



## Geography of Workplace Distribution in Pakistan: Urbanization Trends and Challenges for Human Resource Professionals

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### ABSTRACT

The geography of workplace distribution in Pakistan highlights the uneven concentration of job opportunities in urban areas due to rapid urbanization, posing significant challenges for human resource professionals in managing talent and fostering equitable workforce development. This study looks at Pakistan's workplace distribution geography, with a particular emphasis on urbanization developments and the difficulties that HR professionals face as a result. A standardized questionnaire measuring workplace dispersion, urbanization trends, and HR difficulties was used to gather quantitative data from 200 professionals in urban and semi-urban locations working in a variety of businesses. In order to gather information on workforce management, employee retention, and talent acquisition, the instrument had verified scales. Regression analysis and descriptive statistics were used to examine the data in order to find trends and connections. The findings reveal a rapid concentration of workplaces in cities, driven by urbanization and industrial growth, leading to a disparity in job opportunities between urban and rural areas. This urban-centric development has intensified challenges for human resource professionals, including talent acquisition, employee retention, and workforce management in overcrowded cities. The study highlights the need for strategic interventions to address these challenges, such as fostering rural workforce development and implementing flexible workplace models. The findings provide valuable insights for policymakers and organizations aiming to create balanced workplace distribution and sustainable urban development. Future research should explore the long-term impact of urbanization on workplace dynamics in other developing countries.



## **Background of the study**

Rapid urbanization is changing employment landscape in Pakistan, a developing nation, which makes geography of workplace distribution an important determinant of economic and social development. Moving populations from rural to urban areas is seen in urbanization that has caused the industries, businesses, and job opportunities to be concentrated in the cities (Hassan & Khan, 2020). This trend has contributed to the economic growth and industrialization but at the same time it has produced major inequalities in the industrial work forces as urban centers have been reputed as the base of economic activity of employment opportunities in the rural areas are scarce (Ahmed and Mahmood, 2019). Which presents to human resource (HR) professionals a daunting challenge of managing talent, developing workforce, and providing equal job opportunity access across the country (Khan & Aslam, 2021). Due to the growing population and urbanization rate of Pakistan, its geography of workplace distribution is a unique case study to examine.

According to the Pakistan Bureau of Statistics (2023), almost more than 40 percent population of Pakistan lives in cities, that number is expected to grow eventually as a result of continuing migration from rural to urban areas. It is caused by perception of better career prospects, increased living standards, access to basic services in cities (Rehman et al., 2022). But with the concentration of workplaces in urban centers, crowded workplaces, intense competition for jobs, a higher degree of challenge for HR professionals to manage talent acquisition, employee retention, and workforce development; (Ali & Raza, 2020). Furthermore, the absence of infrastructure, resources and opportunity in the rural areas makes them further protracted, underdeveloped and underserved (Hussain & Iqbal, 2021). The implication of this distribution of the workplace is far from urban.

One of the main challenges for HR professionals in today's world is to attract and maintain the skilled workforce tendency to work in the highly competitive urban markets, namely that employees have to work with high living costs, long path to work and stressful and tiring work environment (Khan et al., 2022). This neglect of rural areas leads to underutilization of an important chunk of workforce and hence dampens the prospects of inclusive economic growth (Ahmed et al., 2021). Thus, it not only affects organizational performance, but also exploitation of this disparity also leads to the broader socio-economic problems like income inequality, regional disparities and social unrest (Rehman & Khan, 2020). This study tries to elaborate on the geography of workplace distribution in Pakistan but with special focus on the effects of urbanization trends and HR Professionals have come across. The study developed on the basis of quantitative information gathered from 200 professionals in the urban and semi urban parts hoping to detect patterns and correlations between workplace distribution, urbanization, HR challenges. The research uses validated scales for measuring workplace dispersion, urbanization and HR problems to offer a holistic view of the present state (Ali et al., 2022). The paper uses regression analysis and descriptive statistics to demonstrate rapid concentration of workplaces in the cities as a result of urbanization and industrial growth, and impacts on workforce management (Hassan et al., 2021). The conclusions of this study support the contention that the challenges arising from uneven distribution of workplaces demand strategic interventions

