



IMPACT OF WORKFORCE DIVERSITY ON RETAIL SECTOR EMPLOYEES IN MANGALORE CITY: AN EMPIRICAL STUDY

Barboza Coral

St. Aloysius College, Mangalore-575003, Karnataka India
Corresponding Author's E-mail Id: coral_jas@rediffmail.com

ABSTRACT

Today's corporate scenario is more diverse than it has ever been in history. To be on the more successful side, organizations give more importance to group work or teamwork as a source of competitive advantage in a highly diverse workforce. Diversity is the unique feature which every employee brings to the workplace in an organization. These ways are significant and plentiful. Confronted with constant change, political factors, societal values, culture-management, and organizational consultants continue to meet the challenges of a new and diverse workforce in a number of ways. Having a multitude of differences in the workforce gives an organization the ability to use many ideas to reach a common goal. A person could say that a diverse group of people together in one room can accomplish greater achievements than a room filled with the same types of individuals. For the efficient functioning of an organisation, managers need to understand the concept of diversity, and the importance of diversity to the success of a company's ability to implement programs that continue to develop a harmonious and diverse workplace. Through this empirical research, it is found that the major reason retail outlets in Mangalore strive to incorporate diversity is to improve productivity and to remain competitive in the market.

Keywords: Diversity, Globalization, Organisation, Organisational culture, Workforce

INTRODUCTION

People are unique. No two persons are similar. Diversity is ubiquitous. Workforce diversity means that organisations are becoming more heterogeneous as they differ in gender, culture, race, ethnicity, sexual orientation, status, religion, physiological, social and political beliefs. Our behaviour towards these differences can be positive or negative depending upon individual perspectives and prejudices. A diverse workforce allows the company to serve an increasingly diverse customer base provides easier access to resources, such as various sources of credit, multiple sources of information, and wider industry knowledge. When defining diversity in the workplace, it means the company has the ability to acknowledge, accept, value, and recognize the worth in celebrating the many differences which exist in all people. Managing diversity means acknowledging people's differences and recognizing these differences as valuable; it enhances good management practices by preventing discrimination and promoting inclusiveness. A diverse body of talent with fresh ideas and perspectives is one of the essential ingredients to a company's long-term success. As the wave of globalization blows and information explosion in the 21st century, the business environment is increasingly becoming volatile with workforce diversity as a major challenge to achieve higher efficiency and greater productivity in the organisation. Challenges are what improve employee relationships and promote diversity, if handled

correctly. If handled incorrectly, a company could fall apart, face lawsuits and spend more time resolving conflict than being productive. In the modern era, human resource is considered to be the art of dealing with people across cultures. Managing people has been an integral activity of progress from the Stone Age to the present times. Human beings are social animals and social networking becomes an important task. Every organisation has its slogan - "People are our assets". Over the past few years, the nature and the composition of the work force has undergone a revolution. There are a number of strengths, weakness, opportunities and threats for organisations within the new formation. Some believe that diversity is about quotas, and affirmative action. Others believe that diversity is something that will happen on its own without intervention. Some experts who study diversity, however, believe that diversity is not something that should be left up to chance. In return, workforce diversity has become an essential component of human resource management. As globalization is increasing, diversity will help organizations to enter the international arena Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance Today's labour force is getting more and more heterogeneous: ageing, migration, women's increased labour participation and technological change are key drivers of this

phenomenon. In the context of the workplace, valuing diversity means creating a workplace that respects people's differences and recognizes the unique contributions that individuals can make - ultimately creating a work environment that maximizes the potential of all employees. Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. The increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. In a book *Beyond Race and Gender*, R. Roosevelt Thomas (1992) defines managing diversity as "a comprehensive managerial process for developing an environment that works for all employees." Successful strategic diversity programs also lead to increased profits and lowered expenses. The downside of diversity, however, is that it may lead to misunderstandings, communication problems, personal conflicts or negative reactions from stakeholders that undermine performance.

