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Meta-Analysis of Structural Factors in Cultural Diversity Management Policies Within Iranian Government Organizations

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ABSTRACT

Diversity management has become an increasingly important area of research within management and organization studies over recent decades. Despite its growing prominence, most studies have concentrated on the demographic representation of marginalized groups in leadership roles, while the impact and effectiveness of diversity practices remain underexplored. This study aims to identify the structural factors shaping the development of cultural diversity management policies within Iranian government organizations. By analyzing research conducted between 2006 and 2024 on cultural diversity management, the study employs a meta-analytical approach based on qualitative literature review. The findings reveal five key indicators essential for structuring effective diversity management policies: supporting identity autonomy, promoting social order, recognizing diversity and change, establishing comprehensive transformation laws, and updating the cultural engineering map. These structural variables provide a robust framework to guide Iranian governmental agencies in crafting and implementing inclusive, adaptable, and sustainable diversity policies, fostering a more dynamic and equitable workplace environment.

KEWWORDS: diversity management, cultural diversity, policy, meta-analysis.

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1. Introduction

Workforce diversity is essential for driving innovation and enhancing organizational effectiveness. A heterogeneous workforce introduces a broad spectrum of skills, knowledge, and perspectives, which can serve as a significant competitive advantage (Shahid Khan et al., 2020). In today's increasingly multicultural context, diversity is recognized as a key factor in fostering innovation and generating a variety of viewpoints within teams, thereby highlighting the importance of inclusive recruitment practices. Culturally diverse teams promote the acceptance and valuation of different experiences, transforming them into organizational strengths (Alsulami & Sherwood, 2020). Moreover, cultural diversity acts as a catalyst for interreligious, interethnic, and transnational interactions, enriching social exchanges and human capital. However, it can also give rise to tensions and conflicts (Alfoqahaa & Jones, 2020). From an organizational perspective, research indicates that diversity can facilitate the integration of varied perspectives, thereby fueling innovation, creativity, and profitability. Nonetheless, the discourse on diversity remains nuanced; while it can mitigate inequalities and promote innovation, longitudinal studies suggest that it may also decrease group cohesion and intensify conflicts, potentially undermining job satisfaction (Obamiro et al., 2019). Managing a culturally

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diverse workforce involves navigating interpersonal conflicts and cultural differences, making adaptability and conflict mitigation strategies essential for organizational success (Yasmeen et al., 2020).

Cultural diversity exerts both positive and negative influences on decision-making and organizational performance. Diverse perspectives can improve decision quality and enable organizations to serve culturally varied clients more effectively (Grillitsch & Tavassoli, 2018). Although the advantages, such as fostering innovation and better decision-making, are well-documented, potential drawbacks—including increased conflict and reduced cohesion—must also be carefully managed. Addressing these complexities requires further in-depth research, particularly in developing effective strategies for diversity management that address conflicts and promote cohesion. This study conducts a meta-analysis of the structural factors influencing cultural diversity management policies within Iranian government organizations, aiming to identify key frameworks for effective implementation.

2. Theoretical foundations and research background

Each year, millions of individuals are relocated worldwide due to globalization, resulting in an intercultural and translingual phenomenon (Chau, 2020). Diversity encompasses both actual and perceived differences among individuals. Scott and Sims (2016) suggest that humans possess a wide range of talents and competencies, regardless of diversity. Evans and Henry (2007) define diversity as a workforce composed of individuals from various socio-cultural backgrounds working collaboratively within an organization. It reflects the characteristics of social groups and the cognitive differences between them. Despite its growing importance, diversity often remains underexplored in research on employee performance, which typically emphasizes variables such as training and financial resources (Obamiro et al., 2019). Culture, which shapes behavior and is influenced by individual actions, is closely tied to specific human groups and is developed through social interactions and environmental influences. It distinguishes one group from another and evolves over time. Hofstede describes culture as "the collective programming of the mind that distinguishes the members of one human group from another" (Grillitsch & Tavassoli, 2018).