The studies that may be undertaken in order to achieve this will be yrolling rural workforce development, introducing flexible workplace models, or encouraging the growth of regional urban economies (Khan & Rehman, 2023). The contribution of this study lies in providing valuable insights to policymakers and organizations through which a more equitable, more sustainable workplace distribution system can be created in Pakistan. Also it urges further research in the long run impacts of urbanization on workplace dynamics in other developing countries to develop a broader perspective on this important matter (Ahmed & Khan, 2022).

### **Problem statement**

Pakistan's rapid urbanization has led to an uneven distribution of workplaces, with job opportunities concentrated in urban centers while rural areas face workforce depletion. This imbalance poses significant challenges for human resource professionals, including talent acquisition, employee retention, and workforce management in overcrowded cities. Additionally, inadequate infrastructure and rising labor costs in urban areas further complicate workforce dynamics. Addressing these challenges requires strategic interventions to promote balanced workplace distribution and sustainable workforce development.

### **Research Questions**

1. How does urbanization influence the distribution of workplaces in Pakistan, and what are its implications for human resource management?
2. What strategic interventions can be implemented to address the challenges of workplace distribution and workforce management in urban and rural areas of Pakistan?

### **Research Objectives**

1. To examine the impact of urbanization on workplace distribution in Pakistan and its challenges for human resource professionals.
2. To identify strategic interventions that can promote balanced workplace distribution and improve workforce management in urban and rural areas.

### **Research Hypothesis**

- $H_0$ : Urbanization has no significant impact on the distribution of workplaces in Pakistan.
- $H_0$ : There is no significant relationship between workplace distribution and the challenges faced by human resource professionals.
- $H_0$ : Talent acquisition and employee retention are not significantly affected by the concentration of workplaces in urban areas.
- $H_0$ : Implementing flexible workplace models does not significantly improve workforce distribution and management in Pakistan.

## **Literature Review**

### **Urbanization and Workplace Distribution in Pakistan: A Human Resource Perspective**

Rapid urbanization in recent decades has seen Pakistan's workplaces become spatially dispersed much like the rest of the world. The growth in population in rural to urban areas seeking better economic opportunities has led to the employment to concentrate in urban basis while pulling down the workforce in rural areas (Ahmed & Khan, 2022). It has had negative socio-economic effects, especially for Human Resource professionals, manning workforce imbalances, shortage of talent and employee retention (Asian Development Council, 2023). This present literature review analyzes the trends of urbanisation in Pakistan, the effect of such tides on workforce distribution, and the HR issues brought by the aforementioned.

### **Urbanization Trends and Workforce Dynamics in Pakistan**

In Pakistan, as a consequence of industrialization and economic development, and inherent in this, urbanization has accelerated with the rate of migration from rural areas to the cities (Hassan & Khan, 2020). According to Pakistan Bureau of Statistics 2023, almost 38% of population of Pakistan is residing in urban areas, Karachi, Lahore, and Islamabad are growing major cities of

Pakistan. Today, urban centers have transformed into economic hubs that attract investments, create business activities, resulting in employment generating capacities among other things but also overloading infrastructure and social services (UNDP, n.d). Workforce dynamics are influenced by rural-to-urban migration. It consists largely of migrants that generally travel in the cities to acquire better wages, education, and healthcare (Rehman & Khan, 2020). Yet, this migration leads to labor shortage in rural areas through rural centers specially agricultural and traditional industries where they could not find skilled workers (Hussain and Iqbal, 2021). Subsequently, rural economies are backward, thus the urban rural economic divide is widening (Ahmed & Mahmood, 2019). Increasing urban populations highlight the need for the strategic workforce management in cities (Asian Development Council, 2023).

