

**INFLUENCE OF TEAMWORK DIVERSITY, CULTURAL DIVERSITY, AND
CONFLICT ON EMPLOYEE PERFORMANCE IN PAKISTANI
PHARMACEUTICALS: INNOVATIVE WORK BEHAVIOUR AS MEDIATOR**

BY

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ABSTRACT

This thesis explores the influence between teamwork diversity, cultural diversity, conflict, employee performance, and innovative work behaviour within the context of the Pakistani pharmaceutical industry. Understanding the dynamics that impact employee performance becomes essential for supporting competitiveness and fostering innovation. The quantitative survey was employed to combine the comprehensive investigation of the hypothesized relationships. A sample of employees from 5 selected pharmaceutical companies in Karachi, Pakistan participated in the research. It provided influences between diversity dimensions of teamwork and culture, conflict, and performance outcomes with the mediating role of innovative work behaviour. Illustration from theories of social exchange and social learning, this research examines how diverse backgrounds and perspectives within teams and organizations influence collaborative dynamics and individual contributions. The findings reveal significant associations between independent variables, highlighting the role of innovative work behavior as a mechanism through which diversity and conflict manifest their impact on employee performance. The implications of this research are twofold: firstly, it contributes to the existing body of knowledge on teamwork diversity, cultural diversity, conflict, and performance within the specific context of Pakistani pharmaceutical companies, which has received limited attention in prior research. Secondly, the study underscores the importance of fostering innovative work behaviour to connect the positive aspects of teamwork diversity cultural diversity and alleviate the consequences of conflict, ultimately enhancing employee performance. In conclusion, this thesis sheds light on the intricate influence of teamwork diversity, cultural diversity, conflict, employee performance, and innovative work behavior in the Pakistani pharmaceutical sector. By presenting a comprehensive analysis of these dynamics, this research offers practical insights for organizations seeking to leverage diversity as a strategic asset and enhance employee performance by cultivating innovative work behaviour.

Keywords: Teamwork diversity, Cultural Diversity, Conflict, Employee performance, innovative work behaviour, Pakistani Pharmaceuticals

TABLE OF CONTENTS

Title	Page
CHAPTER ONE	
1.1 BACKGROUND OF STUDY	1
1.1.1 EMPLOYEE PERFORMANCE	7
1.1.2 TEAMWORK DIVERSITY CHALLENGE	9
1.1.3 CULTURAL DIVERSITY	10
1.1.4 CONFLICTS	11
1.1.5 INNOVATIVE WORK BEHAVIOUR	12
1.2 PROBLEM STATEMENT	13
1.3 RESEARCH QUESTION	17
1.4 RESEARCH OBJECTIVE	18
1.5 SIGNIFICANCE OF STUDY	18
1.6 THEORETICAL SIGNIFICANCE	19
1.7 SCOPE OF STUDY.....	20
1.8 DEFINITION OF KEY TERMS.....	20
1.8.1 EMPLOYEE PERFORMANCE	20
1.8.2 TEAMWORK DIVERSITY.....	21
1.8.3 CULTURAL DIVERSITY	22
1.8.4 CONFLICTS	22
1.8.5 INNOVATIVE WORK BEHAVIOUR	23
1.9 ORGANIZATION OF THE THESIS.....	24
2.1 INTRODUCTION.....	25
2.1.1 THE PHARMACEUTICAL COMPANY GLANCE	26
2.2 VARIABLE OF THE STUDY	29
2.2.1 EMPLOYEE PERFORMANCE	29
2.2.2 TEAM DIVERSITY.....	30
2.2.3 CULTURAL DIVERSITY	31
2.2.4 CONFLICTS	32
2.2.5 INNOVATIVE WORK BEHAVIOUR	33
2.3 REVIEW OF PREVIOUS LITERATURE.....	34
2.3.1 EMPLOYEE PERFORMANCE	34

2.3.2	TEAMWORK DIVERSITY AND EMPLOYEE PERFORMANCE	38
2.3.3	CULTURAL DIVERSITY AND EMPLOYEE PERFORMANCE	41
2.3.4	CONFLICT AND EMPLOYEE PERFORMANCE	45
2.3.1	THE MEDIATING ROLE OF INNOVATIVE WORK BEHAVIOUR.....	48
2.3.5.1	<i>Employee Performance and IWB</i>	48
2.3.5.2	<i>Teamwork Diversity and IWB</i>	50
2.3.5.3	<i>Cultural Diversity and IWB</i>	51
2.3.5.4	<i>Conflict and IWB</i>	52
2.4	THEORY USES BY THE STUDY	53
2.4.1	SOCIAL EXCHANGE THEORY	53
2.4.2	SOCIAL LEARNING THEORY	55
2.4.3	LINKING THEORY WITH RESEARCH FRAMEWORK	55
2.5	CONCLUSION	57
3.1	INTRODUCTION.....	58
3.2	RESEARCH FRAMEWORK.....	58
3.3	RESEARCH DESIGN.....	59
3.4	POPULATION AND SAMPLING	60
3.4.1	SAMPLE TECHNIQUES.....	61
3.4.2	SAMPLE SIZE.....	61
3.4.3	SAMPLING FRAME AND SAMPLING LOCATION	64
3.5	OPERATIONAL DEFINITION OF THE VARIABLES.....	64
3.5.1	EMPLOYEE PERFORMANCE	64
3.5.2	TEAMWORK DIVERSITY.....	65
3.5.3	CULTURAL DIVERSITY	65
3.5.4	CONFLICT	65
3.5.5	INNOVATIVE WORK BEHAVIOR	66
3.6	RESEARCH INSTRUMENT	66
3.6.1	EMPLOYEE PERFORMANCE	67
3.6.2	TEAMWORK DIVERSITY	67
3.6.3	CULTURAL DIVERSITY	68
3.6.4	CONFLICT	68
3.6.5	INNOVATIVE WORK BEHAVIOUR	69

3.7	MEASUREMENT MODEL FOR VARIABLES.....	69
3.8	PILOT TEST.....	80
3.9	DATA COLLECTION.....	81
3.9.1	DATA COLLECTION PROCEDURE.....	81
3.10	DATA ANALYSIS	82
3.9.1	HYPOTHESES TESTING AND DATA ANALYSIS	84
3.7	CONCLUSION	86
4.1	INTRODUCTION.....	88
4.2	PILOT STUDY ON SPSS	88
4.2.1	CRONBACH ALPHA.....	88
4.2.2	RESPONSE RATE	89
4.3	DATA SCREENING:	90
4.3.1	MISSING DATA:	91
4.3.2	OUTLIERS:	91
4.3.3	NORMALITY TEST:	91
4.8	PLS ANALYSIS:.....	98
4.8.1	MEASUREMENT MODEL.....	98
4.8.2	ASSESSMENT OF PLS-SEM PATH MODEL RESULTS:	99
4.8.3	MODEL FIT	99
4.3.5	STRUCTURAL MODEL	102
4.3.3	FACTOR LOADING	106
4.4	CONCLUSION	110
5.1	INTRODUCTION.....	114
5.2	SUMMARY OF THE STUDY	114
5.3	DISCUSSION.....	115
5.4	THEORETICAL IMPLICATION	120
5.5	PRACTICAL IMPLICATION.....	120
5.6	METHODOLOGICAL IMPLICATION	122
5.7	LIMITATIONS AND FUTURE RESEARCH	123
5.8	CONCLUSION	125
	REFERENCE	125

List of Figures

Figures	Page
Figure 1.1	IQVIA Pakistan's Pharma Sector Index5
Figure 1.2.	Diversity index.....11
Figure 2.1	Global pharmaceutical industries revenue chat28
Figure 3.1	Conceptual framework of the relationship between research variables56
Figure 3.2.	Data Collection approval letter81
Figure 4.1	PLS-SEM Path Model.....87
Figure 4.2	PLS Bootstrapping93

List of Table

Table	Page
Table 2.1 Pakistan top listed pharmaceutical companies	29
Table 3.1 Karachi Pakistan's selected Pharama companies	59
Table 3.2 Sample Size	61
Table 3.3 Source of Instrument	68
Table 3.4.1 Content Validity Index (Employee Performance)	69
Table 3.4.2 Content Validity Index (Teamwork Diversity).....	71
Table 3.4.3 Content Validity Index (Cultural Diversity).....	73
Table 3.4.4 Content Validity Index (Conflict)	75
Table 3.4.5 Content Validity Index (Innovative Work Behaviour)	77
Table 4.1 Rebiability Test.....	86
Table 4.2 Response Rate.....	86
Table 4.3 Model Fit Summary	90
Table 4.4 R-square	90
Table 4.5 Cross loading	91
Table 4.6 Structural Model	91
Table 4.7 Construct Reliability and Validity	92
Table 4.8 Path Coefficients	94
Table 4.9 Path Coefficients.....	95
Table 4.10 Total Indirect Effects.....	96

LIST OF ABBREVIATIONS

IQVIA - IQVIA doesn't have a full form as such. It is pronounced as I-Q-VIA, where I is taken from IMS Health or can be interpreted as Intelligence, Q comes from Quintiles or can be interpreted as Quotient and VIA is basically the path of transformation or a helping hand to achieve something.

CAGR - Compound average growth rate

IWB - Innovative work behaviour

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

All organizations are dependent on employee performance and innovation to remain profitable and sustainable business. In the highly competitive and diverse global market, the business community has difficulties operating a business with different nationalities and ethics to sustain diversity in a team (Arafat & Doblas, 2022). Diversity in teamwork and culture is an innovative science that combines different viewpoints and experiences and strengthens proposals and solutions for improving employee performance (Canimoglu & Yildirm, 2023). Organizations encounter many difficulties in managing diversity as a result of globalization. Employee performance is crucial for the success of an organization therefore, the employee's performance directly impacts on overall productivity of the organization (Febrian & AR., 2023). Okoro and Washington (2012), stated employee performance is an adequate flow of responsibility for which one is organization selected. According to Tinofirei (2011), employee performance is the "successful completion of duties by a selected employee, as a set and measured by a supervisor or organization, to pre-defined acceptable standards, while efficiently and effectively utilizing available resources within a changing environment (cited from Concepcion, 2023; Zhuwao, 2017). As diversity and employee performance both are key factors that influence pharmaceutical firms.

A pharmaceutical firm is a for-profit organization that specializes in the development, manufacture, and distribution of medications, particularly for the medical industry (Sutrepti et al., 2022). To compete with global challenges, the organization must be

innovative, according to the aforementioned remark. For organizations to ensure long-term survival, profitability, and growth, they must revamp and expand their offerings (Alanazi, Dekhaela, Obaidy, Mutairi, Majid, Mufrij, & Al Sufian, 2023). Employee motivation is necessary for organizations to become more innovative. Individual employee innovation is now widely accepted as a method for enhancing company success by practitioners and experts alike (Smith, 2002; Van de Ven, 1986). As work has become more knowledge-based, it has become less precisely defined and specific, and employees are essential in this environment for taking inventions through to completion. Although dramatic inventions are uncommon, they typically capture readers' attention in the literature on innovation. However, steady advancements based on employee efforts are much more common. Individual creativity is essential to many popular management techniques used today (Ehigie & Akpan, 2004) and strategies (Fuller, Marler, & Hester, 2006). Employees in pharmaceutical companies have an assessment system for organizational growth so that employee performance in pharmaceutical is very important (Godbless & Obaro, 2023).

Pharma companies in Pakistan are aware that breakthroughs are made across all functional domains in an integrated manner and that ongoing development is a multifunctional process (Kaur & Kaushik, 2021). The pharmaceutical industry has seen rapid expansion in recent years. The value of the global pharmaceutical market is predicted to reach \$1.27 trillion by the end of 2023. This was a significant increase from 2001 when the market was only worth USD 390 billion. The pharmaceutical industry has a significant impact on how employees get their medications and how much they pay for them (Statia, 2021).

With the support of the aforementioned studies, Pakistani pharmaceutical companies must raise the bar for their sectors' globalization. Due to the globalized economy and intense

competition on a global scale, employee work structures have undergone significant changes. The organization must therefore handle a constantly rising level of diversity on both an internal and external level (Azizullah Khan & Ullah, 2021). (Rakowska & de Juana-Espinosa, 2021) said that diversity experts, academicians, business executives' businesses, and organizations must embrace diversity to be competitive and sustainable in the twenty-first century. Diversifying the companies requires organizational strategies to achieve positive outcomes for both employees and businesses. Businesses must understand how to get diversity and inclusivity in their organization and mitigate the barriers they will face in performance (Alana & Sung, 2021; Concepcion, 2023). Critical employee performance, skills, and competencies were discovered across many countries as a result of long-term research on the opinions of academics and professionals on the abilities required by the labor market. Describe the expected trends in these skill requirements throughout the research period. Regarding the most crucial traits for future employee performance, the advice of experts from all around the world has proven to be completely reliable (Rakowska & Espinosa, 2021).

Scott and Byrd (2012) said diversity management has evolved as a powerful method for dealing with diversity challenges. Embracing and managing diversity is becoming increasingly important for providing higher levels of performance and innovation, as well as improving problem-solving and decision-making. Teamwork and Cultural diversity are flexible concepts that will grow as other businesses, particularly pharmaceutical companies, approach working with and recruiting people all over the world. This assumption has contributed to the perception that diversity in a company is unavoidable and necessary for long-term organizational success (Velinov, 2018).

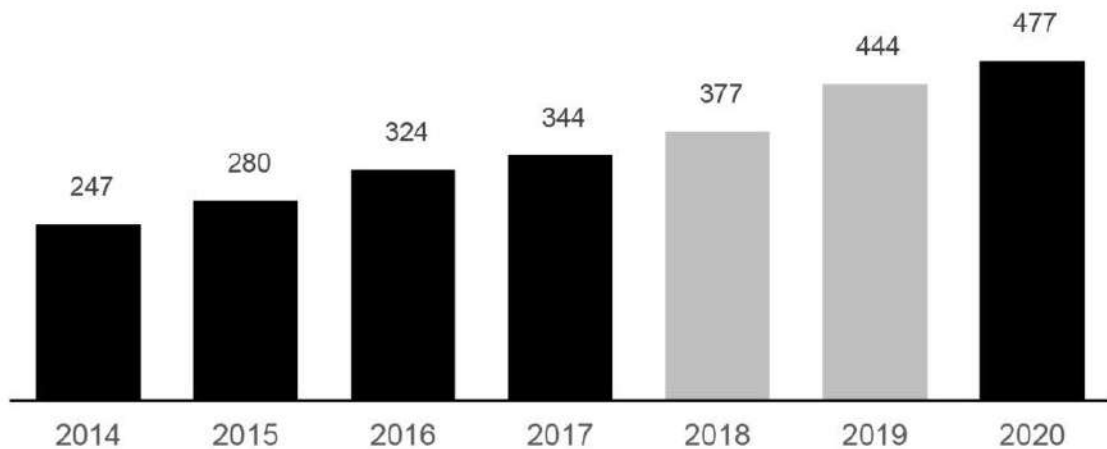
According to the previous studies, the employee engagement and innovation are important for healthcare as well as pharmaceutical companies (Alanazi et al., 2023). Pharmaceutical companies are innovating their method of conducting business regarding tasks and responsibility to make it more inspiring, encouraging motivating, and competitive for employees in a globalization economy (Godbless & Obaro, 2023). Companies that excel in implementing innovative work behaviour practices have found ways to engage employees' outstanding performances for a long time through employee creative ideas, Teamwork and cultural diversity effective career paths, and establishing a reputation for long-term employee retention (Fayad & Easa, 2020). In The context of Pakistan's pharmaceutical companies are relatively well-known in developing Asian markets; according to a report provided by IQVIA, which stands for I (IMS Health), Q (Quintiles), and VIA (by way of), (2017), Pakistan's pharmaceutical sector has expanded into a fast-growing business in the world. The survey that the increasing compound average growth rate or CAGR (Compound average growth rate) of 13.1 percent over the last four years reported in Pakistani Pharmaceutical businesses compared with a CAGR of 9.34 percent of the multinational corporation," the survey noted. According to IQVIA, the drug spending growth in pharmaceuticals has been slow during the last five years and is anticipated to increase by 5 to 8 percent by 2023. It is also projected that Turkey, Egypt, and Pakistan will rise the most between 2019 and 2023. The pharmaceutical firm was highlighted as a sunrise company in the McKinney & Industry study commissioned by the Pakistan Planning Commission and the Asian Development Bank (Profit by Pakistan Today, 2021).

1.1 Figure

IQVIA Pakistan's Pharma Sector Index

The size of Pakistan's pharmaceutical sector

Total revenues of the pharmaceutical industry, Rs billions, by year



Source: IQVIA, grey bars represent Profit estimates

Note: Profit estimates of Pakistan's Pharmaceutical sector

As per the performance of Pakistani pharmaceutical companies, it has a challenging time improving their employee performance in terms of diversity because Pakistan has multiple languages and religious networks to face the different challenges to meet the global market's needs. It is essential to create a diverse balance in the working environment in Pakistani pharmaceutical companies. An organization's goal depends on employee performance (Covey, 2004); performance skills in terms of employee knowledge, skills, and, experiences produce a positive chance to achieve the organizational target. Therefore, it is crucial to oversee a study on factors influencing employee performance. Previous studies identified many factors that impact employee performance (Alana & Sung, 2021; Güver & Motschnig, 2017; (Rakowska & de Juana-Espinosa, 2021), and three of them are

teamwork diversity (Inegbedion, Sunday, Asaleye, Lawal, & Adebajji, 2020; Nartey, 2021), cultural diversity (Ratnasari & Septiani, 2020) and conflict (Sumera et al., 2021) in term of diversity in the company.

Employee performance may be used to determine a company's success and viability (Sutrepti et al., 2022). Enhanced employee performance is necessary for Pakistani pharmaceutical businesses to contribute to innovative work for them to prosper (Hafeez & Akbar, 2015). Pakistan is slowly progressing, and there is an expansion in the number of pharmaceutical companies in Pakistan and employee performance challenges (Muqadas et al., 2017). Due to untrained behaviour and the communication gap in a multicultural workplace, the performance of employees at pharmaceutical companies in Pakistan faces significant challenges (Hafeez & Akbar, 2015). Employees need to be trained for innovative work activities for new business challenges in Pakistan ((Khan et al., 2016)).

The workplace's deployment of human resources policies improved employees' job performance (Sandhya Sridevi & Saradadevi, 2022). For any organization, regardless of its field, employee performance is a challenging issue in terms of improving the diversity of companies and sustaining good performance is a problem (Farmanesh et al., 2020). It is important to understand that the main problem of diversity is where it occurs in traditional organizational culture by bias at diversity in the company and how that decreases employee performance motivation (Ali et al., 2020). Diversity in a company increases employee performance contradictions due to human inconsistency issues; it creates many benefits and challenges (Selvaraj, 2015).

Organizational culture changes in terms of diversity have been influenced by several variables, including technical advancement, external policies, strategic inquiries,

relocations, globalization, and the rise in population (Ali et al., 2020). Conflicts involving physician's connection with the pharmaceutical business have seen remarkable regulatory action in the last 10 years, the American College of Physicians and the Accreditation Council for Continuing Medical Education (2014) established recommendations on how physicians should engage with pharmaceutical firms. The prosecutors utilise a federal statute on "fraud and abuse" to prosecute pharmaceutical businesses and marketing physicians (Valverde, 2012).

1.1.1 Employee Performance

Employee performance suffers when they fail to grasp diversity and lack the necessary skills to address diversity challenges. Assefa (2014) states that performing a task, accomplishment, or achievement is referred to as performance. Employee performance refers to how successfully employees fulfil their work requirements or serve their obligations to produce positive outcomes (Durga, 2017). Monogna, (2023) said ability and motivation determine performance or effectiveness. According to Armstrong (2012) to perform successfully, employees need to be capable and motivated. Employee performance is very important in the operation of pharmaceutical companies, in the pharmaceutical company the performance of employees needs to be assessed or monitored properly so that the company's performance increases and gets good results (Hanazohie & Adhies, 2023). According to Josef (2010), senior personnel tend to oppose change. O'Flynn et al. (2001) said three factors are used to assess employee performance. First, work produced by employees must adhere to the organization's overall performance requirements that were set by its external clients. Second, how well employees can work together on subsequent group projects with the aid of social developments in the course of their jobs is used to

gauge performance. Finally, the needs of that employee are satisfied as opposed to making them unhappy with the team's performance. Employee performance is defined as their actions and results. According to Rahman, Hussain, and Hussain (2011), three factors influence employee performance, work atmosphere, skill, and motivation, as described by the formula: $\text{Performance} = f(\text{work environment} \times \text{ability} \times \text{motivation})$. Ability is the employee's physical, emotional, and intellectual capacity to complete his duty. That is, the person holds the necessary skills and expertise for the position (Hartika & Absari., 2023). Robert and Leonard (2015) listed performance indicators including ability competencies, commitment, and self-efficacy (self-efficacy is a motivating factor that refers to an employee's belief in his or her ability to complete the task at hand); motivation-contingencies, goal-task clarity, feedback; system technology, task interference opportunity, and company outline. System factors include poor employee relationships, a lack of proper training, and being open to speaking in a team. Employee motivation is determined by the employee's passion and devotion to his job (Hartika & Absari., 2023). Unfortunately, there is a long way to go in the pharmaceutical company and healthcare before it can be genuinely diverse and inclusive. Diversity and its impact on performance are significant issues in many workplaces, but they are largely disregarded. The task of management is to create an environment that influences, motivates, and holds its representatives accountable for the organization's growth and productivity (Seliverstova & Pierog, 2021). The researchers discussed work satisfaction, which adopts an entirely unexpected strategy compared to what it accomplished. The contemporary workplace is outstanding, one-of-a-kind, and positively impacts an organization's productivity (Patrick & Kumar, 2012). Employees in the emerging economy have ample freedoms and

unrestricted job advantages. In addition to organizational growth, this strategy allows employees to advance their careers. Another area of concern is the workplace atmosphere; employers and employees do not know about the impact and diversity of the company environment (Fatemeh Ghasempour Ganji et al., 2021). Performance is the result of a worker's workmanship and the amount of work completed while carrying out his obligations in accordance with the tasks assigned to him (Hanazohie & Adhies, 2023). Therefore, the employee performance is influenced by teamwork, cultural diversity, conflict, and innovative work behaviour.

