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From Retrospective to Prospective View of Xenophobia Through the Lens of Human Resource Diversity Management

Rana Salman Anwar, Sukkur IBA University Pakistan

Khalil Ahmed Channa, Sukkur IBA University Pakistan

Syed Mir Muhammad Shah, Sukkur IBA University Pakistan

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ABSTRACT

“Xenophobia”, fear against or of foreigners is a concern for managers, organizations, social activists as well as global leaders has long been debated. However, research at the intersection of xenophobia and human resource management is lacking. To fill the lacuna, this study systematically reviewed the literature (N=157) spanning from 1945 to 2021 to dig out conceptualization of the xenophobia, different contexts, types, solutions, antecedents, theoretical foundation, and methodological debates. To screen the articles PRISMA approach was followed in this study. This systematic literature review uncovered many future avenues, which were not considered in the area of human resource management. These findings will help in identifying future research directions, as well as setting managerial guidelines at cross-cultural settings. The study tried to answer various research questions that may help to link past research with the future prospect to converge the research to a single point.



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Corresponding author’s email address: rana.phdmgts19@iba-suk.edu.pk

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Introduction

An increase in immigration around the globe has intensified the issue of xenophobic discourse, policies, and behaviors. Researchers paid an extensive focus on the area of xenophobia. However, most of the work in this area comes under the umbrella of politics, economics, law, sociology, and anthropology subjects (Hickel, 2014; Hagensen, 2014; Jager and Hagensen, 2016) (Figure 1). Many studies highlight its importance in psychology and human resource diversity management (Coetzee, 2012; Zaman, 2020) (Zaman et al., 2021). However, limited number of studies addressed these calls. To address this issue systematically, this study aims to perform a systematic literature review to enlighten the past, present, and future of xenophobia and human resource diversity management on the common axis.

A significant amount of literature is available in the areas of xenophobia and human resource diversity management. However very few are available at the point of intersection of the two field. Furthermore, due to scarcity of work at the intersection area author found no systematic. Even on parallel dimensions, a good number of studies are available on both of the areas (Figure 1) (Cooke

et al., 2020; Jonsen et al., 2011; Ejoke and Ani, 2017; Suleman et al., 2018). Further, detailed research on xenophobia in the context of work environment is required to create workers' understanding of refugees and xenophobia (Mujawamariya, 2013). The understanding is lacking because of the absence of comprehensive, detailed literature. And this study aims to fulfill this gap by systematically analyzing the available literature on the area.

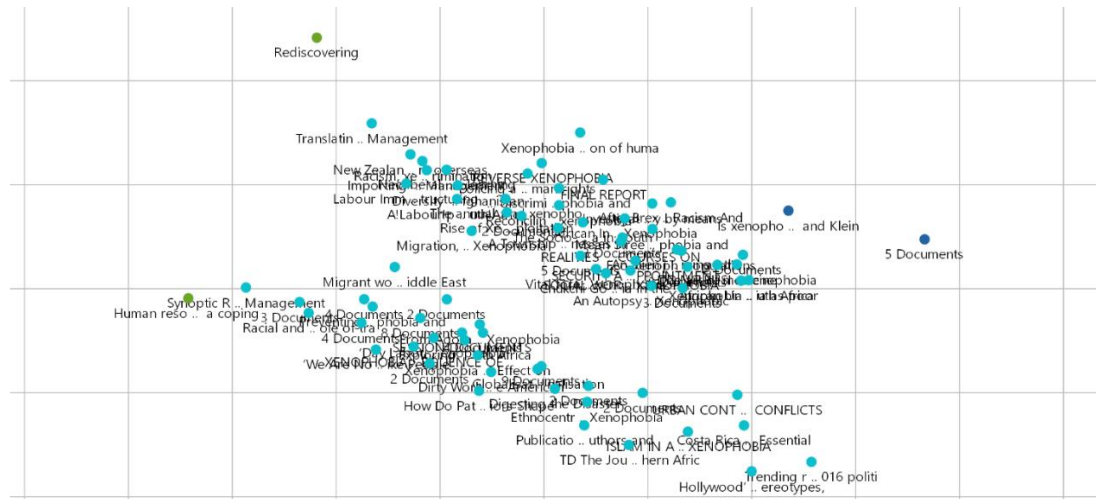


Figure 1: MAXQDA documents graphical analysis

A comprehensive and integrated research review on xenophobia under human resource diversity management is needed for the following reasons. First, from the pioneering work of (Johnson, 1945) to the revolutionary work by (Sharp, 2013) and (Zaman et al., 2021), there is theoretical and empirical differentiation in research due to conceptual incongruence. Secondly, despite publication in top-tier journals, there is a lack of conceptual clarity in human resource diversity management of xenophobia. Moreover, xenophobia is a focal concept in other disciplines including psychology, politics, economics, education, law, sociology, and anthropology. Yet, there is a need to interlink all interdisciplinary research. Thirdly, there is a need to explore existing causes of xenophobia and its coping strategies, used or suggested by researchers. Fourthly, there is a need to cross-check theories used to explain the phenomenon of xenophobia with respect to society, other stakeholders, including workers, business opportunities, organizational culture, society, and leadership. Fifth, there is a dire need to cross-examine research methods used to establish the relationships and further suggest new and suitable methods. Finally, the review is necessary as the trend of xenophobia research in the context of human resource diversity management has been set up since the last review of Sharp (2013).

To get to the rationale, the literature review focuses on answering the following questions.

1. How is xenophobia defined and understood in literature?
 - a. In what types and forms, xenophobia exists in the world?
 - b. What are the perceptions of xenophobia?
2. What are the leading causes behind xenophobic behavior?
3. What techniques are explained in literature to manage xenophobia?
4. Where xenophobia exists in the world? Past and present of xenophobia?
5. How is xenophobia defined and understood in the literature under the context of human resource diversity management?
 - a. Which strategies of human resource diversity management can cope with the xenophora?
6. Which theory better explains the effect of xenophobia under the context of human resource diversity management?
7. What are the past methodological trends and opportunities for future research work?

Method

We conducted a systematic literature review to pinpoint literature relevant to xenophobia and human resource diversity management at an intersection point to answer these questions. However, systematic literature review process was originally introduced in the field of medicine, but its uses spread to the every filed of research almost. And in the field of management, a large number of studies used this method (Durach et al., 2017). To fulfill the objectives of the study, this research uses the preferred reporting items for the systematic reviews and meta-analyses (PRISMA model) process, developed and suggested by (Moher et al., 2009). The model is given under the head of Figure 2.

