
The Impact of Workforce Diversity on Employee Engagement in Manasco Group

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ABSTRACT: *Diversification in the sphere of business has drastically taken a leap in the past few years with the ever-changing dynamics in which business itself is conducted. Along with this change, comes the concept of constantly keeping employees engaged to instil a sense of purpose and value addition towards achieving the company's goals. Workforce Diversity with respect to cultural backgrounds and the ability to adapt and accept such an environment requires one in which the employees can interact and build relationships in. Today's challenge is not to simply retain employees but to engage them fully; hence, the organisation is tasked to capture the minds and hearts of its diverse workforce at every phase of their work lives. The study has been conducted with the Manasco Group, a conglomerate that positions itself in the retail sector. Statistical tests of correlation and regression were used to generate the findings. The hypotheses dictated whether or not employee engagement is affected or impacted by workforce diversity. The methodology used was a virtual survey, with a response rate of 78%, which led to the conclusion that there is a relationship between both variables as well as an impact of the independent variable on the dependent variable.*

KEY WORDS: *Employee Engagement, Workforce Diversity*

INTRODUCTION TO THE TOPIC:

The focus of this research is to determine the impact of workforce diversity on employee engagement, in Manasco Group. The challenge faced by HR professionals in today's business scenario is not only to retain employees but to ensure to engage them fully. Hence, organizations are positioning themselves in such a manner that it helps to capture the minds and hearts of the diverse workforce at every stage of the employee's work life. Workforce diversity thus deals with an employee's heterogeneity in respect to gender, race, ethnicity, and other characteristics.

Over the last three decades, significant inroads have been created so as to promote a fair, equitable and diverse workforce. The role of diversity in workplace has increased over the years and as higher number of organizations has started to adopt diversity management strategies in an attempt to increase performance levels or attract and retain new employees (Ciocirlan & Pettersson, 2012)

“In simple words, diversity management can be defined as the process identifying, acknowledging, accepting, and capitalizing upon the various individual differences (gender, race, educational & cultural background, and values) in a manner that allows the employees to reach their maximum potential in order to achieve competitive advantage” (Hamden, 1993).

Worker engagement is a generally new development in scholarly writing and an inexorably prominent thought. Defenders of employee engagement assert a solid positive connection amongst engagement and business achievement, both at the firm and individual levels, and results including retention, efficiency, productivity, and client loyalty and satisfaction.

Employee engagement in today's competitive world is a crucial business driver for an organizations success. Elevated levels of engagement in domestic as well as global firms promotes retention of high level talent, fostering customer loyalty and improving firm's performance and stakeholder value.

To measure employee engagement, four dimensions of employee engagement are assessed. These dimensions include questions relating to:

-) How can we grow?
-) Do I belong?
-) What do I give?
-) What do I get?

In order to measure workforce diversity, the dimensions assessed include; race, ethnicity, gender, values and beliefs.

LITERATURE REVIEW:

(Guidroz, 2008) The role of diversity in workplace has increased over the years and as higher number of organizations has started to adopt diversity management strategies in an attempt to increase performance levels or attract and retain new employees. However very diminutive research has been done towards understanding how perceptions related to diversity are impacted by the amount of diversity present in the group. This paper examines how the volume of diversity present and how this information influences people's perception on group diversity. Results of this survey indicate that people perceive racial/ethnic diversity in the workplace coinciding more with their notion of diversity. Participants also exhibited an inclination for equality and considered the organization to be most successful at managing the diversity when the minority and non-minority crowds held an equal proportion in the population in the workforce.

(Kapoor, 2011) The paper emphasizes on the belief that in every industry it is important to value all the components of an individual as this very crucial to obtain organizational success. The paper aims to provide information to help those organizations, explicitly those in the hospitality industry and the society to understand diversity better. The design of the paper is as such that it flows through a sequence starting with the entrance of diversity to the inclusion of diversity and the concern on a broad definition of diversity. The results show that the author can affirm The Diversity Task Force's 2001 definition of diversity, whereby diversity means "all characteristics and experiences that define each of us as individuals" (Diversity Task Force, 2001). The review also places emphasis on organizations to understand the importance of identifying and recognizing that individuals have similar primary components may not have similar secondary components.