As workforce diversity becomes increasingly vital for organizational success, effective recognition and management are essential. Understanding diversity not only enhances organizational effectiveness but also boosts competitiveness in a globalized economy. Organizations that prioritize diversity are more likely to succeed by promoting equal opportunities, ensuring fair treatment, and retaining talent—factors that contribute to sustained innovation. Embracing engagement and mobility among diverse individuals encourages organizations to adopt inclusive practices. This heterogeneity is fundamental to organizational effectiveness and should be actively nurtured and valued (Shahid Khan et al., 2020). Individuals from varied backgrounds bring a wealth of life experiences, enriching organizational understanding at both individual and collective levels.

Importantly, diversity acts as a catalyst for creativity and innovation, which explains the high rate of innovation observed in multicultural organizations. To harness these benefits, organizations must learn to manage diversity effectively, fostering openness to linguistic, value-based, and informational differences. However, there remains limited understanding of circumstances in which cultural diversity yields positive outcomes versus those where it may produce negative effects. At the organizational level, diversity management involves the careful development and implementation of strategies aimed at boosting overall performance within a competitive business environment (Yasmeen et al., 2020). Since diversity practices are embedded within broader HR systems, research exploring the interaction between diversity and HR practices can provide valuable scientific and practical insights. Such interventions include increasing racial and ethnic diversity among employees and providing targeted diversity training—particularly for frontline staff—focusing on a broad understanding of ethnicity and cultural differences (Roberson; Hussain et al., 2020).

Today, there is a growing scholarly interest in examining how demographic characteristics influence individual and group organizational behavior. Evidence indicates that positive organizational outcomes are more likely when employees from diverse backgrounds share common goals and values with their colleagues. House et al. (2004) noted that "as economic boundaries fall, cultural barriers may rise, creating new challenges and opportunities in business. When cultures come into contact, they may converge in some aspects, but the unique characteristics of each are likely to be reinforced" (Georgiadou et al., 2019). From an international perspective, cultural policymaking involves formulating macro-level strategies to achieve key goals of cultural development—namely, cultural cooperation, participation, heritage, and identity—which UNESCO initially articulated within the concept of cultural development. In Iran, the Supreme Council of the Cultural Revolution, as the principal authority and decision-maker in cultural affairs, articulates cultural policy-making as an official consensus among leaders. This process involves identifying, formulating, and prioritizing essential principles and strategies that support cultural advancement, aligning with the objectives of cultural excellence and development rooted in the principles and values of the religious community (Ansari et al., 2021).

Several researchers have explored related issues. Wei (2024), in *Intercultural Management in a Culturally Diverse Workplace*, examined the importance of effective intercultural management in multinational organizations. The study combines theoretical frameworks—including Hofstede's Cultural Dimensions Theory, Trumpenares' Seven Dimensions of Culture, and the GLOBE study—to shed light on how cultural differences influence organizational behavior and decision-making processes. The research emphasizes the role of cultural intelligence (CQ), which is essential for individuals and organizations to navigate and leverage cultural differences effectively, thereby improving communication and collaboration across teams. It also highlights case studies of cross-cultural mismanagement in multinational corporations, illustrating how inadequate intercultural practices can lead to conflicts, misunderstandings, and reduced productivity.

Gerald (2024), in *Diversity Management Practices: How Diversity Policies Can Affect Organizational Performance*, investigated the impact of diversity management (DM) practices within academic institutions, focusing on their influence on employee performance and productivity relative to organizational profits. The results demonstrated that cultural awareness initiatives align with best practices in diversity management, as outlined in Hubbard's Diversity Return on Investment (DROI) model. Orsini and Magnier-Watanabe (2023) conducted a study titled *"Nationality of Foreign Coworkers, Cultural Distance, and Perception of Cultural Diversity in the Workplace among Japanese Employees"*. This research aimed to explore how the nationality of foreign colleagues—particularly Chinese, Korean, and Westerners—affects Japanese employees' perceptions of cultural diversity at work. They found that perceived benefits of diversity—such as perceptions of societal diversity and improved social environment—are significantly influenced by the foreign colleagues' nationalities. Specifically, the positive effects of cultural diversity are more pronounced when colleagues hail from Western countries or China, compared to South Korea. Additionally, cultural distance was positively associated with these perceived benefits, highlighting the importance of colleague nationality in shaping employees' attitudes toward workplace diversity. Hofhuis (2022), in a study titled *"Comparing Views of Cultural Diversity among Public Service Employees in the Netherlands in 2008 and 2018,"* observed that by 2018, Dutch government employees experienced greater benefits from diversity, including enhanced insights into and access to various societal groups. Furthermore, the contribution of cultural diversity to creativity and innovation within teams was significantly higher in 2018 compared to 2008.

