

# Organizational Culture and Workplace Diversity Enhance Organizational Innovation with Moderating Role of Employee Motivation

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## Abstract

The results of the study revealed that private and governmental organizations in Pakistan should commit themselves to instilling cultures that seek to help them achieve their aims. Every organization wants to become more innovative because innovations makes the organizations more productive, so cultural diversity makes the employees motivated, and then the employees work more efficiently and effectively which makes the organization more innovative. We have used a quantitative method for collecting our data in a cross-sectional time horizon. We conduct basic research purposes so that we can understand the vision of our audience. The research questionnaire was reviewed by organization employees having experience of more than 2 years. The size of the sample for this research was 370 people. Analysis of correlation and regression Were used to determine the relation among variables (dependent and independent). In previous research, no one can collaborate the relation between organizational culture and organizational innovation with the mediating role of workplace diversity and moderating the effect of employee motivation at the second degree. The findings were focused on the objective of determining the level of organizational culture on diversity of the workforce which enhances organizational innovation with the influence of employee motivation in government and private organizations.

**Keywords:** Organizational Culture, Workplace Diversity, Organizational Innovation, Employee Motivation

## 1 Introduction

This research targets to analyze the effects of organizational culture and diversity in the workplace

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on organizational innovation with the positive influence of employee motivation. Organizational culture is a structure defined by shared standards, ideals, and norms that govern how people in organizations conduct themselves. Such common beliefs directly affect people in the organization and determine how they clothe, conduct and perform their work. Organizational culture is considered an important and original instrument for understanding human actions at work. The collection of principles, procedures and beliefs taken for granted is known as organizational culture that shows its members the correct behaviour in each particular situation (Daniels, [2021](#)). newcomers are encouraged to follow the existing organizational principles and expectations for proper adjustment at the workplace (Elloukmani et al., [2024](#)). Individuals with different social backgrounds are attracted and sustained whereas individuals with different ethnic backgrounds are discriminated against in hiring, selection for career growth and informal inclusion. Workplace Diversity is influenced and enriched by the organizational culture via diverse staff, people with various backgrounds, objective, opinions and experiences can give great advantages to firms and organizational culture (Daniels, [2021](#)). This helps an organization to evolve and to solve some of its internal issues more effectively. Organizational culture, as conceptualized by Schein, can be interpreted as a layered paradigm with surface-level objects noticeable in an organization as the topmost layer, the principles adopted that power those just below and certainly the assumptions underlying the two layers above. Performance and motivation are strengthened by Culture's strong but invisible power (Telyani et al., [2022](#)). There is no question that an organization's culture derives from its members and is both top-down and bottom-up, due to the various interactions (or lack of them) between its employees. Firm's progress depends on motivation which comes from different class of people or their teamwork, directly and indirectly (Anthony, [2024](#)). Today Organizational culture is only because of the diversity of workplace in the workforce. Diversity in the workplace is the path to improving the organizational efficiency in the competitive environment we live in today (Jejenywa et al., [2024](#)). What does this Workplace Diversity actually to? Is this the diversity or variety of demographic characteristics or norms that define the workers of an organization With regard to culture, class, race, religion, national origin, behaviour, age, and sexual orientation? Or do we refer to the more intrinsic differences between people which stand out among the differences at the group level. Whatever the meaning may be, it's real that we're surrounded in every workplace today by people who always think and work differently because they come from different background (Jankelová et al., [2021](#)). It begins with how people view themselves, others and the differences that directly influence the relationships and communication of people within the organization. The task for organizations is to manage this diversity of workplaces and take advantage of it, and make it inclusive, evolved and profitable (Anthony Offiah & Nelson, [2024](#)). It's said better than done! The growing need to efficiently handle workplace diversity and build a supportive organizational atmosphere challenges social work managers more frequently. This is especially important considering the unequal female representation and members of ethnic-cities in social service organizations, and the gap between the diversity of the client population in the working environment and variety of employees in workplace. With both the conceptual context of the theory of social identity and integration-exclusion as a background, this research evaluates detailed theoretical framework and showing relation between organizational culture, workplace diversity and its effect on organizational innovation with a moderating role for employee motivation (Conn, [2021](#)). The aim is to extensive paths among variables of workforce diversity, organizational culture, organizational innovation and employee motivation. Organizational-culture variables such as conflict over equity, inclusion, and social benefits to promote employee well-being, work satisfaction, impact on organizational innovation. Implications are drawn in the context of globalization for social work practices, particularly when applying policies and procedures that promote an integrated organizational culture and a context of workers gratification, belonging and motivation (Wyland et al., [2024](#)). Workforce diversity contributes a more positive and welcoming atmosphere for the organization. Staffs feel free to express their views in an organization that promotes diversity in workplaces. That makes an

