IMPACT OF WORKFORCE DIVERSITY & INCLUSION IN FMCG SALESFORCE: A STUDY W.R.T. NORTH EAST MUMBAI

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ABSTRACT

This paper proposes to study and understand employee perception of the concept of Workforce Diversity & Inclusion in FMCG Salesforce - A study w.r.t. North East Mumbai and also perceived performance in organisations. Here a humble attempt of examining perceptions of Diversity and Inclusion across gender and categories is studied in North East Mumbai. Studying various factors which directly and indirectly affect employee work satisfaction are considered. A sample study of 100 employees has been conducted in North East Mumbai. All the responses have been filtered and considered through a personally analysed and thoughtful questionnaire.

***KEYWORDS**: FMCG, Diversity Management, Demographic Environment, Planning, Coordinating.*

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Introduction

Having qualities of being unique and different from each other they are mainly the assets of an organization.

They come from different background, different cultural, different religions. Skills, knowledge, attitude etc will be different for all employees. Employees do different things they all do work for same organizational goal in same direction. All the different backgrounds, skills create basis for Workforce Diversity. Employees come from different locations so they want to be a healthy and a positive work environment. Employee try to work on place where they are satisfied. It is the responsibility of an organization or company to give a healthy environment. In return give employees work satisfaction. Each and every organization has its slogan – Peoples are our assets. Here this study focuses on one of the vital and macro challenges presently facing organizations for adapting with respect to people who are different. Diversity management to be analysed as a combination of two different words 'diversity' and 'management'. Diversity is differences of human beings' by age, nature, language, gender, income status, marital status, etc. Whereas management is work of planning, organizing, directing, coordinating and controlling the management functions. In Layman language, diversity management is a process of managing individuals with diverse qualities at a common place. This can be defined as the process of understanding differences seen in business organization for effective management at workplace. Working effectively with diverse people, managers need to know about the persons with whom they interact. It also extends to their personality, behavior patterns in conflict situations, demographics and life experiences. Here the question facing organization is how employees feel about diversity in their working environments. Workplace diversity is an outcome of dissatisfaction or anxiety. Consequently it may result in losses of productivity. As most studies have been focusing on workforce diversity rather than understanding the apprehensions of employees at the workplace. In this research paper investigates the work diversity (Age, Gender, Religion, location, Education Caste, etc) and work satisfaction in organized and unorganized companies in North East Mumbai.

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Problem of the Study

Workplace today is made up of different employees with unique (diverse) characteristics. Does this situation affect the way employees feel about their jobs? Moreover, many organizations in the new North East Mumbai now engage different workers in their workforce to improve their image as they promote "Affirmative action"). To work effectively with numerous individuals, managers have to be compelled to recognize not solely concerning the persons with whom they move, however additionally their temperament, behavior patterns in conflict things, demographics and life experiences. The question that still remains unanswered is how employees feel about diversity in their working environments and whether workplace diversity results in dissatisfaction or anxiety and whether or not that may result in losses of productivity. Since most studies have been focusing on workforce diversity rather than discernment of employees in the workplace, this study focused on employees' discernment of workforce diversity and its effect on job satisfaction.

Literature Review

Daniels, C. (2001, July 9) in their book, too diverse for our own good published in Fortune on Pg.144, 116. refer how 75% and more of the Fortune 1,000 companies are adopting diversity initiatives. They also feel that management of diversity is no more a choice. Rather Diversity and inclusion has become a crucial business imperative.'

Policies play an important role by enabling diversity and inclusion at workplace as they provide a platform for promoting equal opportunities in employment and working practices. Set of diversity and inclusion practices also known as D&I will not be applicable to all the organizations. Therefore, it is important to design and customize diversity and inclusion initiatives according to the situations and local needs (Derven, 2014; Goodman, 2013).

Kossek et al. (2006) Brought to notice through his research that clusters of practices but also on how diversity and inclusion is not isolated. But rather it is found to be linked with other important organizational characteristics namely leadership, top management composition, culture and so on.

Shore et al. (2011) in his study has well defined inclusion and developed as framework based on Optimal Distinctiveness Theory. This was considered as a theoretical foundation. Both the concepts of Belongingness and Uniqueness were proposed. Together they can lead to a feeling of inclusion. This framework here has both high and low uniqueness on one axis. On the other hand, while high and low belongingness on the other. This leads to four dimensions namely viz. a) exclusion b) assimilation c) differentiation, and d) inclusion. Here inclusion forms high belongingness and high uniqueness cell.

Köllen, Kakkuri-Knuuttila and Bendel (2018), Recognize that equality, diversity and inclusion are all closely related we contend that an understanding of the effectiveness of diversity and inclusion strategies needs to be fundamentally informed by a consideration of inclusion which can only occur through an engagement with employee's understandings of organisational culture and their place or otherwise within it.

Randel et al., (2018) recommends research focusses on leadership that balances belongingness along with uniqueness while working in groups. Research further brings out findings that highlights line managers role and how crucial it is for the perception of inclusion within the context of the retail units. But it is also observed visible their commitment. Management of top in the organisation is equally important. It also lacks accountability was to perceive and to facilitate feelings of exclusion.