Naghavi et al. (2021), in their study *"The Role of National Culture in the Impact of Board Gender Diversity on Corporate Performance,"* analyzed data from 2,550 corporate observations over a decade across multiple countries. The findings indicated that cultural variables significantly influence corporate performance in the context of board diversity. Specifically, in countries characterized by low power distance, individualism, masculinity, and low uncertainty avoidance, the presence of women on corporate boards was associated with a negative impact on organizational performance. Kadam et al. (2020), in *"Perception of Diversity Climate and Its Impact on Innovation and Performance of Multicultural Teams,"* utilized an interactive model of cultural diversity to formulate their hypotheses. Data collected from 43 teams comprising 217 members through structured questionnaires revealed that a positive perception of diversity within teams correlates with increased innovation and overall performance. Additionally, the study found that cultural intelligence (CQ) directly influences individual innovation but does not significantly affect team performance.

Within internal research endeavors, several notable studies are worth mentioning. Abdoli et al. (2023) designed a diversity-focused human resource management (HRM) model aimed at harnessing the talents of elite youth for Iranian governmental organizations. Employing a qualitative approach, the content analysis method alongside Glaser's grounded theory was used. Their analysis identified 36 concepts across four categories—individual characteristics, job characteristics, organizational characteristics, and managerial traits—which collectively influence diversity-based HRM. Notably, managerial characteristics emerged as crucial in enabling organizations to benefit from talented youth.

Iskanderpour et al. (2022) conducted a study to identify and prioritize the harms associated with cultural diversity in HR management within the branches of Bank Mellat in Ardabil. Their results highlighted social capital as the most vulnerable area requiring immediate attention, followed by rationality, ethics, intellectual independence, identity, and unity. The study underscores the need for targeted interventions to mitigate these harms and improve HR planning.

Darvishnejad (2022) examined the relationship between managers' skills in managing cultural diversity and employee job engagement, considering organizational apathy as a mediating factor among municipal employees in western Mazandaran. Using a descriptive-correlation methodology, the research revealed that effective diversity management skills are positively associated with job engagement, although organizational apathy can negatively influence this relationship. Ansari et al. (2021) proposed a model of cultural policy-making based on a transformation approach within higher education institutions, exemplified through the case of Islamic Azad University, Science and Research Branch, Tehran. This qualitative study analyzed the policy-making process, emphasizing the central role of cultural change as

well as relevant contextual, strategic, and outcome factors. The findings provide a comprehensive framework for understanding how cultural policies can be aligned with institutional transformation goals.

3. Materials and Methods

This study aims to identify and analyze the structural variables involved in designing cultural diversity management policies within Iranian government organizations. The research approach is applied in purpose, qualitative in data type, and descriptive-survey in terms of data collection method and overall research design. An exploratory categorization-based design was employed, wherein qualitative data were initially gathered through library studies and subsequently analyzed via meta-analysis. Meta-analysis is a qualitative research method that synthesizes and integrates findings from multiple studies through statistical techniques. Each analytical process inherently involves a certain degree of error; however, in meta-analysis, efforts are made to minimize this error by combining results across studies to obtain a comprehensive understanding. The research corpus includes academic articles, books, and theses published between 2006 and 2024 concerning the management of cultural diversity in organizations. To locate relevant sources, multiple information repositories were utilized, including the Iranian Scientific Information Database (Ganj), the Scientific Information Center of the Academic Jihad (SID), the National Journals Information Bank (Megiran), as well as international academic databases such as Elsevier and Springer.

4. Results

The review process encompassed a total of 112 scholarly articles, 12 theses, and 3 books related to cultural diversity management. To select studies suitable for conducting a meta-analysis, the following criteria were applied: (a) the research must include variables pertinent to cultural diversity management within organizations; (b) the study should incorporate quantitative data and statistical measures, obtained through field research or by citing statistical results from other studies; (c) the research must provide sufficient information to enable the calculation of effect sizes. Figure 1 illustrates the search strategy and the selection process for the reviewed studies.