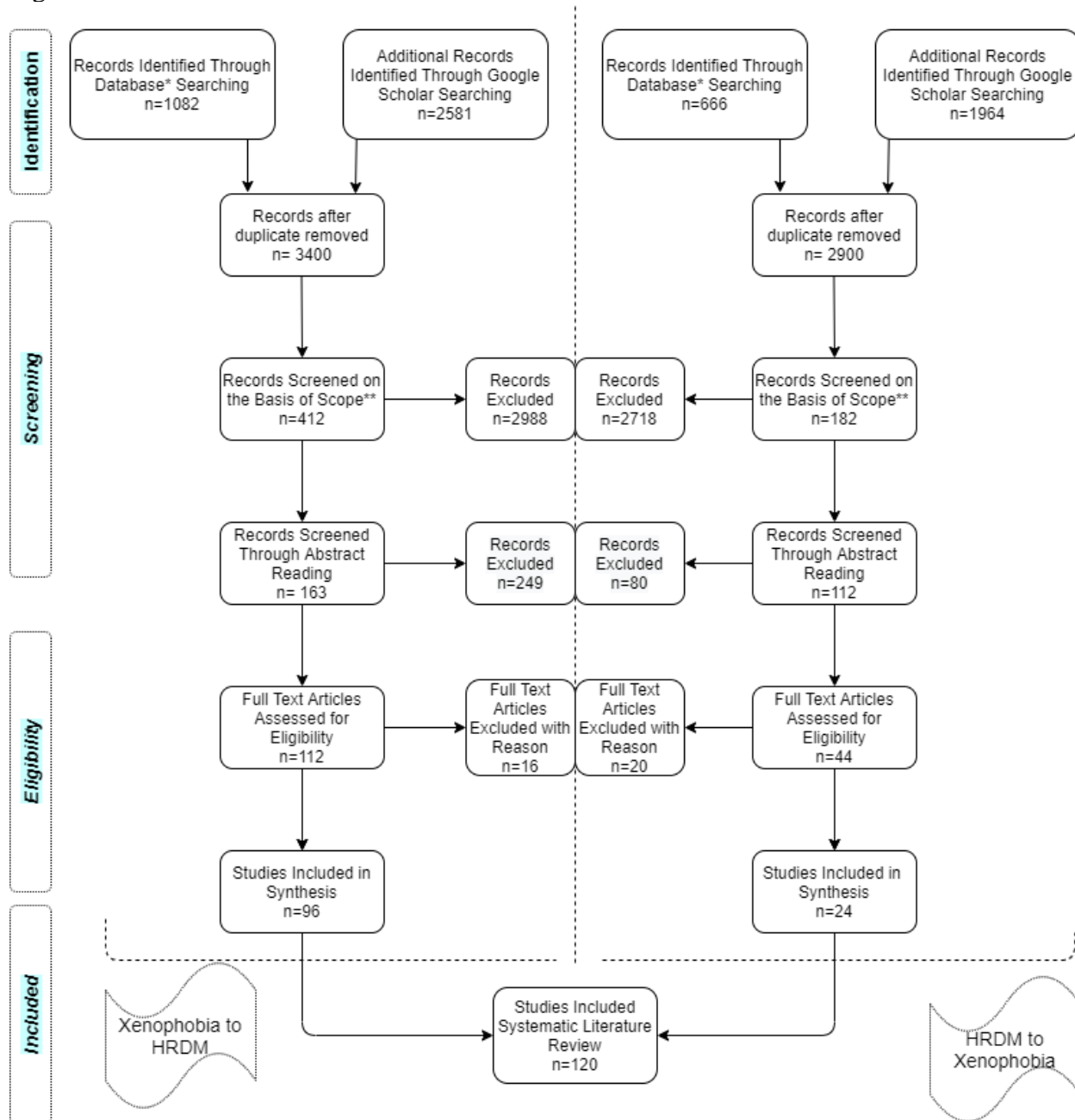


Figure 2: PRISMA Analysis

For this purpose, keywords with many combinations (Table 1) were electronically searched in databases of Science direct, Taylor & Francis, Jstor, Springer link, Wily online, Sage publications, Emerald, Google Scholar, PsycINFO, Google books, Cairn-int info, Cambridge, and Elsevier (Table 2). Secondly, google scholar profiles of prominent researchers in the field were assessed to

find any publications discussing xenophobia not included in these databases. Thirdly, the snowballing technique was used to include relevant papers "cited by" in these papers.

Table 1: Sources used for data collection

Research Area Search Database	Xenophobia	Diversity Management
Jstor	88	51
Springer	125	476
ScienceDirect	0	142
Taylor & Francis	210	163
Wiley Online	210	229
Sage Publication	4	207
Emerald	12	253
PsycInfo	7	20
Google Books	84	234
Cairn-int Info	15	8
Cambridge	36	29
Elsevier	21	152
Google Scholar	2581	1964
1 st Search Total	3663	2900
Duplicate	263	0
Final Total	3400	2900

Through above mentioned general searches, from 1918 to 2021, since the publication of the first article by (Vryonis, 1918) over 102 years, 6563 papers were found in a number of journals. After a detailed analysis of papers through the process of PRISMA this study finally used 157 papers (Since 1945 to 2021). Details of the PRISMA process are given in Figure 2.

Table 2: Database Search Commands

Sr. No	Search Category	Search Command*	Start/End Year	Total Articles
1	Diversity Management	Diversity Management	1970/2021	2930
2	Diversity Management	Diversity Management (Xenophobia)	1991/2021	102
3	Diversity Management	Diversity Management (Xenophobia, Employee)	1991/2021	70
4	Diversity Management	Diversity Management (Xenophobia, Expatriate)	2001/2021	7
5	Diversity Management	Diversity Management (Xenophobia, Expatriate, Employee)	2001/2021	7
6	Xenophobia	Xenophobia	1918/2021	3663
7	Xenophobia	Xenophobia (DISCRIMINATION, PREJUDICE, STEREOTYPE)	1970/2021	425
8	Xenophobia	Xenophobia (Diversity Management)	1981/2021	267
9	Xenophobia	Xenophobia (Diversity Management, Expatriate)	1996/2021	28
10	Xenophobia	Xenophobia (Diversity Management, Expatriate, Employee)	1996/2021	8
11	Xenophobia	Xenophobia (Diversity Management, Expatriate, Employee, Pakistan)	1996/2021	28
12	Xenophobia	Xenophobia (Human Resource Management)	1985/2021	570
13	Xenophobia	Xenophobia (Human Resource Management, Pakistan)	1990/2021	102
14	Human Resource Management (Xenophobia)	Human Resource Management (Xenophobia)	1992/2021	37
15	Human Resource Management (Xenophobia)	Human Resource Management (Xenophobia, Expatriate)	1998/2021	14
16	Human Resource Management (Xenophobia)	Human Resource Management (Xenophobia, Expatriate, Pakistan)	1998/2021	7
17	Expatriate Management (Xenophobia)	Expatriate Management (Xenophobia)	2008/2014	2

*Words without brackets were searched in the title: Words in the bracket were searched in abstracts and in keywords.