encouraging and stimulating atmosphere for everyone (Ibarra & Martínez, 2024). All of them feel included in these organizations and organizational culture is an integral part of what connects a group's members. In other words, employees must be given the ability to communicate, contribute and engage in the organization, and this will generate a positive atmosphere within the organization, making it beneficial for the company to increase the quality of the work. Employee motivation is the level of compromises, involvement and creativity that workers at an organization bring to their jobs. If the economy is increasing or declining, it is still a management priority to find ways of motivating workers (Elloukmani et al., 2024). Competitive theories emphasize benefits or the participation of employees (empowerment). Employee motivation is extremely necessary to organizations as any issue needs Physical infrastructure, finance capital, and intellectual resources to meet the company's objectives for improvement. It is through motivation that the human capital can be used to the full. Most public sector organizations in Pakistan in general have been unable to recruit, motivate and maintain a variety of works that results in more unemployment and 'brain drain' as many skilled workers get better opportunities from other nations (Javaid et al., 2024) It is necessary to minimize this type of attitude in firms to enhance the HRM role which leads towards success of organization (Jackson, 2003) .Motivation is to promote altered behaviour. It is a force which enables an individual to act towards a specific objective. Compared with less motivated workers, motivated workers are more optimistic, more successful and more self-driven, leading to greater opportunities for development. Similarly, if workers are more motivated than less motivated workers, they are more committed to work and careers (Ibara, 2024). Organizational cultures are creative and innovative by encouraging "heuristic play". In other words, employees have to combine ideas in different ways imaginatively, and then experiment with them to see how the different mixture works. Diversity in the workplace is very important for employees, because it certifies itself in establishing the great credibility of the organization, leading to increased efficiency, benefits and employees 'advancement. Workforce diversity is important both inside and outside the organization. A manager must be especially mindful of the use of strategies that take into account her whole staff. The best way to empower a diverse workforce is to get to know whoever reports directly to you.

Here in this paper the first section is based on introduction in which variables are briefly discuss and defined. In the second section, we prove our variables and their links according to the previous researches and their conclusion and develop three hypotheses. Further in the third section, the theoretical frameworks of variables are discussed. Forth section in which we discuss our methodology, research design, techniques and tools which was used to measures the variables and adopt the scales for questioner development. Fifth section, in which we measure the variables responses by using the statistical tool (SPSS) and discuss our findings which support our hypothesis. In the last, sixth section is based on conclusion, future implications and recommendation

## 2 Literature Review

### 2.1 Organizational Culture and Workplace Diversity

Organizational culture is stated a strong and genuine key to interpret and study people behaviour in the workplace (Hussain, 2018). Organizational culture is the collection of traditions, principles and standards which indicate the correct behaviour in each particular scenario to its members. Organizational culture is important in deciding efficiency or if culture embraces and cooperates with operations, policies and procedures and creative approaches in the organization, the company's production would be ideal and organization with high potential can be enhanced (hussain, 2018). New employees are bound to follow latest organizational beliefs and symbols to be adopted at the workplace while existing individuals prefer to eliminate included individuals. Organizations pursue recruitment, availability, work development, and casual participation to