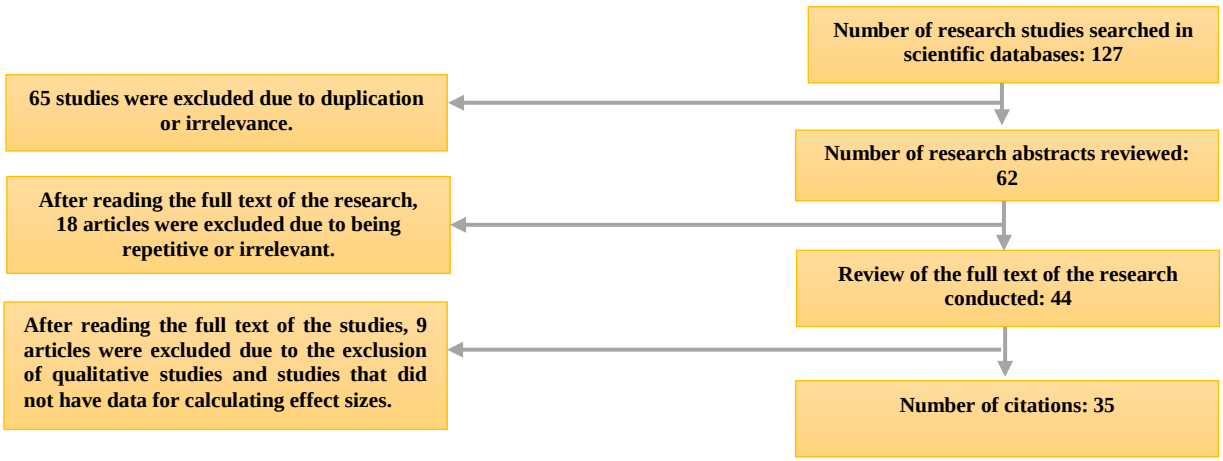


Figure 1. Study search and selection strategy

Table 1 below reports descriptive information about the studies used in the meta-analysis.

Table 1. Descriptive information about the studies used in the meta-analysis

Row	Article code	Study title	Researcher	Year of study
1	ESK	Identifying and prioritizing the harms of cultural diversity in human resource management	Eskandpour et al.	2022
2	NOR1	Iranian educational policymaking and cultural diversity and national identity	Nourbakhsh	2022

3	KHZ	Investigating the role of the Iranian Broadcasting Corporation in disseminating cultural diversity (with an emphasis on participatory development)	Khajanouri and Zadbakhsh	2022
4	AGH	A comparative comparison of cultural and ethnic diversity management in Iran and Switzerland using a three-pronged model	Aghajanzadeh et al.	2022
5	ABD	Identifying and prioritizing the harms of cultural diversity management in human resource management (case study: Mellat Bank branches in Ardabil)	Abdolalipour et al.	2019
6	DRV	Investigating the relationship between managers' cultural diversity management skills and job enthusiasm and the mediating role of organizational indifference (case study: employees of western municipalities in Mazandaran province)	Darvishnejad and Kazemi	2019
7	MHP	Challenges of cultural diversity policymaking in the era of globalization	Modars and Hadi Peykani	2019
8	ANS	Identifying factors affecting the formulation of cultural transformation strategies in university policymaking and its implementation strategies (case study of Islamic Azad University, Tehran Science and Research Branch)	Ansari et al.	2019
9	LOU	Cultural diversity of the board of directors, government intervention and the effectiveness of corporate innovation: evidence from China	Lo et al.	2021
10	GHA	The role of international law in cultural diversity as a factor for development	Ghasemi Dodare and Amiri	2019
11	EBR	Explaining the concept of teacher effectiveness in dealing with culturally diverse contexts	Ebrahimi et al.	2018
12	HZM	Cultural diversity management: concepts and solutions from an international perspective	Hazmat	2018
13	BAR	Cultural diversity management in pharmaceuticals in the United States	Bari	2019
14	JHN	Managing diversity and cultural differences in human resources	Jahani et al.	2017
15	FTH	Measuring and analyzing cultural and social diversity in Iranian provinces	Futohi Mehrbani and Hataminejad	2017
16	FZK	Human resource management in the era of cultural diversity	Faizi and Azizian Kohan	2016
17	GHB	Providing a policy-making model for cultural organizations (case study: Center for Intellectual Development of Children and Adolescents)	Ghorbanizadeh et al.	2016
18	ABS	Social model for cultural policy-making in the era of globalization	Abdi and Salem	2015
19	ALV	Investigating diversity in Iranian cultural policy-making, case study: the Constitution and the Cultural Engineering Map Document	Alvani et al.	2015
20	HDR	The relationship between human rights and cultural diversity	Heidari	2015
21	KHK	Managing cultural diversity in organizations	Kohaki et al.	2015
22	GHP	Conceptualizing the phenomenon of policy gap in the cultural policy-making process	Gholipour et al.	2014
23	KSA	Iranian cultural diversity and media policy-making requirements (case study of the provincial networks of the	Kowsari and	2014