To screen out related papers, this study used STATA-16 and MAXQDA-2020 software. STATA-16 software was used to exclude the duplicate records of the fields. Search commands to find out duplicates was:

e.g., Match Columns Command: Xenophobia> duplicates drop Authors Title Year, force

After deleting the duplicate entries, a detailed scrutiny process was performed to find out the relevancy of papers. After screening the scope, 594 papers were identified as relevant for the next process. In this step author carefully examined the titles and abstracts of the remaining studies. MAXQDA-2020 software was used in this process which helps in managing codes, themes, notes, and weights for the documents. This process helps in identifying the qualified studies for the systematic literature review process. The remaining number of studies was 157.

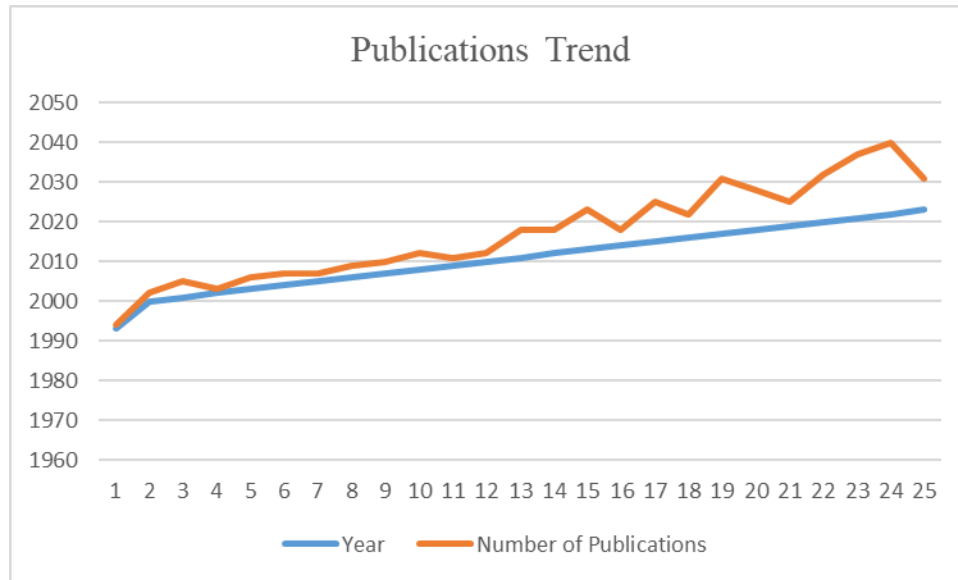


Figure 1: Number of publications in a year



Figure 4: Word Cloud Analysis

After carefully reading the documents, the author identifies the main codes from these articles and assigned them weightage. Weightage was assigned, as per the importance of codes in literature. A word cloud analysis was performed for these codes to highlight the importance of these codes in respect to the selected documents. Furthermore, an analysis was performed to check the data accuracy. To estimate, how much documents have covered the constructed codes (Figure 5), frequency tests were used in MAXQDA software. To know the segments of the documents, codes analysis was performed through the frequency analysis in MAXQDA. This analysis shows the number of percentages to which studies were focusing on human resource diversity management techniques. Like training, hiring, discrimination, workplace, leaders, and managers, percentages appear greater than the percentage of diversity management techniques. This also indicates the longing need for a systematic literature review. It will provide a path for future studies to align their work according to human resource diversity management.

Literature Review

Q1. How is xenophobia defined and understood in literature?

In a detailed review on xenophobia, Zaman et al. (2021) indicates xenophobia as a new term in the English literature compared to other words such as prejudice. This phenomenon emerged very quickly on the screen of the globe. However, the world has experienced different variations in its intensity with respect to the nations and states. The rise in anti-immigrant policies provides an opportunity for the world to know more about xenophobia (Zaman, 2020). The word “xenophobia” is used to elaborate the presence of hate among the natives and immigrants.

This Greek origin word xenophobia is a combination of “Xenos” and “phobia.” Xeno denotes strange, whereas Phobos means fear. By combining these two words researchers concludes it as a fear of foreigner or stranger (Tshishonga, 2015). However, the concept of xenophobia can be taken differently in different contexts. In some contexts, it can be used for temporary migrants or expatriates. In contrast, in other context, it can even be used for those migrants who are not new to culture because of their extended stay, but they are still not regarded as the sons of the soil (Singh, 2013). Xenophobia can vary as much as loathing to the contempt of strangers (Ullah et al., 2020; Wilson and Magam, 2018).

People who face xenophobia sometimes become violent in their actions, leading them to discriminate, stereotype, and prejudiced behavior in society (Zaman et al., 2021). These xenophobic behaviors occur most of the time because of racial, religious, cultural, national, ethnic, or opinion differences (Masenya, 2017). Reservation in policies related to the foreigners may arose xenophobic feeling among natives vis-à-vis foreigners (Lesetedi and Modie-Moroka, 2007a). According to the view of sociology, xenophobia is an aggressive behavioral orientation towards strangers in a host environment (Bowling et al., 2004). This variation in the behavioral orientation of people originates in many types and forms of xenophobia. Researchers elaborated them in different contexts.

Q2. In what types and forms, xenophobia exists in the world?

Afrophobia

A wide range of literature enlists the nature of attacks on foreigners in South Africa, which were represented as xenophobia. Even the victims of these attacks demanded to name of these attacks (Wilson and Magam, 2018). Therefore, negative behavior and violence against foreigners from other parts of Africa in South Africa, is now known as Afrophobia (Koenane, 2018). A similar concept is presented in (Waiganjo, 2017) work, who says that when a violence or an attack is directed towards the African nationals, it must be reported as an afrophobia rather than xenophobia. The author further concluded that these xenophobic attacks have a strong relationship with the

color of skin, so afrophobia is a more suitable word for these acts. Like xenophobia, the intensity of this violence may vary. “Buyelekhaya” (go back home) campaign was one of them in which natives of South Africa blamed foreigners as a cause of crime, high unemployment rate, and sexual attacks (Masenya, 2017).

Agoraphobia

Agoraphobia expresses a kind of fear when people find themselves in a situation or place where their escape becomes difficult. It occurs far from home, and people become hopeless about immediate help (Casey, 1993). This fear generates the feeling of hostility among people. Because of these feelings, they do not consider their host place as an open place (Dienga, 2011). Agoraphobia sometimes badly impacts the mental health of individuals or groups, which requires a proper pharmacological or nonpharmacological treatment for the victims (LeVine et al., 2007).