(Messarra, 2014) The study aimed to investigate the visceral effects of perceived religious discrimination on work-related behaviours of employees, mainly concerning to engagement and commitment. Commitment was the dependent variable and components of religious discrimination as independent variables. The findings of the study suggest that as soon as workers perceive a sense of religious discrimination in the organization, their level of commitment and engagement is affected. In order to combat this, managers as well as human resource personnel should ensure that they devise strategies that cater to the issue pertaining to religious discrimination and develop methods to alleviate the adverse organizational and personal consequences of religious discrimination.

(Velasco, Villar, Lunar and Velasco, 2016) This paper evaluates the workforce diversity in Gulf College Oman on the basis of four dimensions namely; personality, internal, external and organizational. It also discusses the diversity dimensions affecting the personality of the workforce together with recessive and progressive diversity dimensions. The results point out that workforce diversity is highly prevalent in Gulf College Oman. Therefore, a differentiated employee development plan should be devised that addresses the various issues and concerns on workforce diversity. Motivational techniques can also be used to further improve productivity. The college should set the culture in such a manner that it transcends all boundaries to unite its people and achieve goals.

(Lu, Lu, Gursoy, Neale, 2015) The study provided by this paper is one of the first few attempts to

analyse and study the difference between line-level employee's and supervisor's work engagement (which involves vigour, dedication) and its consequences they propose (namely job satisfaction & turnover intentions). This study mainly aims to examine the impact of employee positions on various work-related variables such as work engagement, turnover intentions and job satisfaction. Findings emphasize a distinctive impact of individual dimension of work engagement on turnover intentions and job satisfaction. The study also reveals a moderating influence of employee positions on the link between engagement dimensions and consequences. The results also show that in comparison to line level employees, supervisors show significantly a higher work engagement and low turnover intentions. Thus, employee positions do moderate the relation between job satisfaction, absorption and the relation amid turnover intentions and dedication.

(Tyler, 2007) Tyler through this research aimed at establishing the relationship(s) between diversity and meeting effectiveness. Precisely, the relationship is studied between the value of achievement, meeting effectiveness and diversity. The explicit goal of this study is to answer the following question: 1) Does the value of achievement moderate the strength of the relationship between diversity and meeting effectiveness? 2) Is the value of achievement correlated with meeting effectiveness? The result of the study are as follows 1) it contributes to the collective body work of group behaviour research, and 2) contributes to society by leading the way for researchers to explore the impact of diversity on meeting satisfaction and performance.

Research Gap: Employee engagement has been a broad focus of study in the academic literature. Hence less emphasis is put on workforce diversity and understanding its challenges and how employees can become more engaged in the midst of such diversity. Hence this study aims to study workforce diversity and its impact on employee engagement.

RESEARCH DESIGN:

Objectives of the study:

-) To study the relationship between workforce diversity and employee engagement
-) To provide accurate data to the company for them to utilize it in the future.
-) To understand the importance of workforce diversity

Aim of the project:

To study the relationship between workforce diversity and employee engagement and the impact it has on the latter.

Hypotheses:

H0: Workforce Diversity does not have an impact on Employee Engagement

H1: Workforce Diversity has an impact on Employee Engagement

Data collection method:

The data for this research was collected through questionnaires. The questionnaire consisted of 23 questions. The questionnaire was circulated among the employees of Manasco Group located in Doha, Qatar. A total of 78 responses were collected for the research through convenience sampling. Gallup's Q12 was used for devising the questionnaire. This was also used to measure Employee Engagement.

Statistical tools for analysis:

Correlation and regression were used to analyze the data collected. Correlation was used to establish/test if there was a relationship between and two variables and regression was used to test if the independent variable had an impact on the dependent variable.

ANALYSIS AND INTERPRETATION:

Reliability

Scale: Workforce Diversity

Case Processing Summary

		N	%
Cases	Valid	78	100.0
	Excluded ^a	0	.0
	Total	78	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.929	10

Analysis and interpretation: from the above given table, we can see that Cronbach's Alpha is 0.929 for Workforce Diversity. This indicates that there is a high level of internal consistency for the scale within this specific Sample.

Scale: Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	75	96.2
	Excluded ^a	3	3.8
	Total	78	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.948	12

Analysis and interpretation: from the above given table, we can see that Cronbach's Alpha is 0.948 for Employee Engagement. This indicates that there is a high level of internal consistency for the scale within this specific sample.

