which limit knowledge sharing and team cohesion. Their results point to the fact that ethnic diversity can have adverse effects on innovation unless it is mediated by low tension between groups and a strong collective identity. On the other hand, cultural diversity also had a positive correlation with innovation when polarization was minimal and there was unity in organizational culture.

Moreover, as it has been brought to our attention by both Brixy, Brunow, and D Ambrosio (2020), only the quirky combinations of ethnic background that are not found in the societal mainstream are most likely to introduce utterly new knowledge, hence leading to innovation. On the contrary, daily ethnic diversity can achieve little innovative advantage and copy previously familiar views.

### Affective Commitment and Innovation

Affective commitment, which is emotional attachment, identification, and involvement of the employees in the organization, is also crucial in enhancing innovation. Meyer and Allen (1991) state that affective commitment leads to employees' willingness to go the extra mile in their effort, which in turn fosters creative problem solving and innovations. Hakimian et al. (2016) also empirically showed that workers with high levels of affective commitment are more prone to discretionary behaviors that help the organization to be innovative.

Furthermore, according to studies by Ghasempour Ganji et al. (2021), affective commitment is mediated by the association between diversity management and innovation outcomes. Once the diverse identities of employees are seen as appreciated and supported, through these perceptions, they tend to enhance emotional attachment to their organization and engage in the innovation processes.

### Intrinsic Motivation and Invention

The aspect of being intrinsically motivated, which means being motivated to work because of the pleasure of working, has also been linked to creativity and innovativeness. The Self-Determination Theory asserts that if a person fulfills the motivation out of intrinsic needs, then satisfaction comes about when these needs are autonomy, competence, and relatedness (Ryan & Deci, 2000). Employees who have intrinsic motivation are more determined, resilient, and have innovative thinking when it comes to work issues.

A significant positive association was obtained between intrinsic motivation and innovative behavior (Fischer, Malycha, and Schafmann 2019). Their meta-analysis confirms the findings of Amabile and associates (2016), Componential Theory of Creativity, which establishes that intrinsic motivation is indeed one of the three most fundamental components of organizational creativity and innovation (Amabile & Pratt, 2016). On the same note, Grant and Berry (2011) identified the levels at which the intrinsic motivation increases as employees pursue lines of work that are socially significant, i.e., engaging in the work that helps other individuals or to achieve organizational objectives.

**The Interplay of Diversity, Commitment, and Motivation**

Although diversity, affective commitment, and intrinsic motivation have been examined separately in connection with innovation, few studies have been conducted concerning this joint influence. This study attempts to satisfy this gap by examining whether there is a moderating role of affective commitment and intrinsic motivation in the context of the relationship between diversity and organizational innovation.

The effect of psychological engagement and emotional affiliation of the employees towards their companies can be of considerable significance in the case of diversity being part of innovation or strife in multicultural and ethnically diverse working environments. Diversity to innovation translation is not only related to the demographic structure of the workforce, but it also involves inclusive leadership, motivation, and employee involvement, as Roberson (2019) highlights.

**Theoretical Framework**

This study rests on the theoretical framework that is based on two major theories: Social Identity Theory (SIT) and Self-Determination Theory (SDT).

The Social Identity Theory (Tajfel & Turner, 1986) provides the basis upon which people get a sense of identity and belonging based on their group memberships. Within the organizational context, the theory comes in handy when elaborating the role played by diversity, more specifically ethnicity and culture, in shaping organizational dynamics, interaction, and eventually innovation. At the same time, when people identify with various teams, they are more likely to contribute unique opinions, which makes organizations more creative and innovative (Ashikali & Groeneveld, 2015).

Also, Self-Determination Theory (Ryan & Deci, 2000) provides insight into how intrinsic motivation can be used to affect the behavior of employees. SDT states that intrinsically driven people are more engrossed, innovative, and dogged with their work. This is an inherent motivation that is critical in converting various ideas into innovations. As employees become intrinsically driven and affectionately attached to their organizations, there is a great chance that these employees would embrace diversity and use it to be innovative (Fischer et al., 2019).

Integrating SIT and SDT enables the recognition of how diversity as a group-based entity reacts with the internal psychological variables (motivation and commitment) in determining organizational innovation.