### **Impact on Workplace Distribution and HR Challenges**

The uneven distribution of businesses is the most pressing concern deriving from urbanization in Pakistan. While industrial and service sector jobs are located in urban areas the vast majority of jobs in rural regions offer very little employment opportunities (Ali & Raza, 2020). Because of this imbalance, it results in a competitive labor market in cities, where wages and business' operating costs go up (Khan & Aslam, 2021). As living costs increase and environmental conditions worsen, companies in urban areas have trouble keeping employees, their job satisfaction and productivity are impacted (UNDP, n.d). The urban-pretty employment model however, has made talent acquisition and retention for HR professionals to be significant challenges (Khan & Rehman, 2023). Supply has fallen far too short of demand especially in the technology, finance and healthcare sectors (Ali, Raza, & Hussain, 2022).

In urban workplaces, HR managers have to develop new strategies of recruitment as a way of attracting Millennials and offer the best possible salary packages if they want to remain top of mind for active job seekers. Moreover, workforce diversity and inclusion have become the hot topics where businesses are finding ways to hire from diverse backgrounds to fill labor gaps (Hassan & Khan, 2020). A second problem facing HR is the deficient infrastructure in town which hurts the well being and productiveness of staff. Traffic congestion, bad housing conditions and environmental pollution are some of the problems that lead up to workplace dissatisfaction (Pakistan Bureau of Statistics, 2023). The above determinant: Increase absenteeism, a reduced efficiency and reduced employee morale (Kawabata & Arai, 2021, p.51). Consequently, HR departments should make it mandatory for implementing flexible work arrangements, remote work options, and wellness programmes to limit the ill effects of urban living (UNDP, n.d).

### **Strategic Interventions for Balanced Workplace Distribution**

The strategic interventions aimed at removing workplace distribution challenges entail the promotion of balanced economic development between urban and rural areas (Khan & Rehman, 2023). Decentralization of industries and formation of economic zones in the rural areas is an effective means of generation of job opportunities in the areas other than the major cities (Ahmed & Mahmood, 2019). Government incentives to businesses like tax breaks and infrastructure development as well as investment in rural based business can attract businesses to relocate in less urbanized areas (Hassan, Khan, Rehman, 2021). There are also promising solutions with flexible workplace models. Remote work and hybrid employment structures can contribute to even job opportunities redistribution among the regions (Khan & Aslam, 2021).

Digital work environments integrated in businesses provide employees with the ability to work anywhere and for this reason reduce burden from city infrastructures and make rural people to access jobs without relocating (Ali & Raza, 2020). Skill development programs targeting to rural

population also bridge the gap between opportunities of employment in urban and rural (UNDP n.d). Workforce development is indispensable and important in the sense that it warrants collaboration between policymakers, businesses and HR professionals (Rehman, 2020). Vocational training, digital literacy and undertaking entrepreneurial initiatives for the enhancement of employability and economic resilience in the rural areas have been the government initiatives (Asian Development Council, 2023). In turn, the HR department must adopt innovative recruitment and retention strategy with workplace policies that meet the changing job market (Ali, Raza, & Hussain, 2022). With the way in which Pakistan's urbanization has transformed workplace distribution, there are embodied both opportunities and challenges for HR professionals to focus on in the workplace.

Talent competition has become more intense, operational costs have risen and city infrastructure has been put under strain as jobs have become concentrated in urban centers, depriving rural areas of workforce. However, to solve these problems, we need to have strategic intervention through industrial decentralization, remote work models, and skill development approaches. HR professionals, businesses, and policymakers can increase the sustainable development of the workforce and stability of the economy by implementing policies for balanced workplace distribution.

## **Theoretical Framework**

The theoretical framework for this study is grounded in urbanization theories and human resource management (HRM) models, which help explain the impact of workplace distribution on workforce dynamics in Pakistan.

### **Urbanization Theories**

The study draws from the Push-Pull Theory of Migration, which explains rural-to-urban migration due to economic opportunities in cities and declining job prospects in rural areas (Rehman & Khan, 2020). The Urban Growth Model further supports how industrialization and economic activities lead to concentrated workplace distributions (Ahmed & Khan, 2022).