1.1.2 Teamwork Diversity Challenge

A challenge of teamwork diversity is communication ideas that include team members, allowing them to learn from the mistakes and unproductive courses of action of others (Adil & Hamid, 2020). The pharmaceutical business is being confronted with enormous developments and problems. Hazeef and Aakber (2015) said that the shortage of skilled, bright, and capable employees had made organizations inventive in devising strategies to retain valuable workers. The pharmaceutical industry must therefore be supported by a broad range of performance and development areas, the development of a sense of teamwork, employee communication skills, enhanced customer service, interpersonal relationships, employee happiness & morals, and similar factors (Alanazi et al., 2023). Pharmaceutical companies must grow their skills, which is already a great asset. Pharmaceutical personnel also require training to respond to pharmaceutical problems (Hafeez & Akbar, 2015).

Despite the potential benefits of teamwork, the collection raises ambiguity, complexity, and confusion in organizations by allowing members to share personal and task-related

information, which saves time (Godbless & Obaro, 2023; Reeves et al., 2017). However, teamwork diversity increases ambiguity, complexity, and misunderstanding (Richardson, 2005). Quality of teamwork presents a significant challenge and demand for its members and the project management committee; on the other hand, team members must not ignore the significance of information sharing with review to produce higher quality work while working within time and resource restrictions (Hafeez & Akbar, 2015).

1.1.3 Cultural Diversity

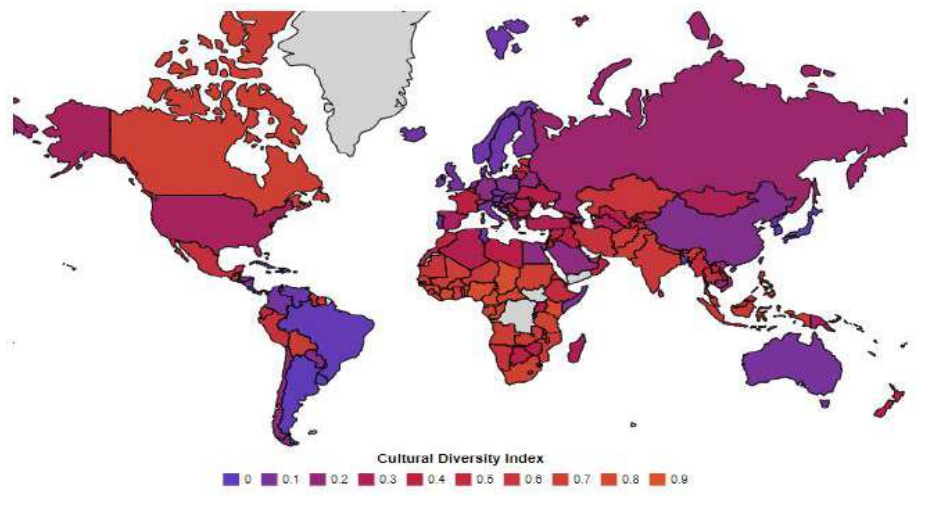
The diversity in companies is often difficult to communicate and manage, but at the same time, they can be well off through innovation with cultural diversity (Lin & Xie., 2023). It begins with a conversation and then becomes delicate and open to the knowledge of other people's cultures. As a leader, training and motivating cultural issues and coaching people to learn about the culture in other countries, company growth, and development are strategically based on an innovative culture inside companies (Bonsu & Twum-Danso, 2018). Cultural diversity in teams is becoming increasingly evident in the influence on innovation performance (Jones et al., 2021). A person's underlying values, beliefs, and behaviours show the impact of culture on management and the organization's fairness. It is difficult for an organization to reach a consensus due to cultural diversity. Cultural diversity makes it more challenging to build general organizational procedures and impacts individual employee performance (Richardson, 2005).

Pharmaceutical companies are no different from other businesses in terms of performance evaluations (Hanazohie & Adhies, 2023). There could be conflicts between morality and success. Patients, the media, or stakeholders, however, forbid pharmaceutical corporations from taking any action that could detect, suspect, or be associated with unethical behavior

(Valverde, 2012). The world population is rapidly moving towards cultural diversity, and this is the right moment to prepare strategies that help cater to cultural diversity in the workplace. The worldwide cultural diversity index is shown in figure 1.2

Figure 1.2

Cultural Diversity Index



Note: Most Diverse Countries 2022

1.1.4 Conflicts

Every organization does indeed have a conflict problem (Radita et al., 2021). Arguments, disputes, or incompatibility between a person and their supervisors or associates are all examples of interpersonal conflicts in the workplace (Alshibani et al., 2023). The cut and thrust of conflict can encourage creativity and identify unique solutions to problems that at first glance appear intractable, which can enhance team performance (Kammerhoff et al., 2019). To manage the conflict effectively in the organizations it is observed by the research that teamwork has great effectiveness in resolving it (Adamovic et al., 2020). The conflict between teams directly influences task performance, but conflict across tasks has an

indirect negative effect through conflicts (Adamovic et al., 2020). The level of task conflict in relation to the general level of conflict within a team will help untangle to teamwork to innovate employee performance (Stollberger & Cremer, 2023). When two or more people in an organization disagree on a matter of duty or substance, there may be an interpersonal conflict. Emotional conflict happens when two people who are related socially recognize that their perspectives on a given topic are irreconcilable while working to resolve it (Rahim, 2001).

1.1.5 Innovative Work Behaviour

To be competitive and thrive in today's business world, companies must innovate regularly (Banbury & Mitchell, 1995; Cefis & Marsili, 2006; Karimi et al., 2023). Innovative work behaviour increases by a company's learning capability and knowledge stock and learning assimilation capacity is an indicator of innovative capabilities in the organization (Bagheri et al., 2022). Many practitioners and experts believe that the extent to which a company can continually innovate is tied to individual employee invention (Janssen, 2000; Munir & Beh 2019; Sharma & den Hartog, 2007; Wang & Zhu, 2023). Innovative work behaviour includes the invention and introduction of new ideas and the realization and implementation of such ideas at work (Yuan & Woodman, 2010). Innovation is a key resource for organizations. In the same way, the healthcare company is reliant on innovation and innovative work techniques (Chang & Liu, 2008). People with diverse backgrounds and ethical codes prioritize the needs of the organization over their own, which benefits its operation and sustainability (Karimi et al., 2023; Liu et al., 2023). Multicultural employee behaviour operates actively in a setting of continual change, where inventive behaviour is necessary to adapt to new developments. (Ali & Al-Owaihan, 2008)

and take proactive steps by producing, promoting, and putting innovative ideas into action. Furthermore, employees who behave from different backgrounds show positive behaviour, which studies have found to be a predictor of innovative behaviour (Arnaud & Sekerka, 2010; Sekerka et al, 2006; Tomasino, 2007). Furthermore, diverse workplaces would be capable of perceiving a difficulty from a different perspective, resulting in unusual explanations, novel solutions, and novel adjustments. This worker may also be prepared to work through challenging or perplexing tasks, ask questions, take a chance despite the possibility of failing, learn from the experience, and develop. A multicultural company employee studies and queries production processes and procedures because complex structural issues in business, the economy, and society call for unconventional comprehension (Rawwas et al., 2013). The study tried to convey how teamwork diversity, cultural diversity, and conflicts influenced employee performance. In addition, it had been emphasized that there was a need to develop innovative work behaviour through which cultural diversity can be channelized into superior employee performance. Based on the above discussion and cited literature, the research aims to assess how teamwork diversity, cultural diversity, and conflicts influence employee performance through the mediating influence of innovative work behaviour.

1.2 PROBLEM STATEMENT

The current research aims to identify the factors behind the problem of poor performance of pharmaceutical companies in Pakistan (Gul et al., 2021). A company's employees are its most valuable assets, and employee satisfaction in the organization is essential to increasing performance and growth (Anwar & Abdullah, 2021). Although the company

diversity literature has provided valuable insights (e.g., essential teamwork diversity, cultural diversity, and conflicts with mediating role of innovative work behaviour on employee performance) to improve our understanding of negative consequences of diversity-based organizational productivity and social categorization perspectives, the majority of studies focused on the effect of diversity on team-level outcomes (e.g., team performance, culture, and conflict) (review statement from, Guillaume et al., 2017; Shemla et al., 2016; van Knippenberg & Schippers, 2007).

Pharmaceutical firms that stand to gain from blending varied skills can turn the challenges and difficulties surrounding doing so into a competitive advantage (Elsaid, 2012). Pharmaceutical companies need all employees to perform well to succeed, and valuing them is critical to their success (Velinov, 2018). Employees are a team's, department's, or organization's primary source of human capital, making this a significant exception. Company diversity initiatives emphasize raising everyone's productivity and effectiveness to accomplish organizational objectives and achieve better results. To achieve considerable success, the organization must embrace, tolerate, and balance diversity management practices (Ivanova et al., 2017; Kirton & Greene, 2015; Shekhovtsov et al., 2017). Several pharmaceutical companies have used diversity management to enhance health and well-being throughout the world (Velinov, 2018).

According to the discussion above, this study aims to determine employee perceptions of diversity in pharmaceutical companies in Karachi, Pakistan, with dimensions of teamwork diversity, cultural diversity, and conflicts, as well as to mediate the role of innovative work behavior on employee performance. This research also investigated how to improve pharmaceutical employees' performance in terms of diversity. Pakistan's pharmaceutical

business problem is not addressed, and there is still little research done on it and no actual data. Do et al. (2020) recommended that future research should focus on how teamwork diversity, cultural diversity, and conflict may be used to enhance employee performance and past many studies reported that teamwork diversity, cultural diversity, conflict, and innovative work behaviour have an association with employee performance (Ab-Latif, et al., 2020; Cherian et al., 2020; Jankelova et al., 2021; Misoc, 201; Usendok, 2022). According to Bamgbade et al. (2020), teamwork diversity positively influences employee performance. Cultural diversity has been confirmed positive and negative influence on performance (Frijns et al., 2016; Gomez & Bernet, 2019), which generates a gap in conducting more studies to investigate the link of cultural diversity with employee performance. However, conflict has been reported negative predictor of employee performance and increases the risk factor of work stress (Rahayu & Hidayat, 2021), so conflict increases the risk factor of work stress and reduces the level of employee performance. But Soomro et al. (2018) confirmed that work-family conflict has a positive impact on employee performance, therefore more studies should be conducted to measure the direction of the influence of conflict on employee performance.

While in past studies, innovative work behaviour was also confirmed as the mediator between organizational climate and organizational performance (Shanker et al., 2017), this study was conducted among managers working in six Malaysian companies such as the banking sector, manufacturing sector, utility sector, construction sector, agricultural sector, and service sector, but the sample of the present research is pharmaceutical employees, which fill the gap of the missing sector in previous research (Newman et al., 2020). Another study also confirmed innovative work behavior as a mediator between inclusive leadership

and subjective career success (Muchtar et al., 2021), this study was conducted among Indonesian companies' managers. Purwanto et al. (2020) also confirmed innovative work behaviour as a mediator in the relationship between transformational leadership and corporate culture with employee performance among service companies in Indonesia. Innovative work behaviour has been reported as a mediator with employee performance and other variables but sufficient literature is not available on the mediating role of innovative work behaviour between teamwork diversity, cultural diversity, conflict, and employee performance, so this research fills the gap of the mediating role of innovative work behaviour between teamwork diversity, cultural diversity, conflict, and employee performance. Although, past studies found that cultural diversity, transformational leadership, cognitive diversity, and relationship conflict had a significant influence on employee performance (Chen et al., 2019; Korzilius et al., 2017; Saeed et al., 2019), but in previous studies, these variables were not studied together in a single research, so this research fills this gap and measures the influence of teamwork diversity, cultural diversity, and conflict on employee performance. So according to past studies' evidence, teamwork diversity, cultural diversity, and conflict are important predictors and more research should be conducted on these variables. Considering the direct influence of innovative work behavior on employee performance, Jankelova et al. (2021) investigated the positive influence of innovative work behaviour on employee performance.

The above-cited literature provides evidence that teamwork diversity, cultural diversity, conflict, and innovative work behaviour have links with employee performance but these studies were conducted in Europe and Southeast Asia (Malaysia & Indonesia). The literature on the linkages between human resource management and organizational

performance is still not much studied in the pharmaceutical industry of Pakistan and empirical evidence does not exist. However, enough literature is also unavailable that provides evidence in the Pakistani context about the influence of teamwork diversity, cultural diversity, and conflict on employee performance. Furthermore, many past studies did not provide enough findings about the mediating role of innovative work behavior between teamwork diversity, cultural diversity, and conflict with employee performance (Rahman, Kistyanto, & Surjanti, 2020; Shanker et al., 2017; Thneibat & Sweis, 2023). So, the objective of this research is to identify the factors of teamwork diversity, cultural diversity, and conflicts that influence the employee performance of pharmaceutical companies in Karachi Pakistan. This research also aims to investigate the mediating role of innovative work behaviour in relationship of teamwork diversity, cultural diversity, and conflict with employee performance. Therefore, this research fills the empirical gap that is missing in previous literature, especially in Pakistani pharmaceutical context and this research also examines the mediating role of innovative work behaviour between teamwork diversity, cultural diversity, and conflict with employee performance. According to Zeshan (2022), “future research directed toward the poor employment performance and unethical practices in the pharmaceutical companies are an interesting area of research, and future research must look into this area to identify the reasons, drivers, and facilitators of such practices”.

1.3 RESEARCH QUESTION

- 2 According to the research problem statement, there are a few research questions to examine teamwork diversity, cultural diversity, and conflict on employee performance with the mediation role of innovative work behaviour.

- 3 RQ1. Does teamwork diversity influence employee performance?
- 4 RQ2. Does cultural diversity influence employee performance?
- 5 RQ3. Does conflict influence employee performance?
- 6 RQ4. Does innovative work behaviour mediate between relationships of teamwork diversity, cultural diversity, and conflict on employee performance?

1.4 RESEARCH OBJECTIVE

The aim of this study is to establish the connection between diversity and its influence on employee performance, while also exploring the mediating role of innovative work behavior within companies.

RO1. To examine the influence of teamwork diversity on employee performance.

RO2. To investigate the influence of cultural diversity on employee performance.

RO3. To inspect the influence of conflict on employee performance.

RO4. To study delve into the mediating role of innovative work behaviour between teamwork diversity, cultural diversity, and conflict influence employee performance.

1.5 SIGNIFICANCE OF STUDY

The primary goal of the study was to demonstrate that the teamwork diversity, cultural diversity, and conflict have a significant relation to employee performance. The study found to pave the way for pharmaceutical company leaders to embrace the elements that are significant for employee performance in the companies with mediating role of innovative work behavior to provide new ideas. The study's significance to management at pharmaceutical companies is meant to help them enhance their relationships with

members of staff by concentrating on external elements that affect the workers and their surroundings.

This study would extend current knowledge on diversity management and its effects on performance in pharmaceutical companies and the study would provide a practical approach to managing the teamwork diversity, and cultural diversity in pharmaceutical companies in Karachi Pakistan. This study revealed how pharmaceutical companies utilize diversity, and how the various aspects of diversity (teamwork and cultural diversity) and conflicts affect performance. Similarly, the study at the conclusion will assist employees in airing their complaints to the business. The study will serve as background information to advocate for and support a healthy company to improve employee performance. It will also serve as background information for further studies on the same topic and how it affects pharmaceutical company employee performance.

1.6 THEORETICAL SIGNIFICANCE

This research aims to offer a substantial theoretical contribution to the design of employee performance, specifically through the diversity within the company such as teamwork diversity, cultural diversity, disputes, and the mediating function of innovative work behaviour. From a theoretical standpoint, this study will add to the existing literature in a number of ways. This will be accomplished by addressing multiple factors that might improve employee performance and develop a comprehensive workplace diversity design approach (teamwork, culture, and interactive control of conflicts). This study will aid in the improvement of employee performance as well as company productivity by describing the influence of workplace diversity on employee performance in pharmaceutical

companies. The only way that this would be achievable is when all aspects of employee performance are considered. In addition to employee performance, the findings of this study will help top management gain a better understanding of employees' ability to stimulate workplace diversity and build a unique competitive advantage to sustain success and growth, especially in a highly unreliable environment.

1.7 SCOPE OF STUDY

This quantitative study proposed the organization in enhancing employee performance by sharing their expertise through teamwork diversity, cultural diversity, and conflicts with mediating the role of innovative work behaviour. This study targets management employees who currently working in selected 5 pharmaceutical companies in Karachi, Pakistan. The selected companies are big and multi-nationalities are working in the selective companies. Many factors may influence employee performance (Khan et al., 2021) as identified by previous studies (Alana & Sung, 2021; Arta et al., 2023; Güver & Motschnig, 2017; Inegbedion et al., 2020; Lee et al., 2023; Nartey, 2021; Rakowska & Espinosa, 2021; Ratnasari & Septiani, 2020; Sumera et al., 2021) however, and these three characteristics were picked because it was felt that they were pertinent to the current problems facing the pharmaceutical company in Pakistan.

1.8 DEFINITION OF KEY TERMS

1.8.1 Employee Performance

Employee performance is defined as the act of doing an action and the success or achievement of that action. Employee performance refers to how well employees meet their requirements for the position and fulfill their responsibilities to get beneficial results

(Durga, 2017). Arta et al, 2023, indicate that performance or benefit is a task of ability and motivation. As a result, individuals must possess both ability and motivation to perform efficiently. Employee performance or benefit is work quality, quantity, effectiveness, and better problem solving, and employee behaviour is a process of the purpose of organizational success (Armstrong & Taylor, 2014; Kundi & Abormdan, 2023; Lee et al, 2023). As defined by Robbins (2010), Employee performance is determined by how well they are able to complete their tasks in a manner that is both quality and quantity appropriate for their roles. The term "performance" describes how well a specific process performs regarding its economic, social, environmental, and other qualities. By this description, we can produce a "performance" type from the "target" content of a particular procedure (Nawin, 2022). According to Ahmad Fauzi, and Rusdi Hidayat (2020) performance is the outward sign of labor and the outcomes attained by a person, including goods/products and services. These results are typically used as a basis for the employee's or the work organization's self-evaluation and reflect the employee's knowledge of the position.

1.8.2 Teamwork Diversity

Teamwork diversity defined a team as "team members have varied backgrounds, cultures, and experiences. They are more likely to solve problems and innovate for a common goal" (Katzenbach & Smith, 1993). Work teams are organizational units that carry out day-to-day operations. These are frequently long-term organizational entities with well-defined membership and job responsibilities. Organizations frequently employ various work teams, such as self-managing, semi-autonomous, and empowered teams (Cohen & Bailey, 1997). Additionally, it has recently become

apparent that individuals need to develop skills that facilitate teamwork, which is distinct from specific on-task performance (McIntyre & Salas 1995).

1.8.3 Cultural Diversity

According to Nade,ak (2020) culture reflects many groups of people's ideas and behaviour and the history that influences their conduct. "Cultural diversity" describes a community's many different cultural or ethnic characteristics (Canimoglu & Yildirim., 2023). Ethnicity, beliefs, religion, backgrounds, languages, and country are all important components of cultural diversity. People should respect cultural diversity, which includes a variety of characteristics such as age, gender, race, disability, pregnancy, ethnicity, religious beliefs, and behaviours (Maathir et al., 2019). The objective of managing diversity is to use individuals' abilities, ideas, and creativity from different cultural backgrounds to accomplish a shared objective while increasing the organization's competitiveness (Lin & Xie., 2023).