RETAIL SECTOR IN MANGALORE

Mangalore is the administrative headquarters of the Dakshina Kannada (South Canara) district in the south western corner of Karnataka. With the country witnessing a retail and consumer boom, the retail industry in Mangalore too has seen manifold growth when compared to its population density in the past decade. Agricultural processing and port-related activities which dominated Mangalore's economy has now turned into a retail hub. The city saw the advent of organised retail even in the 1970s when Nilgiris (food), Janatha Bazar (grocery), Vas Bakery (cakes and confectionaries), School Book Company (stationary) and others started their operations while today, the corporates like the the Birlas (More), Ambani (Reliance Retail), and mega retailers like the Shopper's Stop, Westside, Lifestyle and Pantaloons are having a rats race trying to revolutionise the retailing sector and hoping to emerge as a leader in the retail sector and to turn the retail sector as an industry in the city. But the supermarket and mall culture has caught up pace only as late as 2005 and now it has grown to a sizeable number but no way comparable to other cities in India. The first mall in Mangalore in the mid 1990's from Saiben complex to the latest Forum mall where all goods are available under a single roof has made retailing even more easy. Today the retail centres are not just considered to be routine shopping but a more relaxed and market segmented, leisure shopping experience, with the food courts along with cinema multiplexes and children's play areas have removed the mundane of shopping. In fact, the traditional shops are slowly fading out in the city as branded items are being available in the big retail outlets with lot of discounts, schemes and getting diverse workforce.

The drivers of change in retail are intense and pervasive, taking into consideration changing demographics, changed economic policies, consumer tastes and preferences, globalization, new forms of competition, and new and emerging technologies. Moreover, the growth of online retailing, through different sites and multi-channel retailing

(online sales coupled with brick and mortar sites), is in full swing in Mangalore. Consumers are now receiving highly personalized marketing messages and using smart devices to compare prices and consult family and friends in decision making before they are ready to buy, which is in norm today. The composition of retail sector in Mangalore is generally categorized as:- food products (which generally require cold storage facilities), hard goods or durable goods (such as appliances, electronics, furniture, sporting and other related goods), soft goods or consumables (such as clothing, footwear, cosmetics, medicines and stationary) or arts (such as art galleries, bookstores, handicrafts, musical instruments, gift shops).

DIVERSITY AND THE WORKPLACE

Most people believe in the golden rule: treat others as you want to be treated. The implicit assumption is that how you want to be treated is how others want to be treated. When seeking a diverse workforce, issues arise in both assimilation with the majority group and the equality of wages for minorities. Despite various trends towards a more diverse workplace, there are still barriers limiting progress.

Communication- Language and Cultural Differences

Communication within teams and work groups can be a substantial challenge when there is a high variance in employee background. Diverse workers often speak other languages and have different cultural traditions. This can clash with current workers who do not understand. It can create an uncomfortable situation when there is an inability to communicate with one another. Nonverbal communication often has a significant impact on interpersonal interactions, and presents another area where misunderstandings can occur.

Age Group

In the 21st century employees include from three different generational groups: Gen X, Gen Y and Gen Z. The Gen Z group basically have a tendency to switch jobs often, and are the most tech-savvy of the three age groups. Each age group has a different general approach to work, which often leads to conflicts with older workers describing younger workers as "slackers," and younger workers criticizing older workers as being "out of touch."

Hegemonic Environment

Today's workforce is made up of a very diverse population of individuals from every part of the world, which creates dynamic multiracial and multicultural organizations. Companies often form a hegemonic structure, which serves to reinforce the cultural norms of the majority. When diverse employees do most of the acclimating, the value in having varying perspectives is marginalized.

Glass ceiling

In terms of glass ceiling, the gap between wages and education level in males and females represents concrete evidence that the barriers to diversity in the workplace are still affecting equal opportunities. Most of the women feel that there is a glass ceiling that is hampering their success. Understanding the barriers to effectively assimilating, with a particular focus on communication and avoiding group

biases, is a critical step in creating a more conducive environment.

Attitudes

Negative attitudes which include stereotyping, prejudice, Halo effect, Ethnocentrism, Hostile Working Environment. Such kind of negative attitudes and behaviours can harm working relationships and damage morale and productivity. Employees who stereotype assign labels to certain races and ethnic groups, which is also a form of prejudice. Discrimination can also result when an individual receives different treatment due to their characteristics.

INDIAN LAWS ON EMPLOYEE AND WORKPLACE DISCRIMINATION

India, the world's second most populated country, (according to the latest statistics modified on July 25th, 2014), possibly has the most varied cultures, religions and languages. Some of the basic laws in India that domestic and multinational companies need to know while dealing with employee discrimination and harassment issues in the workplace are: (Reference: Shroff Vikram and Nishith Desai, Discrimination Law Committee Newsletter, 2012)

Anti-discrimination provisions under the Constitution of India

The advocacy for anti-discrimination can be traced to the innate provisions in the Indian Constitution. Article 15 prohibits the state from discriminating on the grounds of religion, race, caste, sex and place of birth in various day-to-day activities, including when it comes to providing equal employment opportunities. The Constitution does not, however, prevent positive discrimination or affirmative action that is based on discrepancies in gender, social or financial background or traditional caste-based disadvantage.

The socio-economic rights under Article 39 in Part IV of the Constitution also urges the state to ensure that citizens, men and women equally, have the right to an adequate means of livelihood, right to shelter, food, education and work.