**Conceptual Framework**

The conceptual framework of this study is based on four key constructs:

1. **Cultural Diversity** (Independent Variable)
2. **Organizational Innovation** (Dependent Variable)
3. **Intrinsic Motivation and Affective Commitment** (Moderating Variables)

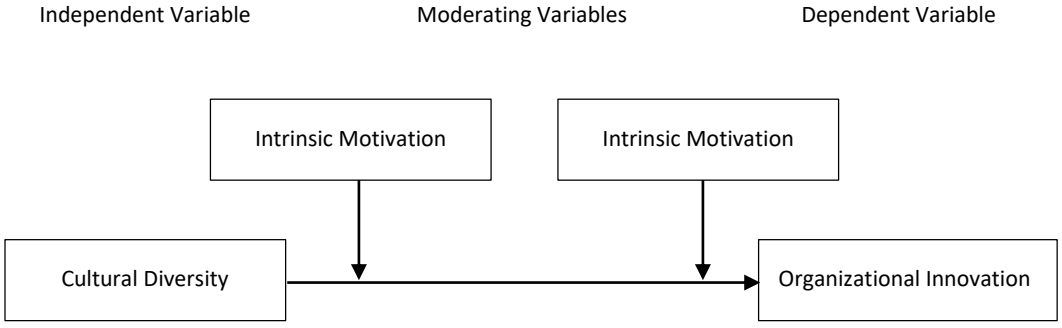


**Figure 01: Research Framework**

This framework integrates group-level diversity with individual-level psychological factors, acknowledging the complexity of innovation outcomes in diverse workplaces. The model reflects current debates in diversity literature that view diversity as a "double-edged sword" that can either promote or hinder innovation depending on moderating conditions (Zhan et al., 2015).

**Study Hypotheses**

**$H_1$:** Cultural diversity has a positive and significant effect on organizational innovation.

**$H_2$:** Intrinsic motivation moderates the relationship between cultural diversity and organizational innovation such that the relationship strengthens at higher levels of intrinsic motivation.

**$H_3$:** Affective commitment moderates the relationship between cultural diversity and organizational innovation such that the relationship strengthens at higher levels of affective commitment.

## Research Methodology

### Research Design

A research design based on a quantitative research study with a cross-sectional survey was used in this study to determine the relationship between cultural diversity and organizational innovation, and to determine the moderating variables of intrinsic motivation and affective commitment. The selected quantitative design was correct because the variables can be measured, and the hypotheses can be evaluated objectively (Creswell & Creswell, 2018). The method of a cross-sectional design was adopted to measure data at a single point in time to provide a representation of the existing relationship between factors (Saunders, Lewis, & Thornhill, 2019).

### Population and Sampling

The target audience included staff across different sectors in Pakistan, that is, Technology/IT, E-commerce, Education, and Other. One year of experience in the workplace with a team structure. Non-probability sampling with the purposive sampling technique was adopted to identify individuals who had worked in a team setting. The method can be used when the survey requires attention to specific qualities of the population (Etikan, Musa, & Alkassim, 2016).

The responses received through self-completed online questionnaires comprising 300 valid responses were received. Such a sample size was considered adequate to conduct the multiple regression analysis since a minimum of 15 respondents per predictor variable is the recommendation (Green, 1991).

### Instrumentation

Standardized and validated instruments were employed to collect data, which were organized into five parts:

- Cultural Values (CVSCALE): Yoo, Donthu, and Lenartowicz (2011) proposed a 25-item scale that measures how one perceives cultural diversity, based on the cultural dimensions developed by Hofstede. The measures of the items were arranged on a five-point Likert scale (strongly disagree to strongly agree).
- Organizational Innovation: A 6-item scale based on Wang and Ahmed (2004) was used to assess innovation. Product, process, and administrative innovation items were assessed on a five-point Likert scale.
- Intrinsic Motivation: The measurement of intrinsic motivation was undertaken via the scale that was developed by Gagne et al. (2010). It has 7 items that assess the degree to which people are concerned about an interest and pleasure in work.
- Affective Commitment: A 6-item sub-scale of Meyer and Allen's (1991) model of the Three-Component Model of Organizational Commitment was administered to assess the affective commitment of the employees to their organization.
- Demographics: Data was recorded on gender, age, ethnicity, and industry sector to place it within a wider context.

The levels of internal consistency were high, and the Cronbach Alpha was between 0.81 and 0.89, indicating high levels of reliability in all scales (Nunnally & Bernstein, 1994).