		Islamic Republic of Iran Broadcasting)	Azari	
24	STP	Cultural diversity, human rights and the human security approach	Sartipi and Kiani	2014
25	KLN	Cultural diversity and national cohesion in Iran	Kalantari et al.	2014
26	MRD	Cultural synergy, an effective approach to managing cultural diversity in the third millennium	Moradi	2014
27	YZD	Investigating the effects of cultural diversity of different social groups on the formation of the body of urban neighborhoods	Yazdi et al.	2013
28	GHSM	The role of applying diversity management skills Cultural Diversity Management Skills of Managers in Improving the Level of Individual Responsibility of Teachers	Ghasemzadeh et al.	2013
29	ATF	Investigating the Role of Cultural Diversity Management Skills of Managers in Improving the Level of School Productivity (Using the Measurement of Students' Social Participation)	Atafer et al.	2013
30	GHZ1	The Role of Applying Cultural Diversity Management Skills of Managers in Improving the Level of Students' Social Participation	Gholizadeh et al.	2011
31	GHZ2	Cultural Diversity Management Skills as a Response to the Demands of Ethnic and Religious Minority Students	Gholizadeh et al.	2011
32	AMP	International Human Resource Management: Globalization, Intercultural Diversity Management, and Multinational Corporations	Amiri and Panahi	2011
33	NJF	Cultural Management Policy-Making in Education	Najafbeigi	2010
34	SHB	Cultural Diversity Management Skills as a Need for Managers	Sohrabi Renani and Sohrabi Renani	2010
35	LAR	Cultural Diversity Management and the Knowledge Sharing Process: A Case Study from Denmark	Lauring	2009

To analyze the information collected from the studies in question, after coding, a comprehensive meta-analysis program was used to perform statistical calculations of meta-analysis; in this way, the statistical tests used in the hypotheses of the reviewed articles were converted into effect sizes through the formulas provided by Wolff and then analyzed by combining the effect sizes using the Haunter & Schmite method. Also, Cohen's table was used to interpret the effect size. Table 2 shows the distribution of effect size classes based on statistical estimates.

Table 2. Distribution of effect size classes based on statistical estimates

Meaning of effect size	r value	d value
Small effect size	Less than 0.3	Less than 0.5
Medium effect size	From 0.3 to 0.5	From 0.5 to 0.8
Large effect size	More than 0.5	More than 0.8

Table 3 shows the number and percentage of independent variables in the reviewed studies. Based on the results of the table, the variables obtained fall into two categories: managerial and social variables. In the managerial category, cultural development and perception with 40 percent, and in the social category, inter-structural cultural compatibility with 37 percent had the highest frequency in the reviewed studies, indicating the importance of these variables.

Table 3. Number and percentage of independent variables in the reviewed studies

Variable Classification	Obtained variables	Number	Percentage of 35 studies (%)
Regulations	Supporting the maintenance of identity independence	11	31
	Developing social order in the organization	10	28
	Recognizing diversity and change	12	34
	Providing comprehensive coordinated transformation rules	13	37
	Updating the cultural engineering map document	9	25

To continue analyzing the obtained indices, the effect sizes were calculated, combined, and analyzed based on the correlation index. The results of the chi-square test in Table 4 show that there is a difference between the frequency of the intensity of the effect size r in the studies.