Protection under the Equal Remuneration Act

The Equal Remuneration Act, 1976 (ERA) addresses employee discrimination issues with respect to recruitment, wages, work-transfers and promotion. It provides for payment of equal remuneration to men and women workers, for same work or work of similar nature and for the prevention of discrimination against women in the matters of employment. The ERA also discourages the reduction of wages on purpose in order to fulfil the condition of equal remuneration.

Protection for persons with disabilities

The Indian legislature has brought forth laws that exclusively deal with the protection of the disabled in India. In 1995, Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act the ('PWD Act') was passed to provide equal opportunities in education, employment, social security and an unbiased atmosphere for the disabled. Section 47, for example, provides that a government establishment is forbidden from reducing an employee's rank if he or she acquires a disability during the course of their appointment. However, the employer can, alternatively, employ him/her in a different capacity provided

the pay-scale (along with benefits) is not reduced. Other than this, the National Trust for Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disability Act, 1999 and Rehabilitation Council of India Act, 1992 are other legislations that take up protection of individuals with specified disabilities.

The standing orders – employer's rules and policies

In an effort to infuse uniformity in work conditions and clarity on terms of employment, the Industrial Employment Standing Orders Act, 1946 (IESOA) along with the central or the state-specific standing orders, prescribe standardised orders for certain industrial establishments. The IESOA specifically requires an employer to provide for appropriate means of redressal of complaints of workers against their unfair treatment which may result from discrimination in relation to the protected characteristics. The employer is bound to formulate 'standing orders' that are to be certified by the Labour Commissioner before being publicised to the workers.

Industrial disputes

One of the most relevant labour statutes in India is the Industrial Disputes Act, 1947 (IDA). An important facet of the IDA is that it prohibits commission of unfair labour practices. The list of such practices is appended under the fifth schedule (Part I) of Industrial Disputes Act and includes prohibition of discrimination against any worker for filing charges or testifying against an employer in any inquiry or proceeding relating to any industrial dispute or discriminating against workers by reason of them being members of a trade union, etc.

Prohibition of sexual harassment against female employees

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("Sexual Harassment Act") has been made effective on April 23, 2013. The Guidelines lay down what constituted 'sexual harassment' and makes an obligation upon the employer (or other responsible persons) to provide for measures and procedures that will prevent and deter acts of sexual harassment done not only by persons within the establishments but third parties as well. The Guidelines also specify that women must be provided with 'appropriate work conditions' in the areas of work, leisure, health and hygiene.

Article 42 of the Indian Constitution, the Maternity Benefits Act, 1961 (MBA) was enacted with respect to employment of pregnant women in establishments and to provide for maternity and related benefits. The MBA protects women from dismissal while on maternity leave

Protection under criminal law

Certain offences against women are treated as crimes and are subject to actions under the Indian Penal Code, 1860 (IPC). Section 354 of IPC specifies that outraging the modesty of a woman either through words or gestures will attract serious consequences such as imprisonment of up to two years or a fine or both. The victim has to prove that the accused assaulted the woman (or used criminal force) with the intention of outraging her modesty. Another penal provision is section 509 that deals with insulting the modesty of a woman. This may be through any words, gestures, sounds or

exhibition of objects done with the intention of insulting her modesty. An offence under these provisions will make the offender liable to imprisonment of one year or a fine or both. Further, section 294 of the IPC deals with the issue of harassment due to the use of obscene language or gestures. As per the provision, an individual who, to the annoyance of others, does any obscene act in any public place, or sings, recites or utters any obscene song, ballad or words, in or near any public place, may be punished with imprisonment for a term of up to three months, or with a fine, or with both.

Other laws

The Untouchability Offences Act, 1955, which in the year 1976 was renamed as 'The Protection of Civil Rights Act', made untouchability a punishable offence under law. This is in consonance with Article 17 of the Indian Constitution which abolishes the practice of untouchability in any circumstance. Section 7 of the said statute extensively addresses offences that may arise as a result of the practice of untouchability.

In 1986, the Parliament passed the Indecent Representation of Women (Prohibition) Act to prohibit indecent representation of women through advertisements or in publications, writings, paintings or figures. The Act has elaborated on what denotes 'indecent representation' and this includes the depiction of the figure of a woman in any way such as her form or body or any part that is portrayed in an indecent or derogatory manner and which also hurts the public's moral sentiments

OBJECTIVES OF THE STUDY

1. To find out the acceptance level of workplace diversity in the retail sector
2. To identify the obstacles encountered while accepting workforce diversity
3. To suggest best strategies for working with diversity in the retail sector

LITERATURE REVIEW

Diversity is the collection of many individual differences and similarities that exist among people Hofstede (1978) noted that in the present day multicultural workplace, the survival of mankind will depend, to a large extent, on the ability of people who think differently to act together to achieve common goals. Garnero Andrea, Rycx François (2013) examined that gender diversity is considered to be more profitable in high-tech/knowledge intensive sectors; the opposite result is obtained in more traditional industries.