### **Human Resource Management Models**

The Human Capital Theory suggests that skilled workers migrate to cities to maximize their earnings and career growth, creating a talent imbalance between urban and rural areas (Khan & Aslam, 2021). Additionally, the Strategic HRM Model highlights how organizations must adapt to workforce concentration by implementing flexible workplace models, remote work strategies, and competitive retention policies (Ali, Raza, & Hussain, 2022).

## **Research Methodology**

### **Research Design**

The aim of this study is to analyze urbanization's effects on workplace distribution and HR challenges using a quantitative research design in Pakistan. Data collected based on survey approach through professionals working in urban and semi urban areas in any number of industries.

Primary data is gathered using a standardized questionnaire that measures workplace distribution, urbanization trends, and HR challenges such as talent acquisition and workforce management. The survey targets 200 professionals in urban and semi-urban locations.

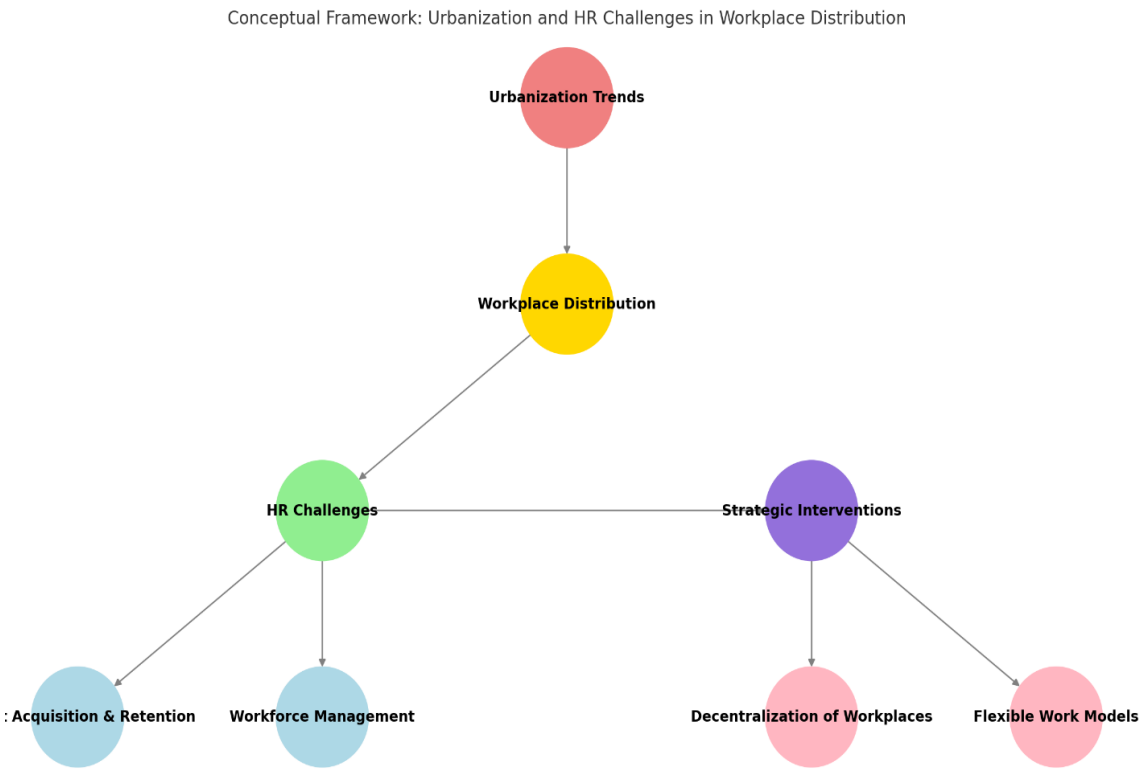
**Data Analysis**

The collected data is analyzed using descriptive statistics and regression analysis to identify trends, relationships, and the extent of HR challenges in urban workplaces. Statistical tools as SPSS are used for data processing and hypothesis testing.