### Data Collection Procedure

Electronic data collection was conducted with Google Forms to make it available to as many people as possible and to make it convenient. They also informed the participants about the purpose of the study and promised them anonymity. The study has been conducted responsibly: ethical principles of social science research studies (informed consent) were adhered to before the participation (Bryman, 2016). The process of data collection took four weeks.

**Data Analysis**

Existing data were analyzed using SPSS (Version 25). Descriptive statistics were conducted to describe demographic variables. The internal consistency of the scales was retrieved using reliability analysis (Cronbach's Alpha). To establish the main and interaction effects of cultural diversity on organizational innovation, and to find out whether intrinsic motivation and affective commitment moderate their effects, a multiple regression analysis was performed.

Multiplication of centered predictor and moderator variables was conducted to form interaction terms, which lowers multicollinearity as suggested by Aiken and West (1991). All statistical tests were required to have a significance level of $p < 0.05$.

**Analyses and Interpretations**

**Table 1: Demographic Profile of Respondents (N = 300)**

| Variable | Category | Frequency (n) | Percentage (%) |
|---|---|---|---|
| Gender | Male | 170 | 56.7% |
| | Female | 130 | 43.3% |
| Age Group | 20–30 years | 120 | 40.0% |
| | 31–40 years | 110 | 36.7% |
| | 41–50 years | 50 | 16.7% |
| | 51+ years | 20 | 6.6% |
| Industry | Tech/IT | 110 | 36.7% |
| | E-Commerce | 80 | 26.7% |
| | Education | 60 | 20.0% |
| | Others | 50 | 16.6% |
| Ethnicity | Urdu-speaking | 160 | 53.3% |
| | Punjabi | 60 | 20.0% |
| | Sindhi | 40 | 13.3% |
| | Others | 40 | 13.3% |

The demographic distribution reflects a moderately gender-balanced sample with 56.7% male and 43.3% female respondents. This distribution suggests an inclusive representation of all genders in the dataset. Regarding age, the largest proportion of respondents (40%) falls within the 20–30 years age group, followed by 36.7% in the 31–40 years bracket. This indicates that most participants are in their early to mid-career stages, potentially offering perspectives aligned with younger and more adaptive workplace attitudes. Older age groups, such as 41–50 years (16.7%) and 51+ years (6.6%), are less represented.

In terms of industry, the Tech/IT sector makes up the largest group (36.7%), followed by E-Commerce (26.7%) and Education (20%). The presence of 16.6% from "Others" indicates responses from a range of other fields, contributing to sectoral diversity. Ethnicity-wise, Urdu-speaking respondents dominate the sample (53.3%), followed by Punjabi (20%), while Sindhi and Others each represent 13.3%. This breakdown aligns with the ethnic diversity commonly seen in urban organizational settings in Pakistan, suggesting that the sample captures multiple cultural perspectives.

**Table 2: Reliability Test (Cronbach's Alpha)**

| Variable | No. of Items | Cronbach's Alpha |
|---|---|---|
| Organizational Innovation | 6 | 0.81 |
| Intrinsic Motivation | 7 | 0.86 |
| Affective Commitment | 6 | 0.83 |
| Cultural Values (CVSCALE) | 25 | 0.89 |

The reliability analysis was conducted to assess the internal consistency of each scale used in the study. The Organizational Innovation scale, with 6 items, reported a Cronbach's Alpha of 0.81, indicating good reliability. The Intrinsic Motivation scale, which includes 7 items, showed an even higher alpha value of 0.86, suggesting that the scale items are highly consistent in measuring the construct. Similarly, Affective Commitment also demonstrated strong reliability (α = 0.83) across its 6 items. The Cultural Values (CVSCALE) scale, comprising 25 items, reported the highest alpha of 0.89, reflecting excellent internal consistency. Overall, all alpha coefficients exceed the commonly accepted threshold of 0.70, confirming that the instruments used are statistically reliable and suitable for further analysis.

**Table 3: Regression Analysis Model Summary**

| R | R Square | Adjusted R Square | Std. Err |
|---|---|---|---|
| 0.52 | 0.27 | 0.25 | 0.61 |

The regression model summary provides an overview of the explanatory power of the independent and moderating variables on the dependent variable (organizational innovation). The R value of 0.52 indicates a moderate positive correlation between the predictors and the outcome variable. The R Square value of 0.27 suggests that 27% of the variance in organizational innovation can be explained by the model, which includes cultural diversity, intrinsic motivation, and affective commitment. The Adjusted R Square (0.25) accounts for the number of predictors and provides a more conservative estimate of explained variance. The standard error of estimate is 0.61, which is low and implies that the model's predictions are fairly accurate.