1.8.4 Conflicts

According to Schramm-Nielsen (2002), a conflict is a state of substantial disagreement and contention about something vital to at least one concerned person. According to Fajana (1995), conflict may be described as a dispute between two or more parties that believe they have irreconcilable concerns. The process of conflict starts when one side believes that the other has been frustrated or is likely to be frustrated by some of his concerns (Pondy, 1967). According to Hamali (2018), conflict is a dispute regarding the needs, values, and ambitions of individuals or groups that members of an agency or company feel. According to Kristanto (2020), a conflict is a disagreement between coworkers brought on by disparities in beliefs, attitudes, comprehensions, interests,

and perceptions. Conflict positively affects employee performance, which means that with every addition of conflict effectiveness, employee performance will increase. (Batubara, 2022).

1.8.5 Innovative Work Behaviour

Innovation is critical in helping businesses rapidly adjust to changing economic conditions and obtain a competitive edge. Organizational performance has been proven to benefit from innovation as organizations are better able to adapt to difficulties and exploit new goods and market possibilities (Jiménez-Jiménez & Sanz-Valle, 2011; Thornhill, 2006). Janssen (2000) stated that innovative work behaviour involves developing, introducing, and implementing new ideas within an area of employee work, a group, or an organization to improve performance within that area, group, or organization. Janssen further suggested that innovative work behaviour might involve idea generation, idea promotion, and idea realization. Employees with innovative work behaviour often involve finding more effective and efficient ways of accomplishing tasks (Mata & Martins, 2023). Furthermore, the employment contract does not explicitly require employees to engage in innovative work behavior, nor do they form an explicit contract with their employers. Innovative employee actively seeks solutions to problems and challenges, they have the ability to think creatively and generate new idea enabling them to tackle a complex task and overcome problems, leading to better performance outcomes (Muhamad et al., 2023).

1.9 ORGANIZATION OF THE THESIS

Chapter 1 centers around the foundational aspects of the research, encompassing the research's background, the problem statement, the investigations driving the research questions and its objectives, its significance, the study's scope, and the thesis organizational structure. In contrast, Chapter 2 delves extensively into a thorough examination of existing literature about the various facets of a diverse workplace, including its dimensions of teamwork diversity and cultural diversity, its impact on performance enhancement, and its effects on organizations. This chapter particularly accentuates the interconnections between a diverse workplace and employee performance within a pharmaceutical company. It also underscores strategies for augmenting this relationship, guided by the principles of social exchange and social learning theory. The chapter underscores gaps in existing knowledge, justifying the development of hypotheses. Chapter 3 introduces the research methodology, presenting a framework for the ongoing investigation and providing comprehensive insights into the research design, the studied population, the type of analysis, the structure of research questionnaires, and the deployed research instruments. It also explains the concepts of validity and reliability. Additionally, the statistical techniques utilized within the study are explained in this chapter. Chapter 4 is based on the findings of the study in which the pilot test was conducted on 20 participants while the smart PLS was performed on 331 participants and relevant results were derived. Hence chapter 5, concludes the entire research, and recommendations are also given for the betterment of pharmaceutical corporations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter offers a review of the literature that is pertinent to the study's topic. Employee performance is well-reviewed in the literature, and the variables are identified and described in detail in the linked theoretical model. The variable contributing factor is required to comprehend the connection between the independent variables. The contributing factor of variables is necessary to understand the relationship between the independent variables (Teamwork diversity, Cultural diversity, conflicts, and innovative work behaviour) and the dependent variable (employee performance). The link between the dependent and independent variables used to establish the hypothesis.

The first section has details of pharmaceutical companies in Pakistan. Section two examined employee performance from various perspectives of performance management, independent variables (Teamwork diversity, Cultural Diversity, and Conflict), and the mediator innovative work behaviour. Section three previous research. The fourth section discusses the theory used by the study. Finally, section four provides the chapter's conclusion.

This research's primary goal is to define teamwork diversity, cultural diversity effect on employee performance. However, the basic workplace produces the basic situation that can significantly employees' innovative performance. Yet, how employee performance generates vicious conditions for employees (weariness, boredom, approach, and performance of supervisor and colleagues) as well as the group environment can affect

employee confidence and performance. As a result, the workplace has the potential to influence employee performance with innovative work culture, or innovation may have an impact on overall performance (Javed & Ishak, 2019).

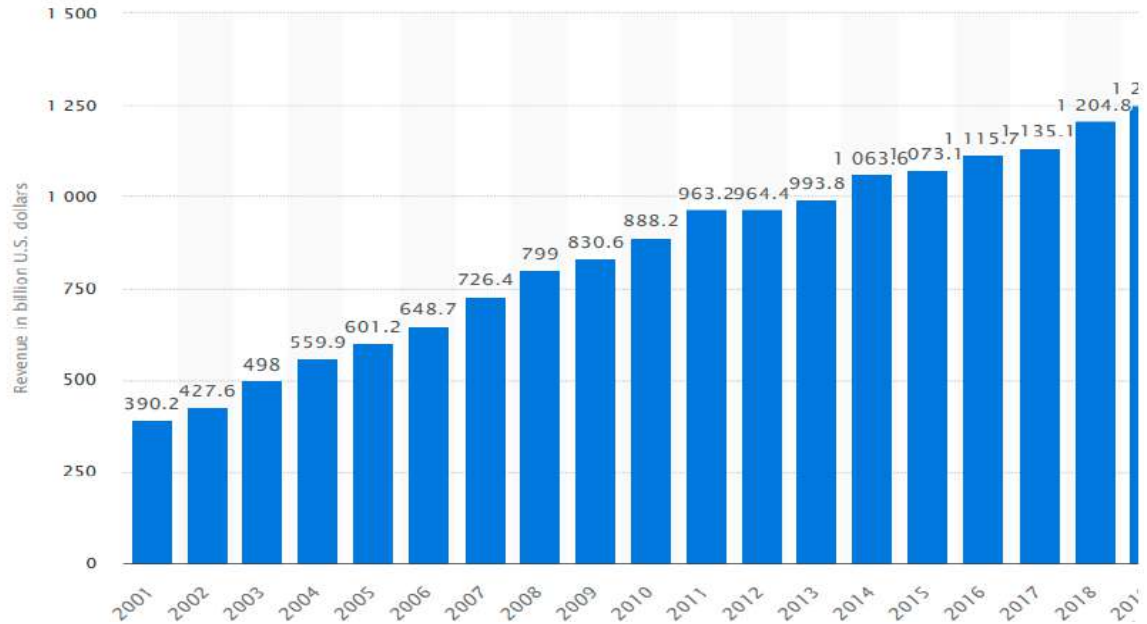
2.1.1 The Pharmaceutical Company Glance

Out of the 25 major publicly owned pharmaceutical companies in the United Kingdom and Europe in 2018, 80% had a CEO, with an average S&P 500 of 47%. Still, only 42% of the pharmaceutical/biotech managers surveyed say that their companies emphasize diversity and inclusion as part of their business strategies. Rooting out causes of unconscious /implicit biases and taking steps to address them must be recognized. Supplier diversity and multicultural diversity can have favorable impacts on the performance of drugs, disease awareness and operations in all patient activities (Challener Cynthia A, 2020).

Drug production is an affordable company, whether it is the manufacture of active pharmaceutical ingredients (APIs) or finished pharmaceutical products (FPPs), small molecule pharmaceuticals, or the most complicated biological drugs in the company. In addition to bringing economic advantages to the nations where the production is carried out, good local production can also lead to better public health. The productivity of pharma depends on company management systems and policies to employ for better human resource productivity by managing performance, whether it has a diverse culture or not. Today, 5.5 million people worldwide are employed in 823,882 to 1,000,000 (average) pharmaceutical industries (Data, 2021).

Figure 2.1

Global pharmaceutical industries revenue chat



A number of national pharmaceutical companies is round about 620 that are registered with the (DRAP) Drug Regulatory Authority of Pakistan and less than 30 are (MNCs) multinational companies (DRAP 2021; Gul et al., 2021; ICAP 2018; Shabbar 2020). Approximately 255,700 employees serve the Pakistan pharmaceutical company. The Pakistan Pharmaceutical Company supplies approximately 70% of the country's finished medicine needs (Lawrence, 2005)(Industry, 2021). Local and national businesses dominate the sector, with 2/3 of the market share, while global corporations own the remaining 1/3. About 46% of the market is made up of the top 10 firms, and 90% of the market is made up of the top 50.

Pakistan's workplace diversity is phenomenal. Pakistan's population is culturally and linguistically diverse (Reviews, 2021). Employees from diverse groups speak different languages and follow different religions. Almost everyone in Pakistan is a Muslim. However, Christians, Hindus, and Sikhs are in the minority (Reviews, 2021).

Table 2.1

Pakistan top listed pharmaceutical companies

Name	Ranking	National / Multinational
GlaxoSmithKline Pakistan Limited	1	Multinational
Getz Pharma (Private) Limited	2	Multinational
Sami Pharmaceutical (Private) Limited	3	Private
Abbott Laboratories Pakistan Limited	4	Multinational
Martin Dow Pharmaceuticals (Pakistan) Limited	5	Multinational
Geofman Pharma	6	Private
Sanofi Aventis Pakistan Limited	7	Multinational
Indus Pharma Private Limited	8	Private
GSK Consumer Healthcare Pakistan Ltd	9	Multinational
Hilton Pharma (Private) Limited	10	Multinational

Source: Pakistan stock exchange

2.2 VARIABLE OF THE STUDY

The study for employee performance aimed to take stock of current research in teams into cultural diversity, reconcile opposing viewpoints with prior outlooks, and better understand the mechanisms and boundaries within which diversity relates to team outcomes. (Stahl & Maznevski, 2021) guide in the study on how cultural diversity may lead to both progress and losses within groups and how diversity can contribute to good team results. (Stahl & Maznevski, 2021) cultural variations may have a beneficial influence on some results, according to the hypothesis that a change mediates or affects these intermediate outcomes in opposing ways. Diversity may cause conflict and friction – hence an impediment to efficient teamwork (Stahl & Maznevski, 2021). There are substantial favorable connections between team effectiveness and diversity (Earley & Mosakowski, 2000).

2.2.1 Employee performance

Employee performance is defined as an organization's capacity to captivate its employees' minds, hearts, and souls to instill a desire and enthusiasm for high-quality work productivity (Benschop & Holgersson, 2015). Workplace diversity can boost employee morale and productivity and promote organizational growth. Employee interactions can also benefit from diversity and fresh solutions to difficult challenges. Diverse strengths are unified, according to other findings. Hamouche & Parent-Lamarche (2023) reveals that job performance is a "complex activity" rather than just an action. A job's performance is different from the job's outcomes, which show success and effectiveness. It is linked to commitment and a desire to examine new career opportunities that will increase one's effectiveness (Jelinkova & Jirincova, 2015). Gender and racial/ethnic initiatives will be launched and sustained for the foreseeable future, as hiring and retaining a diverse

workforce is critical for the employee teamwork performance as well as organizational productivity (Ali & Shaikh, 2020). Diversity and inclusion leaders can teach us a lot, but it's worth remembering that each company's diversity and inclusion efforts will be unique (Velinov, 2018). Employee performance and diversity management are critical. It provides a thorough description of the interpreters of workplace diversity management, providing the necessary insight into the significant elements that impact workplace diversity supervision from the perspective of employees of selected international corporations (Inegbedion et al., 2020). Today's workplace is various, not only for gender, religious adjustment, sex and way of life, race, teamwork, culture, and work innovation but also for age and generation gaps (Shaari et al., 2020).

2.2.2 Team Diversity

In today's rapidly evolving global markets, the ability of employees to consistently innovate products and processes has become more essential than ever for organizations, this is underscored by the need to effectively respond to the dynamic shifts taking place. (Anderson et al., 2014; De Jong & Den Hartog, 2010; West, 2002). Moreover, over the past two decades, the workforce has witnessed profound shifts in demographics (age, gender, race, etc.), sociographics (culture, education, religion, etc.), and psychographics (thinking styles, attitudes, mindsets, etc.), resulting in increased diversity within the labor force (Agrawal, 2012). However, this diversity brings both opportunities and challenges (Zhou & Hoever, 2014). It has the potential to foster cross-cultural enrichment but can also give rise to confusion, apprehension, and division among individuals and groups (Harrison & Klein, 2007; Horwitz, 2005; Horwitz & Horwitz, 2007; Ozgen et al., 2013). As a result, managers are confronted with a delicate balancing act. On one hand, they must cultivate

innovative work behavior (IWB) by empowering employees to generate, modify, communicate, and implement novel ideas, on the other hand, they need to navigate the complexities of diversity management to moderate any adverse effects that different forms of diversity might have on employees' IWB (Afsar & Umrani, 2019; Anderson et al., 2014; Kemeny, 2012; Nathan & Lee, 2013; Østergaard et al., 2011; Ozgen et al., 2013; Parrotta et al., 2014; Van Knippenberg et al., 2004). The study by Williams and O'Reilly (1998) put forth the hypothesis that diversity might struggle to fully foster innovation. While it can trigger creativity (invention), it might falter in supporting the implementation (innovation) phase. Furthermore, previous research on the connection between diversity and individual IWB has mainly focused on either the visible dimensions of diversity (age, gender, race/ethnicity, and tenure) or the deeper dimensions (knowledge, personality traits, etc.), without adequately exploring the interplay between the two (Chen et al., 2010; Guillaume et al., 2017; Korzilius et al., 2017; Tongchaiprasit & Ariyabuddhiphongs, 2016). However, there exists a gap in existing research when it comes to reconciling contradictory findings related to the teamwork diversity IWB relationship. Additionally, there's a need to investigate potential contextual limitations, particularly in the context of other organizational environments.

2.2.3 Cultural Diversity

Workplace diversity propels organizations to foster an inclusive environment, encouraging employee interaction and the exchange of knowledge and ideas (Canimoglu & Yildirim, 2023; Korzilius, Bucker, & Beerlage, 2017). This form of business culture nurtures employee confidence and promotes a supportive backdrop where novel concepts can take root and flourish (Chen, Liu, Zhang, & Kwan, 2019; Lin & Xie, 2023). In organizations,

diversity extends to encompass various age groups, enabling the collaboration of three generations. This amalgamation of perspectives facilitates mutual learning, capitalizing on each other's knowledge and experience (Azevedo & Shane, 2019). Generational diversity also produces favorable outcomes in terms of work engagement and communication dynamics. While organizational diversity yields numerous advantages, it also ushers in management challenges, senior management grapples with the intricacies of overseeing a diverse workforce, a task that poses significant hurdles (Guillaume, Dawson, Otaye-Ebede, Woods, & West, 2017). Core management personnel must devise effective strategies to navigate this diverse landscape, ensuring that potential issues are minimized, and employees remain engaged in innovative work behaviors (Lambert, 2016; Santoso et al., 2019).

2.2.4 Conflicts

Conflict can be a big issue in the workplace. It may occur between supervisors and subordinates. According to Flanagan and Ruden (2008), conflict fosters creativity, and leads to better judgment. Tabitha and Florence (2019) presented a two-dimensional framework for conflict resolution strategies based on the assertiveness and cooperation of the parties involved. He recognized and validated five conflict resolution techniques, including competing, compromising, working together, accommodating, and avoiding. Interpersonal conflict can be handled using one of five strategies: dominating, obliging, integrating, compromising, or avoiding, depending on the degree of linked individuals and those with whom they interact. In this study conflict is being discussed for employee innovative and creativity as a method for handling conflicts in a positive result (Daly et al.,

2010). According to the study conducted by Aw and Ayoko (2017), organizational performance can be improved by using constructive conflict management approaches (cooperation, compromise) by subordinates, and it also makes sure situation for increasing the quality of team members' exchange relationships.

2.2.5 Innovative Work Behaviour

Innovation is a new idea applied to developing or improving a product, process, or service. The support and encouragement for every employee to look for and uncover new ways to complete tasks and achieve goals is the key to fostering innovation in the workplace (Szczepanska, 2014). Innovative employees perform a high level of work initiative and productivity in their work tasks (Muhamad et al., 2023). According to Nadeak (2020), a group of people's collective ideas, conduct, and historical context that influenced that behaviour is all reflected in its culture. Because culture determines the long-lasting traits and behaviour of people or groups, history is a crucial component of culture. The innovation culture is a behaviour that shows itself in the actions of an individual or a group when they are adaptable to change and responsive to the realities of life, together with corporate objectives, vision, and mission (Alshahrani, 2023). To create a renewal, organizations need to be able to work together as a unit, collaborating with professionals in the field of innovation. Without common beliefs, societal goals, and trust, these reforms cannot be implemented (Nugroho, 2020). Employees, through innovative work behaviour, can contribute new and creative ideas for work engagement (Mata & Martins, 2023).

2.3 REVIEW OF PREVIOUS LITERATURE

The purpose of the research is to determine the impact of the innovative workplace on employee performance. The basic workplace, on the other hand, creates a basic situation that can encourage employees to innovate their performance. The Employee performance is essential to consider various factors that play a crucial role, employee performance is influenced by elements such as weariness, boredom, approach, and the quality of supervision and colleague interactions (Malhotra et al., 2023). Furthermore, the teamwork environment also has a significant impact on employee satisfaction and performance. The workplace itself can either enhance or hinder employee performance, and these factors can contribute to an overall assessment of performance (Javed & Ishak, 2019). Additionally, Ayaz et al.'s (2021) study uncovered a positive association between demographic variables related to organizational-level diversity and demographic-level diversity, which are pertinent to employee performance

As the prior research is investigated, the previous literature has contributed to indicating the important link between organizational-level diversity and workers. Ayaz et al. (2021) stated that managing organizational-level diversity brings value to organizational consistency, namely financial stability.

2.3.1 Employee Performance

Employee performance indicates a person's capacity to successfully carry out their job tasks. Many industries evaluate their employees' performance yearly or quarterly to identify areas in which they might improve. The concert is crucial to the success of the organization. The act of executing a job is linked to job achievement (Tajeddini et al., 2023) defined job performance as a technique of achieving a target or set of objectives inside a

job, role, or organization, but not as the actual outcomes of the actions performed within the job, (Wahab et al., 2018) found that workplace diversity is frequently perceived as a benefit to the organization. Employee experiences and talents are shared across divisions or organizations in a social interaction culture (Shaari et al., 2020).

Politics in the pharmaceutical company's motivation are all thought to be inextricably linked and have remained a hot topic in recent decades. Power is viewed as a powerful tool that reflects a variety of political approaches and tactics used to influence others to protect one's own self-interest (Landells & Albrecht, 2017). Organizations must consider key aspects, such as workplace diversity, to boost employee creativity and innovation (Luu, 2019). In the teamwork diversity and cultural diversity affective commitment and engagement are important to improving employee output (Fatemeh Ghasempour Ganji et al., 2021).

Employees are valuable assets to any organization because of their innovative work ideas. Employee performance determines the company's performance (Hafeez & Akbar, 2015). Accomplishment or the identification of a task, success of the teamwork or employee's goal and responsibility (Saleem et al., 2023). The success of a pharmaceutical company is involvedly tied to the individual performance of its employees, diverse teams within the company offer multiple benefits that serve as internal and external motivators for fostering employee collaboration. This research looked at how employees may cope with workplace diversity based on their own experiences. Moreover, this study examined whether diversity improves employee performance in areas such as teamwork diversity, cultural diversity, conflict and innovative work behaviour. Ethnicity, one of individual and group diversity's most apparent and significant components plays a vital role in the company premises.

Organizations think that people are composed of many different components, with vastly varied ethnic constituents, (social groups that share a common and unique culture, religion, language, etc.) or characteristics of people, particularly groups of individuals who share a distinct culture within institutions and work environments for positive change toward target attainment (Brown & Ryan, 2003). Gender is also the most crucial element in positively or negatively impacting employee performance (Ali et al., 2023). In the terms of gender equality in the pharmaceutical companies are maintained and balanced workplace, which explains the quality of work in the pharma industry (Langston et al., 1995).

According to previous research, most modern firms are characterized by workplace diversity, which introduces new problems and complexities. As a result, diversity management has taken on a significant role in addressing the issues that arise because of a diverse workplace (Aluko, 2007). Workplace diversity refers to the differences in employees that result from the mixing of people from various backgrounds race, ethnicity, religion, and gender are just a few of the factors that contribute to individual differences (Felix et al., 2023). Workplace diversity is defined as the incorporation of people of various races, nations, faiths, ages, and genders into a group, organization, or society (Felix et al., 2023; Tenas, 2012).

It is the never-ending interaction of employees from various cultures and backgrounds in the workplace. The interconnection of people's lives from all over the world via various mediums such as clothing, food, music, information, and ideas has a direct impact on this progress. Due to the rapid development of complex and complicated workplaces, as well as massive work compression in the face of fierce competition, a global culture that can inspire and draw employees from different parts of the world to be able to work in any

workplace without feeling incompatible has become necessary (Dike, 2013). People are being forced and brought together by the world to work and live in one comprehensive, diverse population (Ahmedin Pasic, 2020). Innovation and creativity are highly regarded in today's dynamic workplace, and the benefits and disadvantages of workplace diversity have been covered in several publications. If multinational corporations uphold equal ethical rights in every sector of the world, their cultures can be a source of strength for the entire world (Oej et al., 2023).