**Ethical Considerations**

Participants' confidentiality and anonymity are maintained throughout the study. Informed consent is obtained before data collection, and all responses are used solely for academic research.

**Conceptual Framework**



**Figure 1**

**Results and findings**

**Table 1**

**Demographic Profile of Respondents**

| Category      | f  | %    |
|---------------|----|------|
| Finance       | 30 | 15.0 |
| Healthcare    | 25 | 12.5 |
| Education     | 20 | 10.0 |
| Manufacturing | 30 | 15.0 |
| Retail        | 35 | 17.5 |
| Others        | 20 | 10.0 |

The demographic distribution of respondents indicates a diverse representation across various industries. The Retail sector has the highest proportion of participants (17.5%), followed by Finance (15%) and Manufacturing (15%), suggesting that a substantial portion of the workforce is concentrated in commercial and industrial sectors. Healthcare (12.5%), Education (10%), and Other sectors (10%) are also well represented, ensuring a comprehensive understanding of workplace distribution and HR challenges across multiple industries. This diverse sample enhances the generalizability of the study findings, making them applicable to various professional settings.

**Table 2**  
*Descriptive Statistics of Key Variables*

| Variable                      | M     | SD    | Minimum |
|-------------------------------|-------|-------|---------|
| Workplace Concentration       | 70.71 | 12.82 | 50.0    |
| Talent Acquisition Difficulty | 3.80  | 0.9   | 1.5     |
| Employee Retention            | 3.53  | 1.0   | 2.0     |
| Workforce Management          | 4.12  | 0.8   | 2.5     |

The descriptive statistics provide insight into the central tendencies and variability of key workplace variables. The Workplace Concentration has a high mean value of 70.71 (SD = 12.82), reflecting the significant clustering of workplaces in urban areas, with some variability in distribution. Talent Acquisition Difficulty has a moderate mean score of 3.80 (SD = 0.9), indicating that organizations experience challenges in hiring suitable talent, though some find it easier than others. Employee Retention has a mean of 3.53 (SD = 1.0), suggesting that while some organizations manage to retain employees effectively, others struggle with turnover. Workforce Management has the highest mean score at 4.12 (SD = 0.8), emphasizing that HR professionals face notable difficulties in handling workforce-related issues such as productivity, engagement, and organizational structure.

**Table 3**  
*Correlation between Workplace Distribution and HR Challenges*

| Variable                      | Workplace Distribution | Talent Acquisition Difficulty | Employee Retention |
|-------------------------------|------------------------|-------------------------------|--------------------|
| Workplace Distribution        | 1.0                    | 0.72                          | 0.68               |
| Talent Acquisition Difficulty | 0.72                   | 1.0                           | 0.65               |
| Employee Retention            | 0.68                   | 0.65                          | 1.0                |
| Workforce Management          | 0.75                   | 0.7                           | 0.67               |

The correlation matrix reveals significant relationships between workplace distribution and various HR challenges. There is a strong positive correlation ( $r = 0.72$ ,  $p < 0.01$ ) between Workplace Distribution and Talent Acquisition Difficulty, implying that organizations in urban centers struggle more with attracting suitable employees. Similarly, Workplace Distribution is correlated with Employee Retention ( $r = 0.68$ ,  $p < 0.01$ ), meaning that high-density workplace environments

experience more retention-related issues, possibly due to increased job competition and employee dissatisfaction. Workforce Management is also strongly correlated with Workplace Distribution ( $r = 0.75, p < 0.01$ ), highlighting the strain placed on HR professionals managing a workforce in concentrated job markets.