attract and maintain persons of same social and ethnic groups (Lai, 2007). Organizational culture serves as socio-control system which fosters cultural conformity or integration of prevailing values. This need leads to high anxiety levels among people of cultural diversity backgrounds who wish to maintain their image (Peled, 1999). Therefore, issues related to cultural might be prohibiting leaders of diverse class to realizing their complete capacity (Quintana, 2008). This type of obstacles may visible as points which hinder people's movement in wheelchairs, or more precise as failing to heed others' suggestions and opinions because they are part of minority class In order to strengthen cultures, it is needed that employees would make independent efforts to match current values and culture. Individuals of powerful pedagogical cultures share philosophies, beliefs, standard of perceptions in academic settings and others who tend to Some who continue to clash with these can cultural elements risk being penalized. To this end, Wyland (2024) proposes a socializing process where participants of the prevailing culture and participants of substituted cultures which encouraged to exploring these basic principles. In case of specific institutions, in order to foster and support workforce diversity, a culture that values organizational creativity, collaboration, teamwork and mutual confidence needs to be promoted (Cayla, 2015). In summary, an organizational culture sympathizes and promotes workplace diversity that has a significant role in any career success of organization. Cultural diversity is no longer seen as entire distinctions, isolation, and this is not cause of partitioning or fragmentation Cayla, 2015). Organizational culture knowing is needed for managing and strengthening organizations. You can say that cultural diversity in the workplace is necessary for the success of organization.

***H1: Organization Culture has significantly positive relationship with Workplace Diversity.***

## **2.2 Workplace Diversity and Organizational Innovation**

Workplace diversity is a very important function of broad variety of technological fields. Within the firm knowledge base, there is a close connection between organizational diversity and their creative capabilities. Technologically based companies are very creative which can be survive more than others (Suzuki et al., 2004; Garcia et al, 2006). Organizations includes range of experienced, skills and compartmentalize employees which can stimulate development in many sectors (Dosi, 1982; Quintana et al., 2008), includes wider operational and analysis practices (Nelson et al., 1982; Dosi, 1982), have greater ability to absorb that helps the organization to leverage its external information (Cohen et al., 1990; Zahra et al., 2002), and better leverage information internally through Communication and understanding ( Woodman et al., 1993; vander et al., 2003). HR department plays a key role in the organizational success so if there is diversity in this department then it would create innovations which lead to success of organization. This in return creates employee innovative environment in the firm (hanif et al., 2014). This research indicates that diversity is required for organizational innovation in the workplace. The most critical reason for a firm's ability to innovate is its employees 'motivation and engagement. Innovative workers gain a permanent competitive edge, carry capital and thereby contribute substantially to a company's survival. Evolutionary economics studies also find organizational diversity, in physical and intellectual resources, to be strongly linked to success within organizations. Organizations having large range of information covers broad variety of innovations that leads to greater day-to-day operational critical thinking and broader search operations (Nelson et al., 1982; Dosi, 1982). This is also found that technologically diverse companies are more creative, optimistic, knowledgeable and can thrive more (Suzuki et al., 2004; Garcia et al, 2006). Diversity of workforce in the knowledge base of an organization often increases the capacity of the organization to utilize information from exterior sources (Cohen et al., 1990; Zahra et al., 2002), The extracting potential of the company depends heavily on the diversity of expertise in the workplace. Diversity in the information workforce strengthens the skill base and encourages businesses to create new match ups (Cohen et al., 1990). Organizations with diverse organizational knowledge, expertise and skills between their workers often enhance opportunities for upcoming match-ups of inner