**Table 04: Regression Analysis**

| Coefficients | B | Std. Error | t | Sig. |
|---|---|---|---|---|
| (Constant) | 1.41 | 0.45 | 3.13 | 0.002 |
| Cultural Diversity | 0.42 | 0.19 | 2.21 | 0.028 |
| CD × Intrinsic Mot. | 0.13 | 0.07 | 1.86 | 0.064 |
| CD × Affective Comm. | 0.18 | 0.06 | 3.00 | 0.003 |

The regression coefficients provide detailed insights into the individual contributions of each predictor. The constant value (B = 1.41, p = .002) is statistically significant, representing the expected innovation score when all predictors are at zero. Cultural Diversity has a significant positive coefficient (B = 0.42, p = .028), confirming that higher perceived cultural diversity is associated with greater organizational innovation.

The interaction term between Cultural Diversity and Intrinsic Motivation shows a positive but marginally non-significant effect (B = 0.13, p = .064), suggesting a potential moderating effect that might become significant in larger samples or under different conditions. Most notably, the interaction between Cultural Diversity and Affective Commitment is statistically significant (B = 0.18, p = .003), indicating that employees with high affective commitment are more likely to transform cultural diversity into

innovative outcomes. This reinforces the importance of emotional engagement as a catalyst in diverse teams.

## DISCUSSION

This research aimed to determine the relationship between cultural diversity and organizational innovation, as well as the influence of intrinsic motivation and affective commitment on employees in Pakistan. The results are valuable in providing insights into how cultural composition and employee attitudes affect the outcomes of innovation.

### Diversity and innovation in Culture

The findings bring out a strong positive correlation between cultural diversity and innovation (B = 0.42, p = .028), indicating that a diverse workforce in terms of culture has a positive impact on the perceptions of employees towards innovation in their organizations. This observation agrees with the existing literature that different values and cultures, in general, expand the idea bank and creative problem-solving (Stahl et al., 2010; Roberson, 2019). Multicultural teams can question traditional approaches to problem-solving more easily, introduce new perspectives to a discussion, and create innovative solutions, especially in areas that rely on knowledge.

Nevertheless, it is vital to mention that as much as diversity brings with it cognitive variety, it should be professionally managed to eliminate the possibility of conflict or miscommunication. According to Zhan, Bendapudi, and Hong (2015), diversity is seen as a double-edged sword, which may provoke innovation in the case of a certain crevice in the organization environment or impede it when there is an absence of such a crevice. As used in this study, the positive relationship indicates that in the organizations, the participants viewed their company's dealing with diversity as a way of promoting creativity and innovation.

### Intrinsic Motivation Role

Although there was no significant effect between the interaction of cultural diversity and intrinsic motivation as a moderating effect (B = 0.13, p = .064), the authors believe that there is a trend that still needs to be investigated. SDT theory proposes that creativity and innovation can be increased by being intrinsically motivated, i.e., working naturally because you are intrinsically motivated by the work (Ryan & Deci, 2000). Intrinsically motivated employees will put more effort into their job, will be more persistent, and will exert more effort towards initiating actions (Amabile & Pratt, 2016).

There is a possibility of a bigger sample size or sequential data, which could establish this relationship based on the marginal p-value. The existing literature contributes to the perspective that self-motivated people will be in a more successful position to address the cultural difference and turn it into learning and creative contribution (Fischer, Malycha, & Schafmann, 2019). In this way, despite the inability to achieve the primary goal in this study, the notion of intrinsic motivation can also be suggested as an effective psychological contributor to the dynamics of diversity and innovation.

### Moderating Role of Affective Commitment

The correlation between cultural diversity and employee emotional attachment to their organizations has been shown to be statistically significant (B = 0.18, p = .003), which means that the more employees feel emotionally attached to their organizations, the more uniformly the cultural strength of diversity affects the innovation outcome positively. This is concomitant to studies conducted by Meyer and Allen (1991), who characterize affective commitment as a kind of organizational loyalty that engages the workers to perform more than the mandatory efforts.