This literature analyses an employee's performance at the workplace, how it is managed in the workplace through regulation, and what happens realistically in today's organization (Al Doghan et al., 2019). The main question that would form the basis of the research is whether the diverse companies are properly managed in multinational companies through regulation and how well it is affected by the companies themselves. It would also be interesting to see if multinational companies take a positive or reactive attitude toward diversity management (Inegbedion et al., 2020).

Diversity management is utilizing cultural diversity in people's talents, ideas, and innovation to help achieve a shared purpose and provide an organization with a competitive edge (Tajeddini et al., 2023). Diversity is commonly characterized as the acknowledgment, acceptance, evaluation, and celebration of variations among individuals based on age, class, ethnicity, sex, physical and mental ability, race, sexual orientation, and other beliefs and practices, as well as eligibility for public assistance (Green et al., 1969). Diversity management plays a pivotal role, it involves connecting the cultural diversity encompassing people's talents, ideas, and innovative capacities to advance a shared organizational objective, thereby providing the organization with a competitive advantage

(Tajeddini et al., 2023). Diversity, in this context, is commonly defined as the recognition, acceptance, evaluation, and celebration of distinctions among individuals. These distinctions encompass a wide range of factors, including age, class, ethnicity, gender, physical and mental abilities, race, sexual orientation, and various beliefs and practices, as well as eligibility for public assistance (Chepkemai et al., 2023).

Recent studies show a substantial link between good practices in diversity and profitability (Hayles & Mendez, 1997). Expanding upon the positive impact of diversity on employee performance, research by Felix et al. (2023) underscores that increased diversity not only fosters greater creativity and a wider array of viewpoints but also leads to improved issue descriptions, more extensive choices, and, ultimately, more effective solutions. Additionally, as highlighted in the literature, it is crucial for companies to recognize that as workforce homogeneity decreases, they must establish equitable opportunities and policies to effectively manage diversity. This proactive approach preserves and leverages the diverse skills of employees from various backgrounds, safeguarding their competitive position in the market (Ali et al., 2023; Karim et al., 2023; Li & Wang, 2023).

2.3.2 Teamwork Diversity and Employee

Performance

Teamwork is an essential component of organizational growth and an important element of modern businesses (Mijakoski et al., 2018). The significance of this study is described by Cho (2023), diversity contributes to cohesive performance when teammates can

understand and accept one another while maximizing one another's experience, expertise, and perspectives. Through successful communication, teammates can assess problems and events from different opinions. Identify the cultural assumptions, build a common social reality, discover and properly convey alternatives to cultural interaction, and make agreed-upon interaction norms (Concepcion, 2023; Lee & Lim, 2023; Maznevski, 1995).

The growth cycle of an organization depends on teamwork, which is also a crucial aspect of contemporary enterprises (Mijakoski et al., 2018). Arafat & Doblas (2022), highlights the study's significance by explaining that diversity enhances teamwork performance when team members can effectively understand and embrace each other, thereby maximizing their collective experience, expertise, and potential. Through successful communication, representatives would be able to assess difficulties and events from numerous perspectives. Identify the cultural norms, build a common social reality, discover and properly convey alternatives of cultural synergy, and build agreed interaction norms (Adler, 1980; Choy, 2007; Maznevski, 1995). Diverse teams are increasingly being formed for design work. Diverse teams are more innovative because of diversity.

Moreover, diversity promotes innovative teamwork (Jonsen, Maznevski, & Schneider, 2011). Diversity in teamwork is important to every organization (Kelli et al., 2015), and teamwork performance results show how successful the team is (Katzenbach & Smith, 2003). However, diverse teamwork is confronted with dealing with diverse issues such as class disparity, prejudice, tribal feelings, language, and communication barriers, causing delays in project processes (Saxena, 2014). Similarly, a bad attitude shown by any member of the team might sabotage teamwork tactics, unintentionally having a detrimental effect on teamwork (Steven & Zhiang, 2010).

Jankelova, Joniakova, and Misun (2021) said that teamwork depends on the best diverse workplace for improving employee performance. Teamwork success considerably affects employees' performance levels (Arafat & Doblas, 2022). Workplace diversities are progressively considered necessary because they allow employees to perform better (Lamberti et al., 2022). The practice of teamwork cooperatively co-creating new solutions by proposing alternatives, amending suggestions, and producing collective ideas is emphasized in teamwork diversity (De Vreede et al., 2016; Duhaime et al., 2015; Majchrzak & Malhotra, 2013; Wang 2020). Teamwork aims to enhance the quality of the strategic planning process and its outcomes, especially in scenarios demanding multiple perspectives, which homogeneous teams may lack. Literature indicates that knowledge-sharing and a positive team atmosphere bolster the positive correlation between diversity and creativity. However, it is noteworthy that in the absence of these facilitating factors, diversity can potentially exert a positive influence on creativity, as observed in studies by Horwitz & Horwitz (2007), Martins et al. (2013), and Tang & Naumann (2016).

Based on the findings from the literature review, it is evident that diversity within teams has a substantial impact on employee performance. On the one hand, elevating the quality of teamwork represents a significant challenge and places considerable pressure on teamwork. On the other hand, it remains crucial for teamwork not to underestimate the significance of knowledge sharing to enhance work quality while adhering to time and resource constraints (Cho, 2023; Hauptman & Hirji, 1996). The literature also highlights additional attributes of effective teams, emphasizing that team members should consult their peers regarding individual tasks to optimize their collective output within deadlines and strive to contribute their utmost (Adil & Hamid, 2020). Moreover, various authors

assert that teams can excel when they believe in the value of teamwork, reciprocate efforts, and offer peer support to address team-related issues, ultimately enhancing task performance and fostering a culture of ethical work conduct for superior outcomes (Mijakoski et al., 2018). This approach fosters a constructive organizational environment where team members work together to boost each other's morale and collectively accumulate knowledge (Cho, 2023). Particularly, teamwork is central to promoting creativity within innovative projects (Arafat & Doblas, 2022; Concepcion, 2023; Lee & Lim, 2023; Kichuk & Wiesner, 1997), and contributes significantly to overall organizational performance (Adil & Hamid, 2020; Cho, 2023; Hoegl & Parboteeah, 2007). Additionally, it has been observed that teamwork positively impacts employee morale and productivity (Ahmad et al., 2017; Cho, 2023).

Considering these findings, we propose the following hypothesis:

H-1: Teamwork diversity has a significant influence on employee performance

2.3.3 Cultural Diversity and Employee

Performance

Many empirical studies have shown that diverse management boosts organizational outcomes (Pitts et al., 2010). The difficulty and challenges experienced by integrating diversity in a single workplace may become a strategic corporate asset if businesses can leverage this pot of varied abilities (Lin & Xie., 2023). One of the key organizational objectives must be to obtain a diverse mix of talents from various cultural origins, genders, ages, and lifestyles so that the organization can respond to commercial opportunities more rapidly and creatively, especially in the global market (Canimoglu & Yildirim., 2023). Organizations must welcome diversity in their work environment and seek to achieve it by

establishing a culture where diversity may thrive rather than just focusing on representation and integration. More importantly, companies risk losing talent to competitors if the organizational climate does not promote diversity in general (Lin & Xie., 2023).

Many empirical studies have shown that diverse management boosts organizational outcomes (Pitts et al., 2010). The difficulty and challenges experienced by integrating diversity in a single workplace may become a strategic corporate asset if businesses can leverage this pot of varied abilities (Lekaitau & Juma, 2023). A diverse group of talents from different cultural backgrounds, genders, ages, and lifestyles may help an organization respond to commercial opportunities more rapidly and creatively, especially in the global arena, which must be one of the main organizational goals to be attained (Canimoglu & Yildirim, 2023). Organizations should welcome cultural diversity and seek to achieve it by establishing a culture where diversity may thrive rather than just focusing on representation and integration (Malhotra et al., 2023). More importantly, companies risk losing talent to competitors if the organizational environment does not promote diversity in general.

The objective reviewed by Ayega and Muathe (2018) is that cultural diversity impacts productivity, and employee performance in the company is influenced by demographic features such as age, gender, and ethnicity. Employee performance is influenced by differences in workplace culture, human resource procedures, nature of work, and company goals, which range from one concern to the next (Canimoglu & Yildirim., 2023). It is vital to compare the effects of company diversity in the same workplace located in different countries to increase knowledge, the interface of organizational culture, and the national environment (Lamichhane, 2021) (Seliverstova & Pierog, 2021).

Managers need to be aware of the special abilities required to manage diversity while fostering an effective and successful diverse workplace. Leaders and managers must comprehend that recognizing racism and its effects will always prevail in the workplace. Managers need to be aware of their cultural biases (Canimoglu & Yildirim., 2023). They must accept the idea that everyone is unique in their own way and view variety as a reflection of personal distinctions. Furthermore, for future success, the manager must be equipped to change corporate culture as necessary and comprehend how to manage a diverse company (Dunmade & Ajayi, 2021). The cultural diversity strategy successfully improved employee performance (Othman & Ibrahim Fouda, 2022). Diverse or different cultures have a significance comparable to social moulds compared to monocultures, such as global monoculture or ethnic standardization (Ayega & Muathe, 2018; Raewf & Thabit, 2018). In certain contexts, the word "cultural diversity" also refers to the diversity of people's populations or cultures in a specific place or throughout the world (Aissa et al., 2019; Alpert et al., 2015).

Drawing upon the insights gathered from the literature review, it becomes evident that cultural diversity plays a pivotal role in influencing employee performance (Lekaitau & Juma, 2023). Cultural knowledge is critical to success in the ever-competitive business and organizations (Ogbe, 2006). However, when individuals from different cultural backgrounds collaborate within an organization, the potential for misunderstandings, cultural shocks resulting from divergent cultural norms, and ensuing conflicts and confusion is considerably heightened (Vaidya et al., 2013). Cultural diversity's impact on

employee performance benefits organizations (Williams & O'Reilly, 1998). Cultural diversity has been found to be positively linked to creativity and problem-solving skills (Bantel & Jackson, 1989; Canimoglu & Yildirim., 2023 Jehn et al., 1999).

Moreover, individuals with elevated levels of cultural diversity are anticipated to excel in a multicultural environment as they can readily adapt to cultural diversity (Aissa et al., 2019; Ramalu, 2012). Similarly, those with high motivational cultural diversity, driven by a genuine interest in and enthusiasm for other cultures, are also expected to thrive in diverse cultural settings, as their motivation enhances their ability to adapt (Ang, 2007; Othman & Ibrahim Fouda, 2022). Implementing cultural diversity can lead to increased creativity, a broader spectrum of perspectives, improved problem definition, a greater pool of alternatives, and, ultimately, superior solutions (Adler, 1986; (Lamichhane, 2021) (Seliverstova & Pierog, 2021). Furthermore, as workplaces become less homogeneous, organizations increasingly recognize the need to establish equal opportunity and diversity management policies to harness employees' skills from diverse backgrounds, thereby safeguarding their competitive position in the market (Gilbert & Ivancevich, 2000; Malhotra et al., 2023; Shaw, 1993). Furthermore, researchers have discovered evidence that cultural diversity improves performance (Cunningham & Sagas, 2004; Earley & Mosakowski, 2000; Kearney & Gebert, 2009).

In light of the cultural diversity and employee performance described above, this study proposed the following hypothesis:

H-2: Cultural diversity has a significant influence on employee performance.

2.3.4 Conflict and Employee Performance

Employee conflict arises because of diversity. Conflict is created by differences in perceptions, ideas, behaviour, interests, and attitudes, as well as by political and religious issues and the unequal distribution of resources. Conflict isn't always terrible and doesn't necessarily result in violence, it heavily depends on how the problem is solved. If managed properly, it has the potential to become a very rich source of development (Lee & Rwanda, 2006). Whenever business management ignores conflicts between employees, there will be conflicts between coworkers. In the long run, these discrepancies will be turned into a personal and sensitive conflict that damages the business culture, working ethics, and, overall corporate performance. It can further decrease creativity, innovation, quality, and performance in individuals and organizations, which can impact team performance (Lim, 1997) (Passos & Caetano, 2005).

Disparities in perception, ideas, behaviour, interests, attitudes, religion, politics, and the unequal distribution of national resources all contribute to conflict (Shen & Hong, 2023). It all depends on how the disagreement is handled, and conflict is not necessarily bad (Cho, 2023). It may be a source of growth if managed properly, but it can also cause disputes if not (Kigali, 2006). Conflict can arise when group members have similar goals, interests, or motivations (Alvarado et al., 2020). Interpersonal conflicts have arisen because of minor

issues arising from personal, intra-organizational, or external factors that are not directly related to the profession (Saputra et al., 2019; Zhang et al., 2023). Differentiation may occur among age groups inside an organization where employees' age or generational membership is viewed as a basis for difference, which may promote emotional conflict and age differential between age groups (Alvarado et al., 2020; Kunze et al., 2009).

Conflict isn't always difficult and does not constantly lead to violent behaviour. It is highly dependent on how the issue is resolved (Cho, 2023). It can become a highly rich source of development if handled correctly (Lee & Rwanda, 2006). The conflict in the company will occur if company management ignores the problems between them (Rezvani et al., 2023). In the long run, these discrepancies will be turned into a personal and sensitive conflict that damages the business culture, working ethics, and overall corporate performance (Hunsaker, 2021). It can further reduce creativity, innovation, quality, and performance in individuals and organizations, negatively impacting team performance ((Passos & Caetano, 2005). The conflict of views and ideas increases innovation (Waheed et al., 2023). Employees are discouraged by a lack of interpersonal relationships and few social interactions because of workplace ostracism (Wu & Zuo, 2017). Workplace exclusion produces melancholy, anxiety, and behaviour, as well as a range of other negative consequences that impair the legitimate interests of businesses and their stakeholders. Interpersonal deviance refers to company rules and violations of mutual respect (Saleem et al., 2020).

The work conflict has a meaningful impact on employee performance (Karim, 2022). Work conflicts indicate a positive predicate (Lu et al., 2022). Conflict, according to a long-held belief in the conflict literature, can help people perform better at work by allowing them to

learn from other viewpoints and develop a better grasp of the task (De Clercq & Belausteguigoitia, 2017; Mulki et al., 2015; Todorova et al., 2013; Waheed et al., 2023).

Empirical evidence suggests that conflict can be resolved positively in some situations. It has the potential to improve team performance in top management teams as well as teams performing nonroutine tasks (Batubara, 2022; De Dreu & Weingart, 2003; De Wit et al., 2012; Flanagan & Ruden, 2008; Rezvani et al., 2019; Waheed et al., 2023) and generate positive active emotions when it is mild in nature and prompts information gathering (Todorova, Bear, & Weingart, 2014; Shen & Hong, 2023). Conflict creates an environment for problem-solving, mutual benefit, interpersonal interaction, and the growth of character and strength. In the long run, it has been suggested that the short-term instability of interpersonal conflict will lead to better solutions and relationships as well as insight if we "lean into" it as opposed to avoiding or charging into it (Axelrod & Johnson, 2005).

Based on the previous literature, conflicts can emerge from various employee experiences, including incompatible goals, values, and philosophies, and disputes over shared resources (Axelrod & Johnson, 2005; Ayoko et al., 2003; Shen & Hong, 2023). Fundamentally, conflict is a matter of perception, beginning when an individual believes another party may obstruct their efforts (Cho, 2023; Olu & Abolade, 2014). The conflict within the job task focus on the positive aspects of their goal and exhibit a desire to maintain these favorable conditions (Wright & Cropanzano, 2007). For instance, conflict may arise when employers seek to maximize profits while worker representatives aim to ensure continuous improvement in the living conditions of their members (Gilin et al., 2015). Similarly, conflicts can stem from failing to honor agreed-upon terms in collective bargaining

agreements, which will lead to employee performance and task, these agreements often revolve around critical factors such as pay and working conditions (Shen & Hong, 2023). Moreover, according to Waheed et al, (2023), organizational changes can be a significant catalyst for conflict. Additionally, conflict is closely associated with contextual performance more inclined to take care of their broader work environments (Cropanzano & Wrigh, 2001; Gilin et al., 2015). Empirical research has further substantiated these arguments, demonstrating a positive relationship between work conflict and job performance (Wright & Cropanzano, 2000). Conflict has been shown to impact On Employee Performance, which is crucial for effective job performance, we propose the following hypothesis:

H-3: Conflicts have a significant influence on employee performance.

2.3.1 The Mediating Role of Innovative Work Behaviour

2.3.5.1 Employee Performance and IWB

The role of innovative work behavior as a mediator between employee performance and results innovation. The literature defines innovative work behaviour as a collection of employee-engaged extra or voluntary behaviours (Abstein & Spieth, 2014; Janssen, 2000; Ramamoorthy et al., 2005). Employee performance and innovative work behavior are closely related. Innovative work behavior often leads to improved performance outcomes (Utomo et al., 2023). Innovative work behavior is directly related to the ability of employees to create and implement new ideas and solutions (Alshahrani, 2023; Janssen, 2000), simplify processes, and improve collaboration (Messmann & Mulder, 2012). Employee performance objectives require innovation to be met in the future (Luftman & Brier, 1999). Prior research has found a beneficial link between innovative work behaviour

and task performance (Dörner, Gassmann, & Morhart, 2012). It is essential to note that innovative work behaviour is 'flexible behaviour' and hence not included in the given roles of the employee (Shanker et al., 2017). When employees are engaged in their jobs, they work more, perform well, and accomplish their work-related tasks more quickly (Mazetti et al., 2018). Employees' innovative work behaviour encompasses all inventive processes in organizations. This implies that it encompasses the exploration and production of new ideas and their promotion and execution (Janssen, 2000). Therefore, innovative work behaviour can be distinguished into four types and are labelled as 1. opportunity exploration, 2. idea generation, 3. defending, and 4. application (Jong & Hartog, 2008). Every innovation begins with the discovery of new possibilities for improving the current condition. Idea creation, which is the initial stage in exploiting possibilities, is an example of innovative work behaviour. Idea creation is the process of addressing previously identified possibilities and making strategies to meet those requirements. This is something that individuals do all the time, which is why HR departments must encourage an employee to come up with new ideas (Shipton et al., 2005). Innovative work behaviour is important for pharmaceutical companies to meet the changing customer need (Alshahrani, 2023).

The innovation of ideas can be applied to any process in an organization, such as new products, process improvements, working methods, market entry, and so on (Van de Ven, 1986). Employee performance refers to how well employees perform regularly and how well they modify to new changes in an innovative environment (Shoss, Witt, & Vera, 2012). Few empirical studies have examined the relationship between innovative work behaviour and employee performance (Dörner, 2012). Employees can demonstrate expected performance by using innovative work behaviour, and in the perspective of

innovation, an organization's expected performance can be defined as the performance it expects from its employees to implement innovation. The above research shows that innovative work behaviour increases employees' innovative work behaviour, and innovative work behaviour increases employee performance (Yuan & Woodman, 2010). Individuals show a range of behaviour to initiate and execute innovations, and any concept of innovative work behaviour must be wide enough to encompass all these actions. For example, the theory that innovation is a series of actions performed by individuals (and groups of persons) inside an organization, including idea production, coalition building, concept realization, and transfer (Kanter, 1988).

Concerned with the production of ideas, their transmission within the organization, and their application (Alshahrani, 2023; De Jong & Den Hartog, 2010; De Spiegelaere et al., 2014; Janssen, 2000; Kleysen & Street, 2001; Scott & Bruce, 1994; Yuan & Woodman, 2010). Employees engaged in innovative work behaviour are focused on the overview of work results, generating, and applying ideas, products, procedures, or processes of objects benefiting the unit of acceptance significantly and are new to the unit (Mazetti et al., 2018; West & Farr, 1989; Yuan & Woodman, 2010). It comprised of (a) idea generation, (b) idea promotion, and (c) idea realization (Adil & Hamid, 2020; Hafeez & Akbar, 2015; Janssen, 2000). The idea generation phase is where employees identify problems and come up with useful solutions for any type of issue (De Spiegelaere et al., 2014; Janssen, 2000).

2.3.5.2 Teamwork Diversity and IWB

Studies on innovation show the positive effect of teamwork diversity in the context of the teams' activities to create new innovative work (Mitchell et al. 2017). The depth of knowledge available in cross-functional teams makes it possible to identify problems and

develop more creative solutions that result in process improvements (Mitchell et al., 2017). Chow (2018), argued that diverse groups can produce creative problem-solving solutions since they innovate the work experience. Therefore, performance can favorably impact their capacity for creativity if they support diversity in teamwork. The role of knowledge sharing and learning is emphasised as a contribution to innovation processes (Basadur and Gelade 2006; Maccurtain et al. 2009), which makes it easier for teamwork to share knowledge and insights. Autonomy within teams leads to responsibility and increases internal motivation, which, in turn, is associated with the generation and implementation of new ideas (Urbach et al., 2010). Based on these findings, this study assumes that teamwork can create a suitable environment to support the innovative work behavior of employees. In addition, teamwork with diverse stakeholders incorporates a larger range of external ideas and processes, especially when compared to relying on internal idea-generation processes, and would thus be associated with more complex innovations (Torugsa & Arundel, 2016). Thus, teamwork diversity yields greater search breadth, which involves less reliance on trial-and-error for innovative work behaviour and results in more high-quality ideas (Gopalakrishnan & Damanpour, 1994; Jankelová et al., 2021).