Table 4. Frequency of effect size classes of variables

	Effect size intensity				Chi-square test	Significance percentage
	Below 0.1	Under 0.3	Between 0.3 and 0.5	Above 0.5		
Intensity Effect Size	No effect	Low	Moderate	High	184.30	**0.001
Frequency	0	11	19	36		

Also, Table 5 of the Q statistic results shows that heterogeneity between meta-analysis studies is significant, and the effect size is also significant in a number of studies.

Table 5. Average impact of effective factors on cultural diversity management policy

	Effect size r	Lower limit	Upper limit	Z-value	Q statistics	Degrees of freedom	P value
Tabeth Effect	0.31	0.29	0.34	15.266	29.1496	34	0.001
Random Effect	0.36	0.34	0.38	66.15			

The findings in Table 6 show the magnitude of the effects of the factors affecting the cultural diversity management policy. The relationship of all these variables with the provision of a cultural diversity management policy was based on Pearson correlation, which was entered into the comprehensive meta-analysis software along with the sample size and direction of the relationship, and the findings related to the effect size were extracted as output, the results of which are given in the table below.

Table 6. The magnitude of the effects of effective factors on the cultural diversity management policy line

Variable Classification	Obtained variables	Number	Fixed Mixed Effects	Fixed effects confidence interval	Random Mixed Effects	Random effects confidence interval	Homogeneity test
	Supporting the maintenance of	11	*0.38	0.41 – 0.35	*0.34	0.36 – 0.33	*16.02

	identity independence						
	Developing social order in the organization	10	*0.53	0.56 – 0.50	*0.57	0.60 – 0.53	*28.34
	Recognizing diversity and change	12	*0.29	0.32 – 0.25	*0.27	0.32 – 0.25	*56.39
Regulations	Providing comprehensive coordinated transformation rules	13	*0.54	0.62 – 0.51	*0.59	0.64 – 0.54	*61.24
	Updating the cultural engineering map document	9	*0.56	0.60 – 0.53	*0.63	0.68 – 0.60	*39.45

Publication bias indicates the bias of published studies. Publication bias in meta-analysis leads to incorrect determination of the relationship between the exposure factor and the outcome. In addition, the correlation between the exposure and the outcome may be overestimated or not considered. Three methods, Rosenthal, Erwin, and funnel plot, were used to estimate publication bias. According to the Rosenthal method, since the number of studies that can change the significant findings of the effect size to non-significant (865) is greater than the number of estimated studies, i.e., 127, meta-analysis studies are resistant to publication bias. Also, according to the Erwin method, according to Table 7, 75 studies with zero effect size are required to change the average effect size from the current effect size value to a smaller value (0.01); such an event seems unlikely.

Table 7. Estimated publication bias in studies related to the provision of cultural diversity management policies

Method	Number of effect sizes	Average effect size obtained	Average Expected Effect Size	Average effect size of missing studies	Number of studies required to downgrade effect size (0.1)	Conclusion
Rosenthal	272	53/0	0.05	0.05	865	No publication bias
Irwin	272	53/0	1.0	0	75	No publication bias

Figure 2 shows a funnel plot showing the absence of publication bias. The funnel plot with standard error indicators in Figure 2 shows that larger studies with less variance (smaller standard error) are distributed at the top of the figure, and smaller studies with more variance (larger standard error) are distributed at the bottom of the figure. Table 8 also shows the effect size results for each of the study variables.