According to B. D. Singh and Sita Mishra (2008) organised retailing is considered to be a highly labour oriented industry. Especially at the lower levels there is a requirement for large number of support staff as customer care associates. He further adds on to say that the sector is facing talent crunch because neither the talent required on such a large scale in the sector are available nor there is training infrastructure facility for them. In the words of Gay Paul du (1993) Retail sector is taking a prominent role in the consumer economy by making more people dependent upon it. Vidu Soni (2000) identifies organisations have adopted a philosophy of implementing

diversity and a variety of initiatives are put in place for utilizing and managing the current and projected workforce diversity.

Fabiano Schivardi and Eliana Viviano (2011) in his study examined liberalising entry in the retail sector has a positive effect on investment, increases employment and compresses labour costs in large and medium sized shops. In areas with more stringent entry regulation, lower productivity coupled with larger margins results in higher consumer prices. Moreover research examining diversity in top management teams found that groups made up of individuals with diverse functional backgrounds experienced more positive financial returns thereby improving the productivity.

In a study conducted by Mishra Sita and Bindu Gupta (2009) youngsters join the retail industry at lower salaries get some experience and then move on to better jobs or back to education. The work pattern of retail industry requires employees to put in long hours of work which normally causes fatigue and lower morale of the employees.

Michael Levy and Barton Weitz (2011) in the book Retailing Management have tried to know how retailing has become an important economic activity. The book titled Retailing Management gives a modern view on Retailing especially in the modern world. The book discusses different facets of retailing strategies as they are useful for developing the retail markets especially in a growing economy. In this book the authors have tried to find out the reasons of growth of modern retailing, different retail format, and multichannel retailing as a method of operating in a competitive market.

In terms of diversity, DiTomaso Nancy, Corinne Post and Rochelle Parks-Yancy (2007) identified diversity as the co-existence of employees from various socio-cultural backgrounds within the company. Managing cultural diversity means enabling the diverse workforce to perform its optimum level in an equitable work environment where no one group has an advantage or disadvantage keeping in mind the overall goal of the organisation. The 1990s saw the development of a new trend in the form of workforce diversity mainly because of the liberalization and globalisation of markets (Jain and Verma, 1996).

Hasebur Rahman (2013) opined until recently, organization took a "melting pot" approach to personnel diversity assuming that people who were different would somehow automatically want to assimilate. In short, the benefit of workforce diversity is to strengthen cultural values within the organization and enhance corporate reputation.

METHODOLOGY

This study is empirical in nature. A systematic research approach has been adopted for conducting the present study. The units selected for the study consists of employees working in retail sectors (6 retail sub-sectors were selected) in the city of Mangalore. The probability sampling method used in this study was simple random sampling – where the items for the sample are selected randomly by the researcher. The sample was based on the availability of respondents. The sample size of 50 respondents with diverse backgrounds was selected.

The questionnaires were administered to employees with one or more years' experience in that organization to ensure that they are fairly aware about rules and regulations, diversity policies and practices in their organizations. The scope of the study encompasses the employees who belonged to different retail industry subsectors in the city of Mangalore which include respondents from electronic, food, clothing, footwear, cosmetics and bookstores.

Tools Adopted for the Study

A questionnaire was prepared by the researcher based on the objectives of the study. The questionnaire consisted of close ended questions. The questionnaire was divided into two sections which are as follows:

Section I

Demographic information relating to the gender, age, marital status, educational background, occupation, and annual income.

Section II

Rating the information regarding the obstacles to workforce with respect to stereotyping, Halo effect, glass ceiling, minority groups or reserved categories such as scheduled castes and scheduled tribes (SCs & STs), other backward classes (OBCs), sons of soil, physically disabled, contract labour, child labour and minority groups, etc.

Data Collection

The data collected from the respondents was analyzed through appropriate statistical techniques. Simple statistical tools like frequency tables, pie charts, and tables were used to analyse and present the data.

RESULTS AND DISCUSSION

The data collected from the field are analysed in the form of a table below to assess the obstacles encountered while accepting workforce diversity in the Indian economy with special reference to Mangalore city.