2.3.5.3 Cultural Diversity and IWB

Ng et al. (2012) argued that a diverse work culture can create innovative ideas and stimulate idea generation due to divergent thinking and multiple and unique inputs. According to Asfar et al. (2020), the employees nowadays are culturally diverse, especially in multinational corporations. In order to diminish the problems caused by cultural diversity in the workplace, employees must be open to interacting with colleagues who are from different cultures, and they must have the ability to build interconnections with people who

are different from them. Du Chatenier (2009), reports that cultural diversity competence is important for employees to successfully engage in innovative work behaviour. One of the most important cultural diversity competencies is to understand cultural diversity and possess requisite cultural diversity for innovative work behaviour (Canimoglu & Yildirim., 2023). Such differences make employees cognize and behave differently, thereby resulting in misunderstandings and interaction problems (Pothukuchi et al., 2002). Lacking cultural diversity might result in knowledge hiding and conflicts (Bogilovi'c et al., 2017), making innovation more challenging (Lin & Xie., 2023). Cultural diversity refers to an employee's capability to function and manage effectively in culturally diverse situations and settings (Van Dyne et al., 2012). The amount of cultural diversity in pharmaceutical companies is more as compared to local or national firms to innovate work behaviour. However, employee innovation in culturally diverse work settings has largely been ignored in literature. Moreover, little research has been conducted on the relationship between employees' cultural diversity and innovative work behaviour. To fill this gap, this research explored the effect of cultural diversity on critical job-related behavioral outcomes, that is innovative work behaviour.

2.3.5.4 Conflict and IWB

Work conflict is a result of changes that occur in the professional lives of employees (Andrade & Neves, 2022), and the changes of conflict among employees can lead to some innovation in the organization (Srinofita et al., 2022). Innovative work behaviour can support organisational creativity and performance, according to studies and employee conflict can build creativity in the organization (Arvanitis & Loukis, 2016). Conflicts in organizational innovation are built on the innovative work behaviors of employees (Zhang

et al., 2023). To understand how organizations conflict, innovate, we must first investigate how employees' innovative behavior encourages innovative work behaviour (Hunsaker, 2021; Janssen et al., 2004; Muoz-Pascual & Galende, 2020). Organizations need to balance conflicting objectives positively and nurture the innovative work behavior of their employees by encouraging individuals to generate, modify, communicate, and implement novel ideas, and on the other hand understanding how to manage diversity to avoid the negative impact of different types of diversity on employees (Anderson et al., 2014; Afsar & Umrani, 2019; Kemeny, 2012; Nathan & Lee 2013; Østergaard et al., 2011; Ozgen et al., 2013; Parrotta et al., 2014; Van Knippenberg et al., 2004; Zhang et al., 2023). Few researchers, however, have examined the relationship between employees' innovative work behavior and conflicts in employee performance (Martin & Omrani, 2015). There is a lack of literature on conflict and innovative work behaviour so that this study filled the gap between conflict and innovative work behaviour.

Based on the above review, the following hypothesis is derived:

H4: Innovative work behaviour mediates the relationship between teamwork diversity, cultural diversity, conflicts, and employee performance has a significant influence.

2.4 THEORY USES BY THE STUDY

This section presents the theories that provide support to the model of this current research.

2.4.1 Social Exchange Theory

Contextual variables, particularly the idea of social exchange, "Demonstrate the key role that individual-to-individual interactions play in human behaviour at work". The core

assumption of social exchange theory is that person A's treatment by person B is reciprocated by person A's relational or behavioural reactions of equivalence (Gouldner, 1960). Different literatures claim that the socio-emotive side of the social change theory is covered by organizational support (Ahmad & Zafar, 2018; Eisenberger et al., 1986). This positive work atmosphere has proven to be one of the most successful ways to manage employee work-life balance, reduce attrition, and explain employee-organization reciprocity (Chang & Busser, 2020; Detnakin & Rurkkhum, 2019; Hsu et al., 2019). Employees feel more obligated to reach work performance expectations when they are provided with the necessary support (Wang et al., 2022). According to social exchange theory, employees who trust their leaders are less likely to have their exchange relationship challenged by perceived leader narcissism, which makes them less likely to prevent voice behaviour (Zhang et al., 2022).

The social exchange idea, commonly known as the exchange hypothesis, presumes that when one party provides a benefit to another, the other is obligated to reciprocate with a similarly effective (Rhoades & Eisenberger, 2002). According to Gouldner (1960) these predicted returns are based on two criteria of reciprocity. The first is a moral principle that requires compensation whenever one party receives something from the other, and the second is a social pattern of exchange in which parties uphold the intertwined status obligations they owe one another. In the context of social exchange theory, the transmission of goods, knowledge, or emotional support is defined. According to social exchange theory, the supply and demand of resources that each member has access to determines the likelihood that a strong bond would form. Relationships, in other words, are founded on reciprocity (Blau, 1964; Homans, 1961).

2.4.2 Social Learning Theory

According to social learning theory, individuals with high status, power, and experience make better role models (Bandura, 1977). Supervisors who exhibit positive leadership traits are more likely to be role models. The significance of role modeling in enhancing employee safety behaviour has been emphasized (Murphy 2012). According to the notion of social learning (Bandura, 1977, 1986), most actions are learned through role modeling. This means that people watch others and can utilize what they learn about successful behaviour to shape their future conduct. According to social learning theory, which focuses on the causes and effects of ethical leadership, employees learn the standards of proper behaviour in two ways: via their own experience and through seeing others (Bandura, 1986). An employee generally pays attention and considers credible role models when learning such rules (Brown & Trevino, 2006). Creating a learning environment is crucial, and employee learning orientation is correlated with company success, especially in competitive marketplaces, according to prior research (Eldor & Harpaz, 2016; Khanna et al., 2016; Schilling, 2002). Vicarious discovery is enhanced when employees pay attention to their leader's behaviour if it is efficient or inefficient in turn encouraging learning orientation (Valenzuela et al., 2020; Wolfson et al., 2018).

2.4.3 Linking Theory with Research

Framework

The literature review discusses the relevant theories relating to innovative employee performance and productivity of pharmaceutical companies and the drive behind the impact of diversity in the workplace. This literature discusses the techniques to impact diversity and why absolute action used to be the innovative work behaviour of impact of

diversity. This method has been excluded in favor of a more proactive approach (Shaari et al., 2020). The main underpinning theory is social exchange theory, which provides support for the theoretical framework. The main idea is how with the help of other people can gain benefits at their workplace. According to the theory, each side has something valuable that the other needs. The two parties select what to exchange and how much of it. Resources traded might be financial, social, or a combination of both (Blau, 1968; Gouldner, 1960; Homans, 1958).

The other supportive theory is the social learning theory related to the skilled employee. Learning theory offers the opportunity to strengthen employee shortcomings and gain new skills in accordance with job demands. An employee's orientation to learning may be impacted by the company environment (Ames & Archer, 1988; Rausch & Paparoidamis, 2005; Sujan, Weitz, & Kumar, 1994; Yang, Secchi, & Homberg, 2018).

In the context of this study, diversity promotes the sharing of information and skills that improve performance for both the business and the personnel. This paradigm places a lot of emphasis on teamwork diversity, cultural diversity, and conflict, showing that people from different backgrounds have different areas of skill and that coworkers can benefit from one another. Their performance and capacity to collaborate with varied teams frequently improve as a result of this expertise. Moreover, conflict is an aspect of employee engagement that can lead to innovative solutions to problems (Alvarado-Alvarez et al., 2020). Whenever valid arguments are presented to support something, it will bring some new ideas and solutions to the problem (Abstein & Spieth, 2014). Additionally, the social learning theory is utilized as a supporting theory. The management of heterogeneous teams is based on this theory. Diversity in the workplace, cultural diversity, and conflicts can all

be successfully managed in the presence of supportive and effective management. This implies that people observe others and can use what they discover about effective behaviour to guide their behaviour. Overall, the workplace's variety resulted in innovative work habits that will improve output.

2.5 CONCLUSION

The multiracial experience society in the global generates a diversified workplace in multinationals. Workplace diversity can be a risk or an opportunity, and businesses that refuse to accept these risks or opportunities may eventually collapse with employee performance in innovative work behaviour. According to the findings of the study, a sustainable diversity strategy may lead to more enthusiasm, better satisfaction, better employee performance, better work culture, and potentially better innovative work behaviour resulting in the success of an organization. Keyword's impact of diversified workplace diversity, intolerance, categorize, fullness by online survey and open management interview basis. For this to be useful, one needs to overcome language and categorize obstacles. This may involve the mental exclusion of conditions like the extraterrestrial and view them as giving different knowledge. Previous research studies and throughout time have shown that various variables can be a primary source of conflict produced by employee diversity, which might disrupt group dynamics by identifying employees with diverse groups with innovative ideas in teamwork, culture, and conflicts (Egan & O'reilly, 1992).

CHAPTER THREE

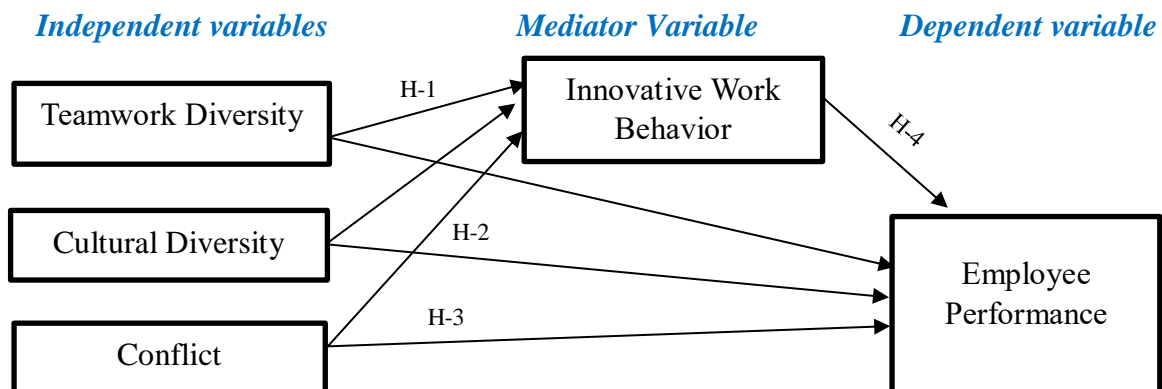
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter highlights the methodology used within this research, it covers an introduction, the research design, population and sampling, operational definitions, variables, research instrument, pilot test, data collection method, data analysis, and conclusion.

3.2 RESEARCH FRAMEWORK

The important part of derivatives from the discussion and analysis of organizational change account for two parts to the research problem: Independent variables with dimensions of teamwork diversity, cultural diversity, and conflicts, and employee performance is the dependent variable, with innovative work behavior acting as a mediator.



3.3 RESEARCH DESIGN

The quantitative research method is adapted in this study to allow researchers to gather data from samples and statistically determine the exactness and reliability of survey results. Therefore, the importance of and between study variables may be assessed using a quantitative technique and the results generalized to the entire population (Zikmund, 2003). The research design type discusses who, what, what, why, and how while describing characteristics of things, people, groups, organizations, or locations. The research was conducted with a strong understanding of the circumstances. The variables influencing employee performance in pharmaceutical organizations were the subject of the study. The research design guarantees that the data collected is pertinent and worthwhile for successful and effective research.

According to Hair, Money, Samuel, and Page (2007) doing research in a natural setting helps to generate a situation with a high level of external validity, which produces findings that are more reliable, pertinent, and thorough. Methodological importance is an important component of this study for various reasons and theoretical and practical relevance. First, the senior management received survey questionnaires to help them understand the results and collect information from reliable sources from earlier investigations in Pakistan. As a result, using a quantitative method with survey questionnaires can aid in generalizing this study's conclusions. Additionally, participants in this study were from pharmaceutical firms, which aids in generalizing the findings. Finally, the researcher had been more precise in assessing the connections between and among the research variables by utilizing PLS-SEM to analyze the obtained data.

3.4 POPULATION AND SAMPLING

According to Trochim (2005), population refers to “the group you want to generalize to and the group you sample from in a study.” Whereas Sekaran (2003), on the other hand, defines a population as “the entire group of people, events, or things of interest that the researcher wishes to investigate.” This study’s population frame was pharmaceutical companies within Karachi, Pakistan. Currently, there are 122 pharmaceutical companies in Karachi consisting of 175000 employees. (PPA, 2022). The table 3.1 shows the selected 5 pharmaceutical companies in Karachi Pakistan. The five pharmaceutical companies consist of employees from different cities in Pakistan speaking different languages.

The target population is managerial-level employees of pharmaceutical companies in Karachi. Team diversity, and innovativeness, these practices are part of the management team and can be answered by manager-level employees. In addition, Karachi is a Metropolitan city and hub for all pharmaceutical companies. People from all over the Pakistan from other provinces and cities stayed and work in Karachi. Their population is diverse and can cover all of Pakistan. Their teamwork diversity, cultural diversity, and conflicts with mediating the role of innovative work behaviour on employee performance.

Table 3.1

Karachi Pakistan's Selected pharmaceutical companies

Name	Total Employee	National / Multinational
Getz Pharma (Private) Limited	3500	Multinational
Hilton Pharma (Private) Limited	2500	Multinational
Indus Pharma Private Limited	1000	Private
GSK Consumer Healthcare Pakistan Ltd	600	Multinational
Geofman Pharma	1000	Private
Total Employees	8,600	

Source of Pakistan stock exchange

3.4.1 Sample Techniques

According to Sekaran (2003), a sample is a population and data-gathering territory. It includes responders or participants in the study (Malhotra, 2004). The current study collected data using a sample convenience strategy on responders working in the pharmaceutical company's management department. The convenience sample approach improved employee performance by increasing workgroup variety, cultural diversity, and conflicts with the mediator of creative work behaviour.

3.4.2 Sample Size

The sample size is the number of people surveyed. There are currently approximately 175,000 employees working in Karachi's selective pharmaceutical companies total 8,600

employees and 1,621 employees in the management department of selected five pharmaceutical companies (refer to table No 3.2). The oversize sample for current study was 331 employees of five pharmaceutical companies, as per Krejcie and Morgan (1970). According to Taherdoost (Taherdoost H, 2018), sampling and avoiding errors current study used oversized sample to reduce but decreases with larger samples.

$$n = \frac{p(100-p)z^2}{E^2}$$

n is the required sample size.

P is the percentage occurrence of a state or condition.

E is the maximum percentage error required.

Z is the value corresponding to a level of confidence required.

Although larger samples are less likely to show bias, diminishing returns begin to occur when the over-sample size is specific, which must be stable against the researcher's resources (Gill et al., 2010). This study questionnaire was sent to 331 employees working in pharmaceutical companies by keeping in mind the response low response rate. The target population from the Management Department was 653 and the achieved sample size was 242.

Table 3.2 shows the selected companies, the target population from the management department, and sample drawn.

Table 3.2
Table of sample size

No.	Companies	Total Employees	In Management	Management Department (Target Population)	Sample Size	Over Sample Size
1	Getz Pharma Pakistan Private Limited	3500	600	218	80	109
2	Hilton Pharma Private Limited	2500	500	195	71	98
3	Indus Pharma Private Limited	1000	300	97	36	48
4	GSK Consumer Healthcare Pakistan Ltd	600	145	83	30	42
5	Geofman Pharma	1000	76	60	25	34
Total		8600	1621	653	242	331

3.4.3 Sampling Frame and Sampling Location

According to Sekaran (2003), the sample is described as per the group or subset of the population. It is also known as selecting a group of people to conduct a survey from a big population. A sampling frame is a set of components from which a sample from a population can be drawn. In this research study, a sampling frame was unnecessary; instead, a sample convenience selection approach was employed.

Convenience sampling is one of the non-probabilistic sampling strategies where members are chosen on the premise of the organization of a certain sector. The sampling procedure, utilized as a part of the examination, is an easy territory for research. The use of helpful convenience sampling allows the researcher to select individuals who are easily accessible and relevant to the research. It is selected to access the individuals working in pharmaceutical companies easily.

For researchers, the sampling location is the firm site for data collecting in order to deliver the best results and get data in terms of industrial logic, which is linked to the independent and dependent variable correlations, according to the hypothesis formulation.

3.5 OPERATIONAL DEFINITION OF THE VARIABLES

3.5.1 Employee Performance

This research adopted an operational definition of employee performance by (Ramos-Villagrasa et al., 2019)). Employee performance consists of employee work capabilities,

benefits, quality, quantity, effectiveness, and better problem solving, and employee behaviour is a process of the purpose of organizational success.

3.5.2 Teamwork Diversity

This research adopted an operational definition for teamwork diversity by (Griffin et al., 2007)). Teamwork diversity refers to as "team members have varied encourages, communicate, and review the work process, they are more likely to solve problems and innovate for a common goal."

3.5.3 Cultural Diversity

This research adopted an operational definition of cultural diversity by (Chen, 2019). Cultural diversity consists of a set of employee attitudes, professional knowledge, behaviour, skills, and interpersonal skills practices that value work performance, acknowledge the presence of all different groups within an organization, and support and facilitate those groups' continued contributions.

3.5.4 Conflict

This research adopted an operational definition of conflict by Pelled and Xin (1999). Conflict consists of employee arguments for positive work outcomes and affects employee performance, the resolution of conflicts happens through productive, constructive exchanges between people who hold different views.

3.5.5 Innovative Work Behavior

This research adopted an operational definition of innovative work behavior by Janssen (2000). Innovative work behavior consists of developing, introducing, and implementing new ideas within an area of employee work, a group, or an organization to improve performance within that area or organization's needs.

3.6 RESEARCH INSTRUMENT

This study's research tool was a modified questionnaire. Questionnaires were distributed online to Pakistani pharmaceutical organizations, in English, and respondents were expected to read and respond accordingly.

The questionnaire design for this study contained a close-ended questionnaire, and the variables used to test a 6 Point Likert scale. The 6-point scale scored as 1= strongly disagree, 2=disagree, 3=somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = agree (Chang, 1994). Participants can analyze the issue more thoroughly and determine whether to respond positively or negatively by utilizing a six-point scale. Closed-ended questionnaires are easier to answer and more easily understood by respondents (Zikmund et al., 2007). This study was conducted using questionnaires containing six sections. The respondents were expected to answer all the questions.

Section A provides the demographic profile of the respondents, such as gender, age, education level, and position in the firm. Section B had 18 questions that were used to assess employee performance. Section C had 9 items that were used to assess teamwork diversity. Part D has 11 questions that were used to assess cultural diversity. Section E

had 11 elements that were used to assess conflict. Section F contains 9 items that were used to assess creative work behaviour.

3.6.1 Employee Performance

This section consisted of a questionnaire about the dependent variables, which are related to employee performance. Employee performance was measured with 18 items selected referring to (Ramos-Villagrasa et al., 2019)). Each item rated on a 6-point Likert scale anchored at 1 = strongly disagree and 6 = strongly agree (Chang, 1994). However, (Ramos-Villagrasa et al., 2019)) used a 5-point Likert scale 5-point Likert type response format ranging from 0= never to 4 = often, for testing the variables for a result. In this study to measure the variables, Likert points are modified to get better results by the 6-Likert scale (Chang, 1994). Respondents indicated their level of agreement or disagreement with employee performance. The results of this study are presented in table 3.3.

3.6.2 Teamwork diversity

This section comprises the questionnaire of an independent variable, which is workplace diversity with dimensions of teamwork diversity was measured with 9 items selected referring to Griffin (2007), each item was rated on a 6-point Likert scale anchored at 1 = strongly disagree and 6 = strongly. However, Griffin (2007) used a 5-point Likert scale ranging from 1 = strongly agree to 5 = strongly disagree for testing the variables for a result. In this study, Likert points are modified to get better results by the 6-Likert scale to measure the variables (Chang, 1994). The respondents implied the degree of agreement

or disagreement of the respondents with teamwork diversity. The results of this study are presented in table 3.4.

3.6.3 Cultural Diversity

This section consisted of the questionnaire considering the independent variable, which is workplace diversity with dimensions of cultural diversity were evaluated with eleven items selected with referring to (Koester & Olebe, 1988)) cited by (Chen, 2019). Each item was rated on a 6-point Likert scale anchored at 1 = strongly disagree and 6 = strongly agree. However, (Koester & Olebe, 1988)) cited by (Chen, 2019) used a Likert scale ranging from “completely disagree” to “completely agree.”. In this study, Likert points are modified to get better results by the 6-Likert scale to measure the variables (Chang, 1994). The respondents implied the degree of agreement or disagreement of the respondents with cultural diversity. The results of this study are presented in table 3.5.