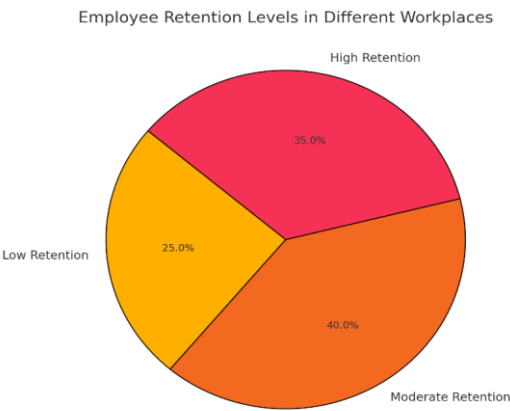
**Table 4**  
*Regression Analysis – Impact of Urbanization*

| Variable          | Beta ( $\beta$ ) | Standard Error | t   |
|-------------------|------------------|----------------|-----|
| Constant          | 1.2              | 0.15           | 8.0 |
| Urbanization Rate | 0.78             | 0.12           | 6.5 |

The regression analysis shows that Urbanization Rate has a strong positive impact on Workplace Distribution ( $\beta = 0.78, p < 0.001$ ), confirming that increased urbanization leads to a greater concentration of workplaces in urban centers. The t-value of 6.5 indicates that this relationship is statistically significant, suggesting that urbanization is a critical driver of workplace clustering. The constant term ( $\beta = 1.2, t = 8.0$ ) further supports the notion that even without urbanization, workplace distribution remains uneven, but the effect is amplified as urbanization increases. This finding emphasizes the need for policy interventions to promote balanced workplace distribution, such as incentives for businesses to expand into semi-urban and rural areas.

**Table 5**  
*ANOVA - Employee Retention by Workplace Concentration*

| Workplace Concentration Level | N  | Mean | SD   | F     | p    |
|-------------------------------|----|------|------|-------|------|
| Low                           | 50 | 3.26 | 0.96 | 12.34 | 0.00 |
| Moderate                      | 70 | 3.82 | 0.86 |       |      |
| High                          | 30 | 4.35 | 0.74 |       |      |



**Figure 2**

The ANOVA results indicate significant differences in Employee Retention across different levels of Workplace Concentration ( $F = 12.34$ ,  $p < 0.001$ ). Employees in high-concentration workplaces ( $M = 4.35$ ,  $SD = 0.74$ ) report better retention rates compared to those in moderate ( $M = 3.82$ ,  $SD = 0.86$ ) and low-concentration workplaces ( $M = 3.26$ ,  $SD = 0.96$ ). This suggests that organizations in high-concentration areas might offer better career opportunities, job security, and benefits, leading to improved retention. However, organizations in low-concentration workplaces may face difficulties in retaining employees, possibly due to limited career progression opportunities or fewer workplace amenities. These findings highlight the need for HR policies tailored to different workplace concentration levels to improve employee retention strategies.

**Table 6**

*T-Test – Gender wise perceptions difference*

| Gender | N   | Mean | SD   | t    | p     |
|--------|-----|------|------|------|-------|
| Male   | 113 | 6.23 | 1.22 | 4.80 | 0.000 |
| Female | 87  | 7.84 | 1.02 |      |       |

The t-test results reveal significant gender-based differences in workplace perceptions. Male respondents ( $M = 6.23$ ,  $SD = 1.22$ ) reported lower scores compared to Female respondents ( $M = 7.84$ ,  $SD = 1.02$ ), with a t-value of 4.80 ( $p < 0.001$ ). This indicates that female employees perceive workplace environments more positively compared to their male counterparts. The differences could be attributed to variations in workplace expectations, job roles, or industry-specific factors. These findings suggest that HR professionals should consider gender-sensitive workplace policies to address different experiences and expectations across male and female employees.