Table 1: Age of Respondents

| Age | No. of Respondents | Percentage |
|-------|--------------------|------------|
| < 25 | 27 | 54 |
| 26-35 | 14 | 28 |
| 35-45 | 6 | 12 |
| > 45 | 3 | 6 |

(Source: Field Survey)

From the above table we can find that the retail sector has one of the youngest age profiles, 54% is aged below the ages of 25, followed by 28% respondents aged between 26-35 and 6% of the respondents more than 45 years of age. It is also noted that the age profile varies significantly with younger workers clustered in sales roles and older workers in management roles

Table 2: Educational Qualification of Respondents

| Educational Qualification | No. of Respondents | Percentage |
|---------------------------|--------------------|------------|
| SSLC | 9 | 18 |
| PUC | 17 | 34 |
| Degree | 19 | 38 |
| Post Graduate | 0 | 0 |
| Others | 5 | 10 |

(Source: Field Survey)

From the above table we can find that the retail workforce has a relatively low level of formal qualifications 38% of the respondents have completed their Bachelors degree followed by 34% who have completed PUC, and 10% others include diploma courses. It is important to recognise that the low level of education in retail reflects, to a large extent, the age profile of the industry many workers are also concurrently studying at the same time.

Table 3: Marital Status of Respondents

| Marital Status | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Single | 38 | 76 |
| Married | 12 | 24 |

(Source: Field Survey)

From the above table we can find that the 76% of the respondents are single, and 24% of the respondents are married.

Table 4: Size of your outlet

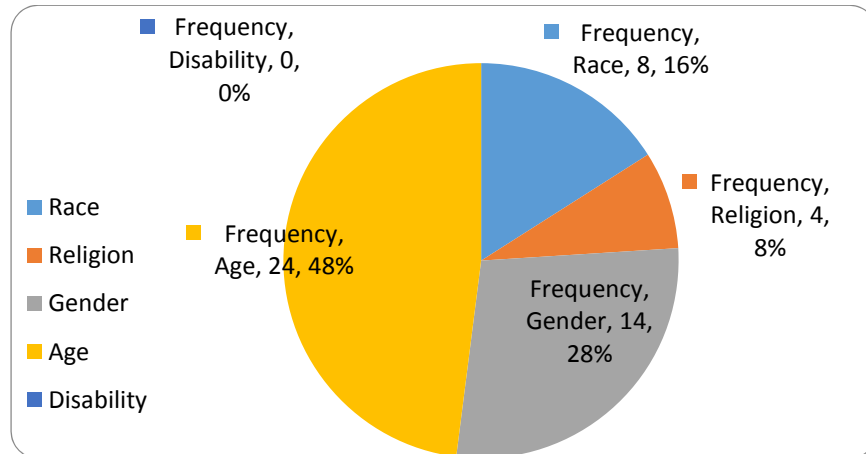
| Size of your Company | No. of Respondents | Percentage |
|---------------------------|--------------------|------------|
| Micro (<10 employees) | 5 | 10 |
| Small (11-50 employees) | 15 | 30 |
| Medium (50-100 employees) | 24 | 48 |
| Large (> 100 employees) | 6 | 12 |

(Source: Field Survey)

From the above table we can find that 48% of the respondents are working in medium enterprise consisting of 50-200 employees, 30% of the respondents are working for small enterprise consisting of 11-50 employees, 12% of the respondents are working for large sized organisations.