3.6.4 Conflict

This section included a questionnaire on an independent variable, workplace diversity, with conflict dimensions assessed using five items chosen with reference to Pelled and Xin (1999). Each item was rated on a 6-point Likert scale anchored at 1 = strongly disagree, and 6 = strongly agree. However, Pelled and Xin, (1999), used a 5-point Likert scale ranging from 1= strongly agree to 5 = strongly disagree for testing the variables for a result. In this study, Likert points are modified to measure the variables for better results by the 6-Likert scale. This study's measures of the variables are modified for better results by the 6-Likert scale (Chang, 1994). The respondents indicated the degree of agreement

or disagreement of the respondents with conflicts. The results of this study are presented in table 3.6.

3.6.5 Innovative Work Behaviour

This section included a questionnaire regarding the role of innovative work behaviour as a mediator. According to Griffin (2007), innovative work behaviour was assessed using five items, each of which was rated on a 6-point Likert scale with 1 being strongly disagree and 6 being strongly agree. However, Janssen (2000) used the 5-point Likert scale ranging from 1= never to 5 = always for testing the variables for a result. In this study, Likert points are modified to get better results by 6-Likert scale to measure the variables (Chang, 1994). The respondents implied the degree of agreement or disagreement of the respondents with teamwork diversity. The results of this study are presented in table 3.7.

3.7 MEASUREMENT MODEL FOR VARIABLES

According to Hair et al. (2013), Hair et al. (2010), and Henseler et al. (2010) for measurement of variables; researchers need to 1) determine individual item reliability, 2) determine internal consistency, and content validity, convergent validity, and discriminant validity. Results are provided in chapter four.

The research employed a quantitative methodology. The tool was used to gather primary data questionnaires, the source of instrument is referred to in table 3.3. The six-section questionnaires were utilized to gather data for the study. All the questions must be answered by replies. The respondent's specific and demographic profile, including

gender, age, education level, position level, and number of years spent working for the firm, was covered in the first section.

The questionnaire for the independent variable, workplace diversity with a dimension of teamwork diversity is found in the second part. Teamwork diversity was measured with five items selected referring to (Griffin et al., 2007)). This section covers five questions, and the respondents indicate a degree of strongly disagree to strongly agree of the respondents with teamwork diversity.

The dependent variable of a questionnaire, which is workplace diversity with the dimension of cultural diversity, is found in the third chapter. Cultural diversity was measured with 5 items selected, referring to Koester and Olebe (1988) cited by Chen (2019). This section covers five questions, and the respondents indicate the degree of strongly disagree to strongly agree with the respondents with cultural diversity.

The questionnaire for the independent variable, workplace diversity, with the dimension of conflict, is found in the fourth section. Conflict was measured with three items selected, referring to (Pelled et al., 1999)). This section contains three questions, and the respondents indicate the degree of strongly disagree to strongly agree with the respondents with conflict. The content Validity Index (Table 3.4.1 to 3.4.6) was used to measure cultural diversity.

Table 3.3

Source of Instrument

No.	CONSTRUCTS	No.	of	Scale	Source
		Item			
1	Employee performance	18		1= Strongly Disagree to 6 = Strongly Agree	(Ramos-Villagrasa et al., 2019)
2	Teamwork Diversity	9		1= Strongly Disagree to 6 = Strongly Agree	(Griffin et al., 2007)
3	Cultural Diversity	11		1= Strongly Disagree to 6 = Strongly Agree	Chen, 2019
4	Conflicts	11		1= Strongly Disagree to 6 = Strongly Agree	(Pelled et al., 1999)
5	Innovative work behaviour	9		1= Strongly Disagree to 6 = Strongly Agree	(Griffin et al., 2007)

Table 3.4.1 presents the items used to measure employee performance. Based on the operational definition, please indicate the extent to which the items are relevant in measuring the perspective construct.

Table 3.4.1 *Content Validity Index*

S. no	Operational Definition	Item-Employee performance	Adapted Items (Aims and Objectives)
1	In this research, performance or benefit are work quality, quantity, effectiveness, better problem solving, and employee behaviour is a process of the purpose of organizational success ((Ramos-Villagrasa et al., 2019)).	1- I managed to plan my work so that I finished it on time	I plan my work so that I finish it on time.
		2- I kept in mind the work result I needed to achieve	I keep in mind the work result I need to achieve.
		3- I was able to set priorities	I am able to set priorities
		4- I was able to carry out my work efficiently	I am able to carry out my work efficiently
		5- I managed my time well	
		6- On my own initiative, I started new task when my old tasks were completed	I take the initiative to start new tasks when my old ones are completed.
		7- I took on challenging tasks when they were available	I take challenging tasks when they are available
		8- I worked on keeping my job-related knowledge up to date	I work on keeping my job-related knowledge up to date.
		9- I worked on enhancing my work skills by practice and application.	

- | | |
|---|---|
| 10-I came up with creative solutions for new problems | I come up with innovative solutions for new problems. |
| 11-I took on extra responsibilities | I take on extra responsibilities |
| 12-I continually sought new challenges in my work | I continually work for new challenges in my work |
| 13-I actively participated in meetings and/or consultations | |
| 14-I complained about minor work-related issues at work | |
| 15-I made problems at work bigger than they were | I made problems at work bigger than they are |
| 16-I focused on the negative aspects of situation at work instead of the positive aspects | |
| 17-I talked to colleagues about the negative aspects of my work | |
| 18-I talked to people outside the organization about the negative aspects of my work | |
-

Table 3.4.2 presents the items used to measure teamwork diversity. Based on the operational definition, please indicate the extent to which the items are relevant in measuring the perspective construct.

Table 3.4.2 Content Validity Index

S. n	Operational Definition	Original Item: Teamwork Diversity	Adapted Items (Aims and Objectives)
2	In the context of current research, teamwork diversity refers to as "team members have varied encourages, communicate, and review the work process, they are more likely to solve problems and innovate for a common goal" ((Griffin et al., 2007)).	1- Coordinated your work with coworkers 2- Communicated effectively with your coworkers 3- Provided help to coworkers when asked or needed 4- Dealt effectively with changes affecting your work unit (e.g., new members) 5- Learnt new skills or taken on new roles to cope with changes in the way your unit works 6- Responded constructively to changes in the way your team works 7- Suggested ways to make your work unit more effective	I often coordinate my work with my coworkers. I communicate effectively with my coworkers. I often help my coworkers whenever it is necessary. I deal effectively with changes in my work unit (e.g., new members) I learn new skills and take the new roles to cope with change for teamwork I responded constructively to the changes in the way my team works I suggest different ways to make my teamwork more

- | | | |
|----|--|--|
| 8- | Developed new and improved methods to help your work unit perform better | I developed new and improved methods to help my work unit to perform better. |
| 9- | Improved the way your work unit does things | I improve my way of teamwork |
-

Table 3.4.3 presents the items used to measure cultural diversity. Based on the operational definition, please indicate the extent to which the items are relevant in measuring the perspective construct.

Table 3.4.3 *Content Validity Index*

S. no	Operational Definition	Original Item - Cultural Diversity	Adapted Item (Aims and Objectives)
3	In this research, cultural diversity is the reflection of society's numerous different groups with various interests, skills, talents, and needs of people's ideas and behaviour and the history that	1- I like to communicate with people from different cultural backgrounds. 2- I can properly resolve conflicts with people from different cultural backgrounds.	

influences
behaviour
2019).

their
(Chen,

3- . When people from
different cultural
backgrounds need help, I
will make suggestions in a
way that they can
understand.

4- In different cultural
backgrounds, I can tolerate
higher uncertainty.

5- In different cultures, I
refuse to do what I don't
want to do.

6- Under different cultural
backgrounds, I will take
the initiative to introduce
myself to the people I want
to know

7- When communicating
with people from different
cultural backgrounds, I am
very confident.

8- When communicating
with people from different
cultural backgrounds, I
will reflect and provide
feedback on the
conversation.

-
- 9- When communicating with people from different cultural backgrounds, I will change my position.
- 10- When communicating with people from different cultural backgrounds, I can express my views clearly.
- 11- When communicating with people from different cultural backgrounds, I will actively express my ideas.
-

Table 3.4.4 presents the items used to measure conflict. Based on the operational definition, please indicate the extent to which the items are relevant in measuring the perspective construct.

Table 3.4.4 Content Validity Index

S. no	Operational Definition	Original Item: Conflicts	Adapted Item (Aims and Objectives)
4	In the current research, the resolution of conflicts happens through productive,	1- To what extent are there differences of opinion in your team?	I always have different opinion in the team

constructive exchanges between people who hold different views (Pelled & Xin, 1999).

- 2- How often do the members of your team disagree about how things should be done? My team member sometimes disagrees about my work
- 3- How often do the members of your team disagree about which procedure should be used to do your work? My team member sometime disagrees about my work procedure
- 4- To what extent are the arguments in your team task-related? My team has arguments with the common tasks with me
- 5- How much are personality clashes evident in your team? My team member has a personality clash evident with me
- 6- How much tension is there among the members of your team? In my team I have tension
- 7- How often do people get angry while working in your team? In my team people get angry with me
- 8- How much jealousy or rivalry is there among the members of your team? In my team people are jealousy and rivalry for work
- 9- The technology, required skills, and information needed by the team are constantly changing

- 10- During a normal work week, exceptions frequently arise that require substantially different methods or procedures for the team. In teamwork exceptions frequently arise that require substantially different methods
- 11- Frequent interaction between team members is needed to do our work effectively

Table 3.4.5 presents the items used to measure innovative work behaviour. Based on the operational definition, please indicate the extent to which the items are relevant in measuring the perspective construct.

Table 3.4.5 *Content Validity Index*

S. no	Operational Definition	Original Item – Innovative Work Behaviour	Adapted Item (Aims and Objectives)
5	In the context of this research, innovative work behaviour consists of developing, introducing, and implementing new ideas within an area of employee work, a group, or an organization to improve performance within that area, group,	<ol style="list-style-type: none"> 1. Create new ideas for difficult issues 2. Searching out new work method, techniques, or instrument 3. Generating original solution for innovative idea 	

or organization's needs
(Griffin, 2007).

4. Mobilizing support for innovative ideas
 5. Acquiring approval for innovative ideas
 6. Making important company members enthusiastic for innovative ideas
 7. Transforming innovative ideas into useful applications
 8. Introducing innovative ideas into the work environment in a systematic way
 9. Evaluating the utility of innovative ideas
-

3.8 PILOT TEST

After the formulation of the questionnaire, a reliability study was done to guarantee that the measures for this study are correct. As a pilot test, a survey with 20 participants was utilized to ensure that the questionnaire's questions were trustworthy. We'll make use of an online survey. The questionnaire was modified based on comments and ideas from the respondents. Most of the feedback was centered on item comprehension; as a result, several of the items were modified to improve their clarity. A pilot test was done with the questionnaire to identify any flaws or issues before it was given to the 331 intended respondents. The reliability of the questionnaire was assessed using the partial least

squares structural equation modeling (PLS-SEM version 4) software. The outcome of the pilot test is displayed in chapter four.

3.9 DATA COLLECTION

This study used questionnaires to collect data. It contains a set of preformulated questions to which respondents respond, usually within a narrow range of options (Sekaran, 2003). According to Sekaran (2001), “Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest”.

The data for this study was gathered using a composite questionnaire that includes a demographic section as well as the Workplace Diversity Survey, which includes dimensions of teamwork diversity, cultural diversity, and conflict, with the role of innovative workplace diversity acting as a moderator on employee performance. Respondents were asked about their gender, race, age, work position, and credentials in the demographic questionnaire.

3.9.1 DATA COLLECTION PROCEDURE

The survey questionnaire was handed directly to the respondents, who were more amenable to responding because their identities would be protected. Respondent names and identification numbers were not made public during the data collection procedure to enhance participation and response rates.

A few steps were followed for the data collection procedure. The first step was permission taken from the pharmaceutical company’s managers for the distribution of questionnaires

and conducting research. The second step was the distribution of questionnaires to the five permitted pharmaceutical companies to collect the data.

A total of 331 online questionnaire surveys were delivered online to the management department of pharmaceutical companies in Karachi, Pakistan. The questionnaire was developed in the English Language so the respondent understands the question as well as the aim of the study. The researcher asked the respondents to complete the online survey promptly.

3.10 DATA ANALYSIS

Data was collected through the survey (Zikmund, 2003). The statistical analysis through the questionnaire was examined using the Smart PLS-SEM version 4. The PLS path modeling was employed for the analysis of hypotheses, as proposed, and identified as an appropriate technique for this research (Hair & Sarstedt 2011). Two separate statistical approaches are applied to evaluate structural equation models, (1) Covariance-based SEM (also called CB-SEM) (Diamantopoulos & Siguaw, 2000; Rigdon, 1998) and (2) Variance-Based Partial Least Squares path modeling also referred to as PLS-SEM version 4 (Hair et al., 2013; Rigdon, 2012; Wold, 1982).

Using significant tendency and dispersion metrics like range, variance, and standard deviation, descriptive statistics were used to analyze each variable. Study also applied other tests to determine the normalcy of the data, including frequency, percentages, and charts. Software such as SPSS and Smart PLS was used in this study to ensure data dependability and internal consistency.

The questionnaires were sent through email and WhatsApp directly to the targeted pharmaceutical company's management department, employees' contact details, and email addresses were collected from HR department of pharmaceutical companies, some of the pharma did not provide the proper approval for data collection due to organizational policies but one pharmaceutical company (Geoffman Pharma) provided a signed copy of data collection approval, refer to the figure 3.2. A brief introduction regarding the study and its purpose was mentioned in the online questionnaires. Telephone numbers and e-mails of the researcher and the supervisor were provided for further clarification regarding the study and the respondents were assured of confidentiality concerning their response. The geographical flexibility of email surveys is claimed by (Zikmund, 2003). The follow-up emails were also sent to the respondents.

Figure 3.2

Data collection approval letter



GEOFMAN PHARMACEUTICALS

FACTORY: 20/23 KORANGI INDUSTRIAL AREA, KARACHI-74900, PAKISTAN

Phone: 35062185-6, Mobile: 0300-8266562, E-Mail: geofman786@cyber.net.pk



Subject: Approval Letter for Data Collection

Dear Nida

I have reviewed your request that you made on 1 Feb-2023 for the data collection in Geofman Pharma to complete your research regarding employee performance in pharmaceuticals companies. Your request is granted.

We went through your questions which are clear and well described to evaluate employee performance and diversity inclusion. We can assure you that proper information will be given from our side. We will be pleased if our data will help you in your research work.

If you have any queries regarding this approval letter, you can contact us.

Ms Amreen
HR department
Geofman Pharma

51 Hijri
Years
1393-1444

3.9.1 Hypotheses Testing and Data Analysis

SPSS provided measurement errors with accurate valuations of the mediation impacts (Jena & Pradhan, 2018). As a result, it is one of the better and more efficient statistical tools (Tabachnick & Fidell, 2007). PLS-SEM provides measurement errors with exact evaluations of the mediation impacts (Chin, 1998). As an outcome, it is one of the most influential and imperative statistical methods available (Tabachnick & Fidell, 2007). The

researcher used the PLS-SEM method to measure the hypothesized relationships between the research variables, such as workplace diversity (teamwork diversity, cultural diversity, conflict), the mediating role of innovative work behaviour, and employee performance to ensure validity and reliability.

SPSS, Partial Least Squares, and Structural Equation Modelling (PLS-SEM) are justified in this study for data analysis by using SPSS and PLS. For data analysis and results presentation, Ringle, Wende, and Will (2005), Smart PLS software and PLS-Graph software applications were used (Ringle, Wende, & Will, 2005). Both techniques allow users to select from dropdown menus rather than write code to analyze the data (Zikmund et al., 2010). SPSS and PLS-SEM are selected for data analysis because of their simplicity, user-friendliness, and completeness. Hair et al. (2012), Ringle et al. (2012), and Lee et al. (2011), all state that the PLS-SEM version 4 is acquiring universal acceptance as a technique in academic research and practice. PLS direction modeling is suitable for complex models and for actual concept applications (Hulland, 1999).

The fifth section consists of a questionnaire regarding the mediator and innovative work behaviour. Innovative work behaviour was measured with 05-items which refer to the scale developed by (Griffin et al., 2007)). This section covers five questions, and the respondents indicate the degree of strongly disagree to strongly agree of the respondents with innovative work behaviour.

The sixth section contains the questionnaire regarding the dependent variable, employee performance. Employee performance was measured with 05-items, referring to the scale developed by (Ramos-Villagrasa et al., 2019)). This section covers five questions, and

the respondents indicate the degree of strongly disagree to strongly agree with the respondents with employee performance.

The Six Point Likert Scale with multiple items was measured using the independent, mediator, and dependent variables. The respondents were required to indicate the extent to which they strongly disagree and strongly agree with each statement. The results were mentioned in the table of each variable testing section. And the measuring scale is from 1 to 6 which is 1= strongly disagree, 2=disagree, 3=somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = agree.

The research specified that a six Point Likert Scale is more appropriate than any scale and an increase from 5 to 7 or 9 points on the ranking scale does not enhance the reliability of the ratings.

3.7 CONCLUSION

This chapter begins with an introduction and then goes into the study's research design. The research technique was used to gather data analysis needed to answer the research questions and evaluate the predicted correlations created in this study. The study design comes first, tracked by the population from whom data was collected and the sample selection strategy. In addition, the chapter presented an operational definition of the variables to explain the technical terms and measurements used during data collection. Then chapter three discussed the development of the research instrument, explanations of the questionnaire design, data size, and scaling provided, and the results of a pilot study. In last, the data collection process, data analysis, and measurement model of variables

study were also presented in this chapter to gather methods for data, with the online survey as the primary emphasis.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter documents the findings of the tests conducted to investigate the study. As mentioned in the previous chapter, these tests were run on PLS path modelling and SPSS. There are several results that have been shown in this chapter. These results come from the analysis of the data that was run on both SPSS and PLS. The results taken from SPSS include an analysis of the outcomes of the pilot study, reliability test, analysis of variance on the compiled data, preliminary findings of the PLS investigation, reliability statistics to check the employee performance, teamwork diversity, cultural diversity, conflicts case processing summary, and innovative working behavior case processing summary. Similarly, while running the tests on PLS, the researcher focused on model fit summary, r squared, discriminant validity, construct reliability and validity, VIF, and path conflicts. The original study was conducted on 331 participants.

4.2 PILOT STUDY ON SPSS

4.2.1 Cronbach alpha

The Cronbach Alpha measures the internal consistency and it is a way of assessing the reliability by comparing the amount of shared variance, between the items making up an instrument to the amount of overall variance. The standard value set for the internal consistency is 0.5 on the lowest scale. Therefore, any tool having a consistency figure less

than this does not qualify to be termed as consistent. Therefore, table 4.1 shows the results that the questionnaire is reliable.

Table 4.1

Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.849	58

4.2.2 Response Rate

A total number of 331 participants were taken for the present research. The response rate of the participants in varying scales has been presented in Table 4.2, Out of 331 that were distributed to the participants, some were excluded from being included in the present study as the response was either not received or it was not complete; therefore, in order to not hamper the results of the study, those response was excluded, keeping only the ones with adequate and appropriate results.

Table 4.2

Response Rate

		N	%
Cases	Valid	307	92.7
	Excluded ^a	24	7.3
	Total	331	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.2 demonstrates that for the scale, a total of 331 questionnaires were distributed. Of these, 24 were eliminated because of insufficient or incomplete responses, while 307 were judged valid and added to the analysis. As a result, 92.7% was the overall response rate.

Additionally, Cronbach's Alpha was used to evaluate the scale's reliability; the result was a coefficient of 0.849, suggesting strong internal consistency among the items.

4.3 Data screening:

A crucial first step in guaranteeing the reliability and integrity of our dataset is data screening. This study uses a methodical approach in this part to find and fix possible problems that could undermine the reliability of our analyses. This entails a careful inspection and handling of missing data, the identification and correction of anomalies, and a strict evaluation of the normalcy assumptions in order to guide further statistical processes.

4.3.1 Missing Data:

This study carefully examine the frequency and trends of missing data, using suitable techniques like imputation or deletion to reduce any possible biases brought about by missing elements.

4.3.2 Outliers:

If outliers are found, they are carefully examined to determine how they affect the distributional characteristics of the data and the reliability of statistical conclusions made from the dataset.

4.3.3 Normality Test:

To determine if parametric analyses and inferential processes are suitable, normality assumptions are carefully evaluated using statistical tests, such as the Shapiro-Wilk test or visual inspection of histograms and Q-Q plots.