Frequencies:

Statistics				
	gender	Age	LOS	
N	Valid	78	78	78
	Missing	0	0	0
Mean	1.15	3.01	2.78	
Median	1.00	3.00	3.00	

Frequency Table

gender

	Frequency	Percent	Valid Percent	Cumulative Percent
1	66	84.6	84.6	84.6
Valid 2	12	15.4	15.4	100.0
Total	78	100.0	100.0	

The male respondents out of the total sample size constitute to 84.62% whereas the female respondents are only at 15.38%. this shows that the male respondents are higher than the female respondents.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
1	3	3.8	3.8	3.8
2	22	28.2	28.2	32.1
Valid 3	27	34.6	34.6	66.7
4	23	29.5	29.5	96.2
5	3	3.8	3.8	100.0
Total	78	100.0	100.0	

Out of the sample size of 78 employees, the highest occurring sample size is from the age group of 35-44. They constitute to up to 34.6% of the total sample size. The least occurring sample size is that from the age group of fewer than 21 as well as 55 years and older. Both these include only 3.8% of the total sample.

LOS

	Frequency	Percent	Valid Percent	Cumulative Percent
1	7	9.0	9.0	9.0
2	19	24.4	24.4	33.3
Valid 3	36	46.2	46.2	79.5
4	16	20.5	20.5	100.0
Total	78	100.0	100.0	

In majority, 46.2% of the sample size has served for 2 years but less than 5 years. This means that the company consists of employees who have recently joined and started working with the company.

Correlation

Correlations

		D_Average	E_Average
D_Average	Pearson Correlation	1	.884**
	Sig. (2-tailed)		.000
	N	78	78
E_Average	Pearson Correlation	.884**	1
	Sig. (2-tailed)	.000	
	N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

The significance level is 0.000, which is less than 0.05 and it means that correlation is highly significant.

Pearson correlation coefficient measures the strength and direction of a linear relationship between two variables. Here the association is between the independent variable, Workforce Diversity and dependent variable, Employee Engagement. The value of the coefficient (r) must be in the range of -1 and +1. In this case $r = 0.884$. This indicates that 88.4% positive relationship exists between the two variables.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	D_Average ^b		.Enter

a. Dependent Variable: E_Average

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.781	.778	.39160

a. Predictors: (Constant), D_Average

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.512	1	41.512	270.697	.000 ^b
	Residual	11.655	76	.153		
	Total	53.167	77			

a. Dependent Variable: E_Average

b. Predictors: (Constant), D_Average

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.097	.247		.393	.696
	D_Average	.962	.058	.884	16.453	.000

a. Dependent Variable: E_Average

The R square value is 0.78 and the Adjusted R square value is 0.77. The result shows $F(77)=0.15$, $p= 0.00$ which is less than the significant value (α)=0.05, indicates that the model is significant. The null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, workforce diversity has an impact on employee engagement.

Result:

-) H0: Workforce Diversity does not have an impact on Employee Engagement
-) H1: Workforce Diversity has an impact on Employee Engagement

The findings of the study ascertain that through the use of correlation, it is proved that there exists a relationship between workforce diversity and employee engagement. Furthermore, the result of the regression reveals that workforce diversity has an impact on employee engagement, thus proving the alternate hypotheses. Hence, we accept the alternate hypotheses and reject the null hypotheses.

RECOMENDATIONS:

Industry: Qatar is a country with vast diversity in its population. People of different nationalities and countries come there looking for employment. This provides the employers with a large pool of people to choose from. More than 50% of the employees are happy with the work culture and policies of the company. Hence, more companies should adopt or devise practices to foster diversity and take initiatives to make the workforce more engaged.

Academics: Since a relationship between the two variables has been established, the scope of research has increased. More dimensions on both the variables can be identified.

CONCLUSION:

The findings of the study conclude that more than half of the employees working at Manasco Group are satisfied and happy with the work culture. It also determines more than half of the employees find it easy to interact with other employees coming from different backgrounds and also feel that their diverse backgrounds and cultures are respected in the organization. The organization also ensures that their employees feel that their contribution and work is valued hence, fostering a feeling of belongingness within the employees.

The first objective of this study was to test and establish if workforce diversity has an impact on employee engagement. This was proved with the help of correlation and regression as statistical tools used in this research. Another objective of this study was to provide useful and significant data to the company. On the basis of the data collected from the employees, it is found that the company provides a work environment where employees are not discriminated on the basis of their backgrounds or ethnicity and also provided all the support in the form of material, machinery and support to successfully complete their work.

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