Negrophobia

Negrophobia represents the fear of “Negros” or “black”. Negrophobia and afrophobia are synonymous words in research (Dienga, 2011). Researchers have used these terms to report those xenophobic attacks which were directed towards the Africans (Everatt, 2011). It also varies in intensity, such as in the 2015 xenophobic violence, hundreds of those shops were looted which were owned by the African immigrants (Ogunnubi and Amusan, 2018).

Homophobia

Unlike the other kinds of xenophobia, this phobia belongs to the homosexual person. It is a kind of hate for the people who are bisexual, lesbian or gay (Morozov, 2017). It is not only restricted to bisexual people. But people who ever have lived with bisexual people or HIV patients also face discrimination and homophobic behavior (Crush and Tawodzera, 2014). Research on human rights indicates a high number of resistances for these people at the workplace. According to the research, either many people demanded the death penalty for homosexual people, or they did not agree to work with them (Crush, 2001). Therefore, homophobia also varies in its intensity.

Islamophobia

In post 9/11 era, the status of Muslims became questionable in many countries, especially in the west part of the globe. Associating terror acts with Muslims become common in this era (Shabbir et al., 2020). Discrimination, stereotyping, and prejudice are common practices against Muslims in this era (Waller, 2020). With the passage of time now this religious discrimination even becomes more ethnic and nationality-based xenophobia (Kingsbury, 2020).

Eco-xenophobia

Xenophobic thoughts are not only limited to humans. Humans have these thoughts and behaviors for non-human species too. Classifying non-human species such as birds and plants falls under the category of eco-xenophobia (Dinat et al., 2019). In literature, the Great-tailed Grackle bird is presented foreigner bird who faced eco-xenophobic behavior in South Africa (Dinat et al., 2019; Echeverri et al., 2019). Because of this behavior, people sometimes start rejecting foreigner non-human things in their countries.

Anglophobia

Another kind of phobia that provides a base to reject foreigners is anglophobia. It is a fear of English people or whites (Dienga, 2011). If afrophobia and nagrophobia are associated with the black people, it is associated with the white people (Ogunnubi and Amusan, 2018). Because it is another kind of phobia that is associated with the color or origin of people, as well as language. So, the intensity of this phobia also varies in different contexts.

Reverse Xenophobia

In the domain of xenophobia, many studies have focused on host country nationals that how they perceive about foreigners (Ullah et al., 2020; Suleman et al., 2018). But it is a two-way process. Immigrants are the one who travels to another country, and they have perceptions too about the host country nationals. Therefore, a kind of xenophobia in which we report foreigners' perceptions about host country nationals is known as reverse xenophobia (Lesetedi and Modie-Moroka, 2007b). Reverse xenophobia is more about “others”, and cross-border experiences (Radia, 2013). This phenomenon helps in explaining its two-way impact on people interacting in a multi-cultural environment.

Pandemic xenophobia

In reviewing the literature, a new kind of xenophobia's type emerged, which is more related to the situations of pandemics. People associates some disease's with a specific ethnic groups, and treat them with different discriminatory and prejudice behaviors (Sylvia Chou and Gaysynsky, 2021). In recent times people from Asian backgrounds not only faced discriminatory behavior, but they also faced many xenophobic attacks (White, 2020). This xenophobic behavior not only comes from a single nation but from all over the globe. Like for corona, Twitter was trending with “#chinesevirus” statements (Sylvia Chou and Gaysynsky, 2021). Furthermore, in dealing with pandemic cause nominated groups or individuals, xenophobic people also associate their past experiences and images of nations with the situations (Jillson, 2020). According to the Jillson (2020), Costa Rica's nationals were not only xenophobic in this situation, but they showed their anger towards the government because they were not stopping people to come in their country. Several other studies have also reported xenophobic issues emergence at workplaces because of Covid-19 (Essanoussi, 2022)

New Definition of Xenophobia

From the review of literature on defining xenophobia, we concluded a comprehensive definition of it.

“Xenophobia is a fear of stranger or foreigner, which varies across the perceptions of people, and can be based on nationality, skin color, language, experience, association of things, and religion.”

Q3. What are the perceptions of xenophobia?

Researchers have presented three main perceptions of xenophobia.

Antipathy

An individual or group who considers xenophobia as unacceptable behavior and demands that there should be a cure for these acts comes under the head of antipathy (Coetzee, 2012). These people believe in immigrants' rights, proper legislation, clear and acceptable national policies, and in the development of clear counter-acts and laws for xenophobic behaviors (Sharp, 2013).

Empathy

These people acknowledge the reasons behind xenophobic attacks, such as unemployment and economic conditions. These people found xenophobic people's behaviors understandable, and demands for foreigners returns (Coetzee, 2012). Although some people dislike empathy (Waller, 2020). But people support this behavior due to the long-term bad conditions or policies of their government or state (Mati, 2011).

Apathy

Those people are neither antipathetic nor empathetic. Their views get influenced by many pull and push factors. They neglect xenophobia either entirely or somewhat in intensity, and they get confused about the social problems of immigrants and host nationals (Coetzee, 2012). According

to the individuals, media plays a vital role in the construction of apathy perception. And they asked the media to work on a commonly shared problem so that the development can occur (Humpage, 2020). This confusing state of xenophobia perception supports and neglects xenophobia at the same time.

Q4-i. What are the leading causes behind xenophobic behavior?

Many researchers present several factors that cause xenophobia (Okun et al., 2020; Zaman et al., 2021; Tshishonga, 2015; Hagensen, 2014). In a context-specific analysis of xenophobic behavior causes (Tjemmland, 2017) explains that most causes remain the same across the different contexts. So, this study will present all the possible causes of xenophobia in a table form (Table 3), which will help this study cover as many causes as possible.

Studies have found that high unemployment rates in a country can cause individuals to blame foreigners for their unemployment, leading to xenophobic behavior (Coetzee, 2012; Parsley, 2002; Di Paola, 2012; Kang, 2020). Similarly, nationals of countries with poor economic conditions often express xenophobic behavior towards nationals of other countries, perceiving them as a burden on their economies (Coetzee, 2012; Sharp, 2013; Sebola, 2017; Sichone, 2006). Additionally, governance deficiencies, such as the absence of law and implementation issues, can provide opportunities for people to act according to their will, sometimes leading to xenophobic behavior (Colletta, 2015; Coetzee, 2012; Yıldız et al., 2023). When host nationals perceive foreigners as a reason for an increase in crime, they become xenophobic towards them (Nyamnjoh, 2014; Dinat et al., 2019; Mpofu, 2018; Mafukata, 2021).