Fujimoto et al. (2014) and others in their research brings out how minority and majority play a role in organisation. Understanding their majority gives a complete view of the organisation and how it works. This research brings out number of problems. Employees do get affects by how minority, women, and people of different ethnic backgrounds are impacted by members of the company. Minority group get severely affected. Employees of different education, class and poverty have their rights and these rights need to be protected.

Objectives of the Study

- To identify the factors of diversity that may affect employee's performance.
- To know inter – personal relationship amongst diversity on the basis of trust, motivation, encouragement.
- To study the work environment on the basis of healthy work environment, availability of resources, etc.

Hypothesis of Study

In this research Proposed explanation is made on the basis of limited evidence. This is used as a starting point or beginning for investigation.

Null Hypothesis

H_O: There is no impact of diversity factors on employee performance.

Alternative Hypothesis

H_1:   There is an impact of workforce diversity on employee performance

Sample Design

A sampling arrangement has been prepared by studying the background of the study which has laid the foundation.

Criteria used for sampling standards on the basis of which study would be conducted is:

Sample Type Used: Convenience Sampling Method

Sample Size: 100

Area of Survey: North East Mumbai

Non-Parametric Test

One Sample Test

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
Median of the income levels equals 2.950.	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected.

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
Median of the work experience equals 2.950.	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of Relationship between superior or subordinate equals 2.950.	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of Superiors trust on me equals 2.950.	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of the motivate for work equals 2.950.	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
Median of the income received equals 2.950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
Median of the income levels equals	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
Median of Methods of non financial reward equals 2,950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median between best and worst performance equals 2.950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of availability of healthy environment equals 2.950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of Capacity to plant equals 2.950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Hypothesis Test Summary

Null hypothesis	Test	Sig	Decision
The median of freedom of work equals 2.950	One-Sample Wilcoxon Rank Test	.000	Thus, the Null Hypothesis is Rejected

Asymptotic Significance are displayed. The significance level is 0.5

Interpretation

If $p < 0.05$, reject Ho and accept H1. The variances are significantly difference that means there is impact of Diversity factors on employee's performance.

Parametric Test

One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Income Level	-16.369	99.00	.000	-1.550	-1.74	-1.36
Work Experience	-18.792	99.00	.000	-1.700	-1.88	-1.52
Superior's Trust on Me	99.517	99.00	.000	1.960	1.92	2.00
Relationship Between Superior or Subordinate	24.346	99.00	.000	1.560	1.43	1.69
Motivate for Work	30.742	99.00	.000	1.540	1.44	1.64
Income Received	8.962	99.00	.000	.870	.68	1.06
Methods of Financial Rewards	13.707	99.00	.000	1.170	1.00	1.34
Methods for Non Financial Reward	4.154	99	.000	.520	.27	.77
Differentiate Between Best and Worst Performance	9.572	99	.000	1.000	.79	1.21
Availability of Healthy Environment	29.604	99	.000	1.650	1.54	1.76
Capacity of Plant	18.578	99	.000	1.360	1.21	1.51
Freedom of Work	16.632	99	.000	1.270	1.12	1.42

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Relationship Between Superior or Subordinate	24.346	99.00	.000	1.560	1.43	1.69
Motivation for Work	30.742	99.00	.000	1.540	1.44	1.64
Income Received	8.959	99.00	.000	.870	.68	1.06
Methods of Financial Rewards	13.707	99.00	.000	1.170	1.00	1.34
Methods for Non Financial Reward	4.154	99.00	.000	.520	.27	.77
Differentiate Between Best and Worst Performance	9.574	99.00	.000	1.000	.79	1.21
Availability of Healthy Environment	29.606	99.00	.000	1.650	1.54	1.76
Capacity of Plant	18.580	99.00	.000	1.360	1.21	1.51
Freedom of Work	16.634	99.00	.000	1.270	1.12	1.42

Discrimination on the basis of age, gender, race and religion was the most frequently observed while barriers encountered for accepting workforce diversity, was largely due to shift swapping and hostile work environment. Collected the data through primary data analysis (questionnaire) and secondary data analysis (journals, articles). According this study impact on employees from the workforce diversity and work satisfaction in retail. This study clearly emphases that organization should take measures to manage diversity harness and leverage the potential of employees for competitive

Conclusion

We know about the employees situation in an organization. This study focuses on barriers encountered by employees for accepting workforce Diversity and Inclusion in FMCG sector in North East Mumbai. advantage. For whichever of this reason that motivate them, it is clear that those who diversify their workforces will have a distinct competitive advantage of North East Mumbai. Discrimination on the basis of age, gender, race and religion was the most frequently observed while barriers encountered for accepting workforce diversity, was largely due to shift swapping and hostile work environment. Collected the data through primary data analysis (questionnaire) and secondary data analysis (journals, articles). According this study impact on employees from the workforce diversity and work satisfaction in retail. This study clearly emphases that organization should take measures to manage diversity harness and leverage the potential of employees for competitive

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