4.3 MULTICOLLINEARITY TEST:

High correlations between predictor variables in a regression model are referred to as multicollinearity. This can cause inflated standard errors, shaky coefficient estimates, and make it challenging to understand the relative contributions of different predictors. Regression analysis validity and reliability depend heavily on the detection and treatment of multicollinearity. To evaluate multicollinearity among the predictor variables in our regression models, we use diagnostic tools in this section. Because multicollinearity breaks the concept of predictor independence, it can impair the precision and interpretability of regression results. The purpose of the Multicollinearity Test is to evaluate the level of multicollinearity between the model's variables. High correlations between predictor variables result in multicollinearity, which can cause inflated standard errors and unstable coefficient estimates. One popular method for performing this test is to look at the variance inflation factor (VIF). The Variance Inflation Factor (VIF) quantifies the degree to which collinearity increases the variance of an estimated

regression coefficient. A problematic level of multicollinearity is indicated by a VIF value higher than a predetermined threshold. Two thresholds are frequently utilized that are:

1. $VIF \leq 5.0$: This threshold is often used as a general rule of thumb to indicate acceptable levels of multicollinearity.
2. $VIF \leq 3.3$: A more stringent threshold, recommended by some researchers, indicating lower tolerance for multicollinearity.

Calculation of VIF for your measurement model:

For the construct "Communication":

VIF for indicator C4: $VIF = 1 / (1 - 0.948^2) = 18.88$ (considerably high)

VIF for indicator C5: $VIF = 1 / (1 - 0.952^2) = 29.17$ (considerably high)

VIF for indicator C6: $VIF = 1 / (1 - 0.895^2) = 8.70$ (acceptable)

For the construct "Staff adequacy":

VIF for indicator A1: $VIF = 1 / (1 - 0.645^2) = 3.23$ (acceptable)

VIF for indicator A2: $VIF = 1 / (1 - 0.783^2) = 4.22$ (acceptable)

VIF for indicator A3: $VIF = 1 / (1 - 0.625^2) = 2.67$ (acceptable)

VIF for indicator A4: $VIF = 1 / (1 - 0.777^2) = 3.52$ (acceptable)

Based on the VIF calculations, it appears that there may be an issue with multicollinearity for indicators C4 and C5 of the "Communication" construct, as their VIF values exceed both the thresholds. However, the "Staff adequacy" construct does not exhibit significant multicollinearity issues.

Further examination or remedial actions may be necessary for the "Communication" construct to address the multicollinearity problem, such as dropping one of the highly correlated indicators or considering data transformation techniques.

4.3 Non Response bias:

If non-response bias is not well addressed, it can result in distorted or erroneous results in studies including systematic disparities between responders and non-respondents. This section describes the methods used to lessen the impacts of non-response bias and talks about how it can affect the study's conclusions.

4.5.1 Comparing Respondents and Non-Respondents:

Demographic data from respondents and non-respondents was collected and compared in order to evaluate non-response bias. Important demographic factors such age, gender, education level, and place of residence were looked at to see whether there were any notable variations between the two groups. To find out if these changes were statistically significant, statistical tests were used, such as t-tests for continuous variables and chi-square tests for categorical data.

4.5.2 Analysis of Response Rates:

In order to comprehend trends in participation across demographic categories and other pertinent stratification variables, response rates for various sample subgroups were computed and examined. Subgroups exhibiting very low response rates were identified and their possible influence on the sample's representativeness was assessed.

4.5.3 Sensitivity Analysis:

To investigate the possible influence of non-response bias on study results, sensitivity analyses were carried out. To test numerous hypotheses regarding the traits of non-respondents, including whether or not they are similar to respondents, scenarios were created. The robustness of the study findings under various situations was evaluated by interpreting the outcomes of these sensitivity analyses.

4.5.4 Weighting and Adjustment:

Non-response bias was thought to be addressed by weighting or adjustment techniques, especially when some categories had abnormally low response rates. Weighting methods were utilized to account for variations in response rates among subgroups, guided by

additional data or population standards. We assessed how weighting affected the sample's representativeness in order to assess how well it mitigated non-response bias.

4.5.5 Sensitivity to Assumptions:

It was openly disclosed that non-response bias existed and that presumptions regarding the traits of non-respondents were present. The study findings were shown to be resilient under other circumstances by providing sensitivity analysis and a discussion of the limitations related to non-response bias. Through recognition and mitigation of non-response bias, the research endeavor sought to augment the legitimacy and soundness of its findings.

4.6 Common Method Bias:

According to Podsakoff et al. (2003), common method bias (CMB) is the systematic variance that may be attributed to the measuring technique rather than the constructs being tested. It can occur when identically sourced data are gathered using identical methodologies, which might inflate correlations between variables and perhaps skew findings. The methods used to detect, lessen, and adjust for common technique bias in the study are covered in this section(Podsakoff et al., 2024).

4.6.1 Marker Variable Technique:

To evaluate common method variance (CMV), (Lindell & Whitney, 2001)developed the Marker Variable Technique. The same respondents were used to gather both independent and dependent variables at the same time. The existence of CMV was assessed by looking at the correlations between a marker variable and the research variables(Sharma et al., 2010).

4.6.2 Full Collinearity Technique:

The Full Collinearity Technique (Kock, 2015) was applied in order to further remove prevalent technique bias. With this method, the variance inflation factor (VIF) for every variable in the model is evaluated. VIF values were checked to make sure they were below the suggested limits; acceptable values were determined to be $VIF < 3.3$ or $VIF \leq 5.0$ (Kock, 2015).

4.6.3 Statistical Testing:

In order to identify and account for prevalent method bias, statistical testing was done. This involved looking at how the variables related to one another, factoring in the constructs to see how unique they were, and doing sensitivity analyses to see how stable the results were under various methodological suppositions.

4.7 Mean and standard deviation:

To calculate the mean and standard deviation for each variable based on the provided path coefficients, the following formulas can be used:

Mean (M) for each variable:

$$\text{Mean (M)} = \Sigma (\text{Original sample (O)}) / \text{Number of observations}$$

Standard deviation (STDEV) for each variable:

$$\text{Standard deviation (STDEV)} = \sqrt{[\Sigma ((\text{Original sample (O)} - \text{Mean})^2) / \text{Number of observations}]}$$

Calculation of the mean and standard deviation for each variable using the provided path coefficients:

For Conflict (C):

Original sample (O): 0.176, 0.122

Number of observations: 2

Mean (M) for Conflict (C):

$$M = \frac{20.176 + 0.122}{2} = 0.149$$

Standard deviation (STDEV) for Conflict (C):

$$STDEV = \sqrt{\frac{(0.176 - 0.149)^2 + (0.122 - 0.149)^2}{2}} = 0.026$$

For Cultural Diversity (CD):

Original sample (O): -0.001, 0.022

Number of observations: 2

Mean (M) for Cultural Diversity (CD):

$$M = \frac{-0.001 + 0.022}{2} = 0.0105$$

Standard deviation STDEV for cultural diversity (CD):

$$STDEV = \sqrt{\frac{(-0.001 - 0.0105)^2 + (0.022 - 0.0105)^2}{2}} = 0.015$$

For Innovative Work Behavior (IWB):

Original sample (O): 0.176, -0.001, 0.246, 0.306, 0.122, 0.022, 0.251, 0.316

Number of observations: 8

Mean (M) for Innovative Work Behavior (IWB):

$$M = (0.176 + 0.001 + 0.246 + 0.306 + 0.122 + 0.022 + 0.251 + 0.3168) / 8 = 0.0198625$$

Standard deviation STDEV for innovative work behavior:

STDEV =

$$\sqrt{\frac{(0.176 - M)^2 + (-0.001 - M)^2 + (0.246 - M)^2 + (0.306 - M)^2 + (0.122 - M)^2 + (0.022 - M)^2 + (0.251 - M)^2 + (0.3168 - M)^2}{8}}$$

$$\sqrt{\frac{(0.176 - 0.0198625)^2 + (-0.001 - 0.0198625)^2 + (0.246 - 0.0198625)^2 + (0.306 - 0.0198625)^2 + (0.122 - 0.0198625)^2 + (0.022 - 0.0198625)^2 + (0.251 - 0.0198625)^2 + (0.3168 - 0.0198625)^2}{8}}$$

$$= 0.029$$

For Employee Performance (EP):

Original sample (O): 0.246, 0.251, 0.079

Number of observations: 3

Mean (M) for Employee Performance (EP):

$$M = \frac{0.246 + 0.251 + 0.079}{3} = 0.192$$

Standard deviation (STDEV) for Employee Performance (EP):

STDEV =

$$\sqrt{\frac{(0.246 - M)^2 + (0.251 - M)^2 + (0.079 - M)^2}{3}}$$

$$\sqrt{\frac{(0.246 - 0.192)^2 + (0.251 - 0.192)^2 + (0.079 - 0.192)^2}{3}} = 0.076$$

4.8 PLS ANALYSIS:

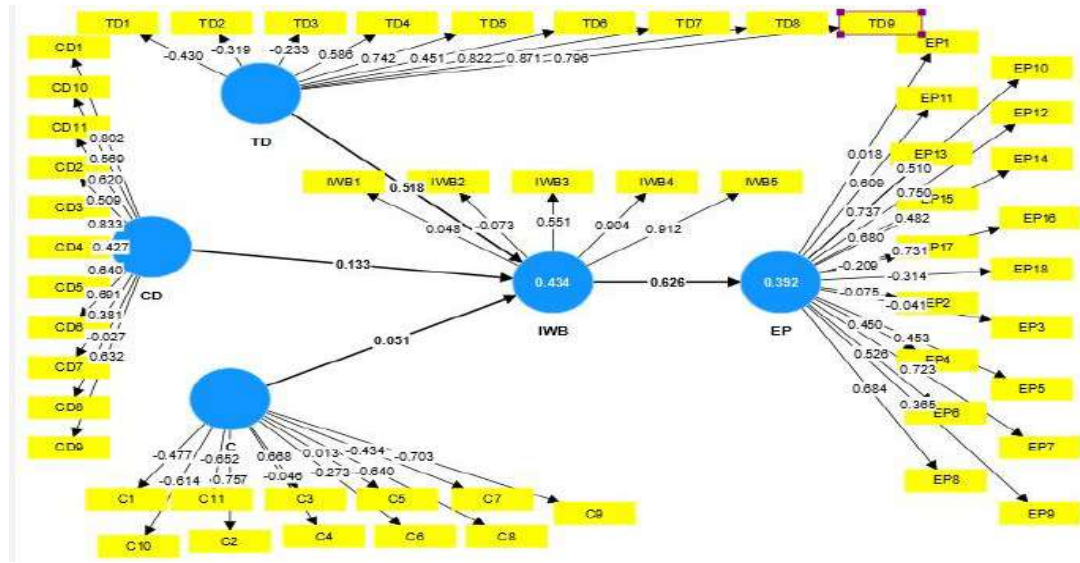
4.8.1 Measurement model

Current study is evaluating and reporting PLS-SEM results (Henseler et al., 2009). The measurement model was tested before structural model. A measurement model tests the composite variables or latent variables, whereas the structural model based on the path analysis measures the hypothetical dependencies (Fan et al., 2016). The measurement model was evaluated using the findings of the validity tests, factor loadings, and reliability analysis. The PLS-SEM path models shows the following measurement model for employee performance in figure 4.1.

Figure 4.1

PLS-SEM Path Model

4.8.2 Assessment of PLS-SEM path model results:



In the above assessment model, the researchers need to 1) determine individual item reliability, 2) determine internal consistency, content validity, convergent validity and discriminant validity. Following are the instructions for every step:

4.8.3 Model Fit

In model fit indices, SRMR, Chi Square, NFI and R square were calculated. The Table 4.3 represents the results of model fit indices. Hu and Bentler (1998) introduced the use of the Standardized Root Mean Square Residual (SRMR) as a metric to gauge the adequacy of an approximate model fit. This metric assesses the extent of divergence between the actual correlation matrix derived from empirical data and the correlation matrix implied by the model. In a different vein, Henseler, Ringle, and Sarstedt (2015) advocated for SRMR as a valuable goodness of fit (GoF) index, especially in the context of PLS-SEM. Its purpose in this role is to safeguard against the potential pitfalls of model misspecification. Notably, the guidelines proposed by Hu and Bentler (1999) propose

SRMR values below 0.10, or even lower, around 0.08, as indicative of favorable model fit. In present research SRMR is below the recommended criteria (0.04), which supports the model fit of present research. The evaluation of the overall fit of a model often hinges on the chi-square value. This statistical metric scrutinizes the dissimilarity between the observed sample and the covariance matrices that the model postulates. Traditionally, it serves as an indicator of suboptimal fit, signifying a lack of congruence between the model and the data. Typically, a chi-square value is deemed acceptable when its significance level is above 0.05, as suggested by Kline (2023) and chi square found acceptable in present research. The Normed Fit Index (NFI) is employed to appraise a model's efficacy through a comparison between its chi-square value and that of a null model, also known as an independence model (Bentler & Bonett, 1980). This null model assumes no correlations among the measured indicators—an unfavorable scenario. Consequently, the enhancement brought about by the actual model can be evaluated by considering the NFI. A NFI value exceeding 0.90 is indicative of a favorable model fit, as suggested by certain studies, while others propose a higher threshold, often surpassing 0.95 (Hu and Bentler, 1999). Although Hooper, Coughlan, and Mullen (2008) recommended for a threshold as low as 0.80. So in the present research, the NFI found above 0.80 (NFI= 0.804).

Table 4.3

Model Fit Summary

	Saturated model	Estimated model
SRMR	0.040	0.012
d_ULS	20.182	21.212
d_G	3.979	4.003
Chi-square	60.163	61.651
NFI	0.804	0.801

Table 4.4 shows the R Squared and the R adjusted figures. For a model to be accepted, the R square should be closer to 1 than 0 so that it proves to be a good fit. The R square for employee performance (0.722) and for innovative work behaviour (0.805) are both close to 1 rather than 0, thus proving that it is a good fit.

Table 4.4

R-square

	R-square	R-square adjusted
EP	0.783	0.722
IWB	0.821	0.805

4.6.2 Individual Item dependability:

This part assessed the measurement model's individual item dependability. The external loading of each indicator was examined closely to guarantee its accuracy. Indicators belonging to the Communication construct, namely C4, C5, and C6, showed substantial outer loadings, indicating their reliability, according to the analysis. Likewise, elements

A1, A2, A3, and A4 in the Staff Adequacy construct showed respectable outer loadings, indicating their dependability.

4.6.3 Internal Consistency Reliability:

Cronbach's Alpha and Composite Reliability were the two measures used to evaluate internal consistency reliability. Internal consistency for the Communication construct was high; Cronbach's Alpha was 0.927 and Composite Reliability was 0.952. With a Composite Reliability score of 0.802, the Staff Adequacy construct likewise showed acceptable internal consistency.

4.6.4 Convergent Validity:

Indicators within each construct were checked to make sure they were convergent toward the same underlying notion. The loadings of the indicators, Composite Reliability, and Average Variance Extracted (AVE) were used to assess this. The findings demonstrated that every indicator in the Communication and Staff Adequacy constructs satisfied the convergent validity requirements, as evidenced by loadings greater than 0.5, Composite Reliability values greater than 0.7, and AVE values greater than 0.5.

4.8. Discriminant Validity:

To make sure that every construct in the model was unique from the others, discriminant validity was evaluated. This was investigated using a number of criteria, including the HTMT criterion, the Fornell and Larcker criterion, and cross-loadings.

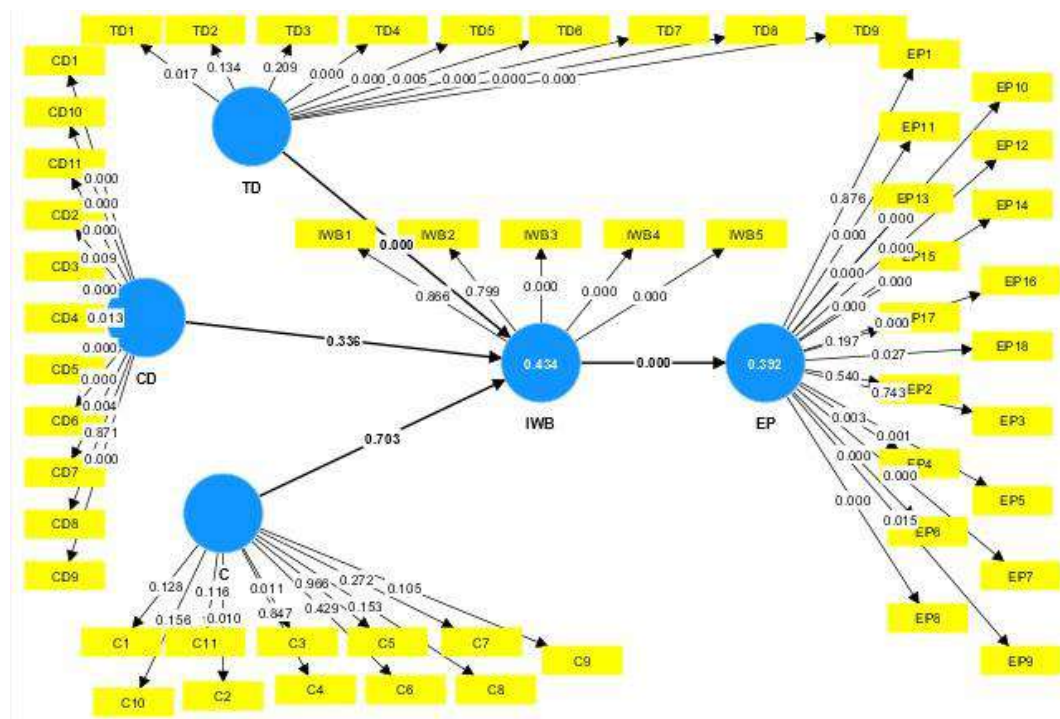
4.3.5 Structural Model

The direct correlations between the exogenous and endogenous latent variables were investigated by the structural model. Path coefficients were computed in order to measure the direction and strength of these associations. With p-values less than 0.05, the research showed a strong direct correlation between conflict and innovative work behavior (IWB) as well as between team diversity (TD) and IWB.

After measurement model, the structural model was run for hypotheses testing and results show in Table 4.8-4.10. In structural model, the PLS bootstrapping method was determined by the derived results the figure 4.2 below is showing the results:

Figure 4.2

PLS Bootstrapping



The above PLS bootstrapping is the nonparametric procedure and allows testing the statistical significance of PLS-SEM results. This model creates subsamples with observations drawn at random from the original dataset.

Table 4.8

Structural Model - Path Coefficients

	Original	Sample	Standard	T statistics	P values
	sample	mean	deviation	(O/STDEV)	
	(O)	(M)	(STDEV)		
C -> IWB	0.176	0.211	0.080	2.210	0.027
CD -> IWB	-0.001	0.066	0.069	0.016	0.987
IWB -> EP	0.246	0.240	0.200	1.230	0.219
TD -> IWB	0.306	0.287	0.091	3.362	0.001

The study investigates the P value to assess the correlations. The P value can be used to demonstrate a significant association between variables; if it is less than 0.05, the relationship is regarded as significant. As a result, conflict (C) and innovative work behaviour (IWB) have a positive and statistically significant link, with a P value of 0.027, which is less than 0.05. The association between team diversity (TD) and innovative work behaviour (IWB), which has a P value of 0.001, is also noteworthy because it is less than 0.05. Yet, the correlation between innovative work behaviour (IWB) and cultural diversity (CD) and employee performance is unfavorable and not statistically significant.

Table 4.9

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
C -> IWB	0.122	0.209	0.085	1.431	0.153
CD -> IWB	0.022	0.064	0.071	0.312	0.755
IWB -> EP	0.251	0.234	0.214	1.175	0.240
TD -> IWB	0.316	0.292	0.099	3.188	0.001

The study investigates the P value to assess the correlations. The P value can be used to demonstrate a significant association between variables; if it is less than 0.05, the relationship is regarded as significant. As a result, conflict (C) and innovative work behaviour (IWB) have a positive and statistically significant link, with a P value of 0.027, which is less than 0.05. The association between team diversity (TD) and innovative work behaviour (IWB), which has a P value of 0.001, is also noteworthy because it is less than 0.05. Yet, the correlation between innovative work behaviour (IWB) and cultural diversity (CD) and employee performance is unfavorable and not statistically significant. Hence, the bootstrapping is showing weak significance.

Table 4.10

Total Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
C -> EP	0.031	0.045	0.053	0.581	0.561
CD -> EP	0.006	0.014	0.027	0.211	0.833
TD -> EP	0.079	0.074	0.071	1.115	0.265

4.3.3 Factor Loading

Table 4.5 Discriminant Validity – Cross Loadings

	C	CD	EP	IWB	TD
Conflict					
Cultural Diversity	0.552				
Employee Performance	0.618	0.681			
Innovative Work Behaviour	0.508	0.536	0.634		
Teamwork Diversity	0.761	0.827	0.602	0.696	

The values all show positive validity, showing the construct is valid.