information through engagement and motivation, which is the real aim of working together. (Woodman et al., 1993; Wenger, 2000). Specific perspectives, educational backgrounds and experiences promote a firm's exploratory abilities through better solving problems (Quintana et al., 2008). Organizational innovation relies on organization's groups of individuals. It is within the framework of an organization's dynamic social structure where the various forms of member's information comes to produce latest ideas or information (Woodman et al., 1993). Individuals within the company plays significant role in recognizing organizational innovation, as workplace diversity of employees within a company give the diversity within workplaces on the experience base. Workplace diversity in organization is not sufficient in response but we have to take consideration the nature of whole business. Organizational innovation is an associative mechanism in which workers communicate in batch to create new ideas and modify them. Workplace diversity in class is therefore encourage to conduct organizational innovation (van der et al., 2003; Wenger, 2000) that claims creative learning which includes workplace diversity in a group's perceptions and competences. The integration of different skills and perceptions makes learning easier. If they're too separated then only a limited amount of learning is available (Wenger, 2000). Group theories of policy-making suggest that continuity and acceptance of community decisions increases in different class however, this requires period to achieve consensus. Good decisions when dealing with unpredictable and complex issues often require a certain degree of logical disagreement and voicing of various points of view in order to prevent premature agreement (Priem et al., 1995). Nonetheless, diversity in the workplace is harmful when this creates an economic-emotional dispute among workers as this form of clash was never linked towards any problem-solving process based on reality (Priem et al., 1995; Pelled et al., 1999). Values gained, such as expertise and employee preparation, form an integral part of the organizations' human capital. Companies recruiting highly qualified employees are far more willing towards creativeness. Median degree of workplace diversity in employee training is an integral feature of companies' absorption ability (Cohen et al., 1990). Organizational efficiency can be affected by workplace diversity. He uses rank, maturity, professional history and educational background in many fields (e.g. engineering, industry, science, etc.) depends on various level of education (i.e. students, undergraduates, postgraduates). Murray sees strong connection among workplace diversity and organizational innovation. Every employee has its own identity. This identity influences the decision formation of the employee that how they handle the problems. Dahlin (2005) recommend that excessive workplace diversity will increase the capacity to disseminate knowledge among employees. Workplace diversity is supposed to be positively correlated with firms 'innovative efficiency, yet a greater level of organizational diversity can be negatively correlated because it raises the expense of collaboration and communication.

## ***H2: Workplace Diversity has significantly positive relationship with Organizational Innovations***

### **2.3 Employee Motivation**

According to Anthony (2024), very motivated workers will improve the efficiency of the organization through the quality and effectiveness of their work. Additionally, Mc (2014) found that employee motivation and job satisfaction are linked strongly towards firm's progress. They added if the workers are much motivated, e.g. by equal Bonuses and Rewards pay disparities, it would do work harder for improved organizational performance to make innovative. In Pakistan's organization, where explores the relation among employee motivation and organizational performance already observed a clear relation among employee motivations and organizational innovation. Company's performance depends heavily on the progress and engagement of its workers. Organizational progress depends on the efficiency of employees, whereas organizational HRC (human resource capital) is important in growth of organizational innovation (George et al., 2004). Thus, research on factors that can influence organizational innovation is necessary. Previous research identified several factors that could affect organizational innovation, and three

of these factors are

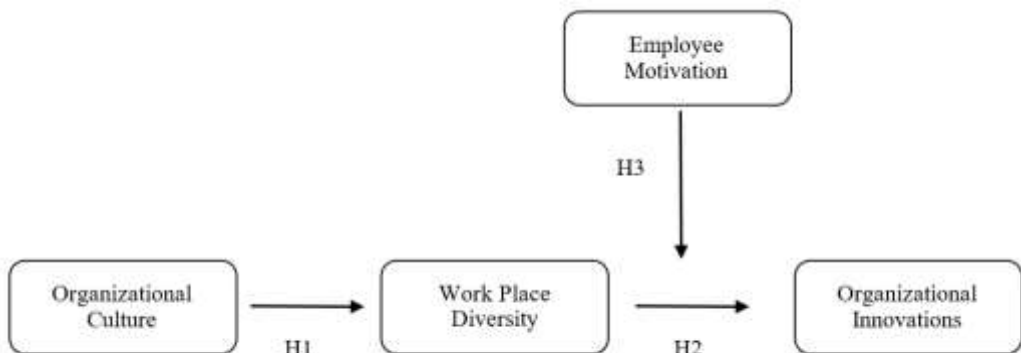
- Organizational culture
- Workplace diversity
- Employee motivation