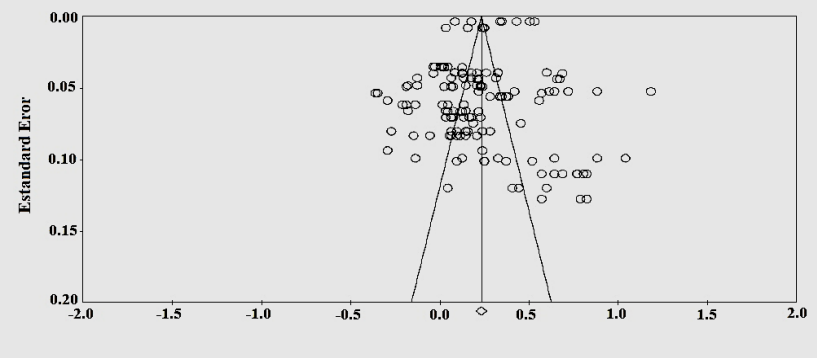


Figure 2. Funnel plot of effect size and standard error index

Table 8. Results of the effect size of each variable

Variable Classification	Obtained variables	Random Mixed Effects	Homogeneity test
Regulations	Supporting the maintenance of identity independence	*0.34	Medium
	Developing social order in the organization	*0.57	High
	Recognizing diversity and change	*0.27	Low
	Providing comprehensive coordinated transformation rules	*0.59	High
	Updating the cultural engineering map document	*0.63	High

Considering the results obtained in the previous stages using the meta-analysis technique, the model obtained from the results is depicted in Figure 3. In this model, two categories of factors with high effect size and factors with medium effect size are used.

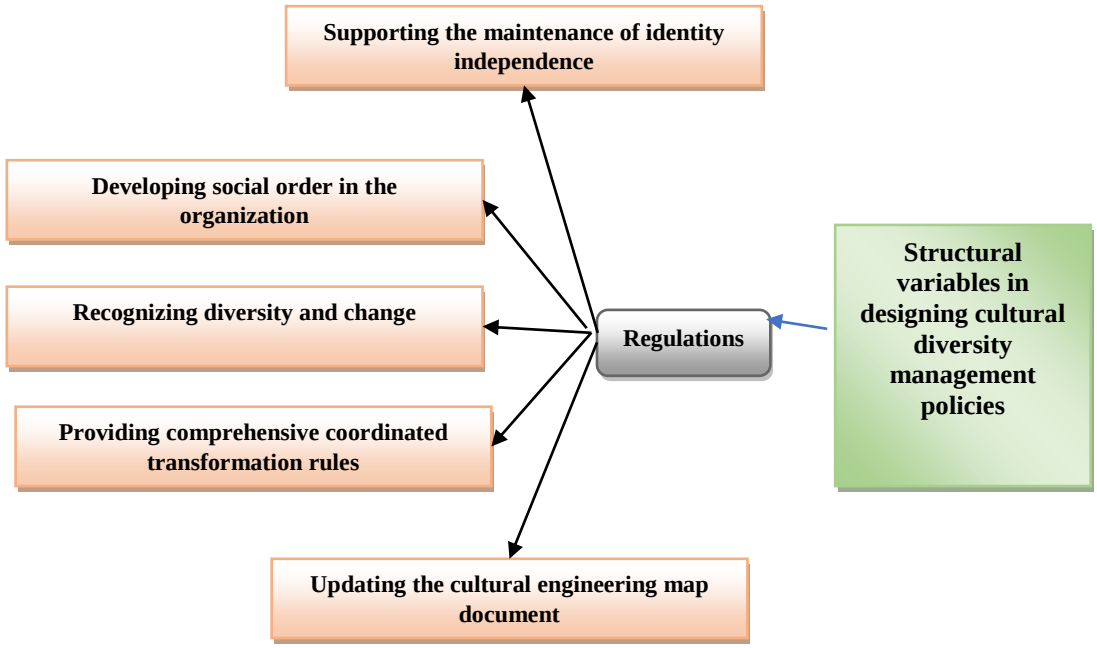


Figure 3. Structural variables model in designing cultural diversity management policies

4. Discussion

The integration of diverse cultures within organizations, while offering numerous benefits, frequently leads to conflicts that can substantially impede organizational performance across a spectrum of dimensions. This inherent challenge highlights the critical importance of implementing and maintaining effective cultural diversity management policies. These policies are not merely about compliance; they are about fostering an inclusive environment where all employees feel valued and respected. The overarching aim of this study was to meticulously identify and thoroughly analyze the structural variables that exert influence on the design and implementation of such policies, specifically within governmental organizations. To achieve this objective, a meta-analysis was conducted, encompassing a comprehensive review of 35 studies directly relevant to this intricate topic. The findings gleaned from this meta-analysis reveal that these variables can be comprehensively categorized under the umbrella of regulatory factors, which are characterized by five key indicators that provide a framework for understanding the dynamics at play.