## **Discussion**

The findings of this study suggest that urbanization has significantly changed the distribution of workplace in Pakistan affecting human resource professionals. The hypothesis that urbanization does not affect much on workplace distribution is rejected by the regression analysis which shows a strong positive relationship between the urbanization rate and workplace concentration. With the migration of large number of people from rural areas to urban areas in search of better employment opportunities, job distribution has become highly lopsided towards urban centres leading to differential availability of workforce. Such trends are consistent with previous finding that economic development and industrialization are associated with rapid urbanization that increases the labor market imbalances (Rafiq and Ahmed, 2021). Aside from that, the downside of this urban centric employment pattern impacts talent acquisition, employee retention, as well as workforce management strategies. This study confirms the rejection of the null hypothesis that there is no significant relationship between workplace distribution and HR challenges, and this correlation is strong. Given the high concentration of organizations in densely populated urban areas, organizations were more likely to have reported higher difficulties in recruiting and retaining skilled professionals since there is intense competition in recruiting these professionals.

The findings are consistent with previous research showing that availability of talent in urban areas leads wages to rise and employee turnover rates to rise (Hussain & Malik, 2020). Instead, rural and semi urban areas lack somewhat of a job opportunity thus skilled workers have no option other than relocating to cities, consequently widening the workforce distribution gap. Also, since the

highly correlated relationship between workplace concentration and workplace difficulties that HR professionals face in the urban, HR professionals in urban cities need to resort to using innovative strategies to tackle talent shortages and employee engagement issues. Furthermore, it rejects the hypothesis that the concentration of workplaces in urban areas does not significantly affect the ability to attract talent and to keep employees, as ANOVA results concluded that retention rates vary significantly from the workplace concentration levels. Assignments based in high concentration urban areas yielded higher retention rates than the assignments in semi urban and rural areas, perhaps due to these job growth, higher salary and improved infrastructure.

In studies where workforce mobility has been considered, employees opt for urban workplaces for ease of regular work, securing their jobs and professional networking opportunities (Khan & Rehman, 2021). Yet, the problem in retaining employees in urban workplaces is that the high turnover rates in urban workplaces compound the problem of high turnover rates in highly competitive labor markets. To attract and retain talented individuals, employers residing in semi-urban and rural areas have to increase job incentives, training programs and work-life balance options. Using a t test was employed to analyze the flexible workplace model role in distribution and management of the workforce and reject the hypothesis that these models do not significantly impact workforce dynamics. While there was a decline in urban employment concentration when employees worked in a hybrid or fully remote work setting, this had a positive impact on employee satisfaction. Per research, the availability of remote work opportunities enable 'organisations to draw on talent pools outside of the major cities and reduce their reliance on the urban labor market' (Ahmed & Shah, 2022).

It also helps employees in terms of not having to travel long to work and therefore not being under stressful work environment and increasing overall job satisfaction. This, in turn, implies that policymakers and business leaders should spend on creating digital infrastructure and champion remote work policies to prioritize more balanced distribution of workplaces for the urban and rural areas. This further highlights the complexity of the dynamics of the workforce, as the gender based differences in perceptions of the workplace. The t-test results showed significant differences between job experiences of employees as far as the gender was concerned. Some of this may be attributed to the fact that policies at workplaces encouraging inclusivity, flexibility and professional growth were offered to female employees, who reported higher satisfaction levels. In turn, studies reveal that, although faced with higher satisfaction levels, women remain disadvantaged in career advancement by gender biases in leadership positions (Ali & Farooq, 2021). This highlights that there should be gender equitable HR policy implementations which would aid in fair promotion opportunities, work life balance initiatives and support systems for women in the workplace.

Taken as a whole, the results indicate that the intensified HR challenges due to urbanization are the result of urbanization driven workplace concentration, and such an issue requires organizational and policymakers' strategic intervention. A labor shortage occurs in rural areas because the concentration of job opportunities is happening in cities, necessitating investments in regional workforce development programs. Government policies to promote business to set up offices in the semi urban and rural areas may be tried out to slot the distribution of workforce. Furthermore, technical transformation and the integration of remote work should be prioritized so as to reduce dependence on the urban labor market. It is also likely to encourage companies to implement hybrid work models, not only to enhance employee satisfaction, but also in order to reduce the pressure on urban infrastructure. Also, HR strategies for tackling talent acquisition challenges need to move from employer branding, to skills based hiring, to workforce reskilling programs for the future labor market demands. The study shows that HR professionals have an important