Moreover, false reporting by media has been found to construct negative images of foreign nationals, leading individuals to become xenophobic (Sharp, 2013; Zaman et al., 2021). People with lower levels of education also tend to think negatively about foreigners, as they lack information and knowledge (Waiganjo, 2017; Waiganjo, 2018). Furthermore, issues presented in the system of social justice can generate xenophobic thoughts, as individuals perceive it as a bread-and-butter issue (Chimbga and Meier, 2014; Chimbga, 2013). Host country nationals may also become jealous of foreigners who own well-reputed businesses or compete with them in business, leading to xenophobic behavior (Chimbga, 2013; Muchiri, 2016).

Additionally, when people compare the resources available to foreign nationals and host nationals, they may start competing for resources such as health services, houses, and taxes, which can sometimes lead to xenophobia (Mohamed, 2011; Akinola et al., 2018). The belief among nationals that foreigners are living on their resources and that the government is providing free opportunities to them also causes xenophobic behavior (Fomina, 2017; Dahlberg and Thapar-Björkert, 2023). Furthermore, people who are not aware of their country's immigration laws may act xenophobically towards nationals of other countries (Muchiri, 2016). When a country fails to provide basic human rights to migrants, it creates an opportunity for people to perform xenophobic behavior (Muchiri, 2016; Hewitt et al., 2020).

Personal anger, arising from poverty or other personal factors, can create negative thoughts about foreigners, and a dislike or rejection of strangers may lead to xenophobic attitudes (Okun et al., 2020). Leadership also plays a vital role in generating acceptability for each other, and hostile or unethical statements by leaders can awaken xenophobia among nations (Okun et al., 2020; Kingsbury, 2020). Furthermore, government inability to deal with refugees and illegal aliens in a country creates curiosity among nationals, and this uncertainty of a proper mechanism allows them to take matters into their own hands (Mohamed, 2011). Extreme patriotism and emotional involvement towards a country's politics and overall situation can also contribute to xenophobic attitudes and behavior (Mohamed, 2011). In conclusion, there are a multitude of factors that can

contribute to the development of xenophobic attitudes and behavior towards foreign nationals, including economic factors, social justice issues, media portrayals, lack of education and knowledge, personal beliefs and emotions, and political leadership.

Table 3: Reasons of xenophobia from literature

Sr. No	Reason
1	Unemployment
2	Poverty
3	Governance Deficiencies
4	Crime
5	Media
6	Lack of education
7	Social justice issues
8	Jealous
9	Competition for resources
10	Foreigners access government handouts
11	Lack of immigration laws knowledge
12	Human rights provisions
13	Dislike or rejection of strangers
14	Confidential anger
15	Leadership
16	Mechanism to deal with refugees and illegal immigrants
17	Extreme patriotism
18	Safety and Security provision
19	Destination perspective

Q4-ii. What techniques are explained in literature to manage xenophobia?

While reporting causes of xenophobia, researchers present many coping strategies in literature (Waiganjo, 2018; Adeola, 2015). To report them, this study enlists them in a table format (Table 4).

Xenophobia is a severe problem that affects people from all walks of life and cultures. Various managerial strategies have been developed to handle this issue. One effective strategy, according to Adeola (2015), is the role of unions in fostering peace, cooperation, the sanctity of life, and respect for human rights. Unions can foster a positive culture among different states by establishing an assembly of heads of state, union commissioners, human rights commissions, and economic and social councils.

Another method for dealing with xenophobia is to construct a peace and security architecture at the continental level, which ensures stability in laws and practices and aids in the removal of curiosity (Adeola, 2015). A centralized mechanism for early identification of xenophobic conduct should be established, with advanced measures implemented by the government (Muchiri, 2016; Zaman, 2020). Prioritization and the use of coping methods can assist officials in reducing xenophobic behavior (Muchiri, 2016).

Another major concern is the lack of basic and written immigrant rights provisions. Making certain that all rights are granted on legitimate grounds would aid in dealing with xenophobia (Muchiri, 2016; Dorter and Damani, 2022). Countries have yet to build proper and well-defined immigration processes. They can reduce xenophobia by developing an up-to-date system (Muchiri, 2016; Ullah et al., 2020).

Local authorities should be educated on their responsibilities and accountability to immigration. As a result, their followers will be influenced as well (Staeheli and Nagel, 2013; Muchiri, 2016; Mudau and Khanare, 2021). Authorities should respect and incorporate a section on foreigner's rights in the curriculum preparation phase. Education on these topics should not be limited to students; institutions should consider how they can educate families on xenophobia as well (Akinola, 2018; Peucker, 2010; Kang'ethe and Wotshela, 2016). Embracing ubuntuism at the national level can lead to concord and help cross-cultural participants deal with xenophobia (Muchiri, 2016; Masenya, 2017). Many policymakers engage in xenophobic conduct on occasion. As a result, good representation at this time can help to alleviate the issue of xenophobia (Pugh, 2014).

Unbalanced migration causes several problems for states. These concerns can be addressed with a robust migration management system and the involvement of civic society in these topics (Pugh, 2014; Crush and Pendleton, 2004). Governments are responsible for monitoring anti-immigrant and xenophobic campaigns. Restricting these campaigns at the outset will aid in the reduction of xenophobia (Kang’ethe and Wotshela, 2016). Another key component in minimizing xenophobia is properly conducting checks on irresponsible utterances about foreigners (Kang’ethe and Wotshela, 2016).

Economic policies that are shared can aid in threat reduction. Offering work to host nationals in enterprises, for example, will assure security and develop goodwill (Waiganjo, 2017; Waiganjo, 2018). Creating chances for new businesses will result in a more healthy atmosphere and cultural interactions. It will foster understanding and reduce problems (Waiganjo, 2017; Waiganjo, 2018). Aiding in trauma recovery can also help with xenophobia (Waiganjo, 2018). People from the same cultural background as the host nation's culture become more resilient and can deal with xenophobic situations more readily, which aids in trauma recovery (Waiganjo, 2017).

Xenophobia is a social problem that impacts immigrants in a variety of ways. To counteract the impacts of xenophobia, numerous measures can be used. Psychological withdrawal or identity escape is one of the tactics. According to Mujawamariya (2013), some dominating groups may conceal their identities in order to avoid xenophobic violence. They may also associate with lower level groups in order to avoid being targeted. This method assists them in concealing their identities from others.

Living in overcrowded regions is another option that might assist immigrants reduce their living costs and dangers. This can also shield them from the negative impacts of xenophobia. According to Mujawamariya (2013), having a residence and a job in a densely populated area can be advantageous in this regard. Immigrant integration is another strategy that authorities can use to combat xenophobia. Authorities, according to Yakushko (2018b), can help to reduce xenophobia by integrating immigrants into national institutions, cultures, laws, practices, and development. This can be accomplished through a variety of techniques, including language classes, job possibilities, and cultural exchange programs.