Workforce diversity on retail sector employees in Mangalore city

Table 5: Levels of Workforce Diversity

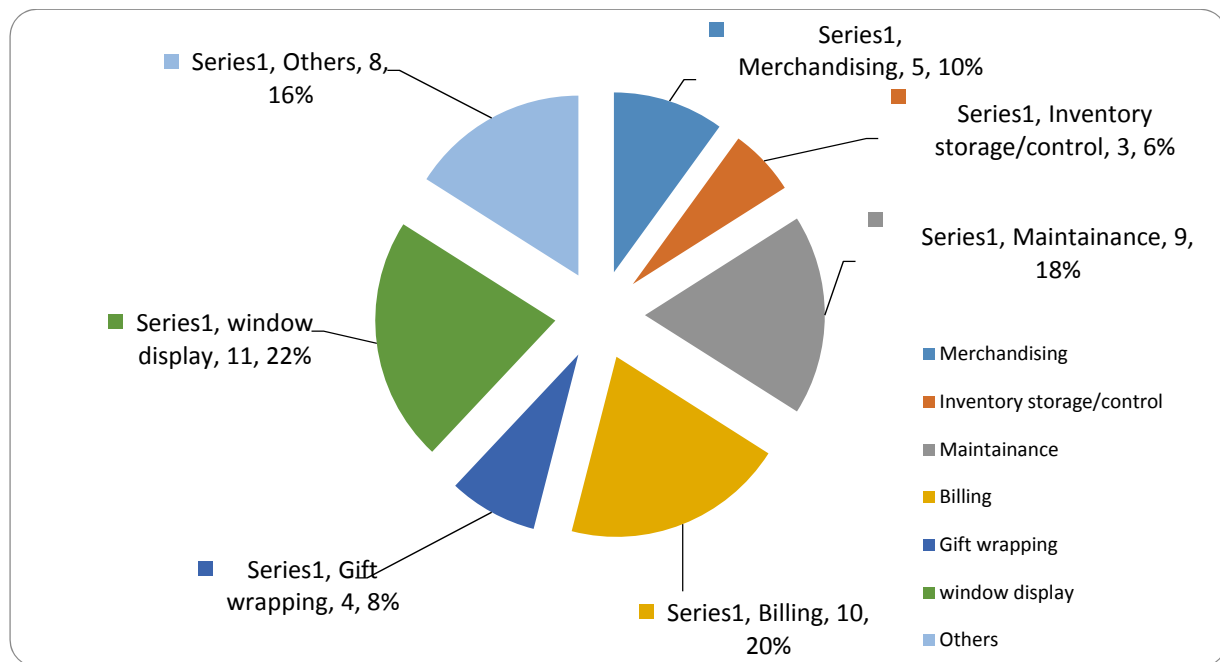


(Source: Field Survey)

From the above table we can find that the level of diversity is very high in terms of age with 48%, followed by gender 28%,

race 16% and religion 8%. No preference is being given to the disabled.

Table 6: Tasks performed by Employees in the retail sector

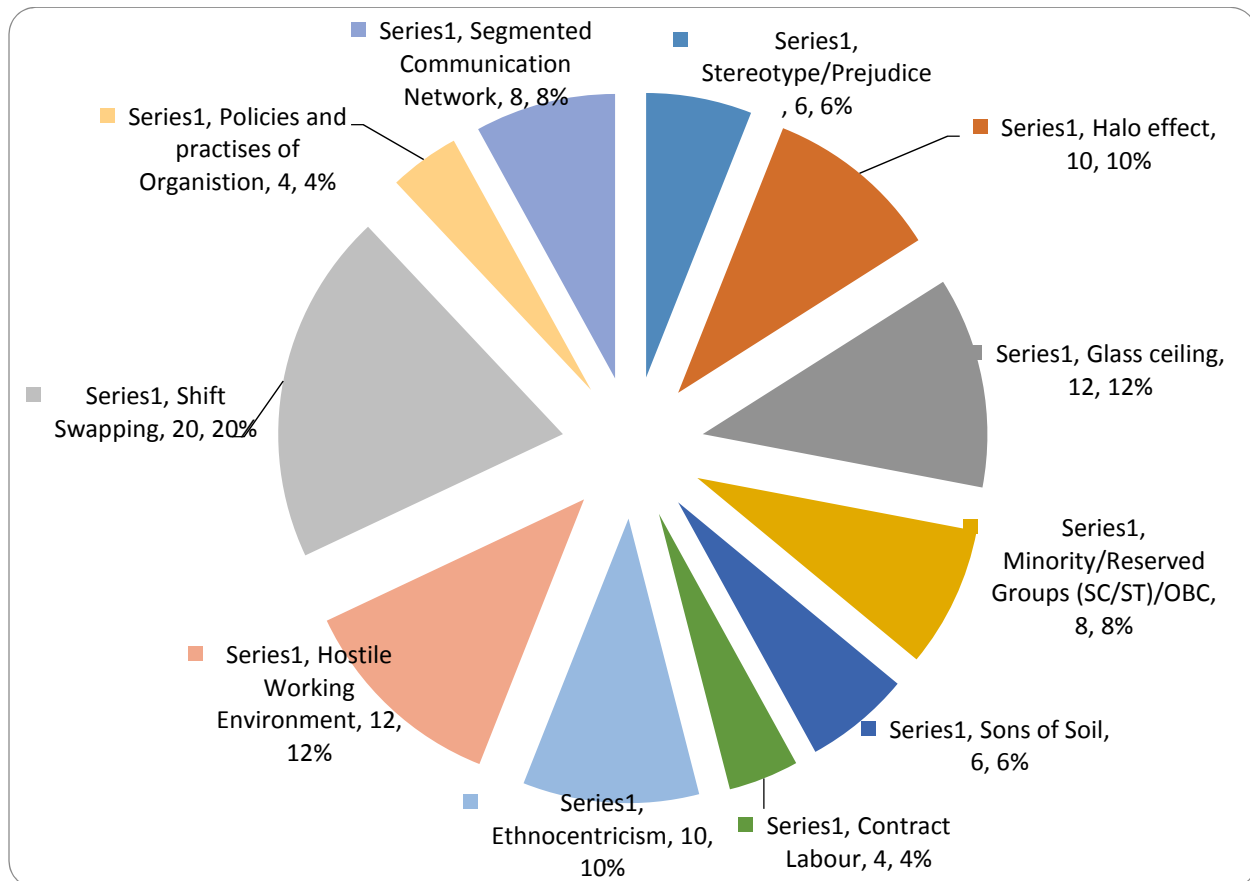


(Source: Field Survey)