Organizational culture is highly required for diversity in the workforce because it generates a range of ideas. Diversity in the workplace refers to the variety or multiplicity of demographic characteristics that define the workforce of an organization, especially in terms of race, culture, sex, age and belief (Dahlin, 2005). Diversity in the workplace is expected to play a role in affecting employee motivation and organizational efficiency, because organizations may benefit from diverse employees, working groups and culture. Motivated employees can able to affect the organizational output directly by making a positive contribution to their work. The abusive nature of supervisors destroys workers intellectual ability and in the meanwhile reduces the employ motivation and this also affects organizational success in the competitive environment. Previous study has shown that employee motivation can increase if they achieve their desired goals (Bana et al., 2016). Inspired workers struggle more to achieve firms aim. Motivation will actually give organization success as it makes workers more committed to done their job. In this way productivity increases in production line, less product errors, less costs and the job can be done within the specified timeline. The importance of this research is that it is carried out in organizations where the organizational culture and level of workplace diversity motivates employees to improve the organizations innovation capabilities.

***H3: Employee Motivation has strengthen the relationship between Workplace Diversity and the Organization Innovations.***

### 3 Theoretical Framework

The following diagram shows the relationship between variables:



**Figure 1:** Relationship between Variables

#### 3.1 Organizational Culture

Organizational culture is a collection of common principles, ideals and norms that govern how people in organizations treat themselves. Those common beliefs have a direct influence on people in the company and regulate how they clothe, conduct and do their jobs. Organizational culture is

stated on the workplace as a clear and genuine instrument for recognizing and analyzing human behaviour (Beaudry, [2003](#))

### **3.2 Workplace Diversity**

A diverse workforce provides distinct individuals, having unique opinions, thoughts, expertise and insights that is beneficial to an organization for success.

### **3.3 Employee Motivation**

The motivation of workers is the level of energy involvement and ingenuity that workers of an organization bring to their work, whether the economy expands or shrinks, finding ways to inspire workers is always a management concern.

### **3.4 Organizational Innovation**

Organizational innovation refers to new ways of conducting experiments and gaining competitive advantages within an organization. Organizational innovation therefore includes an innovation culture, which embraces innovative ideas, processes and generally innovative ways of working.

### **3.5 Framework Explanation**

We have four variables in this diagram. Organizational culture taken as independent variable, the mediator variable is workplace diversity that enhances the organizational innovation that is dependent variable by moderating the role of employee motivation strengthening the connection between employee's workplace diversity and organizational innovation. Organizational culture has positive relationship with workplace diversity, because organizational culture is important for every organization that makes the diverse workforce. Organizational innovation occurs with workforce diversity and employee motivation because the cultural diversity makes the employees motivated that's enhancing the capabilities of innovation of the organization.

## **4 Methodology**

### **4.1 Research Design**

We have use quantitative method for collecting our data in cross sectional time horizon. We conduct basic research purpose therefore we could understand the vision of our audience. This method is very helpful for us to understand that our data is better for our research paper. We use explanatory approach in our research paper. We use population of private and government organizations.

### **4.2 Measurement and Sampling**

The questioner was filled by organizations employees having experience more than 2 years. We use questions which could be authentic and better for the purpose of survey. The sample was obtained using purposeful sampling technique as a non-probable sampling tool. The size of sample for this research was 370 people. The survey was conducted for filling the questioner. All variable were calculated by using likert scale (5 likert scale) where (1= Strongly Agree, 2=Agree, 3=Natural, 4=Disagree and 5=Strongly Disagree).

### **4.3 Scale Development**

Organizational culture and workplace diversity scale is develop from Bana ([2016](#)), employee motivation from Cayla ([2015](#)) and organizational innovation from Ismail ([2002](#)).

## **5 Analysis and Results**

### **5.1 Demographic Details**

Demographic results of analysis are show below in tables.

**Gender**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Male</b>	233	61.6	61.6	61.6
<b>Female</b>	145	38.4	38.4	100.0
<b>Total</b>	378	100.0	100.0	

In gender table male responses (61.6%) are relatively greater than females (38.4%).