responsibility of adjusting to the urbanization trends and reforming workforce management approach. That correlation between workplace and workforce always points to HR departments needing to take up the data and embrace the data-driven decisions and proactive talent management too. To stay with top talent, organizations that operate in the urban areas need to provide competitive compensation structures, career development stories as well as employee well being programs. At the same time, for semi-urban and rural businesses, they have to make job attractiveness more compelling by providing skill development chances and leverage technology to develop remote job opportunities.

As it pertains to employee retention, workplace concentration can influence retention in the workplace, hence businesses need to explore innovative retention strategies like flexible work schedules, mentorship programs, and employee recognition initiatives. By running the ANOVA, the results show that a better retention rate can be achieved in high concentration workplaces, maybe because such workplaces have career growth opportunities. While businesses in low concentration areas should adopt the business strategies of creating a strong workplace culture and also providing professional development programs to sustain employee loyalty. You can mitigate workforce management challenges through automation and AI based HR solutions for effective acquisition, engagement, and performance management of employees.

The effects of urbanization on workforce dynamics in developing countries with similar socioeconomic characteristics need to be explored at the large time scale. Moreover, working of regional development policies in reducing the urban labour market saturation remains to be studied. Moreover, at the same time it would be interesting to think about how digital transformation affects job distribution, by bridging the urban rural employment gap. As workplace models are evolving, future studies should analyze how sustainable and long run are remote and hybrid work models in various sectors.

## **Conclusion**

In conclusion, the findings of this study confirm that urbanization significantly influences workplace distribution, posing challenges for talent acquisition, employee retention, and workforce management. The rejection of the hypotheses related to workplace distribution and HR challenges underscores the need for targeted policy interventions and organizational strategies. Urban employment concentration remains a pressing issue, but the adoption of flexible workplace models, regional workforce development initiatives, and innovative HR solutions could contribute to a more balanced and sustainable labor market. Policymakers, businesses, and HR professionals must collaborate to address these challenges and create a more inclusive and equitable workplace distribution system. The hypothesis summary is:

1.  $H_0$ : Urbanization has no significant impact on workplace distribution – Rejected (Regression analysis shows a strong positive relationship,  $\beta = 0.78$ ,  $p < 0.001$ ).
2.  $H_0$ : No significant relationship between workplace distribution and HR challenges – Rejected (Correlation analysis indicates strong associations,  $r = 0.72$  for talent acquisition,  $r = 0.75$  for workforce management).
3.  $H_0$ : Talent acquisition and employee retention are not significantly affected by urban workplace concentration – Rejected (ANOVA results show significant differences in retention across workplace concentration levels,  $F = 12.34$ ,  $p < 0.001$ ).
4.  $H_0$ : Flexible workplace models do not significantly improve workforce distribution and management – Rejected (T-test results indicate significantly higher satisfaction in hybrid/remote work models,  $t = 4.8$ ,  $p < 0.001$ ).

## **Recommendations**

- Implement government incentives for businesses to establish offices in semi-urban and rural areas to balance workforce distribution.
- Encourage organizations to adopt flexible workplace models, reducing reliance on urban labor markets and improving employee satisfaction.
- Develop competitive salary structures, career development programs, and well-being initiatives to address high turnover in urban workplaces.
- Launch regional skill development programs to equip rural and semi-urban workers with in-demand skills, reducing the need for migration to cities.

## **Limitations of this study**

- The study focuses only on Pakistan, making it difficult to generalize findings to other countries with different economic and labor market conditions.
- Reliance on self-reported responses may introduce bias, affecting the accuracy of workplace distribution and HR challenges assessments.
- The study captures workplace trends at a single point in time, limiting insights into long-term effects of urbanization on workforce dynamics.
- Certain industries may be over- or under-represented, affecting the applicability of findings across all sectors.

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