From the above table we can note find that 22% of the respondents are in charge of window display, followed by 20% on billing, 18% on maintenance, 10% on merchandising, 8% on gift wrapping, 6% on inventory storage and control and 20% on others which comprises of price tagging, customer

contact, handling repairs/alteration/damage, maintaining financial accounts and public relations. It is also observed that some of the respondents perform more than one task simultaneously.

Table 7: Obstacles encountered while accepting Workforce Diversity



(Source: Field Survey)

From the above graph we can find that 20% of the respondents feel that shift swapping is one of the main reason for barrier to workforce diversity followed by hostile working environment, glass ceiling, Halo effect, Ethnocentrism, Segmented Communication Network, Minority/Reserved Groups such as (SC/ST)/OBC, Stereotype/Prejudice, Sons of Soil, Contract Labour and the Policies and practises of Organisation.

BEST STRATEGIES FOR WORKING WITH DIVERSITY

Managing diversity means acknowledging people's differences and recognizing these differences as valuable; it enhances good management practices by preventing discrimination and promoting inclusiveness. To overcome these barriers, the management must recognize the benefits of a diverse workforce and develop strategies to increase diversity in the workplace. Workplace diversity can provide tremendous benefits in terms of improved morale, outside-the-box thinking, greater teamwork, and an atmosphere of mutual understanding and respect. Individuals from different cultures have vastly different values, including working values, which can cause conflict within the organization. Proper assessment of all workers can combat this barrier to diversity in the workplace.

- Recognising the potentialities of the employees
- Encourage good communication network among employees.
- Modification of the existing recruitment and hiring practices to reach a more diverse group.
- A good employee orientation to reduce the anxiety, initial fear of the employee
- Training and education programs.
- Organizational policies that mandate fairness and equity for all employees
- Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and more likely to be loyal to an organization.
- Rising percentage of women and minorities in the workplace.

- Mentoring programs/Counselling for minority employees.
- Changes with technology.
- Systematic career guidance and planning programs.
- Performance appraisal systems that are non-discriminatory.

CONCLUSION

Diversity management is the key to growth in today's fiercely competitive global marketplace. A diverse workforce is a reflection of a changing world and marketplace. Managing diversity focuses on maximizing the ability of all employees to contribute to organizational goals. This study focuses on barriers encountered by employees for accepting workplace diversity in the retail sectors in the city of Mangalore. Discrimination on the basis of age, gender, race and religion was the most frequently observed while barriers encountered for accepting workplace diversity, was largely due to shift swapping and hostile working environment. The study clearly emphasizes that organizations should take measures to manage diversity to harness and leverage the potential of employees for competitive advantage. The strongest rationale for incorporating diversity is to increase productivity among all workers. For whichever of these reasons that motivates them, it is clear that those who diversify their workforces will have a distinct competitive advantage over those that don't.