**Education**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Metric</b>	2	.5	.5	.5
<b>Inter</b>	16	4.2	4.2	4.8
<b>Under Graduate</b>	179	47.4	47.4	52.1
<b>Graduate</b>	145	38.4	38.4	90.5
<b>M.Phil</b>	35	9.3	9.3	100
<b>Total</b>	378	100.0	100.0	

Than according to education group are following: Metric(0.5%), intermediate(4.8%), under graduate(48.4%), graduate(38.4%), Mphill (100%).

**Age**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>18-25</b>	21	5.6	5.6	5.6
<b>26-35</b>	125	33.1	33.1	38.6
<b>36-45</b>	179	47.4	47.4	86.0
<b>46-55</b>	53	14.0	14.0	100.0
<b>Total</b>	378	100.0	100.0	

In our research largest age group was 36-45(47.4%) and remaining are 18-25(5.6%), 26-35(33.1%), 46-55(14.5) , the research sample shows that gender are approximate same ratio but diverse according to age and educations.

**5.2 Analysis****Item Statistics & Reliability**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>	<b>Cronbach's Alpha</b>
<b>OrgCul1</b>	2.7063	1.07344	378	0.827
<b>Orgcul2</b>	2.6693	1.01404	378	
<b>OrgCul3</b>	2.7381	1.00539	378	
<b>OrgCul4</b>	2.4894	.93907	378	
<b>oi1</b>	2.5503	1.11363	378	0.807
<b>oi2</b>	2.6032	1.09796	378	
<b>oi3</b>	2.8862	.96916	378	
<b>oi4</b>	2.9021	1.11343	378	
<b>wd1</b>	2.5608	.84486	378	0.744
<b>wd2</b>	2.5053	.78529	378	
<b>wd3</b>	2.5556	.88208	378	
<b>wd4</b>	2.6772	.84725	378	
<b>em1</b>	2.5952	.78627	378	0.642
<b>em2</b>	2.5794	.84332	378	
<b>em3</b>	2.6085	.76400	378	
<b>em4</b>	2.2460	.88026	378	



The test shows that our data is reliable. Data reliability value of alpha is more than 0.60 and our alpha value is for our independent variable organizational culture is 0.827 mediating variable workplace diversity is 0.744, moderating variable employee motivation is 0.642, and for dependent variable organizational innovation is 0.807. We use confirmatory factor analysis for this purpose (CFA) by use in SPSS.

### 5.3 Hypothesis Testing

#### *Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.788	.083		21.574	.000
Org Culture	.064	.037	.089	1.725	.045

*a. Dependent Variable: Workforce Diversity*

#### *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.089 <sup>a</sup>	.018	.015	.47572

*a. Predictors: (Constant), Org Culture*

The hypothesis is verified as p-value 0.45 which is considerably below 0.005. The beta coefficient value is 0.089, which informs us that the improvement of one point of independent variable organizational culture contributes to an increase in the diversity of dependent variable workplaces by 0.089 point. The R-square value is 1.8%, which tell us that independent variable organization culture causing 1.8% change in workplace diversity and 92.2% change in organizational innovation is still unexplained over all it is proven that organization culture as significantly positive relationship with workplace diversity.

#### *Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.438	.137		10.502	.000
Workforce Diversity	.353	.069	.255	5.108	.000

*a. Dependent Variable: Org Innovation*

#### *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 <sup>a</sup>	.065	.062	.63945

*Predictors: (Constant), Workforce Diversity*

The hypothesis is acknowledged as 0.00 p-values which are substantially less than .005. Beta coefficient value is 0.255, which informs us that the increase in one unit of independent variable workplace diversity contributes to an increase of the.255 unit in the development of dependent variable organization. The R-square value is 6.5%, which tell us that independent variable workplace diversity causing 6.5% change in organizational innovation and 93.5% changes in organizational innovation is still unexplained over all it is proven that workplace diversity as significantly positive relationship with organizational innovation.