The study by Hakimian et al. (2016) revealed that dedicated employees are readier to cooperate, to own their projects, and to participate in discretionary behaviors that tend to promote innovation. Within the framework of a diverse team, affective commitment can mitigate potential conflicts. It can strengthen an organizational identity, thereby enhancing effective use of gradation of thought in innovating total results.

This observation shows the significance of the presence of psychological safety and organizational attachment in ensuring that diversity can be considered a factor transforming itself into performance. It confirms the position of Ghasempour Ganji et al. (2021), who state that

commitment not only enhances innovation but also improves the results of managing diversity.

**Implications in the Pakistani Context**

These findings are relevant especially to organizations in Pakistan, where the workplaces are inescapably heterogeneous by virtue of linguistic, ethnic, and regional variances. As opposed to the workplaces in the West, which are known to be more homogeneous, the Pakistani organizations commonly unite people with strong cultural differences. In that kind of setting, the development of affective commitment could be a tactical requirement to avoid division and to create unity.

In addition, in the case of other sectors like IT, education, and e-commerce, which are innovation-intensive, managers must understand that diversity is not enough. It should be supplemented with a favorable atmosphere where people are supported in their intention to commit, and where internal motivation should be considered a resource for creative work.

## CONCLUSION

The study result serves as an empirical study about cultural diversity and its association with organizational innovations in the Pakistani workplaces. The findings show that cultural diversity has a positive, significant influence on innovation, thus ensuring that a culturally diverse environment promotes diverse opinions and problem-solving approaches, which are good for achieving innovation.

In addition to this, affective commitment has been found to have a tremendous impact on this relationship. Highly emotionally attached employees to their organization tend to make good use of cultural differences, hence strengthening innovation. Nonetheless, intrinsic motivation, although exhibiting the desirable direction, had no significant moderating effect, meaning that merely a high level of internally motivated employees may not suffice in enhancing the relationship between diversity and innovation in an organization devoid of other organizational factors.

The relevance of these findings to other organizations is to ensure not just the development of diverse teams, but also the development of emotional factors and engagement and commitment to unlock the innovation potential the culturally diverse workforce has to offer.

## RECOMMENDATIONS

- Invest in Diversity Management Programs: The organization ought to employ and retain culturally diverse employees, knowing that cultural diversity has a direct impact on innovation.
- Build Affective Commitment: The management ought to be concerned with improving the emotions as workers become committed to the organization through appropriate systems of recognition, inclusive leadership, and excellent working environments.
- Intrinsic Motivation Strategically Support: Intrinsic motivation has been shown not to significantly impact this model, even though it still has relevance. Organizations ought to embrace independence, mastery, and meaning to enhance motivation, especially in those belonging to the field of innovation.
- Prepare with Cross-Cultural Competence: Provide diversity training on cultural intelligence and inclusive communication to talk through diversity and turn it into a resource to be utilized.
- Incorporate HR Practices with Inge Invention Targets: HR policies must entwine the growth of employees, group structure, and performance rewards with a vision of inspiring innovation by means of diversity.

## LIMITATIONS

- Context-Specific Findings: This research was done within Pakistan and cannot necessarily be applicable to any other socio-cultural or economic environments.
- Cross-Sectional Design: The study employed the cross-sectional approach in the research design, and this does not allow for making conclusions about the causative relationship between variables.
- Emphasis on Perceptual Measures: The perception of innovation rather than actual performance was measured, which can be subjective and may be biased towards a particular response pattern.
- Narrowed Scale of Moderators: There were only two such types of moderators investigated, namely intrinsic motivation and affective commitment. The leadership style or the structure of the team were

other possible moderating variables that were not addressed.

• Interaction Term Sensitivity: As indicated in the profiling table, the interaction between cultural diversity and intrinsic motivation has a marginally significant p-value of.064 The finding may become significant with a larger sample.

**Significance OF THE STUDY**

Given the emergence of numerous research works on diversity and innovation in workplaces, this study makes a relevant contribution to the spread of similar works, particularly in developing economies. It provides empirical evidence to support the idea that cultural diversity is considered a valuable organizational framework that could promote innovation in the face of commitment. The research helps us to understand the interaction between the variables of psychology at the individual level and those of demographic variables at the team level, and serves as an addition to both the academic and the practitioner.

In practice, it indicates the importance of deliberate human resource and organisational development to ease surface-level diversity initiatives to incorporate psychological connection and devotion-making as the key drivers of organisational development talent.

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