Encouraging the use of cultural exchange programs, student diversity initiatives, and foreign scholarship is another great strategy to help a country flourish. This can help pupils become more tolerant of different nationalities and cultures by exposing them to them. According to Kang’ethe and Wotshela (2016), these activities can help to build a more mature and accepting community.

Table 4: Xenophobic management techniques (General)

Sr. No	Xenophobia’s management techniques		
1.	Role of Union	11.	State migration management and the space for CSO engagement
2.	Peace and Security Architecture	12.	Proper monitoring and evaluation of anti-immigrant and xenophobic campaigns by government
3.	Proactive detection mechanism for xenophobia	13.	Spirit of truth and reconciliation
4.	Action requires for known socio-economic causes	14.	Economic partnerships
5.	Address immigrant “rightlessness”	15.	Business niches
6.	Immigration system reforms	16.	Traumas and Daily Stress management and treatment
7.	Local leadership training towards, tolerance, responsibility, and accountability	17.	Drawing on Resilience in Reconstructing Their Identity
8.	Implement civic education on the rights of foreigners	18.	Diverse Sources of Income
9.	Embrace ubuntuism	19.	Psychological withdrawal or identity escape
10.	Social construction and advocacy of migrants	20.	Living in overcrowded areas
		21.	Immigrant integration
		22.	Student diversity experience

Q5. Where xenophobia exists in the world? Past and present of xenophobia?

The literature presents many incidents where people have faced xenophobic behavior in different countries. In this section, we will present studies that claim which countries nationals have xenophobic attitudes towards other nationals or outer group members (Table 5).

Table 5: Literature claims about xenophobia presence in countries

Country	Number of studies	References
Afghanistan	3	(Mujtaba, 2019; Jeffreys et al., 2010; Radia, 2013)
Australia	2	(Olson, 2013; Bowling et al., 2004)
Bahrain	1	(Jureidini, 2005)
Bangladesh	1	(Siraz et al., 2020b)
Belgium	1	(Haile, 2012)
Botswana	6	(Sebola, 2017; Umeh, 2018; Akinola et al., 2018; Muchiri, 2016; Tevera, 2013; Crush and Pendleton, 2004)
Canada	4	(Ley and Tse, 2013; Sebola, 2017; Waiganjo, 2017; Zaman, 2010)
China	1	(Haile, 2012)
Denmark	1	(van der Westhuizen and Kleintjes, 2015)
Egypt	2	(Dienga, 2011; Muchiri, 2016)
Ethiopia	1	(Dienga, 2011)
Finland	1	(van der Westhuizen and Kleintjes, 2015)
France	6	(Hopkins et al., 2012; Sebola, 2017; Umeh, 2018; Jureidini, 2005; Shabbir et al., 2020; van der Westhuizen and Kleintjes, 2015)
Germany	4	(Haile, 2012; Umeh, 2018; Waiganjo, 2017; van der Westhuizen and Kleintjes, 2015)
India	3	(Ullah et al., 2020; Jureidini, 2005; Syed and Pio, 2013)
Iran	1	(Fields, 2007)
Iraq	1	(Carll, 2007)
Ireland	1	(van der Westhuizen and Kleintjes, 2015)
Israel	3	(Jureidini, 2005; Yakushko, 2018c; Mogeckwu, 2005)
Kenya	3	(Muchiri, 2016; Everatt, 2011; Oni and Okunade, 2018)
Kingdom of Saudi Arabia	1	(Jureidini, 2005)
Kuwait	2	(Ullah et al., 2020; Jureidini, 2005)
Lebanon	1	(Jureidini, 2005)
Malaysia	2	(Jureidini, 2005; Ullah et al., 2020)
Mozambican	1	(Muchiri, 2016)
Namibia	3	(Sebola, 2017; Akinola et al., 2018; Crush and Pendleton, 2004)
Oman	1	(Ullah et al., 2020)
Pakistan	3	(Zaman et al., 2021; Zaman, 2020; Syed and Pio, 2013)
Russia	1	(van der Westhuizen and Kleintjes, 2015)
Slovakia	1	(van der Westhuizen and Kleintjes, 2015)
Somalia	1	(Muchiri, 2016)
South Africa	11	(Sebola, 2017; Umeh, 2018; Akinola et al., 2018; Tevera, 2013; Haile, 2012; Muchiri, 2016; Sharp, 2013; Masenya, 2017; Adeola, 2015; Mohamed, 2011; Singh, 2013)
South Korea	1	(Kang, 2020)
Sri Lanka	1	(Syed and Pio, 2013)
Taiwan	1	(Jureidini, 2005)
Turkey	1	(Okun et al., 2020)
UAE	1	(Jureidini, 2005)
United Kingdom	4	(Sebola, 2017; Haile, 2012; Jureidini, 2005; van der Westhuizen and Kleintjes, 2015)
United States	3	(Sebola, 2017; Ley and Tse, 2013; Jureidini, 2005)
Vietnam	1	(Carll, 2007)
Zambia	2	(Akinola et al., 2018; Muchiri, 2016)
Zimbabwe	1	(Crush and Pendleton, 2004)

Q6. How is xenophobia defined and understood in the literature under the context of human resource diversity management?

Research on xenophobia in human resource diversity management is in its initial stage (Zaman et al., 2021). Although researchers are indicating its need for several years (Coetzee, 2012; Syed and Pio, 2013; Mujawamariya, 2013), but a very little emphasis has been paid to these calls. Xenophobia has emerged as a one of the top five political factors, which affects the success of a multi-national project or business (Zaman, 2020). Negligence of research towards this issue may cause several consequences at transnational projects. To overcome the issues, this research has aimed to study this phenomenon in a transnational project.

Q6-i. Which strategies of human resource diversity management can cope with the xenophobia?

Some of the studies have investigated this issue with different coping strategies. As Kang'ethe and Wotshela (2016), in their study, indicates that educating immigrants, their families, and their kids; and preparing modules that can help them in cross-cultural learning and adjustment are one of the instrument for coping with xenophobia. They emphasized the cultural training need in cross-cultural settings. Training is not enough in these contexts, but retraining, human resource

development, performance measurement, accountability are the elements that can help in sustaining a good culture in an organization (Umeh, 2018).

In a qualitative nature of study, (Zaman et al., 2021) explored some factors which can help in coping with xenophobia. The factors which they have explored are: cross-cultural training & development, flexible pay system, international staffing methods, flexible work hours, work design, work-life balance, equal employment opportunity, image building, organizational support, performance management system, leadership, and task innovation. Whereas another study conducted by Zaman (2020) indicates that transformational leadership and high-performance work practices are the strategies that can moderate the effect of xenophobia in the transnational workplace. But the phenomenon is still under exploration and requires proper consideration.