#### 5.3.5 Coefficients

Model	Unstandardized Coefficients	Standardized	T	Sig.
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		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	1.438	.137		10.502	.000
	Work force	.353	.069	.255	5.108	.000
	Diversity					
2	(Constant)	1.988	.200		9.955	.000
	Work force	.341	.068	.246	5.022	.000
	Diversity					
	Emp	-.306	.082	-.183	-3.730	.000
	Motivation					
3	(Constant)	1.876	.206		9.106	.000
	Work force	.319	.069	.230	4.656	.000
	Diversity					
	Emp	-.297	.082	-.178	-3.630	.000
	Motivation					
	Interaction	.062	.030	.103	2.076	.039

a. *Dependent Variable: Org Innovations*

### **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 <sup>a</sup>	.065	.062	.63945
2	.314 <sup>b</sup>	.098	.094	.62874
3	.330 <sup>c</sup>	.109	.101	.62599

Hypothesis is agreed as the interaction term p-value 0.03, that is slightly lower than 0.05. This indicates that improving dependent variable organizational innovation by 0.103 units in one unit of interaction term results. The beta coefficient of independent variable workplace diversity is 0.255 important at 0.00 point, indicating that the increase in one unit of independent variable workplace diversity corresponds to an increase of 0.255 in dependent variable organizational culture while the beta coefficient rises from 0.255 before moderation, and 0.301 after moderation. We may clearly claim that moderator employee motivation reinforce positive relation among workplace diversity and organizational innovation. The R-square value has raised from .065 to .109, which suggests an increased model explanatory capacity after employee motivation has been added. So we may conclude that employee motivation is to improve the connection between diversity in the workplace and organizational innovation.

### **6 Conclusion**

The findings were focused on the study's objective of determining the effect of organizational culture on diversity of workforce which enhances organizational innovation with the influence of employee motivation in government and private organizations. The findings showed that the behaviour of organizational culture have an important and beneficial impact on diversity in the workforce. The results of the study revealed that private and governmental organizations in Pakistan should commit themselves to instilling cultures that seek to help them achieve their aims.

Every organization wants to become more innovative because innovations makes the organizations more productive so the cultural diversity makes the employee motivated and then the employees works more efficiently and effectively that's makes organization more innovative. Organizational culture was noticed to have impact on prediction of workplace diversity in Pakistan's private and government organizations. They understand, however, that when the management is biased and does not adopt good human resource activities we cannot accomplish their goal. Through following best practices of HRM, their objective at recruiting or retaining very skilled workers , constantly improving themselves and empowering them to attain a diverse organization and to achieve the organization visions as centers of excellence that make the organization more innovative. You will also be capable of competing with the other world-leading organizations. Organizational culture performs a major role in defining diversity of workforce, so implementing human resource management policies that promote diversity is essential for private and government organizations in Pakistan. This is recommended that both employees and operational managers in private and public organizations are educated in HRM skills, as the HR department performs a critical role in the implementation and compliance in diversity laws and policies. Its means that promote culture practices in the workplace that's makes the diverse workforce of motivated employees in the organization. The motivated employees with different backgrounds have different experiences, ideas and techniques that can makes them more efficient in their work and they also makes the organization more innovative by using their different ideas and techniques this will become beneficial and more productive for the organization..

### 6.1 Future Implications and Recommendation

This study and its findings have many limits and suggest more research directions as well. The size of sample is insignificant. Research may be expanded by elevating the size of sample or involving members in other regional areas. If we expand size of sample, then very explanatory factual analysis can be done in the middle of independent and dependent variables with several categories. The study makes use of auto-reported indicators, which isn't always the most reliable way to determine effect of potential behaviour. Recent research provides strong empirical evidence for relationships between organizational culture, diversity of the workforce, employee motivation and innovation in the organization. This research's primary limitation is that it examines only serving organizations that theoretically restrict predictive validity to other domains (production). Such results should usually be repeated by various organizations. The present research also omitted to analyze personal variables, such as employees 'intellectual capabilities and others. Overall, a more detailed understanding of the relation among organizational culture, workplace diversity, organizational innovation, employee motivation, and other HRM-related variables is still needed. The present research did not sufficiently evaluate factors such as employee engagement, organizational performance, etc. The more detailed it takes to consider the influence of organizational culture, workplace diversity, and employee motivation on organizational innovation. More work would focus on the context and long-term impacts of the organizational culture.

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