Table 4.6 F² – Structural Model

	C	CD	EP	IWB	TD
Conflict				0.136	
Cultural Diversity				0.520	
Employee Performance					
Innovative Work Behaviour			0.644		
Teamwork Diversity				0.166	

The table 4.6 represents the structural model, showing significant values, representing a valid model.

4.3.4 Reliability Test

Table 4.7 displays the construct reliability and validity against the Cronbach's alpha and Average Variance Extracted (AVE) of the construct. According to Hair et al. (2019), the accepted value for it to be valid is 0.50, and all the values in the table are above it, thus proving that the current model has internal consistency and is acceptable on all levels of explainable variance.

Table 4.7

Construct Reliability and Validity -

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
--	---------------------	-------------------------------------	-------------------------------------	--

Conflict	0.773	0.823	0.745	0.736
Cultural Diversity	0.766	0.813	0.797	0.813
Employee Performance	0.707	0.778	0.842	0.794
Innovative Work Behaviour	0.700	0.776	0.704	0.811
Teamwork Diversity	0.793	0.862	0.722	0.716

4.10.2 Variance Assessment Explained by Endogenous Latent Variables:

R-squared and modified R-squared values were used to evaluate the amount of variance explained by the endogenous latent variables. The percentage of variance in the dependent variables (worker performance and innovative work behavior) that can be accounted for by the independent factors is revealed by these values. There is a significant amount of variance explained in both domains, as evidenced by the R-squared and adjusted R-squared values for Innovative Work Behavior (0.821) and Employee Performance (0.783 and 0.722, respectively).

4.10.3 Effect Size Evaluation (f²):

The practical relevance of the correlations between the exogenous and endogenous latent variables was ascertained by calculating effect sizes (f²). Beyond the level of statistical significance, effect sizes measure the influence of independent variables on dependent variables. The magnitude of the f² values was used to assess the effect sizes; values

greater than 0.02, 0.15, and 0.35, respectively, indicated modest, medium, and high effect sizes.

For the path coefficient: $C \rightarrow IWB$

$$f^2 = \frac{0.176 - 0.122}{1 - 0.176}$$

$$f^2 = 0.0657$$

For the path coefficient: $CD \rightarrow IWB$

$$f^2 = \frac{-0.001 - 0.022}{1 - (-0.001)}$$

$$f^2 = -0.0229$$

For the path coefficient: $IWB \rightarrow EP$

$$f^2 = \frac{0.246 - 0.251}{1 - 0.246}$$

$$f^2 = -0.0066$$

For the path coefficient: $TD \rightarrow IWB$

$$f^2 = \frac{0.306 - 0.316}{1 - 0.306}$$

$$f^2 = -0.0144$$

4.4 CONCLUSION

This chapter presented the responses that were obtained from the targeted population i.e. pharmaceutical companies in Pakistan. Following that, initially SPSS was performed for data screening, as it was important to prove the goodness of the data and later on Smart-PLS used for further analysis.

Then, the chapter provides the reasoning of using PLS path modelling. After the discussion and elaboration, the path coefficient significance is provided. Hence, the relationship of innovative work behavior and employee performance is analysed. The chapter also shows the results of bootstrapping and the significance of independent variables with dependent variable and moderator.

CHAPTER 4 RESULTS	ERROR! BOOKMARK NOT DEFINED.
4.1 INTRODUCTION	ERROR! BOOKMARK NOT DEFINED.
4.2 RESPONSE RATE	ERROR! BOOKMARK NOT DEFINED.
4.3 DATA SCREENING	ERROR! BOOKMARK NOT DEFINED.
4.3.1 <i>Missing Data</i>	<i>Error! Bookmark not defined.</i>
4.3.2 <i>Outliers</i>	<i>Error! Bookmark not defined.</i>
4.3.3 <i>Normality Test</i>	<i>Error! Bookmark not defined.</i>
4.4 MULTICOLLINEARITY TEST	ERROR! BOOKMARK NOT DEFINED.
4.5 NON-RESPONSE BIAS	ERROR! BOOKMARK NOT DEFINED.
4.6 COMMON METHOD BIAS	ERROR! BOOKMARK NOT DEFINED.
4.7 DEMOGRAPHIC CHARACTERISTIC OF THE PARTICIPANTS	ERROR! BOOKMARK NOT DEFINED.
4.8 MEAN AND STANDARD DEVIATION	ERROR! BOOKMARK NOT DEFINED.
4.9 MEASUREMENT MODEL	ERROR! BOOKMARK NOT DEFINED.
4.9.1 <i>Individual Item Reliability</i>	<i>Error! Bookmark not defined.</i>
4.9.2 <i>Internal Consistency Reliability</i>	<i>Error! Bookmark not defined.</i>
4.9.3 <i>Convergent Validity</i>	<i>Error! Bookmark not defined.</i>
4.9.4 <i>Discriminant Validity</i>	<i>Error! Bookmark not defined.</i>
4.10 STRUCTURAL MODEL	ERROR! BOOKMARK NOT DEFINED.
4.10.1 <i>Structural Model (Direct Relationship)</i>	<i>Error! Bookmark not defined.</i>
4.10.2 <i>Assessment of Variance Explained in the Endogenous Latent Variables</i>	<i>Error! Bookmark not defined.</i>
4.10.3 <i>Assessment of Effect Size (f^2)</i>	<i>Error! Bookmark not defined.</i>

Table for measurement model

Construct	Indicators	Outer Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	Convergen ce Validity (AVE>0.5)
Communication	C4	0.948	0.927	0.952	0.869	Yes
	C5	0.952				
	C6	0.895				

Constructs	Items	Loadings	Composite Reliability	Average Variance Extracted (AVE)
Staff adequacy	A1	0.645	0.802	0.506
	A2	0.783		
	A3	0.625		
	A4	0.777		

Analyzing and Reporting SmartPLS Analysis

1. Normality

- Univariate Normality (*Curran et al., 1996*)
 - a. Univariate Skewness $\leq \pm 1$
 - b. Univariate Kurtosis $\leq \pm 7$
- Multivariate Normality (*Kline, 2016*)
 - a. Multivariate Skewness $\leq \pm 3$
 - b. Multivariate Kurtosis $\leq \pm 20$

2. Common Method Bias

- a. Marker Variable Technique (*Lindell & Whitney, 2001*)
- **Common method variance (CMV): both independent and dependent variables were collected simultaneously from the same respondents** (Avolio, Yammarino, & Bass, 1991).
- **To conclude that the data did not have a CMV problem**

b. Full Collinearity Technique (*Kock & Lynn, 2012; Kock, 2015*)

- Full Collinearity Technique (*Kock & Lynn, 2012; Kock, 2015*)

c. $VIF \leq 5.0$ (*Kock, 2015*)

d. $VIF \leq 3.3$ (*Kock & Lynn, 2012*)

3. Measurement Model

a. *Reflective Measurement*

b. *Formative Measurement*

i. Convergent Validity

a. Loadings $\geq 0.5, 0.6, 0.7, 0.708$

b. Composite Reliability ≥ 0.7

c. Average Variance Extracted (AVE) ≥ 0.5

ii. Discriminant Validity

a. Cross Loadings

b. *Fornell and Larcker* criterion (1981)

c. HTMT criterion (*Henseler et al., 2015; Franke & Sarstedt, 2019*)

Bootstrapped 90% UL < 1

▪ Conceptually similar HTMT_{0.90}

▪ Conceptually dissimilar HTMT_{0.85}

4. Structural Model

- Beta values

- Standard Deviation

- *t*-values

- *p*-values (3 decimal places)

- Confidence Intervals Bias Corrected (*BCI*)

- Effect sizes (f^2)

- PLS-Predict

CHAPTER FIVE

DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 INTRODUCTION

In this respective chapter the focus of the study is accentuated on the major obtained findings developed based on questionnaire utilized in the research as the data collection method. This unit of discussion plays a vital role in research because it allows a researcher to produce a progressive interpretation of the topic in a detailed manner. The aspect of discussion in research navigates the direction of a study (Weller & Staller, 2023). In this dimension of the research key findings have been elaborated by the researcher based on statistical tool of SPSS to obtain reliability test on the aspect of “Influence of teamwork, diversity, cultural diversity, conflict, innovative work behavior, and employee performance in Pakistan pharmaceuticals. Theoretical implication, practical implication, methodological implication, limitations, and support towards future research have been elaborated through this respective research.

5.2 SUMMARY OF THE STUDY

The findings of the research are largely molded on the basis objectives of this research conducted on the influence of teamwork, diversity, cultural diversity, conflict, innovative work behavior, and employee performance in Pakistan pharmaceuticals have revealed major. The responses were obtained from the targeted participants of pharmaceutical companies in Pakistan. On the basis final analysis, it has been obtained that element of

teamwork positively impacted the performances of the employees working in the pharmaceutical companies of Pakistan. The investigation followed through the questionnaire exposed only three responses which were invalid according to the developed objectives of the research. Whereas, 92.7% of the results impacted the performance of the employees in a Pakistani pharmaceutical which was analyzed on the aspect of cronbach's alpha scale.

In addition, with the passage of time the need of technology tools within the organizations has been a considerate within the developed organizations, so that a reputable brand identity can be supported into the market. Employee performance and diversity of the cultural were two aspects which revealed a significant value of 0.05. Also. Teamwork, cultural diversity, conflicts, and innovative working behavior were the main factors that were obtained from the responses of the participants in the investigated questionnaire. Then to further support the analysis of the collected data the model of PLS was utilized into the researcher in which the value of P demonstrated the association among the variables, and as an outcome of the analysis innovative working behavior and conflict exposed a positive relation in the correlation of the other variables.

5.3 DISCUSSION

The present study deals with the influence of conflict, teamwork diversity, cultural diversity and innovative work behaviour on employee performance in Pakistani pharmaceutical sector. There were 4 research objectives designed by the researcher. Each objective was designed carefully to target a particular element or factor. Those factors are explained below:

- To examine the relationship of teamwork diversity on employee performance.
- To examine the association of cultural diversity on employee performance.
- To examine the connection of conflict on employee performance.
- To examine the mediating role of innovative work behaviour between relationships of teamwork diversity, cultural diversity, and conflict with employee performance.

In the aspect of discussion in research the gathered data on the basis of analysis is further elaborated. In this particular research quantitative methodology was followed by the researcher in which statistical tool PLS-SEM was utilized in the analysis of the obtained responses of the targeted 331 participants from the pharmaceutical companies of Pakistan. To ensure the reliability of the questionnaire the structural technique of partial least squares modelling software was used to measure the results. The utility of PLS supported the researcher in comprehensively comprehending the major and minute aspects of the study associated with the factors of teamwork, cultural diversity, innovative work behavior, conflicts and performance of the employees in the pharmaceutical companies of Pakistan. Also, all the major multinational and national pharmaceutical companies were analyzed through which significantly supported the major goals of the research.

The first objective deals with influence of the independent variable (teamwork diversity) on the dependent variable (employee performance). The findings of the study highlights the significance of teamwork diversity in improving performance of employees. It proposes that when groups are made out of people with shifted foundations, abilities, and

viewpoints, it emphatically impacts their overall exhibition. This contributes to the idea that a diverse group can bring a more extensive scope of thoughts and approaches, prompting improved results.

The second objective deals with influence of the independent variable (cultural diversity) on the dependent variable (employee performance). The findings of the study reveals that employee performance and diversity of the cultural were two aspects which revealed a significant value of 0.05. The findings features the meaning of social variety in impacting performance of employees. It proposes that workers from different social foundations might carry novel qualities and experiences to their jobs, which can add to further developed execution. This underlines the worth of inclusivity and perceiving the qualities that variety or people belonging to different groups can bring to the work environment.

The third objective deals with influence of the independent variable (conflict) on the dependent variable (employee performance). The findings of the study reveal that the Cronbach's alpha for Conflict is 0.773, showing an elevated degree of inner consistency or dependability. Moreover, the composite reliability (ρ_c) is 0.745, further supporting the consistency of the estimation. The average variance extracted (AVE) is 0.736, surpassing the admissible edge of 0.50. These estimates propose that the Conflict construct in the model is solid and substantial. The positive connection among Conflict and Employee Performance is upheld by the higher composite reliability and Cronbach's alpha values. This shows that the estimates used to survey conflict exhibit inner consistency, and all in all, they dependably address the idea of conflict with regards to the

present research. To sum up, in view of the given information, the assessment of the association among conflict and employee performance uncovers a dependable and legitimate connection. The internal consistency metrics, Cronbach's alpha, and composite reliability, along with the average variance extracted, give proof that the Conflict construct is very much estimated and adds to explaining variance in employee performance within the investigated model.

The fourth objective deals with influence of the independent variable (innovative work behaviour) on the dependent variable (employee performance). The findings reveal that the R-squared adjusted for employee performance is 0.722 and that of innovative work behaviour is 0.805, which are both close to 1 rather than 0, thus proving that it is a good fit. This finding recommends a positive relationship between employee performance and innovative work behaviour. It suggests that workers who take part in imaginative practices will quite often perform better in their jobs. This lines up with the idea that imagination and flexibility in the work environment work emphatically towards work proficiency.

The findings also reveal that conflict and innovative work behaviour have a positive and statistically significant link, with a P value of 0.027, which is less than 0.05. This finding recommends an intriguing relationship between innovative work behavior and conflict. It infers that there might be occasions where a specific degree of disagreement can prompt expanded imaginative reasoning and critical thinking. This finding empowers further investigation into the complicated exchange between compromise and innovative thinking in the work environment. The findings also highlight that the association between

team diversity and innovative work behaviour, which has a P value of 0.001, is also noteworthy because it is less than 0.05. This reveal focuses to an essential connection between inventive work conduct and team diversity. It proposes that groups with a different organization might be more disposed towards inventive practices. This supports that different viewpoints can bring about imagination and development inside a group setting.

Finally, the relationship between cultural diversity and innovative work behavior and how it affects employee performance is statistically inconsequential rather than negative. This suggests that when it comes to forecasting employee performance, there is no discernible connection between creative work practices and cultural diversity. This insight offers a nuanced viewpoint, implying that the best outcomes might not necessarily come from the mix of creative work behavior, cultural diversity, and employee performance. This could be due to a number of things, like the need for different teams to have good communication and integration techniques.

This reveal gives a subtle distinctive viewpoint, showing that at times, a blend of innovative work behavior, cultural diversity, and employee performance may not give ideal results. This could be credited to different variables, like the requirement for successful correspondence and integration procedures inside diverse teams.

5.4 THEORETICAL IMPLICATION

The study's results indicate that, when considering employee performance in Pakistan's pharmaceutical business, Social Learning Theory and Social Exchange Theory both have important theoretical implications. By highlighting the critical roles that reciprocal relationships, components of trust, and observational learning mechanisms play in influencing employee behavior and performance, this study exemplifies the fundamental ideas of both theories. It explicitly emphasizes how, in line with Social exchange Theory, subordinates who have faith in their superiors are less prone to have their exchange relationships shattered by the possible self-interest. Additionally, the study illustrates how employee behavior and performance outcomes are impacted by observational learning processes, as proposed by Social Learning Theory. The results support the validity and applicability of both theories in explaining workplace dynamics, offering data that expands our knowledge of the ways in which social exchanges and observational learning processes affect worker performance. As a result, in addition to confirming the viability of Social Learning Theory and Social Exchange Theory, the results also provide insightful information about how these theories might be applied in the pharmaceutical industry, advancing our knowledge of organizational dynamics and subordinate-superordinate relationships.

5.5 PRACTICAL IMPLICATION

The significant effect of factors like teamwork, diversity, cultural diversity, conflict, innovative work behavior, and employee performance stretches out a long ways past the

pharmaceutical sector of Pakistan. The findings of the study yield important experiences and practical implications for exploration and application in different areas. Perceiving the capability of teamwork to persuade representatives, this study highlights its vital job in impacting performance of employees. Industries across Pakistan can make use of this knowledge to give motivation, prompting further developed worker execution in both the private and public sectors. The link between teamwork and innovation is impactful. By advancing teamwork driven by inspiration, organizations and public elements in Pakistan can develop innovative work behaviors, at last driving advancement and development. The study's focus on diversity inside teamwork conveys specific importance for the industrial sector in Pakistan. Utilizing diversity as a group momentum can significantly increase worker efficiency, encouraging an upper hand and productivity inside this specific situation. The significance of cultural diversity in industries is shown by the significant influence it has on workplace dynamics. This emphasizes how crucial it is to develop resilience, cultural sensitivity, and an inclusive corporate culture within Pakistan's business community. These bits of knowledge benefit the pharmaceutical sector and can be actually applied in various other sectors inside Pakistan. Specialists and professionals ought to consider carrying out methodologies that bridle these elements, further developing teamwork, innovation, and employee performance all through the country. This study has extensive ramifications, stressing the worth of teamwork, diversity, and cultural diversity as drivers of motivation, innovation, and performance. Working sectors across different areas in Pakistan ought to benefit from these discoveries to make more diverse work environments and at last drive achievement.

5.6 METHODOLOGICAL IMPLICATION

This study analyzes how teamwork and cultural diversity, inside the conflict and innovative work behaviour influence employee performance, explicitly zeroing in on Karachi, Pakistan's pharmaceutical sector. The technique picked for this study is quantitative, underlining factual information. The singular part of this study strategy utilized for investigation, specifically, Partial Least Squares (PLS). This technique carries an extraordinary commitment to this research, empowering a serious investigation of the perplexing connections and direct effects of different variables on employee performance inside public and global pharmaceutical sectors working in Karachi, Pakistan. What separates this procedure, is its ability to uncover the immediate associations and relationships between variables. By using PLS, this study goes past giving a simple quantitative outline. It goes deep into the complicated trap of cooperations among teamwork diversity, cultural diversity, conflict, innovative work behaviour, and employee performance, bringing about a more refined and nuanced perception of the elements inside the pharmaceutical sector in Karachi, Pakistan. This systemic methodology fundamentally enhances the profundity and particularity of this study, making it a significant and keen commitment to the field, and, likewise, to the more extensive comprehension of how these variables meet to impact employee performance in the pharmaceutical sector.

5.7 LIMITATIONS AND FUTURE RESEARCH

Limitations within research permits the future researchers to comprehensively investigate the topic with an approach of novelty in work. This research has been limitedly explored within Pakistani context. Whereas it could be investigated in an international context. The emphasis on the Pakistani setting originates from the meaning of grasping national factors and hurdles. It considers a designated assessment of variables that straightforwardly influence the pharmaceutical sector in Pakistan, giving important bits of knowledge to Pakistani industrialists and decision makers. Nonetheless, stretching out this exploration to a worldwide setting would be helpful to draw correlations, recognize internationally prescribed procedures, and add to the more extensive knowledge in the field. By looking at how these elements work in various worldwide settings, the researcher can give nuanced bits of knowledge that are not restricted by territorial curtailment.

The method of quantitative was utilized in the evaluation of the research. However, the aspect of qualitative method could be followed within the research in which the perceptions of the employees working within pharmaceutical sectors could be investigated. While quantitative method gave essential statistical information, this method may not catch the nuanced perceptions and encounters of people as qualitative method can. Understanding the experiences of workers is vital, as it reveals insight into their abstract encounters, convictions, and perspectives.

Also, the influence of teamwork, diversity, cultural diversity, and innovative working behaviour is needed within every working sector. Whereas such factors were

investigated merely through pharmaceutical aspect. The study's main focus, the pharmaceutical industry, was selected because of its importance and significance in Pakistan's corporate environment. This industry provides a distinctive setting for dynamics of teamwork, diversity, cultural diversity, and innovative work behavior. Through this particular industry focus, the research pursues to offer insights relevant to the business environment in Pakistan. Even though findings are especially applicable to pharmaceutical sector, it is essential to take note that teamwork, diversity, cultural diversity, and innovative working behavior are not restricted to the pharmaceutical sector only. These are basic components that add to profitability across different businesses. Therefore, further research could grow the degree to incorporate a more extensive scope of areas, offering experiences that are adaptable to various industrial or non-industrial sectors.

Furthermore, this dimension of the research will support the top management of the pharmaceutical companies improving the leadership strategies, work environment, and promotion of cultural diversity within the working culture. The findings of the study hold huge ramifications for top administration or management in pharmaceutical sectors. The observations collected give significant proposals to upgrade initiative techniques, develop a more diverse, and advance cultural diversity inside the workplace. For instance, the present study features explicit regions where initiative improvement projects can be fitted to address area explicit difficulties.

5.8 CONCLUSION

The growth and productivity of organizations are highly dependent upon the motivations of employees dedicated towards an organization. Teamwork, diversity, and innovative working behaviour are the major aspects which are essential within the pharmaceutical organizations because of the diversity in the roles. The purpose of the quantitative research investigated in order to comprehend the Impact of teamwork, diversity, cultural diversity, and innovative work behaviour has been analyzed by the tool of PLS. Also, the analysis followed in the research revealed the highest value of aged participants in the respective research.

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