BIBLIOGRAPHY

- Ackerberg, Daniel, Kevin Caves and Garth Frazer (2006): "Structural Identification of Production Functions." MPRA Paper No 38349. Munich.
- Anderson, Carl (1997): "Values-based Management", The Academy of Management Executive, Vol 11, pp 25-46.
- Fabiano, Schivardi and Eliana Viviano (2011): "Entry Barriers in Retail Trade" The Economic Journal, Vol 121, No 551, pp 145-170.
- Garnero Andrea, Rycx Francois (2013): "The Heterogeneous Effects of Workforce Diversity on Productivity, Wages and Profits" Discussion Paper No. 7350, Germany.
- Gay Paul du (2002): "Numbers and Souls: Retailing and the De-Differentiation of Economy and Culture", The British Journal of Sociology, Vol 44, No 4, pp 563-587.
- Hasebur Rahman (2013): "Effects of Workforce Diversity on Human Resource Management: A Theoretical Perspective" Asian academic research journal of social sciences and humanities Vol 1, No 12, pp 61-70.
- Hofstede, Geert (1978): "The Poverty of Management Control Philosophy". The Academy of Management Review (Academy of Management) Vol 3, No 3, pp 450-461.
- Iranzo, Susana, Fabiano Schivardi, and Elisa Tosetti (2008): "Skill Dispersion and Firm Productivity: An Analysis with Employer-employee Matched Data." Journal of Labor Economics Vol 26, No 2, pp 247-85.
- Jain, H.C. and A. Verma (1996): "Workforce diversity, employment equity/affirmative action programs and public policy in selected countries" International Journal of Manpower Vol 17, No 4, pp 14-29.
- Kurtulus, Fidan A (2011): "What Types of Diversity Benefit Workers? Empirical Evidence on the Effects of Co-Worker Dissimilarity on the Performance of Employees" Industrial Relations Vol 50, No 4, pp 678-712.
- Kurtulus, Fidan A (2012): "Affirmative Action and the Occupational Advancement of Minorities and Women During 1973-2003." Industrial Relations Vol 51, No 2, pp 213-46.
- Leonard, Jonathan (1984): "Anti-Discrimination or Reverse Discrimination: The Impact of Changing Demographics, Title VII and Affirmative Action on Productivity" Journal of Human Resources, Vol 19, No 2, pp 145-174.
- Levy Michael and Weitz Barton (2008): "Retailing Management", McGraw Hill. Pearson Education Inc., Dorling Kindersley Publishing Inc., Vol 27, No 2, pp 13-28.
- MacKenzie, Kenneth D. (1999) "The Inequality Between Two Distributions: Applications to the Analysis of Diversity Data." Computational and Mathematical Organization Theory, Vol 5, No 1, pp 45-65.
- Mishra Sita and Bindu Gupta (2009): "Work Place Motivators & Employees' Satisfaction: A Study of Retail Sector in India" Indian Journal of Industrial Relations, Vol 44, No 3, pp 509-519.
- Nancy DiTomaso, Corinne Post and Rochelle Parks-Yancy (2007): "Workforce Diversity and Inequality: Power, Status, and Numbers" Annual Review of Sociology, Vol 33, pp 473-501.
- Navarro, Peter (1988): "Why Do Corporations Give to Charity?" Journal of Business, Vol 20, No 61, pp 65-93.
- Osborne, Evan (2000): "The Deceptively Simple Economics of Workplace Diversity" Journal of Labor Research, Vol 21, No 3, pp 463-475.
- Penn, Nolan, Percy Russell, and Harold Simon (1986): "Affirmative Action at Work: A Survey of Graduates of the University of California, San Diego, Medical School", American Journal of Public Health, Vol 76, No 9, pp 1144-46.
- Patrick H.A. (2010): "Organization culture and its impact on diversity openness in the information technology organizational context and Dimensions", Review of Contemporary Business Research Vol 1, No 1, pp 67-72.

Shroff Vikram and Nishith Desai (2012): "Indian Laws on Employee and Workplace Discrimination and Harassment" Discrimination Law Committee Newsletter, Vol 16, No 2, pp 15-17.

Singh B. D and Sita Mishra (2008): "Indian Retail Sector- HR Challenges & Measures for Improvement" Indian journal of industrial relations Vol 44, No 1, pp 99-111.

Soni Vidu (2000): "A Twenty-First-Century Reception for Diversity in the Public Sector: A Case Study", Public Administration Review, Vol 60, No 5, pp 395-408.

Steel, Brent and Nicholas Lovrich (1987): "Equality and Efficiency Tradeoffs in Affirmative Action—Real or Imagined? The Case of Women in Policing." Social Science Journal, Vol 24, No 1, pp 53-70.

Wentling RM, Palma-Rivas N (2000): "Current status of diversity initiatives in selected multinational corporations", Human Resource Development Quarterly, Vol 11, No 1, pp 35-60.

WEBSITE

<http://edis.ifas.ufl.edu/pdffiles/hr/hr02200.pdf>

<http://companies.globalmarket.com/dabbousi-international-company-ltd-186491.html>

<http://edis.ifas.ufl.edu/hr022>

<http://www.allbestpapers.com/samples/ValueofDiversityinWorkplace.pdf>

<http://www.businessinsider.in/Why-Thought-Diversity-Is-The-Future-Of-The-Workplace/articleshow/23169224.cms>

https://profiles.uonbi.ac.ke/mercy_gacheri/files/workforce_diversity_paper.pdf

http://www.huffingtonpost.com/2013/04/08/workplace-diversity-hindered-by-failure-to-communicate_n_3036874.html

<http://articles.economictimes.indiatimes.com/keyword/diversity>

<http://www.witi.com/wire/articles/225/Workforce-Diversity:-Meeting-the-Challenges-Head-On/>

http://gatton.uky.edu/faculty/troske/working_pap/barrington_troske.pdf

<http://www.ethnoconnect.com/articles/9-business-advantages-of-diversity-in-the-work-place>

<http://www.mangaloreguide.com/mangalore.htm>