Q6-ii. Which theory better explains the effect of xenophobia under the context of human resource diversity management?

To work with the issues of xenophobia, researchers used many theories, which are enlisted in Table 6. List of theories are presented with references and frequencies. Scapegoating theory and social identity theories are the most frequently used theories. Most of the theories which have been used in literature were related to the economy, politics, anthropology, and reactive behaviors.

While choosing a theory for studying xenophobic behavior in the context of human resource diversity management, this study has carefully analyzed available theories. Such as in the analyzation process, this study has found that Scapegoating theory states that, when people start blaming others for their own issues, it became a xenophobic behavior (Akinola, 2018; Coetzee, 2012; Masikane, 2017; Mujawamariya, 2013; Umeh, 2018). But this theory studies and explains reactive and blaming behaviors of individuals. Economic competition theory (Gordon, 2017) and economic theory (Coetzee, 2012; Dienga, 2011) explain individuals' behavior towards concern for available resources in their countries. While frustration aggression theory (Coetzee, 2012; Dienga, 2011; Gordon, 2017) also helps in studying reactive behaviors of people. People react aggressively when they face hurdles in the way of achieving goals.

Social identity theory explains the behavior of both nationals, which will help in understanding all presented types of xenophobia, such as reverse xenophobia. Exploring xenophobia for both types of nationals (native and foreigner) at transnational projects is more important. Because members of a dominant group in the international environment occasionally express xenophobic attitudes, they may economically profit from the follower group by making them low-paid workers (Quillian, 1995). Explanations of social psychology give particular importance to social identity, social position, social group membership, and social self-categorization for xenophobia (Ekehammar and Akrami, 2007).

Henry Tajfel's Social Identity Theory elaborates xenophobia as a response to an individual's classification of the world from which they belong. Social identity is considered as a part of individuals self-concept. And it comes from their affiliation with a group. It is a behavior of a favoritism for group from which an individual is affiliated, because of the conceptualization about self-identity relation with group (Tajfel, 2010). Self-esteem is created by the thinking of superiority of 'own self' due to belongingness, people, devalue out-group and its members (Hinton, 2003). Social identity theory argues that memberships may differ in salience in time and as a function of the variability of social institutions (Tajfel., 1982).

Hjerm (2009) contends that our national identity describes who belongs to our own group and who do not, to delineate the nation's boundaries and so links Social identity theory to National identity. Blumer's group position theory (1958) tells about the suppositions associated with the social-

psychological descriptions to prejudice and to stereotype. Conferring to Blumer it originates from empirical and communal developed rulings about the positions of individuals in the social hierarchy that in-group members should rightfully occupy in comparison to associates of an out-group. As per the core logic of xenophobia, the image of out-group members is subjective in in-group members' minds and vis-à-vis for in-group members (Bobo and Hutchings, 1996).

Table 6: Theories used in past literature

Theory	Frequency	References	Theory	Frequency	References
Affective event theory	1	(Okun et al., 2020)	Discourse theory	2	(Haile, 2012; Okun et al., 2020)
Afrophobia (Makwerekwere) Theory	1	(Umeh, 2018)	Economic competition theory	1	(Gordon, 2017)
Anthropological theory	1	(Oloruntoba, 2018)	Economic Theory	2	(Dienga, 2011; Coetzee, 2012)
Attribution theory	1	(Alvarez, 2007)	Ethnic Competition Theory	1	(Coenders et al., 2005)
Avoidance Conditioning Theory	1	(Dienga, 2011)	Ethnic violence theory	1	(Hagensen, 2014)
'bad apple' or 'bad egg' theory	1	(Bowling et al., 2004)	Federalist theory	1	(Gangemi, 2009)
Cognitive Theory	2	(Dienga, 2011; Car 2007)	Feminist theory	1	(Hopkins et al., 2012)
Complex interdependence theory	1	(Ogunnubi and Amusa 2018)	French regulation theory	2	(Bond et al., 2010)
Complexity theory	1	(Hewitt et al., 2020)	Frustration aggression Theory	3	(Dienga, 2011; Coetzee, 2012; Gordon, 2017)
Conflict Theory	1	(Dienga, 2011)	Functionalism	1	(Haile, 2012)
Conspiracy theory	2	(Kerr, 2017; Wall 2020)	Gendered geographies of power theory	1	(Waiganjo, 2017)
Contact theory	1	(Schwartzman, 2020)	General Systems Theory	1	(Sakyi et al., 2021)
Critical theory	3	(Mati, 201 Mujawamariya, 201 Radia, 2013)	Genetic Theory	1	(Dienga, 2011)
Critical theory of adult learning	1	(Mati, 2011)	Geographies of Power Theory	2	(Waiganjo, 2017; Waiganjo, 2018)
Cultural symbolic theory	1	(Mogekwu, 2005)	Hegemonic theory	1	(Ogunnubi and Amusan, 2018)
Cultural theory	1	(Kingsbury, 2020)	Immigration theory	1	(Rahaman, 2017)
Deterrence theory	1	(Okun et al., 2020)	Indigenous Standpoint Theory	1	(Siraz et al., 2020a)
Diaspora Theory	1	(Yawlui, 2013)	Information processing theory	1	(Okun et al., 2020)
Liberal theory	1	(Maboloc, 2020)	Integrated Theory of Prejudice	1	(Yakushko, 2018a)
Micropolitics theory	1	(Hagensen, 2014)	Integrated Threat Theory	1	(Singh, 2013)
Modelling Theory	1	(Dienga, 2011)	Isolation theory	1	(Masikane, 2017)
Neo-classical economics of macro theory	1	(Waiganjo, 2017)	Kinship theory	1	(Yakushko, 2018a)
Nihonjinron theory	1	(Kubota, 2015)	Social Identity Theory	6	(Hadžić, 2020; Okun et al., 2020; Genkova and Grimmelsmann, 2020; Hagensen, 2014; Tjemsland, 2017; Kerr, 2017)
Orthodox legal theory	1	(Bowling et al., 2004)	Social Locations Theory	1	(Waiganjo, 2018)
Phenomenology	1	(Haile, 2012)	Social network theory	1	(Waiganjo, 2018)
Political theory	1	(Siraz et al., 2020b)	Social-skills Deficit Theory	1	(Dienga, 2011)
Power theory	3	(Mogekwu, 200 Waiganjo, 201)	Socio-biological Theory	1	(Dienga, 2011)
Race based theory	1	(Masikane, 2017)	Sociological theory	1	(Hewitt et al., 2020)
Rational choice theory	1	(Haile, 2012)	Structural Social Work Theory	1	(Mujawamariya, 2013)
Realism theory	1	(Marumo et al., 2019)	System Justification theory	1	(Okun et al., 2020)
Realistic Conflict Theory	1	(Coenders et al., 2005)	The development media theory	1	(Nelson and Salawu, 2017)
Reflection of society theory	1	(Bowling et al., 2004)	The Ethics of Justice in Liberal Theory	1	(Maboloc, 2020)
Relative deprivation theory	1	(Hagensen, 2014)	The payback time theory	1	(Sebola, 2017)
Revenge and retaliatory theory	1	(Ogunnubi and Amusa 2018)	Theory of differences	1	(Yakushko, 2018a)
Scapegoating theory	5	(Masikane, 201 Umeh, 2018; Akino 2018; Coetzee, 201 Mujawamariya, 2013)	Theory of ethnocentric Guilt	1	(Yakushko, 2018a)
Secularization theory	1	(Hopkins et al., 2012)	Theory of five-factor personality traits	1	(Zaman et al., 2021)
Self-categorization theory	1	(Okun et al., 2020)	Theory of Genetic Similarity	1	(Yakushko, 2018a)
Social capital theory	1	(Zaman, 2010)	Theory of global justice	1	(Siraz et al., 2020b)
Social Comparison Theory	1	(Umeh, 2018)	Theory of Islamization	1	(Rahaman, 2017)
Social Dominance Orientation theory	1	(Yakushko, 2018a)	Theory of necro politics	1	(Kingsbury, 2020)
Social Death theory	1	(Yakushko, 2018a)	Theory of Relative Deprivation	1	(Umeh, 2018)
Social group theory	1	(Okun et al., 2020)	Theory of structuration and agency	1	(Chipenda, 2018)
			Ubuntu theory	1	(Koenane, 2018)
			Uncertainty-identity theory	1	(Okun et al., 2020)
			Urban theory	1	(Kingsbury, 2020)