The detailed analysis revealed nuanced effects of various factors. Support for the preservation of identity autonomy—with significant emphasis placed on allowing individuals originating from different cultural backgrounds to maintain their unique and cherished identities—exhibited a random effect size of 0.34 across a cohort of 11 studies. This figure indicates a moderate yet noteworthy influence on the overall effectiveness of diversity management policies. Promoting

social order within the organizational framework, which fundamentally involves establishing clear and well-defined guidelines and practices designed to foster harmonious interactions among employees from diverse backgrounds, demonstrated a comparatively higher effect size of 0.57 based on an analysis of 10 studies. This underscores the importance of creating a structured environment that minimizes conflict and promotes collaboration. The presentation of comprehensive and harmonious transformation laws—representing systematic policies meticulously designed to implement diversity strategies in a coherent and effective manner—demonstrated a robust effect size of 0.59 across 13 studies. This finding highlights the necessity of having formalized procedures in place to drive diversity initiatives. Updating the cultural engineering map document, a vital tool for the ongoing assessment and continuous refinement of diversity practices within the organization, had the highest effect size of 0.63, based on 9 studies. This emphatically emphasizes its critical role in adaptive management, allowing organizations to proactively respond to evolving needs and challenges.

Conversely, the Diversity and Change Recognition Index, which was evaluated in 12 studies, showcased a lower effect size of 0.27, suggesting a less prominent impact compared to the other factors examined. This index underscores the undeniable importance of organizations recognizing and embracing cultural change as an integral part of their operational philosophy, although its observed influence appears comparatively modest in this specific context. It's important to note that even with a lower effect size, this recognition is still a crucial component of successful diversity management.

Supporting identity autonomy serves to reinforce the paramount necessity of allowing diverse employees to preserve their unique cultural identities, thereby fostering a profound sense of belonging, mutual respect, and unwavering organizational commitment. This ultimately leads to a more engaged and productive workforce. Developing social order emphatically underscores the critical need for structured policies that proactively promote harmonious multicultural interactions among employees, effectively minimizing potential conflicts arising from cultural misunderstandings and actively encouraging seamless collaboration across diverse teams. Recognizing and adapting to diversity and change is vitally important for inspiring innovation and fostering creativity within the organization, which, in turn, can significantly enhance overall organizational performance and drive competitive advantage. The systematic implementation of comprehensive transformation laws ensures that meticulously crafted diversity strategies are effectively communicated and seamlessly integrated at all organizational levels, leaving no room for ambiguity or inconsistency. Additionally, maintaining an updated cultural engineering map supports continuous evaluation and refinement of existing diversity policies, empowering government entities to proactively address the ever-evolving needs of their diverse workforce. This ensures that policies remain relevant and effective over time.

These findings are consistent and align seamlessly with previous research conducted by esteemed scholars (Orsini et al., 2023; Hofhuis, 2022; Ansari et al., 2021), which consistently emphasizes the growing significance of diversity management within the broader field of organizational studies, particularly within the specific context of Iranian governmental institutions. The results strongly advocate for a holistic and comprehensive approach to managing cultural diversity within organizations, fully recognizing its multifaceted and intricate nature. Practical recommendations include the consistent and regular conduct of training programs designed to increase cultural awareness among employees, actively promote mutual respect and understanding, and foster enhanced collaboration among diverse teams working together. Establishing formal policies with clear guidelines—specifically focused on promoting identity autonomy, fostering social order, and establishing transparent procedures for effectively addressing instances of discrimination or insensitivity—is absolutely crucial for creating a fair and equitable work environment. Additionally, organizing events that celebrate cultural diversity and provide a platform for employees to share their unique traditions and cultural heritage can significantly strengthen organizational cohesion and foster a stronger sense of community. Future research endeavors should be directed towards exploring the long-term impacts of cultural diversity on overall organizational performance and conducting comparative analyses of diversity management practices across various public sector organizations to meticulously identify and disseminate best practices that can be adopted more widely.

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