Q7. What are the past methodological trends and opportunities for future research work?

A review of available studies indicates that most of the studies have used a qualitative approach to explore the phenomenon. Such as (Sharp, 2013) and (Zaman et al., 2021) studies investigated xenophobia regarding human resource diversity management. They acquire the qualitative method to explore the phenomenon. But the studies were limited in their scope. To further explore the phenomenon, future studies may use grounded theory methodological approach for exploring the phenomenon in depth.

Studies that acquired the quantitative methods have emphasized more on measuring the impact of xenophobia on the success of businesses (e.g. (Zaman, 2020). He investigates the impact of human resource diversity management strategies moderating impact on businesses' success in the presence of xenophobia. However, dimensions of human resource diversity management that he used in his study did not represent all human resource diversity management strategies. In response to the research calls, his work was not enough in human resource diversity management. So, future studies may investigate the impact of human resource diversity management explored strategies on xenophobia at the trans-national projects.

Conclusion

In an attempt to bridge the gap between human resource diversity management, and xenophobia this research has systematically reviewed the available literature. This helps in identifying different forms of xenophobia, such as: afrophobia, negrophobia, agoraphobia, anglophobia, homophobia, islamophobia, eco-xenophobia, reverse xenophobia, and pandemic xenophobia. In reviewing the literature, three different types of perceptions regarding xenophobia have been recorded. This helps in understanding that how people of different nationals at transnationals workplace perceive xenophobia. With a comprehensive list of wider-level xenophobia's problems and solutions, this research attempts to provide a clearer future direction. Furthermore, this research has clarified a way to bridge the gap between xenophobia and human resource diversity management practices. This research will help others to find directions for future research. In contrast, future research on the area will help in making the transnational workplace more competitive and reliable.

Future Options

China–Pakistan Economic Corridor (CPEC) has attracted approximately USD 62 billion of Chinese investment in Pakistan (Baldwin, 2017; Siddiqui, 2017), which is expected to reach USD 100 billion by 2030 (Hadi et al., 2018). CPEC also offers a strong potential to bring many expatriates and international interests to Pakistan (Makhdoom et al., 2018). Because of its proven global significance, many academics are focused on developing issues that are creating difficulties for CPEC's future and investigating methods to solve them early. CPEC is an essential component of China's Belt and Road Initiative (BRI), which envisions a contemporary twenty-first-century silk route. This mega-construction project's cost of about 46 USD billion is expected to last almost 16 years (2014–2030), depending on its completion and maturity. This megaproject can only yield fruit if xenophobic attitudes against foreign investors and employees are eradicated (Qadir and Manan, 2014), and CPEC is protected from the emerging threat of xenophobia [6]. Chinese and Pakistani people were threatened and attacked for reasons that could be traced to a migration policy fault and the threat of job loss or resource control (Fayomi et al., 2015). The China–Pakistan Economic Corridor (CPEC) has lately boosted the flow of Chinese workers to Pakistan, resulting in violent xenophobic events in different CPEC-related projects. To address xenophobic motives, the institutional study of ground realities is required; therefore, creating an inclusive and encouraging environment of equality, peace, diversity, and inclusion may be a helpful approach to address “diverse ethnic” workforce issues (Al Ariss et al., 2014; Kelan and Wratil, 2018). Moreover, it is suggested by Anwar et al. (2021) that using grounded theory and case study method will be most effective way to explore the paths to the solutions in this kind of study. Therefore,

this option can be used to study the area in international environment for multiple avenues (see table 7).

Table 7: Future Research Directions

Future Research Questions
1. What are the most effective strategies for integrating immigrants into national systems, culture, policy, and customs, as well as for developing policies to reduce xenophobia?
2. How can schools and colleges create and implement effective cultural exchange and student diversity programs to foster tolerance and knowledge of different cultures?
3. What variables drive people to engage in psychological withdrawal or identity escape as a coping mechanism in the face of xenophobic attacks?
4. How can we improve public discourse to lessen the prevalence of xenophobic attitudes and sentiments?
5. How does media coverage contribute to the perpetuation or reduction of xenophobia, and how can it be used to promote understanding and acceptance of other cultures?
6. How does living in a densely populated region affect immigrants' mental health and well-being, and what can be done to reduce the negative effects?
7. What role do community organizations and civil society organizations play in eliminating xenophobia and promoting integration, and how may they be effectively used?
8. How can employers and organizations be encouraged to foster diversity and inclusion in the workplace, and how does this effect xenophobia reduction?
9. What are the most effective strategies for teaching the public on the advantages of immigration and diversity, and how might they be scaled up?
10. How might government policies be altered to create a more positive narrative about immigration and diversity, and how will this effect xenophobia?

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